

### **3.4 DEVELOPMENT OBJECTIVES & STRATEGIES**

Objectives and Strategies have been formulated to address the following 5 Local Government Key Performance Areas:

- ⇒ **KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**
- ⇒ **KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**
- ⇒ **KPA 3: LOCAL ECONOMIC DEVELOPMENT**
- ⇒ **KPA 4: MUNICIPAL FINANCIAL VIABILITY**
- ⇒ **KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

3.4.1 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

DIRECTORATE: CORPORATE SERVICES

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2020/21	
Municipal Facilities	To ensure that municipal facilities are OHSA compliant by 2022	By developing a maintenance program for municipal facilities	Maintenance program developed	Maintenance program	0	Developed maintenance program	n/a	1
Records Management	To establish a fully functional and legally compliant records management system by 2022	By developing Records Management Policy that complies with legislations	Number of Records Management Policies developed and approved by Council	Records Management Policies developed	0	1 Records management policy developed approved by Council		2
Human Resource Services	To ensure uninterrupted supply of competent	By reviewing HR policies	No of HR Policies Reviewed	HR Policies Reviewed	HR Policies	2 HR policies reviewed	n/a	3

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2021/22	
Human Resource Development	Human Resources To promote employment equity and ensure competent workforce by 2022	By establishing Human Resource Development training committee and Employment Equity committee	No of Human Resource Development training committee established	Human Resource Development training committee established	WSP in place	1 Human Resource Development training committee established		4
						1 Employment Equity committee established	N/a	5
Employee Relations	To promote sound labour and	By promoting awareness and building	No of roadshows on Awareness and capacity building	Quarterly reports	5 roadshows on Awareness and capacity building	4 roadshows on Awareness and capacity building roadshow conducted in		6

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2020/21	
						2021/22		
	employer relations by 2022	capacity on identified areas	conducted in directorates		roadshow conducted in Directorates	Directorates		
Complaints and Fraud management	To ensure functional and effective customer care management	By developing Institutional complaints management system	No of Institutional complaints management system established	Quarterly reports	Customer Care Policy and Compliant Register	1 Institutional complaints management system established		7
Occupational Health and Safety	To ensure adherence and compliance in OHSA and its regulations by 2022	By establishing safety committees	No of OHS structures established	Quarterly reports	0	1 OHS structure established		8
Information and Communication Technology	To ensure effective ICT Governance	By developing ICT strategy	No of ICT Strategy developed	Quarterly reports	0	1 ICT Strategy developed		9

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2021/22	
	and controls by 2022.							

### 3.4.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

#### DIRECTORATE: TECHNICAL SERVICES

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2021/22	
Water Supply	To ensure efficient, economical and quality provision of water 2022 and beyond	By upgrading bulk water supply in Cookhouse	Distance in km of 315mm diameter pipeline to be installed	Quarterly progress reports	Existing ineffective 150mm diameter bulk water pipeline	1.5km	3.1km	10
		By constructing the water Treatment plant	% expenditure on the budget of Pearston Water Treatment	Quarterly reports	none	5% expenditure on budget of Pearston WTW the budget	95% expenditure on the budget of Pearston WTW the budget	11

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2021/22	
		in Pearston	Works				budget	
		By developing a business plan to source funding for upgrading of Bestershoek and Orange Fish WTW	Number of business plans for Bestershoek and Orange Fish developed and submitted to DWS	Business plans	Treatment works operating beyond its design capacity	Two business plans for Bestershoek and Orange Fish developed and submitted to DWS		12
		By developing a business plan to source funding for fencing of the reservoirs and pump stations	Number of business plans developed and submitted to SBDM	business plans	Exposed reservoirs and pump stations	One business plan developed and submitted to SBDM		13
		By developing a business plan to source funding for the Pearston Bulk Water Supply for 500 new housing	Number of business plans developed and submitted to DWS	Business plans	None	One business plan developed and submitted to DWS		14

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2020/2021	
Sanitation	To ensure efficient and reliable sanitation system by 2022	development By developing a business plan to source funding for the Pearston WWTW Phase 2	Number of business plans to source funding for the Pearston WWTW Phase 2 developed	Business plans	Pearston WWTW Phase 1	1 business plans to source funding for the Pearston WWTW Phase 2 developed		15
						1 business plan to source funding for the upgrading of sewerage pump stations in Somerset East developed		16
						1 business plans to source funding for the eradication of septic tanks for Pearston, Somerset East and Cookhouse Developed		17

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/2020	2020/2021	2021/22	
		Somerset East and Cookhouse	Pearston, Somerset East and Cookhouse developed						
		By developing a business plan to source funding for eradication of bucket system in Somerset East and Cookhouse	Number of business plans to source funding for eradication of buckets in Somerset East and Cookhouse developed	Business plans	Bucket system	1 business plans to source funding for eradication of buckets in Somerset East and Cookhouse developed			18
Electricity supply	To ensure quality electricity supply and reduction of Electricity losses by 2022	By refurbishing of old distribution lines	Number of transmission poles replaced	Quarterly progress reports	Old and broken transmission poles	20 transmission poles replaced	20 transmission poles replaced	20 transmission poles replaced	19
		By electrificating	Number of	Quarterly progress	Semi-detached	75 houses electrified in	50 houses	50 houses electrified	20



PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/2020	2020/2021	2021/22	
		of low cost houses in Cookhouse, Somerset East and Pearston	houses electrified in Cookhouse	reports	houses upgraded to detached houses	Cookhouse	electrified in Pearston and Somerset East	in Pearston and Somerset East	
		By developing a Technical report and ISD report to source funding from MIG for street lights in Pearston, Somerset East and Cookhouse	Number of Technical and ISD reports developed	Quarterly progress reports	Inadequate street lighting	One Technical and ISD reports developed			21
<b>Social Facilities</b>	To ensure that communities have access to well established social amenities by	By upgrading Sportsfield in Earoiville	% expenditure on the budget of Aeroville Sportsfield	Quarterly reports	Unusable Sportsfield	100% expenditure on the budget of Aeroville Sportfield	n/a	n/a	22

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/2020	2020/2021	
	2022 and beyond							
<b>Job creation</b>	To strive for reduction on household poverty by labour intensive construction methods in 2022 and beyond	By creation of Jobs through EPWP and other grants	Number of EPWP steering committee meetings held	Quarterly reports	4 EPWP steering Committee meetings	4 EPWP steering Committee meetings	4 EPWP steering Committee meetings	23
<b>Roads and stormwater</b>	To ensure that communities have access to reliable and efficient roads	By paving of internal streets in Pearston	Number of metres of internal streets paved in Pearston	Quarterly reports	Dilapidated gravel roads	800m of internal streets paved in Pearston	1km	24
		By paving of internal streets in Cookhouse	Number of metres of internal streets paved in	Quarterly reports	Dilapidated gravel roads	900m of internal streets paved in Cookhouse	1km	25

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/2020	2020/2021	2021/22	
			Cookhouse						
		By paving of internal streets in Somerset East	Number of kilometres of internal street paved in Somerset East	Quarterly reports	Dilapidated gravel roads	1.1km of internal streets paved in Somerset East	1.5km	2km	26
		By upgrading Stormwater in Mahali Street, Belgravia Road, 8 <sup>th</sup> avenue, Koffie Street, Paulet , Petrus Street and Mackay Street	Number of kilometres of stormwater pipes installed	Quarterly reports	Ineffective Stormwater drainage system	0.5km of stormwater pipes installed	1km	1km	27

3.4.3 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

DIRECTORATE: COMMUNITY SERVICES

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2021/22	
Solid waste management	To ensure a well maintained, clean ,healthy environment and compliance with minimum requirement for landfill sites by 2022 and beyond	By conducting environmental awareness campaigns in all 3 towns	Number of environmental awareness campaigns conducted	Quarterly reports	8 environmental awareness campaigns conducted	8 environmental awareness campaigns conducted		28
						1 business plans to source funding developed		29
Water quality	To ensure a healthy water environment to improve human health by 2022	By conducting water quality education in the community	No of water quality education programmes conducted	Quarterly Reports	0	8 water quality education programmes conducted		30
						96 bacteriological water samples and 4 chemical water samples taken		31

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2020/21	
						2021/22		
Traffic services			and chemical water samples taken		chemical sample			
	To ensure that all road users comply with the roads and traffic laws by 2022 and beyond to ensure a safe environment	By conducting law enforcement and education programmes with the schools in BCRM	Number of school leavers programme conducted	Quarterly Reports	4 school leavers programmes conducted	4 school leavers programme conducted		32
			Number of roadblocks conducted at National roads in BCRM area	Quarterly Reports	3 roadblocks were conducted	4 Roadblocks conducted at National roads in BCRM area		33
Fire Services	To ensure prevention and management of fire incidences to promote safety of the environment, properties and humans by 2022 and beyond	By conducting fire prevention awareness programmes to schools and communities	Number of fire prevention awareness programmes conducted	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	24 programmes	8 fire prevention awareness programmes conducted		34
		By conducting fire safety and prevention	Number of fire safety and preventions	Quarterly Report submitted to Portfolio	12 programmes	8 fire safety and prevention inspection conducted in commercial entities and public amenities		35

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/20	2020/21	2021/22	
		inspections at commercial entities	inspections conducted in commercial entities and public amenities	Committee, dated photos, attendance register & Program Report					
		By establishing a 24/7 fully manned satellite fire station in Pearston and Cookhouse	No of 24/7 fully manned satellite fire station in Pearston and Cookhouse established	Quarterly Report	1 fire station in SE	24/7 fully manned satellite fire station in Pearston and Cookhouse established		36	
Library Services	To promote a culture of learning amongst the communities of BCRM by 2017 and beyond	By conducting library awareness campaigns amongst the communities to promote culture of learning	Number of library awareness campaigns conducted	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	8 library awareness campaigns	8 library awareness campaigns conducted		37	

3.4.4 KPA 3: LOCAL ECONOMIC DEVELOPMENT

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER

DIRECTORATE: TECHNICAL SERVICES

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO.
						2019/20	2020/21	2021/22	
Local Economic Development	To ensure promotion local economic development and job creation by 2022 and beyond	By developing the LED strategy	% progress in the development of LED Strategy	Quarterly reports	0	N/a	N/a	38	
			Number of LED forum established	Quarterly reports		N/a	39		
			Number of BCRM chamber of businesses established	Quarterly reports		40			
SMME Development and Business Advisory Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMEs)	By providing meaningful business development support to SMMEs	Number of business support initiatives implemented	Quarterly reports	2 SMMEs initiatives		4 business support initiatives implemented	41	

	businesses into the formal economy by 2022 and beyond					Number of SMME's supported	Quarterly reports			20 SMMEs supported						42
<b>Job creation</b>	To strive for reduction on household poverty by labour intensive construction methods in 2022 and beyond	By creation of Jobs through grant funding	Number of jobs created through EPWP and other grants	Quarterly reports	94 Jobs created through grant funding	76 Jobs created through grant funding	76 Jobs created through EPWP	76 Jobs created through grant funding								43

**3.4.5 KPA 4: MUNICIPAL FINANCIAL VIABILITY**

**DIRECTORATE: FINANCIAL SERVICES**

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2021/22	



PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/20	2020/21	2021/22	
<b>Supply Chain Management</b>	To ensure compliance with MFMA and SCM regulations & Policies by 2022	By monitoring compliance with SCM check lists	% Reduction of Irregular Expenditure	Reports	2017/2018 Irregular Expenditure Amount to the amount of R 12 m	15 % reduction of irregular expenditure	20 % reduction of irregular expenditure	25 % reduction of irregular expenditure	44
<b>GRAP compliant Asset register</b>	To ensure that the municipality has no material errors on the Asset Register by 2022	By developing, adopting, implementing and monitoring of a credible, realistic and implementable asset management plan	Maximum % of error and misstatement allowed on the total value of assets disclosed in AFS	Reports	2017/2018 GRAP compliant Asset Register	Maximum 3% of error and misstatement allowed on the total value of assets disclosed in AFS	Maximum 3% of error and misstatement allowed on the total value of assets disclosed in AFS	Maximum 3% of error and misstatement allowed on the total value of assets disclosed in AFS	45
<b>Cashflow</b>	To ensure that the municipality is financially viable to sustain short, medium and long-term	By reviewing, adoption, implementing and monitoring a credible revenue enhancement	% increase in liquidity ratio	Monthly reports	Liquidity Ratio based on 2017/2018 AFS – 1:0,84	10% increase	10% increase	10% increase	46

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS			KPI NO
						2019/20	2020/21	2021/22	
	obligations to be able to provide services to the community in a sustained manner by 2022.	plan							
<b>Financial Management &amp; Reporting</b>	To ensure optimal use of the mSCOA financial system to improve the operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022.	By ensuring accurate mSCOA reports through ongoing SAMRAS support and interventions	No of reports received from treasury on the quality of reports submitted.	Monthly reports	SAMRAS support contract Web based system that does extract some reports but inaccurate	Treasury mSCOA Compliance 12 monthly Reports and 2 Budget reports (Adjustment and Tabled)	Treasury mSCOA Compliance 12 monthly Reports and 2 Budget reports (Adjustment and Tabled)	Treasury mSCOA Compliance 12 monthly Reports and 2 Budget reports (Adjustment and Tabled)	47

3.4.6 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASURE/ENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2021/22	
Internal Control	To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clean administration by 2022	By institutionalizing the AIP and ensure implementation at all levels	% annual reduction in reportable audit issues	24 findings (100%)	0	50% annual reduction in reportable audit issues		48
				Quarterly reports	4 reports	4 reports on progress against approved IAP to AC		49
Fraud and Anti-Corruption	To ensure effective implementation of the	By reviewing and institutionalization of the	No of Fraud prevention policies reviewed		Fraud and Anti-corruption policy	1 Fraud prevention policy reviewed		50

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREM ENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2021/22	
Performance Management	Fraud and Anti-corruption Policy by 2022	Fraud and Anti-corruption policy						
	To ensure that the municipality is responsive to the needs of community as well as the to strengthen a culture of performance management by 2022	By reviewing PMS policy	No of PMS policies reviewed	Quarterly reports	PMS policy	1 PMS policy reviewed		51
		By facilitating the implementation of the performance management system	No of performance assessment of senior management conducted.	Quarterly report	4 performance report	4 performance assessment of senior management conducted.		52

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREM ENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO	
						2019/20	2020/21		2021/22
Public Participation	Ensure effective, efficient and compliant public participation by 2022 and beyond	By reviewing and implementing the public participation strategy	No of public participation strategy reviewed	Quarterly report	Participation strategy	1	Public participation strategy reviewed	53	
						0	Conduct 4 Public Participation sessions convened	54	
						0	1 model developed to improve functionality of war rooms	55	
						0	1 IGR Forum Resuscitated	56	
			No of IGR policy adopted	Quarterly	0	1	IGR policy adopted		

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS		KPI NO
						2019/20	2021/22	
Social cohesion	To ensure mainstreaming of Special Programmes in the institutions by 2022	By Strengthening Moral Regeneration	No of social cohesion programmes hosted	Quarterly report	0	5	social cohesion programmes hosted	57

### 3.4.7. CAPITAL PROJECTS: 2019/2020 FINANCIAL YEAR

PROJECT NO	PROJECT NAME	PROJECT DESCRIPTION	FUNDING	FUNDING SOURCE
1	Paving of Gravel roads: Cookhouse	Paving of Gravel roads: Cookhouse	R1 250 000	MIG
2	Paving of Gravel roads: Somerset East	Paving of Gravel roads: Somerset East	R 1.4m	MIG
3	Paving of Gravel roads: Pearston	Paving of Gravel roads: Pearston	R1.m	MIG
4	Cookhouse Bulk water supply (Phase 2)	Cookhouse Bulk water supply (Phase 2)	R7m	MIG
5	Upgrading of Westview stormwater	Upgrading of Westview stormwater	R1 354 000	MIG
6	Aeroville Sportfields	Upgrading of Aeroville Sportfields	R1.6m	MIG
7	Electrification of Houses	Electrification of Houses	R410 000	INEP
8	Construction of Pearston WTW	Construction of Pearston WTW	R13 m	WSIG

#### 3.4.8 SECTOR DEPARTMENTS PLANS: 2019/2020 FINANCIAL YEAR

PROJECT NO	PROJECT NAME	FUNDING	FUNDING SOURCE
1	Refurbishment of 1 borehole and 1 new borehole at Krugerspost Farm	R470 000	DRDLR
2	Solar pump at Driefontein	R120 000	DRDLR
3	New borehole with solar pump at Karkoskraal	R370 000	DRDLR
4	Strategic Land Acquisition : Oudrif farm	R8.5m	DRDLR

	2657 ha			
4	Library and Information Services ( Cookhouse )	R5 million		DSRAC
5	Lola's upholstery	R100 000		Dept of Soc Dev
6	Museum and Heritage : International Museum Day Event	R81 000		DSRAC
7	School Sport ( all SDBM local municipalities )	R737 000.00		DSRAC
8	Sport Development( all SDBM local municipalities )	R942 375		DSRAC
9	Recreation (all SDBM local municipalities )	R708 000		DSRAC
10	BCRM Destitute Programme : Construction of 12 units for destitute beneficiaries	R1 914 149,13		DHS
11	Somerset East SCCCA programme Phase 1	R 13 725 612.00		DHS
12	Somerset East SCCCA programme Phase 2	R6 794 668,00 (Chris Hani). R3 399 987,00 (Old Location)		DHS
13	Pearston 50 (11)	R1 621 272,00		DHS
14	Upgrading of informal settlement: 800 units in Somerset East and 500 units in Cookhouse			DHS



## CHAPTER 4: INTEGRATION OF STRATEGIES AND SECTOR PLANS

### 4. INTRODUCTION

This chapter provides the brief overview of policies, strategies and sector plans within the municipality, they serve as the guide in the day to day operations.

#### 4.1 STATUS OF THE MUNICIPAL SECTOR PLANS

Document	Description	Year of Adoption	Status (Due for Reviewal or not)
<b>CORPORATE SERVICES DEPARTMENT</b>			
Spatial Development Framework	The Spatial Development Framework was reviewed in 2012 and was facilitated by Urban Dynamics. The SDF is up for reviewal as soon as funding is sourced however funding has not yet been secured from potential funders.	01 March 2012	Due for reviewal
Housing Sector Plan	(Described below)	April 2012 & reviewed in 2014	Due for reviewal in 3 yrs time
Human Resources Plan		31 June 2014	Due for reviewal
Integrated Employee Wellness Policy	Is a proactive and holistic intervention program aimed at ensuring a capacitated, motivated, fulfilled and productive workforce through individual and organizational interventions, emotional, intellectual, spiritual, interpersonal/social, and environmental wellness.		
Leave Policy and Procedures	Regulation of leave management in the workplace		

Incapacity: Ill-Health/Injury Policy	To ensure that when a termination for reasons of incapacity due to ill health or injury takes place it is affected for a fair reason and in accordance with a fair procedure and as last resort.		
Dress Code Policy	Regulate and standardise appearance of Councillors, Managers and Officials attending council meetings and its committees.		
Grievance Policy and Procedure	Provide employees with a credible and trusted channel for expressing and resolving grievances in the workplace. Provide management with a guide for resolving employee grievances fairly, objectively and expediently.		
Standby Allowance Policy	The administration and management of standby allowance.	18 October 2012	Due for reviewal
Vehicle Usage and Vehicle Accidents	To regulate the use of official municipal vehicles and to ensure that they are used in a safe and efficient manner in order to minimise accidents and abuse of vehicles. To provide a procedure for accidents and modus operandi for conducting an inquiry into vehicle accidents involving municipal vehicles.		
Training and Development	To support the municipality's strategies action plans, human resources planning process, as well as any other present and future training and development needs.		
Telephone and Facsimile	To ensure the effective and efficient use of		

Usage	municipal telephones and facsimile.		
Subsistence and Travelling Allowance	To fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the municipality and to promote honesty and integrity in disbursing public money entrusted to the municipality.		
Smoking	To establish a smoke-free environment for non-smoking employees, visitors and clients. To ensure that smokers suffer no discrimination in the workplace and to set guidelines for the application of the policy within the workplace which will ensure minor disruption and production loss.		
Sexual and Other Harassments	To eliminate any form of harassment at the workforce, to provide appropriate procedures to deal with problems of harassment and prevent its recurrence.		
Substance Abuse	To fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the municipality and to promote honesty and integrity in disbursing public money entrusted to the municipality.		
Telephone and Facsimile Usage	To ensure the effective and efficient use of municipal telephones and facsimile.		
<b>TECHINICAL SERVICES DEPARTMENT</b>			

WSDP (WATER SERVICES DEVELOPMENT PLAN)	It entails planning of new development that is taking place in the area and covers water and sanitation resources .The plan is reviewed annually	June 2017	
Water Safety Plan		June 2016	
Water Resource Management Plan – June 2016		June 2016	
Roads & Storm water Maintenance Plan – June 2016		June 2016	
Risk Abatement Plan		June 2017	
Borehole Management Plan		June 2017)	
<b>OFFICE OF THE MUNICIPAL MANAGER</b>			
Public Participation Strategy	It's a mechanism for effective and efficient to encourage meaningful participation.	March 2015	
Communication Strategy	To strengthen institutional capacity, promote good governance & effective service delivery.	March 2015	
Intranet, internet policy, network security policy, IT Program Change, Social Media Policy, Disaster Recovery Policy, Network	To enhance ICT Security Controls and Governance	June 2016	To be reviewed

Security, Systems and Data Policy			
IT Server Room Policy, User Access Management Policy, Application Patch Management Policy, ICT SLA Management Policy	New policies developed to strengthen ICT governance and ICT security and controls. These have been workshopped with all stakeholders	To be presented to Council in June 2017 for adoption and approval	To be reviewed in June 2018
Customer care policy	To improve customer care and reduce customer complaints	Approved and Adopted by Council in March 2017	To be reviewed in June 2018

## 4.2 HOUSING SECTOR PLAN

The Municipality's has recently reviewed its Housing Sector Plan which was finalized in October 2014. The Housing Sector Plan was funded by the Department of Human Settlements in the Eastern Cape Province and was conducted by Gibb Engineering & Science Consultant.

The Housing Sector Plan estimates the housing demand profile to be approximately 4800; this estimate is derived from the beneficiary information registered on the municipal housing office. The majority of the registered beneficiaries earns less than R3200.00 per month and can be assumed to qualify for the low cost housing subsidy. The HSP indicate that the greatest need for housing is in Somerset East (1405) followed by Cookhouse (673) and lastly Pearston (471).

There is a greatest need for middle-income housing, particularly in Somerset East. In light of the above attempts were made by BCRM and ECHOHS for an application to develop flats to accommodate the middle-income /rental stock at CRU area. Somerset East and Cookhouse have been experiencing a shortage of suitable land for housing development

### 4.2.1 Housing Needs Challenges

The main challenge facing BCRM remains the shortage of publicly owned and strategically located land for human settlement development. Most of the land parcels required is not in the municipal ownership and needs to be purchased. While a number of housing projects have been identified there is still a need for approximately 100 hectares of land to meet the current housing demand.

The area that is severely affected is Cookhouse as it is landlocked due to the fact that the large portion of land is owned by Transnet who have no intention of relinquishing the land despite the fact that they don't have any immediate plans for it.

The other impediments are the inadequate bulk provision (Electricity, water and sewerage). With regards to Wastewater Treatment Works a project is underway to upgrade the Somerset East facility and is scheduled for completion by the next financial year. The Cookhouse project is still at planning stages and will be implemented as soon as adequate funding is secured.

Water provision: phase 1 of the Cookhouse bulk water supply is finished and plans are in place for the second phase to commence as soon as funding is secured. Plans for Pearston water provision are in place to investigate the option of diverting water from Orange River Canal for provision of sustainable water supply to Pearston.

#### **4.2.2 Municipal Housing Profile**

- Approximately 74% of households live in formal residential dwellings and more than 58% earn below R3200 and would qualify for low cost housing subsidy.
- 5,1 % of households live in informal dwellings within the BCRM area and this in essence indicates that the number of informal settlements is smaller than most of the municipalities within the district.
- About 18% of households live in farms, forming part of the rural community.
- Approximately 35,4% of the households are headed by women while there are no child headed households.
- Currently the municipality does not have blocked projects.

#### **4.2.3 Current Operational Housing Projects**

- a. Development of Social Housing Policy
- b. Implementation of Housing Sector Plan
- c. Implementation of Electronic Needs Register
- d. Facilitation of new housing development projects
- e. Distribution of title deeds

- f. Updating of housing beneficiary list

#### 4.2.4 Provision of housing

The tables below indicate completed projects with respect to the BCR's area of jurisdiction. Information was derived from the Housing Sector Plans of Local Municipalities for the period 2011 to 2016:

**Table 26: Housing Delivery**

Major Towns & Settlements	Approved Projects			
	No. of Projects	Units Completed	Units under Construction	Total
Somerset East	4	1 679	169	1848
Cookhouse	2	669	155	824
Pearston	4	467	400	867
<b>Total</b>	<b>10</b>	<b>2 815</b>	<b>724</b>	<b>3 539</b>

Major issues pertaining to housing and settlement aspects include the following:

- o The non-availability of the land to address current housing demand, available land is owned by private owners which are intensively used mainly for agriculture, SAN Parks and state land.
- o The continued influx of migrants to the area in search of employment opportunities, some short term in the fishing and tourism industry and by farm workers after the fruit harvesting season is over which is the major concerns with regards to housing delivery.
- o The isolated settlements and nodes classified as Rural Nodes that are located away from existing community services, often contain low population thresholds that cannot support the essential Community Facilities and

are difficult and expensive to provide with bulk and internal services to a level equivalent to settlements in the bigger Urban Areas.

- o There has been a rapid increase of informal settlements in and around small towns due to the changing pattern of labour utilisation on farms.

#### **4.3 BCRM INTEGRATED WASTE MANAGEMENT PLAN**

As required by the National Waste Management Strategy (NWMS) and the IDP process, all municipalities are obliged to compile an IWMP. The current IWMP was compiled and adopted by council in November 2008. This document has been reviewed in 2016 through the assistance of Sarah Baartman District municipal who funded and appointed a service provider to do the review process. The document is currently a final draft that still needs to obtain comments of the MEC and adoption by council.

#### **4.4 ENVIRONMENTAL MANAGEMENT PLAN (EMP)**

BCRM council adopted its Environmental Management Plan (EMP) in June 2013. The EMP will be due for review in the 2018/19 financial year. The details below are as contained in the current document before amendment.

The Blue Crane Route Municipal Area has a number of strategic environmental advantages. It contains 97% natural land cover, is centrally located between three National Parks, contains biodiversity of regional and national significance, boasts incredible scenic beauty, and local conditions present a number of opportunities for renewable energy generation on a large scale. However, as the municipality contains a relatively small population which is concentrated primarily in its three urban centres: Cookhouse, Somerset East and Pearston, it faces significant social and developmental challenges. The low agricultural productivity and carrying capacity of much of the land in the municipal area, combined with limited access to water for irrigation, has limited the development of the agricultural economy. The remoteness of the urban centres limits growth of the business, services and industrial sectors. However, the growth of a nature-based tourism economy is evident in the increasing number of game and hunting farms, accommodation facilities and tourism businesses in the region.

Environmental management issues that have been identified during the process of preparing this Environmental Management Plan are most significant in the urban areas and associated with the higher population densities, concentration of municipal infrastructure and servicing, and the urban / industrial land uses located there. The Blue Crane Route Municipality has not had a centralised environmental management policy, and there has been no



dedicated environmental management capacity within the municipal administration to address these issues. This has been identified as a constraint by the municipality.

This Environmental Management Plan (EMP) has therefore been prepared to:

Address the environmental management policy gap in the municipality;

Provide key technical and spatial environmental information to support planning and development decision making within the municipality;

Recommend specific actions / interventions / controls that the municipality needs to implement to address existing or emerging environmental issues, opportunities and constraints; and

Recommend resourcing and capacity requirements needed to address environmental management priorities within the municipal area.

The EMP has established an Environmental Management Vision for the Blue Crane Route Municipality, which supports the overarching municipal vision and mission. Key environmental management principles have been included which are intended to be integrated into the approaches / operations of all municipal sectors to promote sustainable development in the municipal area. Six strategic / high level environmental management goals have been identified for the Blue Crane Route Municipality, which are to be achieved through the implementation of the Environmental Management interventions, programmes and projects presented in the EMP.

Not all programmes and projects are immediate priorities, and so implementation can be undertaken over the various time periods recommended in the Programme and Project Implementation Plan that is included in the EMP.

This Environmental Management Plan also contains an Ecosystem Services Supply Areas Framework, which identifies spatially the key natural assets within the Blue Crane Route Municipal Area that supply ecosystem services of value to the municipality, its residents, and regional and national stakeholders. There are three environmental overlay zones in this map which correspond to a set of environmental land use management guidelines:

Category 1 Areas are those areas which are critical for ecosystem services supply and should not be transformed;

Category 2 Areas are those areas which support or protect Category 1 Areas. Land uses in these areas should be controlled such that they are appropriate in extent, type, design and management, to ensure that the functionality of Category 1 areas is not negatively impacted.

Category 3 Areas are those areas which are already transformed from a natural state and are not major suppliers of ecosystem services. Depending on how land use in Category 3 areas is managed, Category 1 and 2 areas may be

affected positively or negatively in terms of their ability to supply ecosystem services. Consequently, land use management systems in Category 3 areas needs to take this into consideration.

The Ecosystem Services Supply Areas Framework Map has been designed to be used in the Municipal SDF and SDP's to help guide the future economic and social development path of the municipality. Given that the Blue Crane Route Municipal Area contains a number of areas which have been identified in national and bioregional conservation plans as having high conservation value (and therefore associated with constraints to the extent, type and form of development that can / should occur within them), the EMP has also included a plan showing the Ecosystem Services Supply Areas weighted in terms of likely prioritisation for biodiversity protection. This map is intended to provide a sense of which natural areas in the municipality are likely to be most and least sensitive in terms of future development, and which have the highest and lowest potential for protected area expansion; and which should be used as a decision support tool for the municipality in planning land use and infrastructure at the municipal scale.

#### **4.5 BCRM FIRE AND DISASTER MANAGEMENT PLAN**

Based on the Risk and Vulnerabilities identified for BCR, the municipality needs to develop a plan for Disasters come in various forms, from man caused such as wild bush fires, infectious disease spread, industrial accidents to natural disasters such as flooding, landslides etc. The need to strategically manage and ensure the after effects of such incidents is kept minimal and those affected treated with care is important.

#### **4.6 BCRM TRAFFIC SECTOR PLAN**

##### **⇒ NEEDS ANALYSIS**

The Organogram has been re-evaluated and provision for new positions has been made to cater for the service demand

In the newly revised organogram, traffic services have been divided to Law Enforcement, Drivers Licence and Administration including Vehicle Testing Station.

#### **4.7 LOCAL ECONOMIC DEVELOPMENT /PROJECT INTERVENTION STRATEGY**

The overall objective of the BCRM LED strategy is to stimulate economic growth and development, improve basic living conditions and reduce unemployment by harnessing the economic potential in the Blue Crane Route Municipality through integrated and coordinated economic planning.

The LED strategy identifies opportunities to boost economic growth and development through an assessment of the status quo, existing challenges to development and an analysis of the latent economic potential of the BCRM. It provides clear implementation and monitoring guidelines within an appropriate institutional model and thereby provides the BCRM with strategic guidelines and clear objectives for economic development that can be used to plan and implement LED activities in future.

In all the projects mentioned in this document the following has been completed:

Business plans/ EIA's / Rezoning/ surveys etc.

Alignment to government Policies:

Development in the BCRM cannot be a standalone function of the CDA; therefore all projects and planning are aligned to Government policy.

Linking to BCRM Planning Framework:

1- Integrated Development Plan (IDP).

CDA alignment:

The CDA participates in all the planning exercises of the BCRM in terms of drafting and regular reviewing of the BCRM IDP. All the CDA plans are included in the BCRM IDP and all the newly identified plans are annually included in the IDP.

2- All CDA projects comply with the BCRM Spatial Development Plan.

Linking to Sarah Baartman District Planning Framework:

Sarah Baartman District IDP (district Municipality).

Sarah Baartman District Spatial Development Plan.

Sarah Baartman District Economic Growth and Development Strategy (EGDS).

Linking to Province Planning Framework:

- 1- Provincial Growth and Development Plan (PGDP).
- 2- Spatial Development Plan: Eastern Cape Province.

Linking to National Planning Framework:

The Province of the Eastern Cape processes the following applicable plans:

National Framework for Local Economic Development in S.A.

National Spatial Development Perspective.

Accelerated & Growth Initiative for S.A.

IPAP (2) & Etc

All CDA projects are aligned to IPAP(2)

IPAP 2 emphasizes government's commitment to Tourism niche/Aerospace/ Agricultural and to rural development as critical development objectives.

The CDA can therefore deliver to our government and our country both of these objectives in one local municipality located in the Eastern Cape hinterland.

National Government buy in and support is crucial to the success of these project going forward.

LED Implementation Strategies:

TOURISM SECTOR:

Strategy - BCRM as a Tourism Destination:

It is widely acknowledged that the BCRM region tourism development is struggling because of the fact that the BCRM towns are not located on any of the main routes. The R10 main road runs past Cookhouse and the R63 bypasses Pearston. There is no alternative then, but to market and develop the BCRM towns as destinations. The CDA Tourism development section will concentrate all their efforts into destination development.

The objective to grow market share and lengthen periods of stay through product development, strategic marketing and positioning implies that the emphasis must be placed on a mass of activities, attracting overnight stays and increasing average length of stay. This means offering a concentrated and diversified experience that builds upon

and reinforces the culture and environment of the Somerset East area. It also implies positioning the Somerset East area together with other destination/product itineraries.

No destination or business can be everything to all tourists. Destinations and businesses must make a series of hard decisions about where best to allocate their limited resources to achieve the best or optimal results. No two destinations are the same and, therefore, the choices made and the paths taken to sustainability will vary from destination to destination. Determining the best path to take involves understanding the unique situation facing each destination, its competitive situation, opportunities, strengths and weaknesses.

Promoting a destination needs ample product (Product ranges from an outdoor activity to specific events) to attract people to the area. We need to increase the number of people visiting our towns to be able to develop product. Product in terms of diverse activities is the main attraction for visitors. The more products available, the more people will be attracted, and in conjunction with establishing product, comes the establishing of good quality accommodation and restaurants. If the area has sufficient activities to keep tourists in our towns and encourage them to stay overnight, the next development will be the need for specific tourism related businesses; and this affords an opportunity to promote Black Economic Empowerment initiatives.

⇒ **Focus areas for a Destination development plan:**

A general plan to support this important issue needs to be formulated. The following important issues need to be incorporated:

Activity creation

Overnight facilities for tour groups

Events development

Quality country living

The Boschberg location and the regions strengths are excellently situated to accommodate these actions. It is therefore of the utmost importance for the BCRM region to develop Boschberg as a key Tourisms activity hub.

## Projects:

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Boschberg	R80m	Commercial/ Government	350	550
Tarring of road to ADDO	R600m	Government		250

### ⇒ BUSINESS SECTOR:

#### Strategy – (Developing the Aerospace & Industrial Sectors)

One of the approved projects undertaken by the CDA comprises the construction of a Civil Aviation Authority (CAA) approved and licensed commercial airport. The new airport is situated on the old Somerset East airfield site. This project was identified by the CDA as a critically strategic infrastructure project and reflected in the IDP of the BCMR. The investigation undertaken by the CDA revealed that the old Somerset Airfield was unsuitable for commercial aviation. As there was no existing regional airport to accommodate air based tourism in the area an opportunity was identified to establish a commercial airport to operate as a developmental economic and social catalyst for the region.

This project was specifically designed to serve as an economic growth catalyst and a development node that can exploit the growing regional investment and tourism opportunities in this unique area. Somerset East is situated only sixty kilometers from the Addo Elephant Park and the project offers an ideal business nucleus project to many small downstream entrepreneurial businesses such as tour operators and other support services.

The airport will give Somerset East and the region a substantial competitive advantage over neighbouring municipal precincts. A light industrial park has been planned and is to be established within the airport precinct. This park will enable private business to establish their enterprises on erven purchased from the municipality. The project has been spatially designed to develop a light industrial park within the airport precinct.

The project has the long term potential to create in excess of 1000 jobs.

Opportunities will be created for specialised and scarce skills training.

Job creation

Training of pilots

**Projects:**

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Light Industrial park	R24m	Government	150	150
Tarring of runway	R35m	Government	35	40
Developing SkyWake	R8 - 18m	Commercial/ Govern	20	
Cookhouse Petro Port	R12m	Commercial	20	85
Paving projects Pearston/ S. East & Cookhouse	R2m each	Government	15 each	
SMME Business & resource development centre	R3,5m			

⇒ **AGRICULTURAL SECTOR:**

Strategy – (Emerging farmers & development of high value crops)

The other important issue is the assistance of newly established emerging farmers. The CDA will not get involved with the id of potential farmers or the purchasing of land but will assist with establishment of these farmers. The Cacadu Development Agency was mandated to investigate the potential to produce high value crops. The area is known for its well established extensive agricultural potential. The reason for high value crops is to create employment and to add value to produce and there for establish industries. Various studies have been conducted over the past years since 2004.

From these studies it was clear that a wide range of crops could be established. From these studies it is clear that the water is of good quality and more than sufficient to grow these crops. The water comes from the Gariep dam and since 1974 there is permanent water available for irrigation purposes. The studies also confirmed that the soils are of exceptional good quality and leans it to all the different crops. Research was done on the climate over the past 20 years and it is also clear that the climate suits all the crops. Because of the climate fruit ripens 10- 14 days earlier in our region than in any other area.

By implementing the production of high value crops the economy will be stimulated. Employment will be created and the high jobless problem will be addressed. Value can be added to produce which will create industries, skills will be developed and the entire community will be uplifted.

**Projects:**

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Pearston Vegetables	R2,5m	Government	35	
Cookhouse Vegetables	R2,5m	Government	35	
Emerging farmers	R70m	Government	100	

**4.8 RENEWABLE ENERGY SECTOR:****Strategy – (Developing Wind/ Hydro & Solar Energy in the region)**⇒ **Introduction:**

Due to the shortage and unavailability of electricity the CDA was mandated and tasked by its parent Municipality, Blue Crane Route Municipality, to investigate and explore option on renewable energy. A study was done by the University of Stellenbosch (Centre for Renewable Energy) on all the options and available sites in the area. Various commercial operations are already being implemented or are in the process of negotiations with the CDA.

**Projects:**

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Hydro	R75m	Commercial	15	110
Wind	R16b	Commercial	100	900
Solar	R120m	Commercial	35	120

⇒ **General Sector:**

Strategy – (Developing education in the region)

People are poor in the region; they have no finance to send children to be educated in the larger cities.



**Projects:**

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Denel artisans training	R35m	Government	25	60

**4.9 INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME**

BCRM has also identified Local Economic Development (LED) as a key factor in the development of the BCRM economy and all of its communities. LED has been identified as a priority because of vast number of opportunities in tourism, agriculture and investment the municipality is currently not adequately exploiting. While this is a positive step forward, the LED structures in place. The municipality is also participating in the Small-Town Regeneration Programme piloted by SALGA in order to encourage municipalities to make use of the available resources in terms of spatial transformation, stimulate economic growth and job creation.

Currently there is no person in the LED unit; The Cacadu Development Agency was established to provide this type of support to BCRM. BCRM and CDA negotiated the roles and responsibilities of both parties and have signed a service level agreement in that regard

**4.10 BCRM TOURISM SECTOR PLAN**

This section sets out the strategic direction for tourism within the BCRM, derived from an analysis of the situational analysis, policies, strategic guidelines and discussion with key stakeholders concerned with tourism development. In order to assess the best strategic direction to grow tourism in the BCRM, the following issues are examined:

- Product strengths and Unique Selling Points (USP)
- Market segmentation and target markets
- Proposed strategic direction

In terms of the current market, the situational analysis for the BCRM showed the following:

- 74% of the visitors to the area are domestic tourists.
- The primary reason for international tourists to come to the area (26% of tourists) is for hunting and to visit natural attractions, and these visitors are primarily from Europe.

- In line with the trends within the province as a whole, the majority of tourists to the BCRM are from within the province (56%). This is followed by Gauteng and the Western Cape.

The RTSP plan is therefore based on the following five (5) focus areas, which are used as reference points to identify specific projects and actions for implementation:

- Focus Area 1: Tourism Product Development
- Focus Area 2: Tourism Marketing
- Focus Area 3: Tourism Infrastructure
- Focus Area 4: Human Resource Development
- Focus Area 5: Creating an Enabling Environment

The three main results of the development of the BCRM LED strategy are:

- Development of the LED strategy, including a situational analysis report and a development framework report
- LED training for LED practitioners and other relevant stakeholders involved in local economic development
- Development of an appropriate institutional model for the implementation and monitoring and evaluation of the BCRM LED strategy.

The economic vision and objectives guide the formulation of strategic development pillars. Six main pillars have been identified that will stimulate local economic development in Blue Crane Route Municipality, namely:

- Good governance & service delivery
- Alternative sources of energy
- Enterprise Development
- Agricultural Development
- Tourism Development
- Investment in Human Capital
- Unique selling points identified

- Along primary linkage route (N10) linking coastal areas to hinterland areas of the province
- Situated between N10 and R75 linking Graaff – Reinet and Camdeboo National Park
- Situated in close proximity to Port Elizabeth
- Sunny dry climate
- Clear skies at night
- Cultural and historical heritage and sites well maintained
- Number of escarpment ridges, high peaks
- Fossil bearing gology Boshberg mountain with critically endangered species.

#### **4.11 BCRM COMMONAGE PROPOSAL**

This proposal is a follow-on action that builds upon the preparatory work done during the project Commonage Management in the Blue Crane Route Municipality. This project compiled a commonage management policy for the Blue Crane Route municipality. Non-regulated usage of the commonage by persons who are not indigent continues to stand as an obstacle to the implementation of that policy.

##### **⇒ OVERALL OBJECTIVES**

- Relieve pressure for commonage from emergent commercial and semi-commercial stockowners by facilitating their acquisition of grazing land in their own name(s).
- Identify and quantify the residual uses and rights, mainly non-grazing, that benefit the poorest households and how these can be best be realised with respect to the commonage
- Facilitate the expanded usage of the commonage by user groups whose interests may range from cultural practises, entrepreneurship and leisure activities.

##### **⇒ SPECIFIC OBJECTIVE**

Provide an alternative and appropriate working model or precedent for the resolution of conflicts over municipal commonage and the more systematic and sustainable utilisation thereof.

⇒ **TARGET GROUPS AND FINAL BENEFICIARIES**

Blue Crane Route Municipality (BCRM)

Blue Crane Route Development Agency (BCRDA)

Established commercial stock farmers in Blue Crane Route Municipality

Emerging commercial and semi-commercial stock farmers in Blue Crane Route Municipality

Urban households with small numbers of large and small livestock in need of grazing, as distinct from the category above, e.g. one or two cows or goats in milk.

Marginal households dependent on the commonage for part of their sustenance

National Department of Land Affairs in the Eastern Cape (NDLA) and provincial Department of Agriculture (PDA).

⇒ **FINAL BENEFICIARIES**

1. Emerging commercial and semi-commercial stock farmers in Blue Crane Route Municipality
2. The general public of Blue Crane Route Municipality
3. Those sectors of the community with a direct interest in a properly managed natural environment, in particular, households with genuine needs for grazing by a small number of livestock, as well as the most marginal households who may be critically dependent on the commonage for their sustenance.

#### **4.12 INTEGRATED HIV/AIDS PROGRAMME**

The Special Programmes Unit advocates for the vulnerable groups i.e. youth, gender, children, senior citizens, people with disabilities and HIV/AIDS. Advising the municipality on addressing issues of the vulnerable groups e.g. development of policies, strategic documents. Mainstreaming of the vulnerable groups into all municipal processes (IDP) and programmes. Ensuring compliance on all prescribed legislation. The BCRM embarked on a development plan and identified 7 key priorities that are needed for the intervention to reduce prevalence on vulnerable groups and impact of HIV/AIDS:

- Education and Training
- Health and promotion
- Welfare and Community development
- Workplace
- Economic Participation
- Monitoring & Research
- Coordinating with municipal wards

### **Prevalence of range of diseases**

The growth of HIV/AIDS in the past 10 years has been exponential growth rather than lineal growth.

This has been caused by the following factors:

- Migration
- Alcohol and substance abuse
- High unemployment rate;
- Increase in commercialization of sexual activities;

Although the epidemic affects all sectors of all society, poor household carry the greatest burden and have least resources available to cope with the impact of the disease. There are number of non-governmental organization focusing on HIV/AIDS education, awareness and prevention programme.

### **Current Programmes/Projects**

- HIV/AIDS programmes focusing on special days, e.g. World Aids Day, Candlelight, Condom Awareness etc.
- Assistance to NGO's & CBO's for the BCRM in terms of fundraising events to address the needs of the vulnerable groups, etc.

## **4.13 INTEGRATED INSTITUTIONAL PROGRAMME**

BCRM has experienced past difficulties in the form of various institutional threats and weaknesses. The most notable of these being issues related to infrastructure, skills and productivity. The municipality however also has a range of

opportunities and strengths, most notably strong political leadership and stability, the existence of a development agency and all of the investment opportunities.

A workplace Skills Development Plan for BCRM is in place; however this document is outdated and should be reviewed. The BCRM currently does not have a Human Resource Development and Retention Strategy, but this has been identified as a project that should be undertaken. The BCRM has a supply chain management plan and an indigent policy; however the indigent policy is in the process of being reviewed at present. Currently the municipality is providing free basic services to indigent people only. We strive to provide the indigent with 6kl of water, 50Kwh electricity, 100% free sanitation and refuse. The municipality also provide free basic rates up to R15 000(valuation of house) to all households. The municipality utilise the equitable share allocation to subsidize these services. With respect to performance management systems, the BCRM has performance agreements in place with the Municipal Manager and Departmental Managers. There are no performance agreements in place with other staff members of the municipality, but progress has been made to cascade these to middle management and lower levels.

## **CHAPTER 5: THE BCR SPATIAL DEVELOPMENT FRAMEWORK**

### **5.1 INTRODUCTION**

The BCR SDF has been reviewed. The final draft was tabled to Council on 31 May 2013.

The Spatial Development Framework for the Blue Crane Route Municipal Area indicates and informs the following:

- Status quo analysis of the Blue Crane Route Municipal Area
- Vision and objectives for desired spatial form
- Policies and guidelines with respect to land use management
- Desired spatial form
- Capital investment framework

The settlement patterns of Blue Crane Route Municipal Area is characterised by three prominent urban settlements, namely Somerset East, Pearston and Cookhouse. Somerset East is the administrative centre of the Blue Crane Route Municipal Area and it is situated at the foot of the Boschberg Mountains. The agricultural sector employs the highest percentage of people therefore it plays a fairly big economic role. There is however still a high level of unemployment in Blue Crane Route Municipal Area.

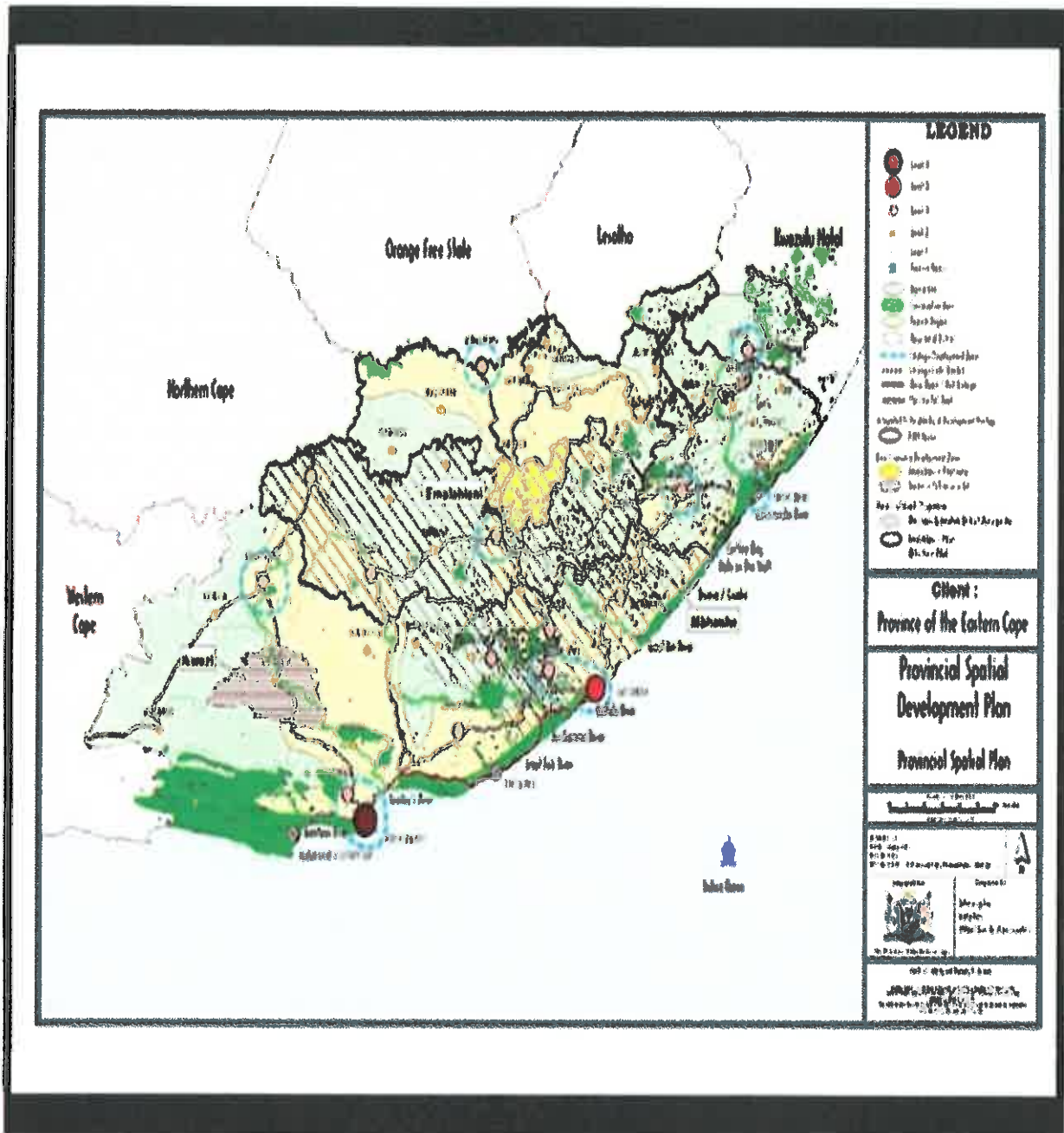
The main aim of the Spatial Development Framework is to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the whole community. The Spatial Development Framework further guides and informs all decisions of the Municipality relating to use, development and planning of land.

The Blue Crane Route Municipal area is dominated by commercial farms and three prominent urban areas. These are Somerset East, Cookhouse and Pearston. The service area of the study area (municipal area) is approximately 9836, 35km<sup>2</sup>.

The land use profile and settlement dynamics within the study area are important indicators reflecting the status quo and possible future patterns. Given the nature of the study area i.e. largely rural with urban components, high potential agricultural valley, mountainous natural area and conservation areas. The study area comprise of a number of settlements:

- Somerset East, including Aeroville, Mnandi Old Location, New Brighton, Westview and Clevedon
- Pearston, including Nelsig and Khanyiso
- Cookhouse, including Bhongweni and Newtown
- The department of Water Affairs
- Uitkeer established to construct and maintain the Orange Fish River Scheme.





□ CURRENT BUDGET AND PROVISIONAL FUTURE PROVISION

The table below reveals the BCR LM's provision for repairs and maintenance expenditure by Asset class on Road Transport, Electricity, Water and Sanitation infrastructure, including provisional budget amounts for the next three financial years.

EC102 Blue Crane Route - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Repairs and maintenance expenditure by Asset Class/Sub-class										
<b>Infrastructure</b>		-	2 649	2 540	2 861	2 098	2 098	516	548	577
Roads Infrastructure		-	628	-	439	-	-	40	42	44
Roads			628		439					
Road Structures										
Road Furniture								43	42	44
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	376	399	422
Drainage Collection										
Storm water Conveyance								376	399	422
Attenuation										
Electrical Infrastructure		-	1 502	2 540	884	-	-	100	105	110
Power Plants								100	105	110
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks			1 502	2 540	884					
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	410	-	1 058	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs			410		1 058					
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	109	-	135	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works			109		135					
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	345	2 098	2 098	-	-	-
Landfill Sites					345	2 098	2 098			
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	1									
<i>Revelments</i>										
<i>Promenades</i>										
<i>Capital Spares</i>										
<b>Information and Communication Infrastructure</b>		-	-	-	-	-	-	-	-	-
<i>Data Centres</i>										
<i>Core Layers</i>										
<i>Distribution Layers</i>										
<i>Capital Spares</i>										
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Community Facilities</b>		-	-	-	-	-	-	-	-	-
<i>Halls</i>										
<i>Centres</i>										
<i>Crèches</i>										
<i>Clinics/Care Centres</i>										
<i>Fire/Ambulance Stations</i>										
<i>Testing Stations</i>										
<i>Museums</i>										
<i>Galleries</i>										
<i>Theatres</i>										
<i>Libraries</i>										
<i>Cemeteries/Crematoria</i>										
<i>Police</i>										
<i>Parks</i>										
<i>Public Open Space</i>										
<i>Nature Reserves</i>										
<i>Public Ablution Facilities</i>										
<i>Markets</i>										
<i>Stalls</i>										
<i>Abattoirs</i>										
<i>Airports</i>										
<i>Taxi Ranks/Bus Terminals</i>										
<i>Capital Spares</i>										
<b>Sport and Recreation Facilities</b>		-	-	-	-	-	-	-	-	-
<i>Indoor Facilities</i>										
<i>Outdoor Facilities</i>										
<i>Capital Spares</i>										
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
<b>Monuments</b>										
<b>Historic Buildings</b>										
<b>Works of Art</b>										
<b>Conservation Areas</b>										
<b>Other Heritage</b>										
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
<b>Revenue Generating</b>		-	-	-	-	-	-	-	-	-
<i>Improved Property</i>										
<i>Unimproved Property</i>										
<b>Non-revenue Generating</b>		-	-	-	-	-	-	-	-	-
<i>Improved Property</i>										
<i>Unimproved Property</i>										
<b>Other assets</b>		3 542	321	-	390	-	-	-	-	-
<b>Operational Buildings</b>		3 542	321	-	390	-	-	-	-	-
<i>Municipal Offices</i>			321		390					
<i>Pay/Enquiry Points</i>										
<i>Building Plan Offices</i>										
<i>Workshops</i>										
<i>Yards</i>										
<i>Stores</i>										
<i>Laboratories</i>										
<i>Training Centres</i>										

EC102 Blue Crane Route - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<i>Manufacturing Plant</i>		3 542								
<i>Depots</i>										
<i>Capital Spares</i>										
<i>Housing</i>		-	-	-	-	-	-	-	-	-
<i>Staff Housing</i>										
<i>Social Housing</i>										
<i>Capital Spares</i>										
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
<i>Biological or Cultivated Assets</i>										
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>										
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-	-
<i>Water Rights</i>										
<i>Effluent Licenses</i>										
<i>Solid Waste Licenses</i>										
<i>Computer Software and Applications</i>										
<i>Load Settlement Software Applications</i>										
<i>Unspecified</i>										
<b>Computer Equipment</b>		-	334	-	428	-	-	500	534	570
<i>Computer Equipment</i>			334		428			500	534	570
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
<i>Furniture and Office Equipment</i>										
<b>Machinery and Equipment</b>		-	221	-	-	-	-	-	-	-
<i>Machinery and Equipment</i>			221							
<b>Transport Assets</b>		-	-	-	1 223	-	-	1 082	1 147	1 216
<i>Transport Assets</i>					1 223			1 082	1 147	1 216
<b>Land</b>		-	-	-	-	-	-	-	-	-
<i>Land</i>										
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>										
<b>Total Repairs and Maintenance Expenditure</b>	1	3 542	3 526	2 540	4 903	2 098	2 098	2 098	2 226	2 363
<b>R&amp;M as a % of PPE</b>		0.6%	0.6%	0.4%	0.8%	0.3%	0.3%	0.3%	0.4%	0.4%
<b>R&amp;M as % Operating Expenditure</b>		1.6%	1.5%	1.2%	1.9%	0.8%	0.8%	0.8%	0.8%	0.8%

With reference to the information contained in the complete BCR SDF Review 2010, the following conclusions can be drawn:

- Somerset East has the strongest GVA and the largest population within the BCR Municipal area followed by Cookhouse and Pearston;
- Based on the GVA and the population size, Somerset East has the highest potential to support services via revenue generation;
- It would appear that the income generated via service revenue in Somerset East is used to support services in Cookhouse and Pearston;

- Cookhouse is currently limited in terms of population expansion due to electricity constraints;
- Based on the information contained in sections on infrastructure; investment should focus in Somerset East and Pearston, relative to GVA and potential for population expansion and revenue received for provided services;
- The challenge is to identify specific areas within prioritised towns for infrastructure investment with consideration of limited financial and human resources;
- Infrastructure expenditure in Cookhouse should focus on the maintenance of existing infrastructure and provision of basic services;
- Strong emphasis needs to be placed on the elimination of the 12 year infrastructure maintenance backlog and the implementation of an annual maintenance plan.

PROPOSED PRINCIPLES FOR PROJECT PRIORITIZATION

It is proposed that project prioritization be based on the following principles:

- Somerset East is the primary revenue generating town within the BCR LM, subsequently infrastructure that supports this area as an economic hub should be prioritized;
- Infrastructure that supports the economic growth and quality of life of the inhabitants of Pearston should be considered;
- Any infrastructure investment that would encourage the expansion of the population of Cookhouse should be discouraged;
- Every effort needs to be placed into resolving the maintenance backlog of all existing services.

## CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

### 6.1 BACKGROUND

The Systems Act, Act No. 32 of 2000 requires that each municipality establish a Performance Management System that is: "commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets enshrined in the Integrated Development Plan (IDP).

*Source: Approved Blue Crane Route PMS Framework and encompassed PMS legislation.*

The implementation and institutionalization of an Integrated Performance Management System within Blue Crane Route Local Municipality requires that performance management and assessment occurs at two levels, namely, individual and institutional levels. This procedure manual will detail the manner in which an infrastructure, system and culture is created which support performance management at every level.

The IDP is a 5-year strategy reviewed and updated annually based on community input and needs. Depending on resources and budget availability the IDP Priorities and Objectives are established for the year in question and translated into an annual Strategic Institutional Scorecard. Departmental Scorecards detailing the specific goals to be achieved per department flow from the strategic scorecard/institutional SDBIP (aligned to the IDP). These goals are translated into the Service Delivery and Budget Implementation Plans (SDBIP's) for each department as annual targets, and the establishment of these and the measurement of targets ensures that there is alignment between the IDP, the Budget and the departmental objectives.

In order to give effect to these targets, performance agreements are signed with staff (beginning with s56 managers), as commitment to ultimately meet the IDP objectives.

Through a formal process of performance assessments, management and reporting, it is ensured that targets are met where at all possible, and focused and concerted efforts are made to achieve these strategic objectives through effective and efficient service delivery.

Institutionally reporting on performance and the manner in which IDP objectives are met occurs at many levels.

## **6.2 MAIN PURPOSE**

To ensure that performance is managed in conformity to the PMS Framework and strategic objectives as reflected in the Integrated Development Plan (IDP) and to ensure that there is alignment between individual and organizational behaviour and performance targets and objectives.

## **6.3 KEY OBJECTIVES**

Aside from the legislative prescriptions and in line with the PMS framework, the key objectives for the Integrated Performance Management System are defined as follows:

- 6.3.1 Achievement of the organization's strategic objectives;
- 6.3.2 Identifying and addressing the required skills and competencies required for staff to contribute towards achieving organizational objectives;
- 6.3.3 Providing staff with the opportunity to actively manage their own performance;
- 6.3.4 To recognize and reward those employees who meet the policy criteria for reward;
- 6.3.5 To facilitate credible performance reporting by the municipality; and
- 6.3.6 To instil a performance orientated culture throughout the organization.

## **6.4 SCOPE OF THE POLICY MANUAL**

The scope of the Integrated Performance Management Policy manual shall be applicable to the following levels, as part of a long-term roll-out process:

- 6.4.1 All managers as defined by section 56 of the Municipal System Act No 32 of 2000;
- 6.4.2 All employees of Blue Crane Route Local Municipality who are in full time employment.

## **6.5 GUIDING PRINCIPLES AND PRACTICES**

The Integrated Performance Management System Policy manual shall be guided by the following key principles:

- It must be uniformly applied to all applicable parties;
- It must be applied as a universally recognized means to manage and improve performance and work standards;
- Personal Development Plans linked to the Work Place Skills Plan (WSP) are to be developed for all staff (as per roll-out of policy) in order to ensure that they are capacitated and developed appropriately in order to be able to deliver in terms of required performance;
- Performance is assessed at both the individual and organizational levels;
- There is visible alignment between the IDP, Budget and SDBIP's;
- Planning and Reporting must be based on the National Key Performance Areas and Performance Scorecards at all levels will be written in accordance with the 5 (five) National Key Performance Areas ;

Each Scorecard will have appropriate weights attached to each National KPA as per the Performance Regulations.

These Key Performance Areas are:

- Municipal Infrastructure and Institutional Development
  - Financial Management and Viability
  - Service Delivery
  - Local Economic Development
  - Good Governance & Public Participation.
- The weights attached to all five KPA's must add up to a total of 100% for each scorecard;
  - In the event that the Performance Management Policy applies to non-managers, weightings in the scorecards will still total 100%. Performance assessment must be based on clear measures and agreed standards;
  - Performance targets and objectives must provide clarity to all employees on their role in the achievement of municipal and departmental targets;
  - Performance contracts / agreements are to be signed as applicable by section 56 managers and staff to whom the system is applicable (as per roll-out);
  - The system must take into account the applicable legal and regulatory prescriptions applicable;
  - The system must serve as an early warning system to facilitate management and appropriate interventions to address performance issues identified;
  - Staff are to be rewarded according to the prescriptions of this policy;
  - Feedback on progress is to be fed back to the community through defined and ongoing reporting mechanisms;



- Reporting at both the individual and organizational level is to occur through formal and stipulated reporting instruments and channels, and
- This Integrated Performance Management System Policy is to be read together with the approved PMS Framework and legislation.

## **6.6 PERFORMANCE MONITORING, REVIEWS AND ASSESSMENT**

At an institutional level, performance must be reviewed/monitored/weekly assessed monthly, quarterly, mid-yearly and annually in a number of ways which include (but are not limited to) weekly, monthly, s72 mid-year performance reports; quarterly through SDBIP reporting; s46 - Annual Report, Auditor General's regulatory audit and Municipal Public Accounts Committee (MPAC) Reports (all of which translate to the reporting that is then provided to communities);

At individual level, formal assessments (by a duly constituted Performance Assessment Panel) must be conducted quarterly, and a final assessment for the period 1 July – 30 June after issuing of the auditor-general's report.

The scoring will be allocated using the approved rating calculator.

## **6.7 PERFORMANCE BONUS**

### S56 Managers

- As per the Performance Regulations, the s56 Managers will be able to qualify for performance bonuses according to the following ratings:
- A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9%, and A score of 150 and above is awarded a performance bonus ranging from 10% - 14%.

## **6.8 MANAGERS DIRECTLY ACCOUNTABLE TO S56 MANAGERS AND STAFF BELOW**

Performance Rewards will be negotiated between all stakeholders based on the following principles:

- Non-Monetary

- Negotiated with stakeholders
- Intended to capacitate and develop individual and or team performance
- Agreed upon value
- Subject to available budget (Merit Award paid as a once off merit – dependant on budget)

## **6.9 DISPUTE RESOLUTION**

Disputes are to be dealt with in the manner prescribed by the Regulations and for staff other than the s56 managers according to the approved internal Dispute Resolution mechanisms, re-Human resource policies.

## **6.10 GOVERNANCE ISSUES**

The following governance structures are responsible for the governance of this policy:

- Council: adoption of the policy manual;
- Municipal Manager: formulation, review and amendment of the policy manual;
- Manager: Performance Management and Corporate Services: administration and management thereof ; and
- Performance Assessment Committee / Panel: to formally assess performance of staff; and
- Audit Committee: to verify performance results and application of the policy.

## **6.11 COMPETENCE AND CAPACITY TO IMPLEMENT**

All managers, supervisors and team leaders will be trained to plan, coach and review /report on performance. This is to occur in accordance with the prescriptions of the roll out plan.

The IDP Department must ensure availability of necessary resources for reporting and record keeping - ensuring effective administration and guidance of the process.

## **6.12 RELEVANT LEGISLATION APPLICABLE TO THIS POLICY**

This policy is informed/influenced by the following legislation:

- 1) The Constitution of the Republic of South Africa Act, Act No. 108 of 1996;
- 2) Municipal Planning and Performance Management Regulations, 2006;
- 3) Municipal Structures Act, Act No. 117 of 1998;
- 4) Municipal Systems Act, Act No. 32 of 2000;
- 5) White Papers on Local Government 1998; and
- 6) Labour Relations Act, Act No. 66 of 1995.

## **CHAPTER 7: FINANCIAL PLAN**

The financial plan is segmented into five (5) sections:

- 1) Introduction
- 2) Financial System
- 3) Budget Process
- 4) Financial Principles and Policies
- 5) Operating and Capital Budgets

### **7.1 INTRODUCTION**

Over the past financial years via sound and strong financial management, Blue Crane Route Municipality has moved internally to a position of relative financial stability. During the 2015/16 financial year, the municipality's cash flow position declined due to the municipality using its own cash resources to bridge finance MIG and Loan-funded projects. The Provision of External Loan financing commenced late in January 2016 after the vehicles have been delivered and paid for. There is also a high level of compliance with the MFMA and other legislation directly affecting financial management.

The Municipal Systems Act, section 26(h) requires a municipality to include a financial plan, which must have budget projection of at least the next 3 years, in the annual Integrated Development Plan (IDP). In essence this financial plan is a medium term strategic framework on how the municipality plans to deliver services, within financial means.

Each year, National Treasury issues MFMA circulars to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets, together with other MFMA circulars and the Budget and Reporting Regulations.

The Blue Crane Route Municipality's (BCRM) Medium Term Revenue and Expenditure Framework (MTREF) materially comply with the latest budget regulations as well as the requirements of the National Treasury (MFMA Circulars 48, 51, 54, 55, 58, 59, 64, 66, 67, 70, 71, 72, 74, 75, 78, 79, 80, 82, 85, 86, 87, 88, 89, 90, 91, 93 and 94). This plan has been prepared taking in consideration the priorities and direction established by municipality during the 2019/2020 budget deliberations.

The BCRM are therefore fully compliant with the legislation applicable to municipalities, as the MFMA and the contents of all the relevant MFMA Circulars, etc. where noted and considered when the budget was compiled. The municipality do compile and submit the following monthly, quarterly and mid-year reports:

- a) Monthly: Section 71,
- b) Quarterly: Section 52d,
- c) Mid-year: Section 72, and
- d) Yearly: MTREF Budget, Annual Financial Statements, Integrated Development Plan, annual Report and Oversight Report

The Council's strategic objective of service delivery includes the continuation of the acceptable levels of service as well as the improvement in those areas where it lacks acceptable levels.

The MFMA Circular No. 93 said that a municipality must table funded budgets, see extract underneath:

The importance of tabling funded budgets is highlighted in MFMA Circular No. 74 and 89. Adopting a funded budget has become more critical now than before as it has direct bearing on the financial sustainability of the institution. It has been agreed that no municipality will adopt an unfunded budget in the future. There are cases that may warrant a plan as this may not be achievable over one year. As a result, such municipalities must, together with their 2019/20 MTREF budget, table a plan in a municipal council on how and by when the budget will improve from an unfunded to a funded position. This will be essential when the National and provincial treasuries are assessing the budget to determine its credibility. The assessment of the 2018/19 MTREF budgets have shown a deterioration with more budgets being unfunded. Plans and support will have to be re-evaluated to produce a positive outcome.

The financial principles and policies that the municipality has fundamentally adhered to for many years are identified and that will lead the BCRM's financial stability and sustainability into the coming years. These principles and policies will establish the basic framework for the responsible management of the municipality's financial resources.

Blue Crane Route Municipality has established its own Audit, Risk and Performance Committee with effect from 01 July 2015. The Audit Committee consisted of four (4) members comprising one (1) Chartered Accountant; one (1) Professor, one (1) Legal / compliance specialist a Local government and development specialist. The chairperson is one (1) of the Chartered Accountants and they were appointed from 1 July 2018.

## **7.2 FINANCIAL SYSTEM**

This financial plan provides an outline of the financial system, the municipal budget process, financial principles and policies, and the operating and capital budgets of the Blue Crane Route Municipality. Municipal finance must follow certain practices and conventions set out by the accounting profession and provincial government legislation. This

includes the practice of GRAP accounting and the use of capital reserves and self-funding utilities. These terms are discussed below to provide readers of the Financial Plan with a general understanding of municipal finance and the roles and responsibilities of the parties involved.

The implementation of mSCOA is considered a business reform and it required a significant change in municipal business processes as from 1 July 2017.

The municipality has taken note of the contents of all the mSCOA Circulars and the staff is undergoing the necessary training and the mSCOA was implemented as from 1 July 2017 per the due date as prescribed by National Treasury. The municipality aligned its business process to the Municipal Standard Chart of Accounts (mSCOA) format which is legislatively regulated. The following documents adopted by the municipality that forms part of the mSCOA process are available on the municipal website:

- BCRM mSCOA Implementation Team Terms of Reference
- BCRM mSCOA Project Code of Ethics
- BCRM mSCOA IT Functions Questionnaire / Assessment

The BCRM mSCOA report on a monthly basis, on the progress on the implementation of mSCOA.

In the preparation of the Annual Financial Statements (AFS) :

- The accounting principles, concepts and disclosure requirements are included in the standards of Generally Recognised Accounting Practice (GRAP), also referred to as the accounting standards. The accounting standards give the following guidance to the preparers of AFS when dealing with specific topics:
  - they explain the accounting treatment of transactions, in other words the debit and credit entries, including when to recognise these entries.
  - they explain the accounting measurement of transactions.
  - they explain the presentation and disclosure requirements of transactions in the entity's Annual Financial Statements

The municipality are not outsourcing the compilation / preparation of the Annual Financial Statements, it is done in-house. The AFS Action plan is attached. The Assets Register is prepared according to GRAP 17 and is also prepared in-house. The financial plan includes a budget projection for at least the next three (3) years in line with Section 26(h) of MSA and Treasury regulations.

## **7.2.1. BUDGET AND TREASURY OFFICE**

The Budget and Treasury Office has the following objectives:

- Implementation of MFMA
- Implementation of the Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Management of Municipal Revenue
- Management of a Supply Chain Management Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To retain the Financial Viability of the Municipality
- To have a Clean Audit Report
- Assist with Internal Audit
- Developing & the adoption of the revenue enhancement plan
- Implementation and monitoring of the revenue enhancement plan

The various posts within the Financial Services Department are reflected later in the IDP under the Organogram section.

The ability of the municipality to deliver quality services and the ability to provide services to the Blue Crane Route population at a viable level is dependent on its staff. Failure by the municipality to invest in its staff to ensure that the capacity and skills exist to meet the challenges being faced by Blue Crane Route will ultimately mean a failure to deliver services.

Seventy-Nine (79) percent of the Finance department posts are filled, meaning that only ten (10) positions are still vacant. The municipality have put a hold on the filling of vacancies due to cash constraints.

**7.2.2. INFORMATION AND COMMUNICATION TECHNOLOGY**

The ICT Software used by Blue Crane Route Municipality is summarised in the Table below:

Company	Programme / Software	Application / Operating
<b>Bytes Technology</b>	SAMRAS / Flexgen/ Frontier	Application System interfacing with the following below:
		<p><b>Consolidated Billing</b></p> <ul style="list-style-type: none"> <li>• Receipting</li> <li>• Accounts</li> <li>• Debt Collection</li> <li>• General Ledger</li> <li>• Cashbook</li> </ul> <p><b>Consolidated Expenditure</b></p> <ul style="list-style-type: none"> <li>• Creditors</li> <li>• Stores</li> <li>• Assets</li> <li>• Supply Chain Management</li> <li>• General Ledger</li> <li>• Main Ledger</li> <li>• Trail Balance</li> </ul> <p><b>Payroll</b></p> <ul style="list-style-type: none"> <li>• Payroll</li> <li>• Cash Focus</li> <li>• Third Parties</li> <li>• SARS</li> <li>• Human Resource               <ul style="list-style-type: none"> <li>○ Leave</li> <li>○ Equity</li> </ul> </li> </ul>
<b>Bytes Technology</b>	SAMRAS	mSCOA
<b>Ontec</b>	Vending	Pre-paid Electricity
<b>Deeds Office / Windeed</b>	Title Deeds	Extracting Title Deed information electronically



<b>websites</b>		
<b>FNB Bank</b>	On-line Banking	Electronic payment • Creditors, Salaries
<b>SITA</b>	eNatis	Motor Vehicle Registration
<b>Microsoft</b>	MS Office 365	Word; Excel; PowerPoint; Adobe; Publisher; Outlook
<b>Nuance</b>	PDF Converter Professional	PDF
<b>ESET</b>	Antivirus Protection	Internet and point security
<b>SARS</b>	Easy File	PAYE – IRP5's

### 7.2.3. VALUATION ROLL

It is a statutory requirement that the General Valuation be conducted for all the rateable properties in a municipality to levy property rates and the municipality valuation roll is utilized by the Council as a basis to levy property rates.

The lifespan of the roll is five (5) years for local municipality and it can be extended to seven (7) years with the approval of the MEC for Cooperative Governance and Traditional Affairs in terms of section 32 (2)(a)(ii).

The municipality must regularly, but at least once a year, update its valuation roll by causing supplementary valuation roll to be prepared, if section 78 applies or the valuation roll to be amended, if section 79 applies.

The municipality current general valuation roll, the date of valuation was in 2011, it was implemented on 1 July 2012 and was valid until 30 June 2016. The municipality has applied from MEC for Cooperative Governance and Traditional Affairs for the extension to seven (7) years, of which was granted to be valid until 30 June 2019.

As mentioned above the current General Valuation Roll is valid till 30 June 2019. The Blue Crane Route municipality is therefore required to determine the starting date (that may not be more than 12 months before the start of the financial year in which the Valuation Roll is to be implemented).

In terms of the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No. 29 of 2014), section 31(1) the date of valuation is 1 July 2018 and the date of implementation is 1 July 2019.

A Service Provider was appointed to do a general valuation of ta property within the Blue Crane Route Municipal area for a period of five (5) years.

The municipality is currently open for the lodging of objection on the 2019 General Valuation Roll and notice were placed in the local newspaper, the government gazette and the website.

#### **7.2.4. SUPPLY CHAIN MANAGEMENT UNIT**

The Supply Chain Management (SCM) is up and running within the BCRM and strict control measures are in place according to the MFMA, SCM Regulations, MFMA Circulars and the BCRM SCM Policy.

The Blue Crane Route Municipality has a Supply Chain Management Unit as reflected in the Finance Department Organogram. There are ten (10) posts within the Supply Chain Management Unit and they have all been filled, with the exception of the Accountant: Supply Chain Management.

The following three (3) Bid Committees have been established and the relevant meetings are being convened when tenders/bids are placed as per MFMA and Supply Chain Regulations:

- Specification Bid Committee
- Evaluation Bid Committee
- Adjudication Bid Committee

Training of the Bid Committee members and potential members needs to be done as new people have been employed since the last training.

The Supply Chain Management Policy that was adopted and implemented by the Sarah Baartman District Municipality (SBDM) has been adopted on 31 August 2012 by the Blue Crane Route Municipality (BCRM) after the relevant changes were made to comply with the Blue Crane Route Municipality's requirements, keeping the SCM regulations in mind. The policy was reviewed in June 2016 and was reviewed again on 30 May 2017.

The two (2) Supply Chain Management Practitioners are attending to the following areas within the SCM Unit:

- Disposal / Risk Management / Contract Management
- Demand /Acquisition / Logistic

The SCM practitioners are supervised by the Manager: Supply Chain and Assets Management.

**7.2.4.1. CONTRACT MANAGEMENT**

The SCM unit has also commenced with implementing Contract Management in its reporting. The Accountant: Supply Chain Management is tasked with implementing Contract Management whereby he tracks the value of awards made; expenditure against those contracts; balance of contract remaining; and performance of the service provider against project milestones. He further notifies departments in advance of pending expiration of contracts so that the re-advertisement commences timeously for a succession contract to be awarded. Performance has been average for all service providers combined.

The SCM practitioner is assisting on the above while the post is vacant and the Manager: Supply Chain & Asset Management then oversees the function to ensure that Contract Management is being done correctly.

**7.2.4.2. PROCUREMENT TURNOVER RATE**

The procurement turnover rate in the previous years has proven to be unnecessarily long and resulted in projects being delayed; Poor planning contributes to this. A Supplier Day and an advert for service providers to register on our database and current ones to update their details.

**7.2.5. AUDIT OUTCOMES**

The following table reflects the six (6) year audit outcomes for the following financial book-years.

2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
<u>Unqualified Audit Report received</u>	<u>Unqualified Audit Report received</u>	<u>Unqualified Audit Report received</u>	<u>Unqualified Audit Report received</u>	<u>Qualified Audit Report received - Consolidated</u>	<u>Qualified Audit Report received - Consolidated</u>
<b>Emphasis of Matter:</b> Unauthorised expenditure	<b>Emphasis of Matter:</b> Unauthorised expenditure	<b>Emphasis of Matter:</b> Unauthorised expenditure	<b>Emphasis of Matter:</b> Restatement of corresponding	Property, plant and equipment	Property, plant and equipment

figures

<b>Emphasis of Matter:</b> Irregular expenditure	<b>Emphasis of Matter:</b> Irregular expenditure	<b>Emphasis of Matter:</b> Irregular expenditure	<b>Emphasis of Matter:</b> Material Losses	Investment property	Investment property
<b>Emphasis of Matter:</b> Material Losses	<b>Emphasis of Matter:</b> Material Losses	<b>Emphasis of Matter:</b> Material Losses	<b>Emphasis of Matter:</b> Irregular expenditure		Provision of environmental rehabilitation
<b>Emphasis of Matter:</b> Restatement of corresponding figures	<b>Emphasis of Matter:</b> Restatement of corresponding figures	<b>Emphasis of Matter:</b> Restatement of corresponding figures		Irregular expenditure	Irregular expenditure
					Budget information disclosure
					Distribution losses
					Unauthorised expenditure (prior year disclosure)
				Basis of preparation	Basis of preparation
					Aggregation of immaterial uncorrected misstatements

**Source:** Office of Auditor-General Reports

There are still recurring audit findings, but the municipality has managed to further reduce the audit findings in the 2017/18 financial year and received an Unqualified Audit Opinion. An audit improvement plan was drawn up to

address the audit findings and the municipality has taken action thereon to ensure that the shortfalls are addressed and that all relevant procedures have been put in place so that the number of audit findings can reduce to a minimum to achieve the goal of a Clean Audit. The latest progress on the 2017/18 Audit Improvement Plan is attached as an annexure.

### 7.3. BUDGET PROCESS

#### 7.3.1. CREDITORS TURNOVER RATE

Most creditors are paid within 30 days from receipt of invoice, with minimal disputes spilling beyond the 30 day period. We have regularised the payment process by dedicating Thursdays for payment dates as well as the 25<sup>th</sup> and month end for certain service providers that stipulate these cut-off dates. The actual creditors turnover rate payment period as at 30 June 2018 is 51 days

#### 7.3.2. NATIONAL CONTEXT

South Africa has achieved considerable success in achieving macroeconomic stability; however, the economy is still plagued with high levels of unemployment and poverty.

There are no allocations from the local municipality to the District Municipality.

The following table shows the allocations to BCRM as set out in the National Budget, Division of Revenue Bill in the MTREF period; and the Provincial allocations, as well as the District Municipality allocations to BCRM:

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Funded by:</b>											
National Government		3 199	15 149		69 411	111 711	111 711	111 711	27 014	27 339	30 907
Provincial Government		2 413				-	-	-			
District Municipality			286			2 513	2 513	2 513			
Other transfers and grants				29 658							
Transfers recognised - capital	4	5 612	15 435	29 658	69 411	114 225	114 225	114 225	27 014	27 339	30 907
Borrowing	6	3 300									
Internally generated funds		3 419	1 317		430	430	430	430	555	790	510
<b>Total Capital Funding</b>	7	12 331	16 752	29 658	69 841	114 655	114 655	114 655	27 674	28 119	31 817

**Source:** DoRA & SBDM & 2019/2020 MTREF Budget

Each year, National Treasury issues a circular, (see MFMA Circular 93 and 94) to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The headline CPI inflation actual for fiscal year 2018/2019 is 5.2%. The headline CPI inflation forecast for fiscal year 2019/2020 is 5.2%, 2020/2021 is 5.4%, 2021/2022 is 5.4%. However, these figures can change very fast due to external factors as recently experienced.

These growth parameters apply to tariff increases for property rates, user and other charges raised by municipalities and municipal entities, to ensure that all spheres of government support the national macroeconomic policies, unless it can be shown that external factors impact otherwise. Basic services are provided to a large degree to all towns in the municipal boundaries, and there is a continuing effort in extending services.

We need to recognise the funding role of the National and Provincial Government, with contribution from these spheres of governments through grants and subsidies. National, Provincial, District and local priorities for service delivery must be aligned and this is to a large degree achieved through the IDP process, whereby communities give input into service needs and which is being incorporated into the IDP.

The different spheres of government then allocate resources to these requirements, but we must emphasis again that it is only to the extent that resources are available. Our infrastructure development objectives are clearly to have services to acceptable levels to all.

While we recognise the need for the extension of services through infrastructure development, we must also recognise the need for the maintenance of these infrastructures and to this end we provide in the capital program for replacement of some of our aging vehicles and equipment.

However, to provide for the capital is probably not that problematic, but to find the funds to maintain our infrastructure and other assets properly in the operating budget, without overburdening our consumers and ratepayers, is the big concern. It is common knowledge that the first place where funds are cut when other expenditure items increase to such an extent that a reduction in expenditure is necessary, is on maintenance votes.

The BCMR has done all in their power to address service delivery requirements within our financial means and would like to thank our community for their inputs into the IDP process, the Councillors for their continued hard work and support as well as the Municipal Manager and his staff for all their efforts.

**7.3.3. GENERAL INFLATION OUTLOOK AND ITS IMPACT ON THE MUNICIPAL ACTIVITIES**

General inflation (CPI) is estimated 5.2% for the 2019/2020 financial year. This of course lends to expectations that municipal tariffs should increase by more or less the same percentage, which is set at 6%.

Description	MTREF Budget 2019/2020	MTREF Budget 2020/2021	MTREF Budget 2021/2022
General Inflation	5.2%	5.4%	5.4%

*Source: MFMA Circular 93*

**7.3.4. INTEREST RATES FOR BORROWING AND INVESTMENTS OF FUNDS**

The following assumptions are built into the MTREF:

Description	MTREF Budget 2018/2019	MTREF Budget 2019/2020	MTREF Budget 2020/2021
Average Interest Rate – New Borrowing	11 %	12%	13%
Average Interest Rate - Investments	7%	6.5%	6.5%

**7.3.5. RATES, TARIFFS CHARGES AND TIMING FOR REVENUE COLLECTION**

The Blue Crane Route Municipality bill the consumers on a monthly bases for services rendered as per norms and standards of revenue management.

The following table shows the assumed average percentage increases built into the MTREF for rates, tariffs and charges:

Description	MTREF Budget	MTREF Budget	MTREF Budget
-------------	--------------	--------------	--------------

	2019/2020	2020/2021	2021/2022
Rates	10%	10%	10%
Water	6%	6%	6%
Sewerage	6%	6%	6%
Sanitation	6%	6%	6%
Refuse	6%	6%	6%
Electricity – monthly consumption tariff	9.41%	9.41%	9.41%

*Source: 2019/2020 MTREF Budget & MFMA Circulars*

In general terms, the timing rates, tariffs and charges are based on the following:

Description	Comments
Rates and annual charges	Annual and monthly billing July. Interim billing throughout the year as required. Revenue foregone recognized in July
Cons Consumption	Monthly billing. Ongoing prepayment meters. Seasonal fluctuations
Char Service Charges	Generally steady state throughout the financial year with seasonal fluctuations

The municipality still experience high volumes of incorrect billing accounts due to inaccurate meter readings, meters that are standing / not working. The municipality have received grant funding to attend to the replacement of all the water meters of our consumers. The municipality has also introduced the electronic meter reading of electricity and water usage.

### 7.3.6. COLLECTION RATES FOR EACH REVENUE SOURCE AND CUSTOMER TYPE

Furthermore, its policy on indigent support and social rebates means that many households who would normally struggle to pay their accounts receive free or subsidised basic services thereby keeping them free of the burden of municipal debt.

Nevertheless, there will always be an element of the total amount billed that will remain uncollected. The municipality is the same as any other business in this regard. Adequate provision has to be made in the budget for any bad debts based on assumptions on collection rates. The bad debt contribution also increases sustainability against prior budgets due to the re-incorporation of the water and sanitation functions.



The ability of the municipality to deliver quality services is dependent on its staff and the ability to provide services to the Blue Crane Route population at a viable level. Failure by the municipality to invest in its staff to ensure that the capacity and skills exist to meet the challenges being faces by Blue Crane Route will ultimately mean a failure to deliver services.

The average collection rate for all municipal debtor's accounts are currently 84.58%.

### **7.3.7. TRENDS IN POPULATION AND HOUSEHOLDS (GROWTH, DECLINE, STABLE)**

When the 2011 census were held by South African Statistics it was counted that the total population within the Blue Crane Route Municipal (BCRM) area (11, 068.56km<sup>2</sup>) are 36, 002. Within the Sarah Baartman District Municipal (SBDM) area the BCRM accounts for 8% of the SBDM and 0.5% of the Eastern Province population. Geographically BCRM makes up 19% of the SBDM landmass with a population density of 3.25 people per km<sup>2</sup>.

There is a total of 8,558 households within the BCRM area.

### **7.3.8. CHANGING DEMAND CHARACTERISTICS (DEMAND FOR SERVICES)**

Blue Crane Route has to respond to changing demand for services that can occur through a number of reasons such as population migration, changing demographic profile, technologic changes, and major infrastructure development.

The introduction of wireless technology in Blue Crane Route has made the internet available to many more people making on-line interaction with the municipality possible, including the payment of municipal accounts. The selling of prepaid electricity by all outside vendors assisted consumers to purchase prepaid electricity after hours and over weekends by means of the Service Provider, Ontec's Third Party Vendor System.

The growth of formal housing in prior years has impacted on the demand for services and challenges the municipality in how service is delivered.

### **7.3.9. TRENDS IN DEMAND FOR FREE (SUBSIDIZED) BASIC SERVICES**

Blue Crane Route's criteria for supporting free or subsidised basic services are set out in the Indigent Support Policy. The Government allocates revenue via the Division of Revenue Act (DoRA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services.

### **7.3.10. INDIGENT STEERING COMMITTEE**

The Indigent Steering Committee (ISC) was established in 2012, and the ISC has convened its meetings on a quarterly basis and an updated Indigent Register on a monthly basis.

The Indigent Committee must monitor, in conjunction with ward councillors, ward committees and other persons or organisations it may appoint, the implementation of the indigent support programme, subject to the policy directions of the municipality and in consultation with the municipal manager.

#### **7.3.10.1.INDIGENT REGISTER AND FREE BASIC SERVICES EXPENDITURE / BUDGET**

There are currently 3,975 indigent households out of 8,558 households. This is a 46.45% of households benefitting from the Indigent Policy assistance.

#### **7.3.10.2.FREE BASIC SERVICES UNIT**

The municipality has a Free Basic Services Unit that focuses on Indigent support; credit control and debt management; as well as Debtors Control. This shared function is largely attributable to the small size of the municipality and the amount of work required maintaining the Free Basic Services function. We however have staff in place that exercise the various functions of free basic services as part of their daily tasks and this is executed by various levels of staff to ensure segregation of duties. We have Credit Control & Free Basic Services Co-ordinators that assist in filling and collecting the Indigent application forms together with the Debtors Clerks and the Ward Councillors perform the checking and verification; and the Accountant: Revenue that assesses the applications for approval or non-approval.

Blue Crane Route's criteria for supporting free or subsidised basic services are set out in the Indigent Support Policy. To assist our communities to alleviate poverty, inequality and unemployment the following social packages are included in the budget for indigent households:

#### **A TOTAL MONTHLY INCOME PER HOUSEHOLD OF:**

- **R0 – R3,600** - 50kWh Free Electricity, 6KI Free Water, and 100% Free Basic Charges Fee for Electricity, Water, Sewer/Sanitation and Refuse

### **7.4. FINANCIAL PRINCIPLES AND POLICIES**

#### **7.4.1. IMPACT OF NATIONAL, PROVINCIAL AND LOCAL POLICIES**

Blue Crane Route sees itself as working in partnership with national, provincial and district municipality spheres of Government in meeting the priority services needs of the people.

The Blue Crane Route Municipality have implemented the prescribed statutory financial related policies and they will be reviewed before end May 2019. The Financial Policies, By-Laws and Procedure Manuals of the Blue Crane Route Municipality are to provide sound, secure and fraud free management of financial services.

The detailed adopted budget related Policies, By-Laws and Procedure Manuals are not included in this budget documentation. However, they are available at the Council offices for viewing, as well as on the website.

The policy instruments direct strategic objectives and business operations with the view to achieve sustainable economic, social and environmental performance.

All relevant policies are promulgated into By-laws and Gazetted accordingly. The Property Rates tariffs and Council Resolution authorising the levying of rates have also been Gazetted for the 2018/19 financial year.

#### **7.4.2. REVENUE ENHANCEMENT STRATEGY**

The municipality is in the process of developing of the Cash-flow Turn-around Plan. Targets have been set to improve the municipality's own revenue base on liquidity ratio of the budget and the plan is included in the IDP, Budget and SDBIP.

**Tables – Lists of adopted and developed Financial Related Policies and Procedure Manuals underneath:**

The following twenty-one (21) finance related policies are adopted and implemented and there are no changes to be made.

<b>Budget Related Policy</b>	
<b>1</b>	<b>Asset Management Policy</b>
<b>2</b>	<b>Budget Policy</b>
<b>3</b>	<b>Cash Management and Payment of Creditors Policy</b>
<b>4</b>	<b>Cash Receipt and Banking Policy</b>
<b>5</b>	<b>Cost Estimation Policy</b>
<b>6</b>	<b>Financial Framework Policy</b>
<b>7</b>	<b>Investment Policy</b>
<b>8</b>	<b>Tariff ex Revenue By-Law</b>
<b>9</b>	<b>Rewards, Gifts and Favours Policy</b>
<b>10</b>	<b>Supply Chain Management Policy</b>
<b>11</b>	<b>Capital Infrastructure Investment Policy</b>
<b>12</b>	<b>Fruitless Wasteful Expenditure Policy</b>
<b>14</b>	<b>Borrowing Policy</b>
<b>15</b>	<b>Funding and Reserve Policy</b>
<b>16</b>	<b>Long-Term Financial Planning Policy</b>
<b>17</b>	<b>SCM Policy for Infrastructure and Delivery Management</b>
<b>18</b>	<b>Contract Management Policy</b>
<b>19</b>	<b>Petty Cash Policy</b>
<b>20</b>	<b>Appointment of Consultants Policy</b>
<b>21</b>	<b>Virement Policy</b>

**Source:** *Adopted Policies - Council Resolutions*

The following three (3) finance related policies has been reviewed and be approved by Council:

- Rates Policy and By-Law
- Indigent Policy
- Credit Control and Debtor Collection Policy

The following three (3) new finance related policies are developed but still need to be workshopped:

- Fleet Management Policy
- Cost Containment Policy
- Write-Off Policy

	Procedure Manuals	Policy Status	Council Resolution Date
1	Fixed Assets Procedures	Developed	30-Jun-16
2	Purchasing Procedures	Developed	30-Jun-16
3	Petty Cash Procedures	Developed	30-Jun-16
4	Debtors Procedures	Developed	30-Jun-16
5	Bank Reconciliation Procedures	Developed	30-Jun-16
6	Creditors Payment Procedures	Developed	30-Jun-16
7	Budgeting Procedures	Developed	25-Jan-17
8	Cash Office Working Procedures	Developed	25-Jan-17
9	Loss Management Procedures	Developed	25-Jan-17
10	Payroll Working Procedures	Developed	25-Jan-17
11	Revenue Control Procedures	Developed	25-Jan-17
12	Valuation Levying of Assessment Rates Procedures	Developed	25-Jan-17
13	Meter Reading Procedures	Developed	new
14	Stores Procedures	Developed	10-Dec-15
15	S&T Procedures	Developed	10-Dec-15
16	Indigent Procedures	Developed	10-Dec-15
17	Accounting Procedures	Developed	10-Dec-15
18	AFS Procedures	Developed	10-Dec-15
19	Loans Procedures	Developed	10-Dec-15
20	Supply Chain Management Procedures	Developed	new
21	Contract Management Procedures	Developed	new
22	Housing/Human Settlements Procedures	Developed	new
23	Town Planning Procedures	Developed	Splum By-Laws
24	Property Valuation Procedures	Developed	new
25	Credit Control Procedures (Dis/Reconnection)	Developed	new
26	Opening Customer Accounts Procedures	Developed	new
27	Clearance Certificate Process - closing of accounts Procedures	Developed	new
28	Billing Procedure Manual	Developed	25-Jan-17

**Source:** Adopted Procedure Manuals - Council Resolutions

**Table - List of Financial Sector Plans and other:**

The status report on the Financial Sector Plans and other is as follows:

	Section	Statutory Plans	Status
1	<b>Fraud Prevention Plan</b>	The objective of this plan is to facilitate the development of controls which will aid in the detection and prevention of fraud against BCRM. It is the intent of BCRM to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.	Approved
2	<b>Strategic Risk Management Register</b>	The objective of this register is to facilitate the implementation of mitigating actions to improve service delivery and minimize the impacts of the potential risks within BCRM	Approved
3	<b>Budget</b>	1) Financial Plan / Budget  2) Service Level Standards	Approved
4	<b>Financial Recovery Plan</b>	The Blue Crane Route Municipality does not have a financial recovery plan in place.	Not applicable
5	<b>Business Continuity Plan</b>	To prepare the Municipality in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events), and to restore services to the widest extent possible in a minimum time frame.	Approved but need to be reviewed
6	<b>Revenue Enhancement</b>	This Cash Flow Turn-Around Plan is to present to management, methods on how to improve the revenue of the Blue Crane Route Municipality (EC102).	Need to be approved
7	<b>MFMA Systems Delegations</b>	The principles document clarifies the roles and responsibilities between role players in the delegation process in order to ensure a hierarchy of delegations from executive authorities to officials in the administration. The executive (municipal councils) is responsible for providing political leadership by deciding on policies and outcomes whereas the municipal manager and other senior managers are responsible for implementation and outputs in respect of the expected deliverables.	Approved but need to be reviewed

*Source: Adopted Financial Sector Plans and other - Council Resolutions*

## 7.5. OPERATING AND CAPITAL BUDGET

### 7.5.1. SALARY BUDGET OF THE MUNICIPALITY

National Treasury guidelines require municipalities to contain their staff expenditure under 35% of their Operational Budget. Blue Crane Route Municipality has achieved this target throughout the years, but it must be noted that there are critical vacancies that have never been budgeted for and it exposes and / or restricts progress of the municipality in certain aspects. Below is a table indicating past trends and future projections of the Salary Bill percentage:

Description	Actual 2015/2016	Actual 2016/2017	Estimated Budget 2017/2018	Estimated Budget 2018/2019	Estimated Budget 2019/2020	Estimated Budget 2020/2021
Operational Budget	210,072,000	230,393,345	241,961,080	256,551,880	276,038,450	293,908,000
Salary Bill	69,659,000	73,995,198	75,049,460	82,399,350	83,150,000	88,721,000
Percentage	33.16%	32.12%	31.02%	32.12%	30%	30%

*Source: 2019/20120 MTREF Budget*

A provisional increase in salaries of 6.5% is included in the budget as per Agreement between SALGA and the Unions. At this stage the CPI is at 4.7% but the minimum percentage agreed was 5% plus 1.5%.

### 7.5.2. ABILITY OF THE MUNICIPALITY TO SPEND AND DELIVER ON THE PROGRAMMES

Table SA35 underneath reflects the capital budget per vote.

**EC102 Blue Crane Route - Supporting Table SA35 Future financial implications of the capital budget**

Vote Description	Ref	2019/20 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Present value
<b>R thousand</b>								
<b>Capital expenditure</b>	1							
Vote 1 - MAYORAL EXECUTIVE		-	-	-				
Vote 2 - MUNICIPAL COUNCIL		-	-	-				
Vote 3 - ACCOUNTING OFFICER		40	50	60	10	10	10	10
Vote 4 - BUDGET & TREASURY		50	50	60	10	10	10	10
Vote 5 - TECHNICAL SERVICES		27 504	27 919	31 577	1 000	1 000	1 000	1 000
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		40	50	60	10	10	10	10
Vote 7 - CORPORATE SERVICES		40	50	60	10	10	10	10
<i>List entity summary if applicable</i>								
<b>Total Capital Expenditure</b>		27 674	28 119	31 817	1 040	1 040	1 040	1 040
<b>Future operational costs by vote</b>	2							
Vote 1 - MAYORAL EXECUTIVE								
Vote 2 - MUNICIPAL COUNCIL								
Vote 3 - ACCOUNTING OFFICER								
Vote 4 - BUDGET & TREASURY								
Vote 5 - TECHNICAL SERVICES								
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES								
Vote 7 - CORPORATE SERVICES								
<i>List entity summary if applicable</i>								
<b>Total future operational costs</b>		-	-	-	-	-	-	-
<b>Future revenue by source</b>	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment								
<i>List other revenues sources if applicable</i>								
<i>List entity summary if applicable</i>								
<b>Total future revenue</b>		-	-	-	-	-	-	-
<b>Net Financial Implications</b>		27 674	28 119	31 817	1 040	1 040	1 040	1 040

The Table SA36 reflects the detailed estimated capital expenditure for 2019/2020; 2020/2021 and 2021/2022 financial years.



EC102 Blue Crane Route - Supporting Table SA36 Detailed capital budget

R thousand	Function	Project Description	NTSF Service Outcome	Asset Sub-Class	2019/20 Medium Term Revenue & Expenditure Framework				
					Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:									
<i>List all capital projects grouped by Function</i>									
	Executive and council	Office Equipment/Computers	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	40	50	60	
	Finance and administrator	Office Equipment/Computers	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	90	100	120	
	Energy sources	Equipment and Tools	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	40	50	60	
	Energy sources	Transformers	<i>An efficient, competitive and responsive economic infrastructure network</i>	HV Transmission Conductors	350	350	400	450	
	Energy sources	Electricisation of houses:	<i>An efficient, competitive and responsive economic infrastructure network</i>	LV Networks	5 260	410	3 200	3 000	
	Water management:	Pearson MTW	<i>An efficient, competitive and responsive economic infrastructure network</i>	Water Treatment Works	22 727	13 000			
	Water management:	Equipment and Tools	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	30	40	50	
	Water management:	Unidentified projects:			42 300		10 000	13 000	
	Road transport	Equipment and Tools	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	-	40	50	60	
	Waste water management	Equipment and Tools	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	30	40	50	
	Finance and administrator	MIG: Parks and Playgrounds:	<i>All people in South Africa are and feel safe</i>	Public Open Space	3 100	1 600	500		
	Finance and administrator	MIG: Paving of Gravel Roads:	<i>An efficient, competitive and responsive economic infrastructure network</i>	Road Structures	2 846	3 650	4 636		
	Finance and administrator	MIG: Cookhouse Bulk Water supply:	<i>An efficient, competitive and responsive economic infrastructure network</i>	Bulk Water	7 465	7 000	6 000		
	Public Works	MIG: Stormwater - Mesbries:	<i>Sustainable human settlements and improved quality of household life</i>	Storm Water Conveyance		1 354			
	Finance and administrator	Other projects:			29 658	29 683		14 907	
	Community and social services	Office Equipment/Computers	<i>A skilled and capable workforce to support an inclusive growth path</i>	Unspecified	30	40	50	60	
Parent Capital expenditure					29 658	114 655	27 674	28 118	31 817

### 7.5.3. OPERATING AND CAPITAL BUDGET TABLES

"On an annual basis, the mSCOA chart is reviewed to address implementation challenges and correct chart related errors. Toward this end, Version 6.3 is released with MFMA Circular 93. Version 6.3 of the chart is effected from 2019/2020."

The following MTREF Budget Tables A1 to A10 reflect the Version 6.3 of Schedule A1 (the Excel Formats) which is aligned to version 6.3 of the mSCOA classification framework that was used to compile the A Schedules of the 2019/2020 draft MTREF budget. The tables reflect the actuals for 2015/2016 to 2017/2018 financial years plus the current year's (2018/2019) budget, and the estimated for 2019/2020 to 2021/2022 financial years.

The draft annual budget of the municipality for the financial year 2019/2020 and the multi-year and single-year capital appropriations tabled as set out in the tables A1 to A5.

The financial position, cash flow budget, cash-backed reserve/accumulated surplus, asset management and basic service delivery targets tabled as set out in the tables A6 to A10.

**TABLE A1 – BUDGET SUMMARY**

**EC102 Blue Crane Route - Table A1 Budget Summary**

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	10 094	11 152	12 098	13 478	13 478	13 478	13 478	18 027	19 515	21 137
Service charges	87 082	111 774	105 392	127 939	132 118	132 118	132 118	148 405	159 812	168 370
Investment revenue	1 446	1 281	1 140	1 000	1 300	1 300	1 300	850	850	850
Transfers recognised - operational	52 419	51 549	52 609	55 539	56 343	56 343	56 343	60 969	63 336	67 014
Other own revenue	8 913	10 821	14 331	8 224	7 356	7 356	7 356	7 618	8 015	8 436
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>189 953</b>	<b>186 578</b>	<b>185 571</b>	<b>206 180</b>	<b>210 594</b>	<b>210 594</b>	<b>210 594</b>	<b>235 869</b>	<b>251 529</b>	<b>265 807</b>
Employee costs	69 832	74 180	78 779	81 889	78 075	78 075	78 075	83 150	88 721	94 843
Remuneration of councillors	3 572	3 467	3 870	4 074	3 994	3 994	3 994	4 254	4 539	4 852
Depreciation & asset impairment	34 777	34 803	34 512	37 533	37 533	37 533	37 533	42 179	43 679	44 679
Finance charges	5 733	4 024	1 334	3 811	5 505	5 505	5 505	5 019	4 899	4 630
Materials and bulk purchases	67 997	78 382	74 413	85 897	88 128	88 128	88 128	101 972	110 054	115 780
Transfers and grants	-	769	1 010	783	1 021	1 021	1 021	884	943	1 008
Other expenditure	36 627	32 931	27 547	42 055	44 296	44 296	44 296	45 375	48 516	51 477
<b>Total Expenditure</b>	<b>218 537</b>	<b>228 556</b>	<b>219 484</b>	<b>258 052</b>	<b>258 551</b>	<b>258 551</b>	<b>258 551</b>	<b>282 832</b>	<b>301 152</b>	<b>317 270</b>
<b>Surplus/(Deficit)</b>	<b>(48 584)</b>	<b>(41 978)</b>	<b>(33 893)</b>	<b>(49 872)</b>	<b>(47 957)</b>	<b>(47 957)</b>	<b>(47 957)</b>	<b>(46 963)</b>	<b>(49 623)</b>	<b>(51 463)</b>
Transfers and subsidies - capital (monetary allocation)	16 170	21 827	31 310	69 411	114 475	114 475	114 475	27 014	27 339	30 807
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 817</b>
Transfers recognised - capital	5 612	15 435	29 658	69 411	114 225	114 225	114 225	27 014	27 339	30 807
Borrowing	3 300	-	-	-	-	-	-	-	-	-
Internally generated funds	3 419	1 317	-	430	430	430	430	660	780	910
<b>Total sources of capital funds</b>	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 817</b>
<b>Financial position</b>										
Total current assets	40 366	37 770	32 377	42 204	32 204	32 204	32 204	38 200	39 250	39 800
Total non current assets	618 700	608 250	603 109	615 333	665 789	665 789	665 789	651 276	635 715	622 853
Total current liabilities	39 551	38 870	38 057	19 075	29 675	29 675	29 675	31 848	32 750	33 800
Total non current liabilities	60 640	59 910	52 771	58 000	52 000	52 000	52 000	48 000	51 000	53 000
Community wealth/Equity	558 875	547 241	544 856	580 462	616 318	616 318	616 318	608 628	591 215	575 853
<b>Cash flows</b>										
Net cash from (used) operating	16 172	13 796	28 913	69 570	118 140	118 140	118 140	31 529	26 386	29 417
Net cash from (used) investing	(12 325)	(18 054)	(28 521)	(69 641)	(114 455)	(114 455)	(114 455)	(27 670)	(28 119)	(31 817)
Net cash from (used) financing	(853)	(4 926)	(3 099)	(1 260)	(4 405)	(4 405)	(4 405)	(3 950)	(598)	50
<b>Cash/cash equivalents at the year end</b>	<b>14 113</b>	<b>6 929</b>	<b>1 223</b>	<b>444</b>	<b>503</b>	<b>503</b>	<b>503</b>	<b>909</b>	<b>(1 421)</b>	<b>(3 772)</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	14 113	6 929	1 223	1 000	1 000	1 000	1 000	1 500	2 000	2 500
Application of cash and investments	8 336	5 443	2 426	(27 015)	(7 673)	(7 673)	(7 673)	(5 548)	(6 073)	(5 618)
<b>Balance - surplus (shortfall)</b>	<b>5 777</b>	<b>1 486</b>	<b>(1 204)</b>	<b>28 015</b>	<b>8 673</b>	<b>8 673</b>	<b>8 673</b>	<b>7 048</b>	<b>8 073</b>	<b>8 118</b>
<b>Asset management</b>										
Asset register summary (WDV)	618 690	608 244	603 106	615 325	665 782	665 782	665 782	651 276	635 715	622 853
Depreciation	34 777	34 803	34 512	37 533	37 532	37 532	37 532	42 180	43 680	44 680
Renewal and Upgrading of Existing Assets	-	120	-	6 000	13 611	13 611	13 611	27 024	24 629	28 467
Repairs and Maintenance	3 542	3 526	2 540	4 903	2 098	2 098	2 098	2 098	2 226	2 363
<b>Free services</b>										
Cost of Free Basic Services provided	12 589	14 225	15 079	15 465	15 465	15 465	15 710	15 710	17 049	18 492
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	0	0	0	0	0	0	0	0	0	0
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

**TABLE A2 – BUDGET FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY “STANDARD CLASSIFICATION”)**

**EC102 Blue Crane Route - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)**

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue - Functional</b>										
<i>Governance and administration</i>		39 827	42 014	41 483	42 712	53 904	53 904	60 522	64 493	68 550
Executive and council		20 223	20 330	20 908	22 258	19 053	19 053	20 812	22 087	23 489
Finance and administration		19 605	21 684	20 575	20 453	34 851	34 851	39 711	42 406	45 062
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		4 116	5 275	5 440	3 246	6 019	6 019	3 496	3 598	3 709
Community and social services		3 642	2 576	2 496	2 400	2 510	2 510	2 522	2 534	2 547
Sport and recreation		-	-	-	-	408	408	130	138	146
Public safety		474	2 700	2 186	90	2 307	2 307	50	53	55
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	758	756	794	794	794	874	961
<i>Economic and environmental services</i>		19 339	21 700	13 538	15 413	3 070	3 070	2 992	1 665	1 753
Planning and development		632	125	12	14 117	488	488	-	-	-
Road transport		17 894	20 434	13 526	1 165	2 582	2 582	2 992	1 665	1 753
Environmental protection		813	1 142	-	130	-	-	-	-	-
<i>Trading services</i>		124 840	139 415	156 420	212 949	262 075	262 075	195 873	209 111	222 703
Energy sources		84 947	98 444	93 462	116 981	117 500	117 500	126 997	139 883	146 867
Water management		19 948	20 318	36 647	72 543	117 974	117 974	40 517	39 167	43 940
Waste water management		10 038	10 343	10 846	11 681	12 869	12 869	13 609	14 425	15 308
Waste management		9 907	10 309	15 465	11 743	13 732	13 732	14 751	15 636	16 589
<i>Other</i>	4	-	-	-	1 272	-	-	-	-	-
<b>Total Revenue - Functional</b>	2	<b>188 123</b>	<b>208 405</b>	<b>216 881</b>	<b>275 591</b>	<b>325 069</b>	<b>325 069</b>	<b>262 883</b>	<b>278 868</b>	<b>296 715</b>
<b>Expenditure - Functional</b>										
<i>Governance and administration</i>		53 119	53 186	62 415	70 399	70 728	70 728	72 276	76 704	81 106
Executive and council		11 140	9 881	10 541	10 476	10 068	10 068	10 705	11 411	12 186
Finance and administration		41 980	43 305	51 874	56 404	59 030	59 030	59 859	63 469	66 973
Internal audit		-	-	-	1 519	1 630	1 630	1 712	1 824	1 947
<i>Community and public safety</i>		13 500	14 502	12 990	9 815	12 180	12 180	12 828	13 663	14 580
Community and social services		9 412	9 337	7 659	6 331	7 564	7 564	8 013	8 548	9 136
Sport and recreation		-	-	-	-	1 236	1 236	1 276	1 356	1 442
Public safety		4 088	5 165	5 321	2 432	2 676	2 676	2 804	2 977	3 167
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	1 052	704	704	735	783	835
<i>Economic and environmental services</i>		23 138	21 792	15 216	18 649	21 357	21 357	22 413	23 388	24 459
Planning and development		2 115	2 968	1 934	2 947	2 268	2 268	2 193	2 334	2 489
Road transport		20 090	17 927	12 723	14 720	19 089	19 089	20 220	21 054	21 970
Environmental protection		933	897	559	983	-	-	-	-	-
<i>Trading services</i>		128 779	139 076	128 854	153 734	154 286	154 286	175 316	187 397	197 128
Energy sources		87 923	93 280	86 638	105 578	105 697	105 697	120 767	129 492	136 929
Water management		15 765	18 683	16 692	18 004	19 710	19 710	23 561	25 532	26 588
Waste water management		9 832	9 825	9 651	10 888	10 675	10 675	12 155	12 770	13 131
Waste management		15 259	17 288	15 874	19 264	18 205	18 205	18 833	19 603	20 478
<i>Other</i>	4	-	-	-	3 454	-	-	-	-	-
<b>Total Expenditure - Functional</b>	3	<b>218 537</b>	<b>228 556</b>	<b>219 464</b>	<b>256 052</b>	<b>258 551</b>	<b>258 551</b>	<b>282 832</b>	<b>301 152</b>	<b>317 270</b>
<b>Surplus/(Deficit) for the year</b>		<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>

**TABLE 3 – BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE)**

**EC102 Blue Crane Route - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)**

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue by Vote</b>										
Vote 1 - MAYORAL EXECUTIVE	1	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		20 223	20 330	20 908	22 227	19 033	19 033	20 812	22 087	23 489
Vote 3 - ACCOUNTING OFFICER		632	125	12	31	508	508	-	-	-
Vote 4 - BUDGET & TREASURY		21 688	19 308	19 842	19 675	19 891	19 891	24 642	26 764	28 600
Vote 5 - TECHNICAL SERVICES		132 828	149 540	154 481	217 037	264 208	264 208	197 497	209 004	222 452
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		14 835	16 726	20 905	16 502	21 279	21 279	19 774	20 844	21 995
Vote 7 - CORPORATE SERVICES		(2 083)	2 376	733	120	150	150	159	169	179
<b>Total Revenue by Vote</b>	<b>2</b>	<b>188 123</b>	<b>208 405</b>	<b>216 881</b>	<b>275 591</b>	<b>325 069</b>	<b>325 069</b>	<b>262 883</b>	<b>278 868</b>	<b>296 715</b>
<b>Expenditure by Vote to be appropriated</b>										
Vote 1 - MAYORAL EXECUTIVE	1	-	-	-	400	407	407	433	461	492
Vote 2 - MUNICIPAL COUNCIL		11 140	9 881	10 541	5 363	5 244	5 244	5 620	5 995	6 408
Vote 3 - ACCOUNTING OFFICER		2 115	2 988	1 934	8 168	8 315	8 315	8 557	9 113	9 722
Vote 4 - BUDGET & TREASURY		24 142	23 576	32 041	33 219	34 822	34 822	35 346	37 606	39 625
Vote 5 - TECHNICAL SERVICES		133 610	139 715	125 704	163 349	166 111	166 111	187 313	199 914	210 183
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		29 693	32 687	29 412	37 340	36 133	36 133	37 690	39 677	41 889
Vote 7 - CORPORATE SERVICES		17 838	19 729	19 832	8 213	7 518	7 518	7 873	8 366	8 951
<b>Total Expenditure by Vote</b>	<b>2</b>	<b>218 537</b>	<b>228 556</b>	<b>219 464</b>	<b>256 052</b>	<b>258 551</b>	<b>258 551</b>	<b>282 832</b>	<b>301 152</b>	<b>317 270</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>

**TABLE A4 – BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)**

**EC102 Blue Crane Route - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue By Source</b>											
Property rates	2	10 094	11 152	12 098	13 478	13 478	13 478	13 478	18 027	19 515	21 137
Service charges - electricity revenue	2	79 264	90 155	85 031	104 155	104 735	104 735	104 735	119 382	129 048	135 760
Service charges - water revenue	2	9 398	12 535	10 406	12 988	14 808	14 808	14 808	15 694	16 635	17 633
Service charges - sanitation revenue	2	3 764	4 075	4 429	4 807	5 125	5 125	5 125	5 433	5 758	6 104
Service charges - refuse revenue	2	4 656	5 009	5 526	5 989	7 450	7 450	7 450	7 897	8 371	8 873
Rental of facilities and equipment		83	261	466	533	390	390	390	390	390	390
Interest earned - external investments		1 446	1 281	1 140	1 000	1 300	1 300	1 300	850	850	850
Interest earned - outstanding debtors		3 151	3 648	3 883	3 906	3 981	3 981	3 981	4 188	4 449	4 716
Dividends received											
Fines, penalties and forfeits		60	72	55	81	411	411	411	423	448	474
Licences and permits		745	832	566	600	480	480	480	480	509	540
Agency services		676	885	1 054	600	850	850	850	850	893	937
Transfers and subsidies		52 419	51 549	52 809	55 539	56 343	56 343	56 343	60 969	63 336	67 014
Other revenue	2	4 217	4 858	8 305	2 304	1 264	1 264	1 264	1 277	1 327	1 379
Gains on disposal of PPE		-	65	-	200						
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>169 953</b>	<b>186 578</b>	<b>185 571</b>	<b>206 180</b>	<b>210 594</b>	<b>210 594</b>	<b>210 594</b>	<b>235 869</b>	<b>251 529</b>	<b>265 807</b>
<b>Expenditure By Type</b>											
Employee related costs	2	69 632	74 180	76 779	81 899	78 075	78 075	78 075	83 150	88 721	94 843
Remuneration of councillors		3 572	3 467	3 870	4 074	3 994	3 994	3 994	4 254	4 539	4 852
Debt impairment	3	8 405	13 413	8 991	9 505	10 575	10 575	10 575	11 104	11 659	12 242
Depreciation & asset impairment	2	34 777	34 803	34 512	37 533	37 533	37 533	37 533	42 179	43 679	44 679
Finance charges		5 733	4 024	1 334	3 811	5 505	5 505	5 505	5 019	4 699	4 230
Bulk purchases	2	67 997	74 857	71 873	82 678	84 450	84 450	84 450	97 294	105 143	110 623
Other materials	8	-	3 528	2 540	3 220	3 678	3 678	3 678	4 678	4 912	5 151
Contracted services		-	5 204	6 533	8 373	8 405	8 405	8 405	8 453	9 284	9 864
Transfers and subsidies		-	789	1 010	783	1 021	1 021	1 021	884	943	1 008
Other expenditure	4, 5	27 900	14 313	11 873	24 177	25 316	25 316	25 316	25 817	27 573	29 572
Loss on disposal of PPE		322	-	150							
<b>Total Expenditure</b>		<b>218 537</b>	<b>228 556</b>	<b>219 464</b>	<b>256 052</b>	<b>258 551</b>	<b>258 551</b>	<b>258 551</b>	<b>282 832</b>	<b>301 152</b>	<b>317 270</b>
<b>Surplus/(Deficit)</b>											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(48 584)	(41 978)	(33 893)	(49 872)	(47 957)	(47 957)	(47 957)	(46 963)	(49 623)	(51 463)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Education and Training)		16 170	21 827	31 310	69 411	114 475	114 475	114 475	27 014	27 336	30 307
Transfers and subsidies - capital (in-kind - all)	6	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>(30 414)</b>	<b>(20 151)</b>	<b>(2 583)</b>	<b>19 540</b>	<b>66 518</b>	<b>66 518</b>	<b>66 518</b>	<b>(19 949)</b>	<b>(22 284)</b>	<b>(20 556)</b>

**TABLE A5 – BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING**

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>											
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	2										
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		484	511	320	30	30	30	30	-	-	-
Vote 4 - BUDGET & TREASURY		292	12	24	30	30	30	30	-	-	-
Vote 5 - TECHNICAL SERVICES		7 429	11 248	26 646	19 671	19 824	19 824	19 824	21 604	9 000	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICE		3 093	4 664	1 364	30	30	30	30	-	-	-
Vote 7 - CORPORATE SERVICES		1 033	317	1 302	30	30	30	30	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>19 791</b>	<b>19 944</b>	<b>19 944</b>	<b>19 944</b>	<b>21 604</b>	<b>9 000</b>	<b>-</b>
<b>Single-year expenditure to be appropriated</b>	2										
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		-	-	-	-	-	-	-	40	50	60
Vote 4 - BUDGET & TREASURY		-	-	-	-	-	-	-	50	50	60
Vote 5 - TECHNICAL SERVICES		-	-	-	50 050	92 350	92 350	92 350	5 900	18 919	31 577
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICE		-	-	-	-	2 360	2 360	2 360	40	50	60
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	-	40	50	60
<b>Capital single-year expenditure sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>50 050</b>	<b>94 710</b>	<b>94 710</b>	<b>94 710</b>	<b>6 070</b>	<b>19 119</b>	<b>31 817</b>
<b>Total Capital Expenditure - Vote</b>		<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 817</b>
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		<b>1 809</b>	<b>840</b>	<b>1 414</b>	<b>170</b>	<b>13 551</b>	<b>13 551</b>	<b>13 551</b>	<b>13 734</b>	<b>14 289</b>	<b>15 087</b>
Executive and council		484	511	88	30	30	30	30	40	50	60
Finance and administration		1 325	329	1 325	140	13 521	13 521	13 521	13 694	14 239	15 027
Internal audit		-	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>		<b>2 543</b>	<b>4 664</b>	<b>1 364</b>	<b>7 500</b>	<b>2 390</b>	<b>2 390</b>	<b>2 390</b>	<b>40</b>	<b>50</b>	<b>60</b>
Community and social services		96	31	1 364	5 500	133	133	133	40	50	60
Sport and recreation		1 649	4 315	-	2 000	-	-	-	-	-	-
Public safety		796	313	-	-	2 257	2 257	2 257	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	5	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		<b>745</b>	<b>2</b>	<b>9 884</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>50</b>	<b>60</b>
Planning and development		-	-	232	-	-	-	-	-	-	-
Road transport		745	2	9 652	-	-	-	-	40	50	60
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		<b>7 234</b>	<b>11 246</b>	<b>16 996</b>	<b>62 171</b>	<b>98 713</b>	<b>98 713</b>	<b>98 713</b>	<b>13 860</b>	<b>13 730</b>	<b>16 610</b>
Energy sources		1 792	2 348	1 851	6 230	6 383	6 383	6 383	600	3 650	3 510
Water management		3 107	245	159	28 668	65 057	65 057	65 057	13 030	10 040	13 050
Waste water management		1 785	8 554	14 986	27 273	27 273	27 273	27 273	30	40	50
Waste management		550	-	-	-	-	-	-	-	-	-
<b>Other</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Expenditure - Functional</b>	3	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 817</b>
<b>Funded by:</b>											
National Government		3 196	15 143	-	69 411	111 711	111 711	111 711	27 014	27 339	30 907
Provincial Government		2 413	-	-	-	-	-	-	-	-	-
District Municipality		-	286	-	2 513	2 513	2 513	-	-	-	-
Other transfers and grants		-	-	29 658	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	<b>5 612</b>	<b>15 435</b>	<b>29 658</b>	<b>69 411</b>	<b>114 225</b>	<b>114 225</b>	<b>114 225</b>	<b>27 014</b>	<b>27 339</b>	<b>30 907</b>
<b>Borrowing</b>	6	<b>3 300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internally generated funds</b>		<b>3 419</b>	<b>1 317</b>	<b>-</b>	<b>430</b>	<b>430</b>	<b>430</b>	<b>430</b>	<b>660</b>	<b>780</b>	<b>910</b>
<b>Total Capital Funding</b>	7	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 817</b>

**TABLE A6 – BUDGETED FINANCIAL POSITION**

**EC102 Blue Crane Route - Table A6 Budgeted Financial Position**

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>											
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		1 452	3 468	1 066	1 300	1 000	1 000	1 000	1 500	2 000	2 500
Call investment deposits	1	12 661	3 460	156	-	-	-	-	-	-	-
Consumer debtors	1	18 694	22 444	23 917	35 000	25 000	25 000	25 000	27 500	30 000	30 000
Other debtors		6 685	7 436	6 199	5 000	5 000	5 000	5 000	6 000	6 000	6 000
Current portion of long-term receivables		3	3	3	4	4	4	4	-	-	-
Inventory	2	871	958	1 035	1 200	1 200	1 200	1 200	1 200	1 250	1 300
<b>Total current assets</b>		<b>40 366</b>	<b>37 770</b>	<b>32 377</b>	<b>42 204</b>	<b>32 204</b>	<b>32 204</b>	<b>32 204</b>	<b>36 200</b>	<b>39 250</b>	<b>39 800</b>
<b>Non current assets</b>											
Long-term receivables		10	6	3	6	6	6	6	-	-	-
Investments											
Investment property		25 507	25 392	25 323	25 352	25 323	25 323	25 323	25 323	25 323	25 323
Investment in Associate											
Property, plant and equipment	3	592 718	582 392	577 325	589 475	640 000	640 000	640 000	625 495	609 935	597 073
Biological											
Intangible		7	2								
Other non-current assets		458	458	458	456	458	456	458	458	458	458
<b>Total non current assets</b>		<b>616 700</b>	<b>608 250</b>	<b>603 109</b>	<b>615 333</b>	<b>665 789</b>	<b>665 789</b>	<b>665 789</b>	<b>651 276</b>	<b>635 715</b>	<b>622 853</b>
<b>TOTAL ASSETS</b>		<b>659 066</b>	<b>646 021</b>	<b>635 486</b>	<b>657 537</b>	<b>697 993</b>	<b>697 993</b>	<b>697 993</b>	<b>687 476</b>	<b>674 965</b>	<b>662 653</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Bank overdraft	1										
Borrowing	4	4 611	4 068	4 920	4 000	4 000	4 000	4 000	648	-	-
Consumer deposits		2 463	2 421	2 579	2 650	2 650	2 650	2 650	2 700	2 750	2 800
Trade and other payables	4	31 529	31 103	29 126	12 425	23 025	23 025	23 025	28 500	30 000	31 000
Provisions		949	1 258	1 432							
<b>Total current liabilities</b>		<b>39 561</b>	<b>38 870</b>	<b>38 057</b>	<b>19 075</b>	<b>29 675</b>	<b>29 675</b>	<b>29 675</b>	<b>31 848</b>	<b>32 750</b>	<b>33 800</b>
<b>Non current liabilities</b>											
Borrowing		13 671	9 564	5 910	3 000	3 000	3 000	3 000	-	-	-
Provisions		46 969	50 346	46 862	55 000	49 000	49 000	49 000	49 000	51 000	53 000
<b>Total non current liabilities</b>		<b>60 640</b>	<b>59 910</b>	<b>52 771</b>	<b>58 000</b>	<b>52 000</b>	<b>52 000</b>	<b>52 000</b>	<b>49 000</b>	<b>51 000</b>	<b>53 000</b>
<b>TOTAL LIABILITIES</b>		<b>100 191</b>	<b>98 780</b>	<b>90 829</b>	<b>77 075</b>	<b>81 675</b>	<b>81 675</b>	<b>81 675</b>	<b>80 848</b>	<b>83 750</b>	<b>86 800</b>
<b>NET ASSETS</b>	5	<b>558 875</b>	<b>547 241</b>	<b>544 656</b>	<b>580 462</b>	<b>616 318</b>	<b>616 318</b>	<b>616 318</b>	<b>606 628</b>	<b>591 215</b>	<b>575 853</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
Accumulated Surplus/(Deficit)		558 875	547 241	544 656	580 462	616 318	616 318	616 318	606 628	591 215	575 853
Reserves	4	-	-	-	-	-	-	-	-	-	-
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>558 875</b>	<b>547 241</b>	<b>544 656</b>	<b>580 462</b>	<b>616 318</b>	<b>616 318</b>	<b>616 318</b>	<b>606 628</b>	<b>591 215</b>	<b>575 853</b>

**TABLE A7 – BUDGETED CASH FLOW**

**EC102 Blue Crane Route - Table A7 Budgeted Cash Flows**

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Property rates		8 836	8 953	11 753	12 130	12 130	12 130	12 130	16 585	17 954	19 446
Service charges		88 048	101 815	96 892	120 353	122 890	122 890	122 890	140 381	147 027	154 900
Other revenue		9 165	4 510	6 109	14 837	21 445	21 445	21 445	6 944	7 132	7 751
Government - operating	1	52 419	52 795	50 982	55 539	58 343	58 343	56 343	60 989	63 336	67 014
Government - capital	1	23 298	17 983	30 742	29 411	114 475	114 475	114 475	27 014	27 339	30 907
Interest		1 409	1 251	1 127	4 320	1 300	1 300	1 300	4 628	4 854	5 189
Dividends					-				-	-	-
<b>Payments</b>											
Suppliers and employees		(165 691)	(171 609)	(171 714)	(204 921)	(203 918)	(203 918)	(203 918)	(223 647)	(240 172)	(254 711)
Finance charges		(1 311)	(1 434)	(1 357)	(1 317)	(5 504)	(5 504)	(5 504)	(461)	(142)	(73)
Transfers and Grants	1				(783)	(1 021)	(1 021)	(1 021)	(884)	(943)	(1 008)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>16 172</b>	<b>13 796</b>	<b>26 913</b>	<b>69 570</b>	<b>118 140</b>	<b>118 140</b>	<b>118 140</b>	<b>31 329</b>	<b>26 366</b>	<b>29 417</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		4	408	134	200	200	200	200	-	-	-
Decrease (Increase) in non-current debtors		3	3	3					4	-	-
Decrease (Increase) other non-current receivables									-	-	-
Decrease (Increase) in non-current investments									-	-	-
<b>Payments</b>											
Capital assets		(12 331)	(16 468)	(25 656)	(69 841)	(114 655)	(114 655)	(114 655)	(27 574)	(28 119)	(31 817)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(12 325)</b>	<b>(16 054)</b>	<b>(25 521)</b>	<b>(69 641)</b>	<b>(114 455)</b>	<b>(114 455)</b>	<b>(114 455)</b>	<b>(27 670)</b>	<b>(28 119)</b>	<b>(31 817)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans									-	-	-
Borrowing long term/refinancing		3 300		1 460					-	-	-
Increase (decrease) in consumer deposits					240	171	171	171	50	50	50
<b>Payments</b>											
Repayment of borrowing		(4 153)	(4 926)	(4 659)	(1 500)	(4 576)	(4 576)	(4 576)	(4 000)	(648)	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(853)</b>	<b>(4 926)</b>	<b>(3 099)</b>	<b>(1 260)</b>	<b>(4 405)</b>	<b>(4 405)</b>	<b>(4 405)</b>	<b>(3 950)</b>	<b>(598)</b>	<b>50</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>2 994</b>	<b>(7 184)</b>	<b>(5 708)</b>	<b>(1 331)</b>	<b>(719)</b>	<b>(719)</b>	<b>(719)</b>	<b>(91)</b>	<b>(2 330)</b>	<b>(2 351)</b>
Cash/cash equivalents at the year begin:	2	11 119	14 113	6 929	1 775	1 223	1 223	1 223	1 000	909	(1 421)
Cash/cash equivalents at the year end:	2	14 113	6 929	1 223	444	503	503	503	909	(1 421)	(3 772)



**TABLE A8 – CASH BACK RESERVES / ACCUMMULATED SURPLUS RECONCILIATION**

EC102 Blue Crane Route - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	14 113	6 929	1 223	444	503	503	503	909	(1 421)	(3 772)
Other current investments > 90 days		-	-	-	556	497	497	497	581	3 421	6 272
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>14 113</b>	<b>6 929</b>	<b>1 223</b>	<b>1 000</b>	<b>1 000</b>	<b>1 000</b>	<b>1 000</b>	<b>1 500</b>	<b>2 000</b>	<b>2 500</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2	-	-	-	-	-	-	-	-	-	-
Other working capital requirements	3	8 336	5 443	2 426	(27 015)	(7 673)	(7 673)	(7 673)	(5 548)	(6 073)	(5 618)
Other provisions		-	-	-	-	-	-	-	-	-	-
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	-	-	-	-	-	-	-	-	-	-
<b>Total Application of cash and investments:</b>		<b>8 336</b>	<b>5 443</b>	<b>2 426</b>	<b>(27 015)</b>	<b>(7 673)</b>	<b>(7 673)</b>	<b>(7 673)</b>	<b>(5 548)</b>	<b>(6 073)</b>	<b>(5 618)</b>
<b>Surplus(shortfall)</b>		<b>5 777</b>	<b>1 486</b>	<b>(1 204)</b>	<b>28 015</b>	<b>8 673</b>	<b>8 673</b>	<b>8 673</b>	<b>7 048</b>	<b>8 073</b>	<b>8 118</b>

**TABLE A9 – ASSET MANAGEMENT**

**EC102 Blue Crane Route - Table A9 Asset Management**

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	618 690	608 244	603 106	615 325	665 782	665 782	651 276	635 715	622 853
<i>Roads Infrastructure</i>		105 257	96 995	113 625	92 645	91 202	91 232	84 135	77 156	65 579
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		203 796	206 069	198 127	207 685	207 824	207 824	200 084	195 184	188 134
<i>Water Supply Infrastructure</i>		65 208	77 776	95 673	125 208	173 255	173 255	169 417	173 475	172 533
<i>Sanitation Infrastructure</i>		45 722	54 258	40 135	157 533	157 833	157 833	162 263	152 753	143 153
<i>Solid Waste Infrastructure</i>		39 329	37 443	7 115	8 400	8 400	8 400	8 400	5 400	8 400
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		<b>483 312</b>	<b>475 239</b>	<b>482 679</b>	<b>589 475</b>	<b>638 514</b>	<b>638 514</b>	<b>623 289</b>	<b>606 918</b>	<b>578 799</b>
<b>Community Assets</b>		-	4 315	7 693	-	-	-	500	1 000	15 907
<b>Heritage Assets</b>		-	458	458	-	458	458	458	458	458
<b>Investment properties</b>		458	25 392	25 323	458	25 323	25 323	25 323	25 323	25 323
<b>Other Assets</b>		26 146	102 839	106 653	25 382	1 486	1 486	1 486	1 486	1 486
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		108 775	2	-	-	-	-	-	-	-
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	170	370	810
<b>Machinery and Equipment</b>		-	-	-	-	-	-	70	160	270
<b>Transport Assets</b>		-	-	-	-	-	-	-	-	-
<b>Land</b>		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	<b>618 690</b>	<b>608 244</b>	<b>603 106</b>	<b>615 325</b>	<b>665 782</b>	<b>665 782</b>	<b>651 276</b>	<b>635 715</b>	<b>622 853</b>
<b>EXPENDITURE OTHER ITEMS</b>		<b>38 319</b>	<b>38 329</b>	<b>37 051</b>	<b>42 436</b>	<b>39 631</b>	<b>39 631</b>	<b>44 278</b>	<b>45 906</b>	<b>47 043</b>
<b>Depreciation</b>	7	34 777	34 803	34 512	37 533	37 532	37 532	42 180	43 680	44 680
<b>Repairs and Maintenance by Asset Class</b>	3	<b>3 542</b>	<b>3 526</b>	<b>2 540</b>	<b>4 903</b>	<b>2 098</b>	<b>2 098</b>	<b>2 098</b>	<b>2 226</b>	<b>2 363</b>
<i>Roads Infrastructure</i>		-	628	-	439	-	-	40	42	44
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	376	369	422
<i>Electrical Infrastructure</i>		-	1 502	2 540	884	-	-	100	105	110
<i>Water Supply Infrastructure</i>		-	410	-	1 058	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	109	-	135	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	345	2 098	2 098	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	<b>2 649</b>	<b>2 540</b>	<b>2 861</b>	<b>2 098</b>	<b>2 098</b>	<b>516</b>	<b>548</b>	<b>577</b>
<b>Community Facilities</b>		-	-	-	-	-	-	-	-	-
<b>Sport and Recreation Facilities</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
<i>Revenue Generating</i>		-	-	-	-	-	-	-	-	-
<i>Non-revenue Generating</i>		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
<i>Operational Buildings</i>		3 542	321	-	390	-	-	-	-	-
<i>Housing</i>		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		<b>3 542</b>	<b>321</b>	-	<b>390</b>	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
<i>Servitudes</i>		-	-	-	-	-	-	-	-	-
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>		-	334	-	429	-	-	500	534	570
<b>Furniture and Office Equipment</b>		-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>		-	221	-	-	-	-	-	-	-
<b>Transport Assets</b>		-	-	-	1 223	-	-	1 082	1 147	1 216
<b>Land</b>		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		<b>38 319</b>	<b>38 329</b>	<b>37 051</b>	<b>42 436</b>	<b>39 631</b>	<b>39 631</b>	<b>44 278</b>	<b>45 906</b>	<b>47 043</b>
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		0.0%	0.7%	0.0%	8.6%	11.9%	11.9%	97.7%	87.6%	89.5%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	0.3%	0.0%	16.0%	36.3%	36.3%	64.1%	56.4%	63.7%
<i>R&amp;M as a % of PPE</i>		0.6%	0.6%	0.4%	0.8%	0.3%	0.3%	0.4%	0.4%	0.4%
<i>Renewal and upgrading and R&amp;M as a % of PPE</i>		1.0%	1.0%	0.0%	2.0%	2.0%	2.0%	4.0%	4.0%	5.0%

**TABLE A10 – BASIC SERVICE DELIVERY MEASUREMENT**

**EC102 Blue Crane Route - Table A10 Basic service delivery measurement**

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2018/20 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Household service targets</b>	1									
<b>Water:</b>										
Piped water inside dwelling		5 017	5 017	5 017	5 017	5 017	5 017	5 017	5 017	5 017
Piped water inside yard (but not in dwelling)		4 744	4 744	4 744	4 744	4 744	4 744	4 744	4 744	4 744
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		9 761	9 761	9 761	9 761	9 761	9 761	9 761	9 761	9 761
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	9 761	9 761	9 761	9 761	9 761	9 761	9 761	9 761	9 761
<b>Sanitation/sewage:</b>										
Flush toilet (connected to sewerage)		7 258	7 258	7 258	7 258	7 258	7 258	7 258	7 258	7 258
Flush toilet (with septic tank)		561	561	561	561	561	561	561	561	561
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		7 819	7 819	7 819	7 819	7 819	7 819	7 819	7 819	7 819
Bucket toilet		358	358	358	358	358	358	358	358	358
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		358	358	358	358	358	358	358	358	358
<b>Total number of households</b>	5	8 177	8 177	8 177	8 177	8 177	8 177	8 177	8 177	8 177
<b>Energy:</b>										
Electricity (at least min.service level)		1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658
Electricity - prepaid (min.service level)		6 934	6 934	6 934	6 934	6 934	6 934	6 934	6 934	6 934
<i>Minimum Service Level and Above sub-total</i>		8 592	8 592	8 592	8 592	8 592	8 592	8 592	8 592	8 592
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	8 592	8 592	8 592	8 592	8 592	8 592	8 592	8 592	8 592
<b>Refuse:</b>										
Removed at least once a week		7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838
<i>Minimum Service Level and Above sub-total</i>		7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
<b>Total number of households</b>	5	7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838	7 838
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitres per household per month)		4 403	4 403	4 403	4 403	4 403	4 200	4 300	4 400	
Sanitation (free minimum level service)		4 403	4 403	4 403	4 403	4 403	4 200	4 300	4 400	
Electricity/other energy (50kwh per household per month)		4 403	4 403	4 403	4 403	4 403	4 200	4 300	4 400	
Refuse (removed at least once a week)		4 403	4 403	4 403	4 403	4 403	4 200	4 300	4 400	
<b>Cost of Free Basic Services provided - Formal Settlements (R'000)</b>	8									
Water (6 kilolitres per indigent household per month)		3 741	4 266	4 522	4 452	4 452	4 502	4 885	5 299	
Sanitation (free sanitation service to indigent households)		2 793	3 085	3 270	3 466	3 466	3 505	3 804	4 126	
Electricity/other energy (50kwh per indigent household per month)		1 850	2 145	2 274	2 233	2 233	2 230	2 529	2 743	
Refuse (removed once a week for indigent households)		4 205	4 729	5 013	5 314	5 314	5 373	5 831	6 324	
<b>Cost of Free Basic Services provided - Informal Formal Settlements (R'000)</b>		-	-	-	-	-	-	-	-	
<b>Total cost of FBS provided</b>		12 589	14 225	15 079	15 465	15 465	15 710	17 049	18 492	
<b>Highest level of free service provided per household</b>										
Property rates (R value threshold)		15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	
Water (kilolitres per household per month)		5	6	6	6	6	6	6	5	
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	
Sanitation (Rand per household per month)		96	96	96	96	96	100	100	112	
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	
Refuse (average litres per week)		100	100	100	100	100	100	100	100	
<b>Revenue cost of subsidised services provided (R'000)</b>	9									
Property rates (tariff adjustment) (Impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	-	-	-	-	-	
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	
Housing - top structure subsidies		-	-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	-	
<b>Total revenue cost of subsidised services provided</b>		-	-	-	-	-	-	-	-	

Table SA4 reflects the reconciliation of IDP strategic objectives and budget (revenue), Table SA5 reflects the reconciliation of IDP strategic objectives and budget (operating expenditure) and Table SA6 reflects the reconciliation of IDP strategic objectives and budget (capital expenditure).

EC102 Blue Crane Route - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure of the city			132 826	149 540	154 481	217 037	264 236	264 236	197 497	209 004	222 452	
Community Services	Effective cleansing, waste removal, working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.			14 836	16 726	20 906	16 562	21 276	21 279	19 774	20 844	21 995	
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SME development, alternative energy.			632	125	12	-	486	485	-	-	-	
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA readiness, updating indigent register, revenue enhancement strategies for financial sustainability, operational efficiency.			21 888	19 308	19 842	19 675	19 851	19 881	24 542	26 764	26 500	
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals, create a culture of service delivery and improve public participation.			18 139	22 706	21 641	22 378	19 203	19 203	20 571	22 256	23 667	
Allocations to other priorities				2									
Total Revenue (excluding capital transfers and contributions)				1	188 123	208 405	216 881	275 591	325 069	325 069	262 883	278 868	296 715

EC102 Blue Crane Route - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure			135 510	135 715	125 734	153 345	166 111	166 111	187 313	199 914	210 783	
Community Services	Effective cleansing, waste removal, working with partners such as SAPS to			29 692	32 687	29 412	37 340	35 133	36 133	37 690	39 677	41 889	
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME			-	-	-	62	395	995	942	893	948	
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA			24 142	23 576	32 041	33 219	34 822	34 822	35 348	37 606	39 525	
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping			31 092	32 579	32 307	21 463	20 490	20 490	21 640	23 062	24 525	
Allocations to other priorities													
<b>Total Expenditure</b>				<b>1</b>	<b>218 537</b>	<b>228 556</b>	<b>219 464</b>	<b>256 052</b>	<b>256 551</b>	<b>258 551</b>	<b>282 832</b>	<b>301 152</b>	<b>317 270</b>

EC102 Blue Crane Route - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining	A		7 234	11 246	18 996	62 171	99 713	98 713	13 860	13 730	16 610
		B										
Community Services	Effective cleansing, waste removal, working with partners such as SAPS to	C		2 543	4 564	1 364	7 500	2 390	2 390	40	50	60
		D										
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME	E		745	2	9 884				40	50	60
		F										
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA	G		1 328	329	1 326	140	13 521	13 521	13 694	14 239	15 027
		H										
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, stakeholding	I		454	511	88	30	30	30	40	50	60
Allocations to other priorities			3									
<b>Total Capital Expenditure</b>			1	<b>12 331</b>	<b>16 752</b>	<b>29 658</b>	<b>69 841</b>	<b>114 655</b>	<b>114 655</b>	<b>27 674</b>	<b>28 119</b>	<b>31 617</b>

EC102 Blue Crane Route - Supporting Table SA36 Detailed capital budget

R thousand	Function	Project Description	MTRSF Service Outcome	Asset Class	Asset Sub-Class	2019/20 Medium Term Revenue & Expenditure Framework				
						Audited Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	Parent municipality:									
	List all capital projects grouped by Function									
	Executive and council	Office Equipment/Computers	A skilled and capable workforce to support an inclusive growth path	Computer Equipment	Unspecified	30	40	50	60	
	Finance and administration	Office Equipment/Computers	A skilled and capable workforce to support an inclusive growth path	Computer Equipment	Unspecified	30	60	100	120	
	Energy sources	Equipment and Tools	A skilled and capable workforce to support an inclusive growth path	Machinery and Equipment	Unspecified	30	40	50	60	
	Energy sources	Transformers	An efficient, competitive and responsive economic infrastructure network	Electrical Infrastructure	HY Transmission Conductors	363	350	400	450	
	Energy sources	Elect. education of houses	An efficient, competitive and responsive economic infrastructure network	Electrical Infrastructure	L.V Networks	6 000	410	3 200	3 000	
	Water management	Pearson WTW	An efficient, competitive and responsive economic infrastructure network	Water Supply Infrastructure	Water Treatment Works	22 727	13 000			
	Water management	Equipment and Tools	A skilled and capable workforce to support an inclusive growth path	Machinery and Equipment	Unspecified	30	30	40	50	
	Water management	Undeveloped projects				42 300		10 000	13 000	
	Road transport	Equipment and Tools	A skilled and capable workforce to support an inclusive growth path	Machinery and Equipment	Unspecified	-	40	50	60	
	Waste water management	Equipment and Tools	A skilled and capable workforce to support an inclusive growth path	Machinery and Equipment	Unspecified	30	30	40	50	
	Finance and administration	M/G, Parks and Play grounds	All people in South Africa are and feel safe	Sport and Recreation Facilities	Public Open Space	3 100	1 600	500		
	Finance and administration	M/G Paving of Gravel Roads	An efficient, competitive and responsive economic infrastructure network	Roads Infrastructure	Road Structures	2 846	3 660	4 639		
	Finance and administration	M/G Cook-house Bulk Water supply	An efficient, competitive and responsive economic infrastructure network	Water Supply Infrastructure	Bulk Mains	7 495	7 000	9 000		
	Public Works	M/G Stormwater Wastewater	Sustainable human settlements and improved quality of household life	Storm water Infrastructure	Storm water Conveyance		1 354			
	Finance and administration	Other projects				29 658	29 583		4 907	
	Community and social services	Office Equipment/Computers	A skilled and capable workforce to support an inclusive growth path	Computer Equipment	Unspecified	30	40	50	60	
	Parent Capital expenditure					29 658	27 674	28 119	31 817	
	Entities:									
	List all capital projects grouped by Entity									
	Entity A									
	Water project A									
	Entity B									
	Electricity project B									
	Entity Capital expenditure									
	Total Capital expenditure					29 658	27 674	28 119	31 817	

**BLUE CRANE ROUTE MUNICIPALITY - EC 102**

**FINAL CAPITAL BUDGET FOR 2019/20 MTREF**

<u>CAPITAL ITEM DESCRIPTION</u>	<u>FUNDING</u>	FINAL BUDGET 2019/20	FINAL BUDGET 2020/21	FINAL BUDGET 2021/22
<b>ACCOUNTING OFFICER</b>				
Office computer equipment	Municipal own Funds	40 000	50 000	60 000
		R 40 000	R 50 000	R 60 000
<b>BUDGET PLANNING &amp; IMPLEMENTATION</b>				
Office computer equipment	FMG GRANT/own Funds	50 000	50 000	60 000
		R 50 000	R 50 000	R 60 000
<b>TECHNICAL SERVICES : ELECTRICITY</b>				
Equipment and Tools	Municipal own Funds	40 000	50 000	60 000
Transformers	Municipal own Funds	350 000	400 000	450 000
Electrification of Houses	INEP	410 000	3 200 000	3 000 000
		R 800 000	R 3 650 000	R 3 510 000
<b>TECHNICAL SERVICES : WATER</b>				
Construction of Pearston WTW	WSIG	13 000 000		
Unidentified projects	WSIG		10 000 000	13 000 000
Water equipment and tools	Municipal own Funds	30 000	40 000	50 000
		R 13 030 000	R 10 040 000	R 13 050 000
<b>TECHNICAL SERVICES : PUBLIC WORKS</b>				
Equipment and Tools	Municipal own Funds	40 000	50 000	60 000
		R 40 000	R 50 000	R 60 000
<b>TECHNICAL SERVICES : SEWERAGE</b>				
Sewer equipment and tools	Municipal own Funds	30 000	40 000	50 000
Upgrade Pearston WWTW	WSIG			
Upgrade Cookhouse WWTW (Phase 3)	WSIG			
		R 30 000	R 40 000	R 50 000
<b>TECHNICAL SERVICES : MUNICIPAL INFRASTRUCTURE GRANT (MIG)</b>				
Upgrading of Aeroville Sportfields	MIG Grant	1 600 000		
Paving of Gravel roads: Pearston	MIG Grant	1 000 000		
Paving of Gravel roads: Cookhouse	MIG Grant	1 250 000		
Paving of Gravel roads: Somerset East	MIG Grant	1 400 000		
Cookhouse Bulk water supply (Phase 2)	MIG Grant	7 000 000		
Upgrading of Westview stormwater	MIG Grant	1 354 000		
Unidentified projects	MIG Grant		14 138 850	14 907 400
		R 13 604 000	R 14 138 850	R 14 907 400
<b>COMMUNITY, SAFETY &amp; SOCIAL SERVICES : ADMINISTRATION</b>				
Office computer equipment	Municipal own Funds	40 000	50 000	60 000
		R 40 000	R 50 000	R 60 000
<b>CORPORATE SERVICES: ADMINISTRATION</b>				
Office computer equipment	Municipal own Funds	40 000	50 000	60 000
		R 40 000	R 50 000	R 60 000
<b>GRAND TOTAL OF CAPITAL BUDGET</b>		<b>R 27 674 000</b>	<b>R 28 118 850</b>	<b>R 31 817 400</b>
<b>SUMMARY OF CAPITAL FUNDING</b>				
Grants		R 27 064 000	R 27 388 850	R 30 967 400
Municipal own Funding from surplus funds		R 610 000	R 730 000	R 850 000
		R 27 674 000	R 28 118 850	R 31 817 400



WARD BASED PLANNING: IDP REVIEW 2019/2020

WARD 1 & 6

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Paving of roads		The project will be implemented in the current financial year .	DTS (BCRM)	2019/2020
Construction of stormwater drains	Business plan to be developed to source funds	Business plan to be developed to source funds	DTS (BCRM)	2019/2020
Construction of Speedhumps	The Municipality to consider the construction and the reduction of the existing speedhumps in the outer years	No new speedhumps will be constructed due to budget constraints, however maintenance of the existing will be done.	DTS (BCRM)	2019/2020
EPWP	Ongoing	An amount of R1m has been aside for EPWP programmes for job creation	DTS (BCRM)	Ongoing
Access to Land For Agricultural Purposes	1Hector 1 Household	Department has released a bakkie to be utilised by beneficiaries	MM	Ongoing
Fencing of Cookhouse landfill site	To lobby funding for the fencing in the next financial year	The landfill site is partly fenced. Currently there is no budget for fencing. Will look at outer years.	D Com S (BCRM)	2019/2020
Maintenance of gravel streets, paving & stormwater	Ongoing	This project is part of the maintenance routine	DTS (BCRM)	Ongoing
Electrification of farm areas	The farm owners to submit application to the		DTS(BCRM)	2019/2020

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
	municipality. The municipality can only submit the applications to the Dept of energy upon receiving applications from the farm owners			
Electrification of rectified houses	The project will be implemented in the financial year		DTech Serv)	2019/2020
Fencing of Cookhouse landfill site	To lobby funding for the fencing in the next financial year	The landfill site is partly fenced. The funds will be sourced for the remainder of the fence	D Com S (BCRM)	2018/2019
Upgrade of Waste Water Treatment Works	<ul style="list-style-type: none"> <li>Refurbishment of the secondary pond.</li> <li>Upgrading of the rising main.</li> </ul>		DTS(BCRM)	2019/2020
Sewer and septic tanks	Cookhouse sewerage is currently upgraded. Funding for connection of septic tanks to be sourced from Dept of Water Affairs		DTS(BCRM)	2019/2020
Bhongweni Rectification (155 Units) (Ward 1 & 6)		The project is in progress and almost complete	D Tech S	To be determined by the department
Rectification of vandalised Houses in Newtown		The project is in progress and almost complete . (part of 155 project)	D Tech S	To be determined by the department

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Backlog: Informal Settlement (200 Units)		The matter has been referred to the DHS, awaiting response.	D Tech S	To be determined by the department
Multi-Purpose Centre		Application for funding made to Provincial Planning Treasury (Coega Development Corporation). The municipality is awaiting for a response.	DTS	To be determined by the department
<b>Health Services</b>				
Expansion of clinic and 24hr clinic services		Land surveying is in process Phase 1)		To be determined by the department
<b>Rural Development and Agrarian Reform</b>				
Fencing for the main dam	Currently lobbying funds		DTS	2019/2020
<b>Education and Training</b>				
Construction of FET College in Cookhouse		A letter of request was written to the Department highlighting the need of the community in this regard.	MM	To be determined by the department
<b>Skills Development Programmes For Young People</b>				
Shortage of Teachers at Soqaqamba High School		The matter was referred to the DBE. Subsequently a Geography teacher was employed, Maths and Xhosa teachers are still	MM	To be determined by the department

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Construction of a shopping center in Cookhouse	Further studies will be conducted when the LED unit (BCRM) has been established	outstanding. A preliminary site investigation by potential investors was undertaken and concluded that there is no adequate economic activity (enough money in circulation for a viable case for the construction of the shopping centre)	MM	2019/2020
Safety and Security: Establish A Structure To Work Towards Crime Eradication	To facilitate establishment of Community Safety Forum	There was a meeting with the Department of Safety and Community Liason late last year. They made an undertaking to develop terms of reference for the Safety Forum. They also undertook to facilitate a workshop. A follow up was made. Still waiting a date for the workshop.	Mayor/MM and D Com Serv	2019/2020
Development of programmes to combat crime		The programmes will be developed once the Community Safety Forum has been established	D COM Serv	2020/2021
Sports and Recreation.	Upgrading of N10 Sportsfield to be considered in the outer years	Currently there is no funding for the project.	DTS/D COM Serv	2020/2021
Construction of a netball field	To be considered in the outer years		DTS	2019/2020
Construction of a library		The budget has been approved.	D Com Serv	To be determined by the department
Economic and Infrastructure Development: Infrastructure		Infrastructure plans have been developed and submitted to	DTS	To be determined by the department

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
to support Local Economic Growth and Development		relevant departments for funding		
Upgrading Of Rural Roads (Roads And Transport )		This is a provincial government function. In the current financial year there is no provision made for rural roads	Mayor / MM / DTS	To be determined by the department
Renovation of Community Halls		The municipality is currently having financial constraints. The project to be considered in the outer years.	DTech Serv)	2020/2021
Fire satellite station	The municipality is the process of sourcing funding from MIG	The delapidated building adjacent to the existing council building was identified to be renovated and converted into a satellite fire station. Funding proposal was submitted.	DCS	2019/2020
Dumping sites and Gravel Road	No dumping warning signage will be erected at all relevant sites.	Bylaw promulgation is in process	DCS/DTS	2019/2020
SMME support/development through utilising the local businesses		The municipality is in the process of appointing an LED Official to assist in SMME support initiatives across BCRM.	MM/CFO	2019/2020
Employment of security guards for the sports field	The municipality is considering reviewing the organogram and make provision for cater takers		D Corp Sr	2019/ 2020

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Construction of an electricity station	An Electricity Master Plan will be developed and will be talking to all the electricity needs of BCRM		D Tech Serv	2019/2020
Erection of flood lights to the sportsfield.	To request funds from Windfarm		D Tech Serv	2019/2020
Installation of street lights - Commissioner street, Main street (near municipal offices)	To be considered in the outer years		D Tech Serv	2019/2020
Land for new cemetery		Masizame Trust Land has been identified for extension of cemetery		

**WARD BASED PLAN: IDP REVIEW 2019/2020: Ward 2**

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Upgrade pavements in town		This project has been moved to outer years due to budget constraints.	Director Technical Services	2020/2021 FY
Construct a walkway along the R335 road to Aeroville	The project is underway	The project has commenced in 2015 and completion will be considered in the outer years	DTS	In progress

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Maintenance of streets in town	Repair potholes continuous	(Annual Implementation from operating budget)	DTS	On going
Maintenance of gravel roads	This project is rotating in various wards	The gravel road along the cemetery site in Aeroville has been constructed	DTS	In progress
Paving (Flamingo street ,Newtown )		To be considered in the outer years	Director Technical Services	2019/2020 FY
Construction of stormwater drains		To be considered in the outer years	Director Technical Services	2019/2020 FY
Restoration of burnt and abandoned houses	Project stopped due to budget constraints	Engagements with the Department of Human Settlements is ongoing on this matter (Included in rectification matter (however the department has indicated that project it will no longer be rectifying houses built post-1994)	D Tech Serv	To be considered by the department
Residential houses used for business purposes (bylaw enforcement)	The municipality to develop Bylaw and policy to regulate the usage of residential houses for business purposes		D Corp Serv	June 2020
Upgrade of the landfill site		Buy back centre and baling machine already delivered in Somerset East. There are some delays in the implementation of the project. DTI has not transferred funds. Recycling	D Comm Serv	Ongoing

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
		projects will reduce the burden On the Landfill site		
Development of Aeroville cemetery	Diversion of internal road	Site identified and approved by DEAET. Realignment of road was done and site was also cleared. There is no funding for fencing in the current financial year.	D Comm Serv	2019/20
Construction of Ablution facility	Site to be identified and the project to be included in the next financial year.	Due to non-availability of municipal land for such facility. Public Private Partnership (PPP) with land owners will be considered including renting mobile toilets.	DTS	2019/2020 FY
Upgrading of Parks	The project is implemented in the current financial year	Aeroville park – abluition facility is complete.	DTS	2019/20
Development of Sport Facility	Business plan to be developed in order to secure funding		Director Technical Services	2019/20 FY
Irrigation scheme at the sportsfield		To be considered in the outer years	Director Technical Services	2019/2020 FY
Implementation of Tree Care Program	No funding, trees in private property to be done by private owners	Problematic trees in public spaces and those that interrupts power lines to be reported to our Electricity department in order to be dealt with as part of maintenance. The department	D Comm Serv	Ongoing



PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
		initiated a tree planting project with the assistance of the Department of Forestry.		
Installation of tourist signages	New tourist signage to be erected through Blue Crane Tourism Agency	Funding approved by SBDM	MM	Ongoing
Solar panels for The Houses	Applied for Funding To D. O. Energy	Awaiting funding	DTS	Ongoing
Installation of streetlights at (R335 Road towards Fire Station, from R335 intersection to the bridge near Clevedon and Nojoli Street towards Pearston (R63 road )		To be considered in the outer years	Director Technical Services	2019/2020 FY
Resourcing of the MPC with Sports Facilities	To partner with DSRAC	Engagements with DSRAC are ongoing. The department has advised that the municipality engage with the local sports council to submit the application to the department (DSRAC). National Lottery was also approached. They only work with Sports Council not with municipalities.	D Com Serv	Ongoing
Sustainable Human Settlement - Housing Backlog		Destitute cases are attended	D Tech Serv	Ongoing

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Construction of a Primary School in Aeroville	Proposal submitted to D OE	Site has been identified and handed over to the department. Sod turning was also done . Construction is receiving attention from the department.	Mayor / MM	To be determined by DOE
Rural Development Siyazondla		DRDAR is currently implementing the projects.	Mayor / MM	2019/2020
Access to land for emerging farmers	The matter is receiving attention of DRDAR and the municipality		Mayor / MM	To be determined by DRDAR
Maintenance of rural roads	Matter referred to the Provincial Dpt of Roads and Public Works	Awaiting response from the department		To be determined by DRPW
Plots for construction of churches	To engage with the SBDM for assistance	The municipality is in the process of auditing institutional sites for church plots.	D Corp Serv	2019/2020
Construction of a satellite Police Station	Meeting to be reconvened with SAPS to discuss the matter further	The matter is in in the hands of SAPS in terms of the feasibility thereof. Upon positive outcome of the feasibility study, the Municipality will provide the required land.	Mayor / MM	To be determined by SAPS
Street names	To be considered in the outer years due to budget constraints	Some street names have been replaced as part of our maintenance.	D Com Serv	2019/2020
SPU to develop programmes and provide assistance for the disabled	The office of the Mayor through the SPU to facilitate the	In Progress	MM	2019/2020

PROBLEM AREA	PROJECT / ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
	establishment of the BCRM disability forum			
Review Tourism Sector plan	The municipality will sought funds		MM	2019/2020
Upgrade mountain drive	To be included in the outer years		D Tech Serv	Ongoing
Commonage control	The municipality is currently busy with the construction of a pound		D Comm	June 2020
Installation / Funding for Jojo Tanks	The matter is receiving attention of DRDAR		MM	To be determined by DRDAR
Installation traffic signs	Some traffic signs have been replaced. There are challenges with budget.	Some replaced.	D Comm	Ongoing.
Fencing of grazing fields	Some of the fence was stolen and is difficult to replace due budget.	This will be budgeted in the outer years.	D Comm	2019/20
Dipping tanks	The matter was referred to DRDAR.	A response received was that there is no budget currently.	D Comm	Ongoing
Construction of school for the kids with disability	The matter to be referred to the department of Education		MM/Mayor	To be determined by Dept of Education

### WARD BASED PLANNING 2019/2020: WARD 3

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Paving of Roads		Project is in project	DTS	2019/2020 FY
LED Projects CWP EPWP	EPWP (R1m) & CWP are continuous running projects	In progress	DTS/ D Com Serv	Ongoing
Road Maintenance: Surfaced roads and Storm Water drainage		Patching of surfaced roads and cleaning of stormwater channels are part of routine maintenance and will be attended to.	DTS	Ongoing
Sportsfield		In progress	DTS	2019/2020
Parks		In progress	DTS	2019/2020
Water: Installation of Jojo Tanks		Request was made to the Department of Water and Sanitation . The municipality is currently waiting for the response	DTS	To be determined by DWS
Cemetery <ul style="list-style-type: none"> <li>Develop A Strategy to Upgrade or develop new cemetery</li> </ul>		A new site was identified and an Environmental Impact Assessment was approved by DEDEA. A road going through the proposed site was diverted. The challenge the municipality is facing now is funding for fencing.	D Com S	2019/2020
Sustainable Human Settlement:		Destitute cases are being attended by the department	D Tech S	Ongoing

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
• Burnt and abandoned houses				
Rectification of house		Human settlement is currently attending to the rectification of houses.	D Tech S	Ongoing
Community Hall		Project will be implemented by the Department of Human Settlements. Project has been converted to Multi-Purpose Centre.	DTS	2019/2020
Employment of security guards for Cemeteries and Sportsfields –	To consider constructing cottages for caretakers for sportsfield and erect fence for cemeteries	No positions for security guards in the organogram. Three positions of caretakers are provided for the three towns but not funded. No budget for fencing.	D Com Serv	2019/2020
Mayila pump station		In progress	DTS	2019/20
Overflowing main hole		In progress	DTS	2019/2020
Development of Youth programmes	To liaise with relevant departments for skills development programmes		D Corporate services	2019/2020

**WARD BASED PLAN 2019/2020: WARD 4**

<b>WARD 4 PROBLEM AREA</b>	<b>PROJECT /ACTION PLAN</b>	<b>PROGRESS TO DATE</b>	<b>CUSTODIAN</b>	<b>TIMEFRAME</b>
Paving of Roads		In progress	DTS	2019/2020
EPWP	Ongoing	EPWP continuous running project	DTS	Ongoing
Road Safety: Road and Storm Water maintenance, Potholes and speed humps.		Patching of surfaced roads, cleaning of stormwater channels and Potholes are part of routine maintenance. Speedhumps have been erected in town	DTS	Ongoing
Installation of stormwater drains at Vaalblock location	An investigation to be conducted by the municipality and the funding will be sourced thereafter.		DTS	2019/2020
Khanyiso and Nelsig Bridge		Business plan has been developed. The municipality has approached the Office of the Premier for funding	DTS	To be determined by OTP (awaiting response)
Installation of street lights in millennium park and at the sportsfield	Streetlights will be installed in the outer year due to budget constraints.			2019/2020

WARD 4		PROBLEM AREA			PROJECT / ACTION PLAN		PROGRESS TO DATE		CUSTODIAN		TIMEFRAME	
	Weak Electricity Supply in Pearston						In progress		DTS			2019/2020
	Solar Geysers			Funding application submitted and awaiting response from Department of Energy.					DTS			To be determined by DOE
	Upgrading of Sewer System in town						In progress					2019/2020
	Upgrading of Pearston Waste Water Treatment works						In progress		DTS			2019/2020
	Shortage of water in Commonage			Beneficiaries to submit applications with the management plan and lease agreement to DRDAR					D Com Serv / DTS			To be determined by department
	Identify a new Landfill site						The existing site is licensed now and just require maintenance		DCS			Completed
	Recycling Project						Council took a decision to allow Green Waste Solution to implement recycling project.		DCS			To be determined by department
	Provision for a new cemetery						Currently there are still burial sites available.		DCS			Completed
	Renovation of old municipal building						The municipality is currently facing financial		DTS			2020/2021

WARD 4 PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
		challenges. The renovations will be undertaken in the outer years		
Construction of a community hall in Millennium Park		Business plan has been developed to source funding for the implementation of the project.	DTS	2019/2020
Elimination of septic tanks		Business plans developed to source funding.	DTS	2019/2020
Installation of rubbish bins		In progress	DCS	2019/2020
Sport Facilities		In progress	DTS	2018/2019
Sustainable Human Settlement • Post 94 Poorly constructed houses -		Referred to the Human Settlements Department and the department indicated that there is no rectification that will be done in the future.	DTS	To be determined by Dept of HS
Replacement of asbestos roofs in Nelsig		Referred to the Human Settlements Department. The municipality is still waiting for the response from the department	DTS	To be determined by Dept of HS
Burnt and abandoned houses		The burnt houses have	DTS	To be determined by



WARD 4 PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
		been identified to form part of the new housing projects		Dept of HS
Problem of RDP houses being converted to businesses	The municipality is in the process of promulgating bylaws.	In progress	Dpt Corp Services	2019/2020
Construction of new houses			DTS	To be determined by Dept of HS
Health Services • Ambulance services and sufficient supply of medicine (12 hour clinic)		The matter was conveyed to the department, the municipality is waiting for response. The matter will be further discussed in the next IGR meeting.	Mayor /MIM	To be determined by DoH
Libraries		The matter with regards to the extension of the library was referred to DSRAC. An assessment will be done by the department. A follow up was made with the department and the indication is that this will not be done in this financial year as they will be constructing a new library in Cookhouse.	DCS	To be determined by DSRAC
Small town	A study tour was planned to Beaufort West municipality however due to		MM	2019/2020

WARD 4 PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
	unavailability of various stakeholders the tour was cancelled. The municipality will further engage with Beaufort West municipality and arrange the tour.			
Learner testing center	The municipality to embark on a feasibility pilot study in the current financial year for learner driver testing centre		DCS	2019/2020
SMME Support and Training		In the process of appointing LED Manager. In the meantime, any other SMME support required will be facilitated through SBDM	MM	Ongoing
Fencing of cemeteries		No budget for fencing in this financial year. To be considered in outer years	DCom Serv	2019/2020
Maintenance of dumping sites		The municipality is facing challenges in respect of equipment for maintenance.	DCom Serv	2019/2020
Bulk infrastructure	To be considered in the outer years		DTS	2019/2020
Construction of a satellite Fire		In progress	D Com Serv	2019/2020

WARD 4				
PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIMEFRAME
Station				

WARD BASED PLANNING 2019/2020: WARD 5				
PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN	TIME FRAME
Paving of Roads		3rd avenue, 4th avenue and Paul Smith streets were completed in the 2017/18 FY.	D Tech S	Ongoing
LED Projects CWP EPWP	EPWP (R1m) & CWP are continuous running projects	In progress	DTS/ D Com Serv	Ongoing
Roads and Storm Water Maintenance		Patching of surfaced roads, cleaning of stormwater channels and regravelling of gravel roads are part of routine maintenance.	D Tech S	Ongoing
Walkway (Non-Motorised Transport)	To be implemented in the outer years	Insufficient budget to construct walkways in the current financial year.	D Tech S	2019/2020

Construction of Speedhumps at Khalela street and Primrose street	Maintenance of the existing speedhumps is planned for the current financial year			D Tech S	Ongoing
Installation of a street lights at 2 <sup>nd</sup> Ave-Old location, Francis Street and Primrose Street		Maintenance is currently being done on street lights. New installations are currently in progress		D Tech S	Ongoing
Water and Sanitation	The municipality is in the process of applying for funding to replace all AC (asbestos) pipes			D Tech S	2019/2020
Public Toilets		No suitable site identified yet		D Tech S	2019/2020
Recycling Project		Recycling is taking place at low scale at waste disposal site. Community and school are educated on recycling. Schools are issued with wheely bins to encourage separation at source. BBC already procured but challenge is funding from DTI has not been forth coming since 2016		D Com S	To be determined by the by IWARS dependent on availability of funding
Cemetery		No land suitable for cemetery in ward 5. Currently planning Aeroville cemetery for construction		D Com S	2019/2020

Parks	To be considered in the outer years due to financial constraints		D Com S	2019/2020
Sports Facilities	To be considered in the outer years due to financial constraints		D Tech S	2019/2020
Erection of ablation facility in the existing sportsfield	To be considered in the outer years due to financial constraints		D Tech S	2019/2020
Upgrading of a rugby field at Westview	To be considered in the outer years due to financial constraints		D Tech S	2020/2021
Upgrading of Mountain Drives	To be included in the outer years		Mayor /MM	2020/2021
Resuscitation of the Tourism Hub	To be included in the outer years		Mayor /MM	2020/2021
Sustainable Human Settlement • Uninhabited Houses (Old Location)	The matter is being attended by DoHS	Destitute cases are being attended to	D.Tech S	To be considered by the department
Construction of New Houses (Westview )	The municipality is in the process of reprioritising the MIG funding to provide for bulk services		D Tech S	2019/2020

Extension of previously constructed houses (2 rooms)			The department has started with assessment process for possible extensions		To be considered by the Department of Human Settlement
Rectification of Houses	The matter is being attended by DoHS		Destitute cases are being attended to	D Tech S	To be considered by the Department of Human Settlement
Commonage control	The municipality is currently busy with the construction of a pound		The overhead structure has been completed. Building of wall is in progress.	D Comm	June 2020
Provision of land for commonage	To be included in the outer years			D Comm	2019/2020
Installation of Jojo tanks	The matter has been referred to DRDAR			D Tech S	To be considered by the department
Solar panels	The matter has been referred to the Department of Energy			D Tech S	To be considered by the department
Construction of stormwater drains				D Tech S	2019/2020
Installation of stop signs				D Comm	2019/2020

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Materialised Source	Budget & Source	W/e No.	Baseline	Q1 Deliverable Target	Q1 Evidence	Q2 Deliverable Target	Q2 Evidence	Q3 Deliverable Target	Q3 Evidence	Q4 Evidence Target	Annual Target	Cost/Value	No of KPI
Records Management	To establish a fully functional and legally compliant records management system by 2022	By developing Records Management Policy that complies with legislation	Number of Records Management Policies developed and submitted to council for approval	Develop Records Management Policy	Records Management Policy developed	OPEX	N/A part of staff duties	0	Draft Records Management Policy Developed	Draft Policy	Internal Stakeholders consulted for inputs	Attendance Register and Minutes	Draft Policy submitted to Council for approval	Attendance Register, minutes and Council Resolution	n/a	1 Records Management Policies developed and submitted to council for approval	Director Corporate Services	1
Human Resource Services	To ensure uninterrupted supply of competent Human Resources	By reviewing HR policies	No of HR Policies reviewed and submitted to Council for approval (Retention and attraction Policy, Termination Policy)	Review Retention & Termination HR Policies	Retention & Attraction and Termination HR Policies Reviewed	OPEX	N/A part of staff duties	Retention & Termination HR Policies	Draft Retention and Attraction Policy Submitted to Council for approval	Minutes, Attendance Register	n/a	n/a	Draft Termination Policy submitted to Council for approval	Minutes, Attendance Register	n/a	2 HR Policies Reviewed	Director Corporate Services	2
Human Resource Development	To promote employment equity and ensure competent workforce by 2022	By establishing Human Resource Development training committee and Employment Equity committee	No of Human Resource Development training committees established	Establish Human Resource Development training committee	Human Resource Development training committee established	OPEX	N/A part of staff duties	0	1 HR Development Training Committee established	Minutes, Attendance Register	n/a	n/a	n/a	n/a	n/a	1 Human Resource Development training committee established	Director Corporate Services	3
			No of Employment Equity committees established.	Establish Employment Equity committee established	Employment Equity committee established	OPEX	N/A part of staff duties	0	1 Employment Equity committee established.	Minutes, Attendance Register	n/a	n/a	n/a	n/a	n/a	1 Employment Equity committee established	Director Corporate Services	4

Employee Relations	To promote sound employee relations by 2022	By promoting awareness and building capacity on identified areas	No of roadshows on awareness and capacity building conducted in directorates	Conduct roadshows on Awareness and capacity building	Quarterly reports	OPEX	N/A part of staff duties	5 roadshows on Awareness and capacity building roadshow conducted in Directorates	1 roadshows on awareness and capacity building conducted in directorates	Attendance Register	1 roadshows on awareness and capacity building conducted in directorates	Attendance Register	1 roadshows on awareness and capacity building conducted in directorates	Attendance Register	1 roadshows on awareness and capacity building conducted in directorates	Director Corporate Services	4 roadshows on Awareness and capacity building roadshow conducted in Directorates	Director Corporate Services	5
Complaints management	To ensure functional and effective customer care management	By developing an institutional complaints management system	No of institutional complaints management system established	Establish institutional complaints management system	Quarterly reports	No Budget		Customer Care Policy and Complaint Register	Register of complaints compiled	Bi-monthly reports	Register of complaints compiled	Bi-monthly reports	Register of complaints compiled	Bi-monthly reports	Register of complaints compiled	Director Corporate Services	1 Institutional complaints management system established	Director Corporate Services	6
Occupational Health and Safety	To ensure health and safety of employees in the workplace and compliance with OHS Act by 2022	By implementing OHS policy	No of OHS structures established	Establish Structure	Functional structures in place	OPEX	N/A part of staff duties	Draft OHS Policy and OHS Act	SHE Representatives elected and trained	Training Manual and Attendance Registers and List of appointed SHE Reps	OHS Committees established	Minutes, Attendance Registers and List and Names of Committee Members	OHS Committee Structures established	Bi-monthly reports	1 OHS structures established	Director Corporate Services	1 OHS structure established	Director Corporate Services	7
Information and Communication Technology	To ensure Effective ICT Governance and Controls by 2022	By developing an ICT Strategy	No of ICT Strategies developed	Develop ICT Strategy	IDP (identified IT related needs), ICT Structure, Public Services Corporate Governance Framework	Existing Budget		ICT Policies and PS Corporate Governance Framework	IT Challenges assessed and identified	Reports of Conducted IT assessments	IT Strategy developed	Draft IT Strategy	Draft IT Strategy submitted to IT Steering Committee	Minutes and Attendance Register	Draft IT Strategy submitted to Council for approval	Director Corporate Services	1 IC* Strategy developed	Director Corporate Services	8



2022-2023 BUDGET AND FINANCIAL REPORT

Priority Area (PPA)	Strategic Plan	Strategic Objective	Strategic Initiative	Activity/Program	Measure and Frequency	Start & End	Location	Responsible Party	Key & Source	Value By	Baseline	2022-2023 Target	2023-2024 Target	2024-2025 Target	2025-2026 Target	2026-2027 Target	2027-2028 Target	2028-2029 Target	2029-2030 Target	
Water Supply	To ensure efficient, economical and quality provision of water and sewer services by 2022 and beyond	By upgrading bulk water supply in Coohouse	Upgrading of Coohouse bulk water supply	Quarterly progress reports	MIG - R7m	5/1/2020-31/12/2021	Existing 150mm diameter bulk water pipeline	5/1/2020-31/12/2021	MIG - R7m	5/1/2020-31/12/2021	Quarterly reports, with photos and progress of km.	0.25 km of 315mm diameter pipeline to be installed	Quarterly reports, with photos and progress of km.	0.75 km of 315mm diameter pipeline to be installed	1.5 km of 315mm diameter pipeline to be installed	2.25 km of 315mm diameter pipeline to be installed	3.0 km of 315mm diameter pipeline to be installed	3.75 km of 315mm diameter pipeline to be installed	4.5 km of 315mm diameter pipeline to be installed	5.25 km of 315mm diameter pipeline to be installed
Electricity supply	To ensure quality electricity supply and reduction of electricity losses by 2022	By connecting the water treatment plant in Pearson	Construction of Pearson WWTW site establishment, earth works, connections, drainage, access, fencing, electricity connection	Quarterly progress reports	WISC - R13m	5/1/2021-31/12/2021	none	5/1/2021-31/12/2021	WISC - R13m	5/1/2021-31/12/2021	Quarterly reports, with photos and % progress on site	40% progress on site of Pearson Water Treatment Works	Quarterly reports, with photos and % progress on site	60% progress on site of Pearson Water Treatment Works	80% progress on site of Pearson Water Treatment Works	90% progress on site of Pearson Water Treatment Works	95% progress on site of Pearson Water Treatment Works	98% progress on site of Pearson Water Treatment Works	99% progress on site of Pearson Water Treatment Works	100% progress on site of Pearson Water Treatment Works
Electricity supply	To ensure quality electricity supply and reduction of electricity losses by 2022	By submitting business plans to Pearson	Submit business plans	Business plan	OPEX	N/A, per staff roles	Treatment works beyond its design capacity	N/A, per staff roles	OPEX	N/A, per staff roles	Quarterly report with progress of number of poles replaced	2 business plans submitted	Acknowledgment of receipt of business plans and Copy of the sent email to DWS	Acknowledgment of receipt of business plans and Copy of the sent email to DWS	3 business plans submitted	7 business plans submitted	10 business plans submitted	13 business plans submitted	16 business plans submitted	19 business plans submitted
Electricity supply	To ensure quality electricity supply and reduction of electricity losses by 2022	By refurbishing old distribution lines	Replace transmission poles	Quarterly progress reports	OPEX	Part of maintenance budget	20 existing rotten poles	Part of maintenance budget	OPEX	Part of maintenance budget	Quarterly report with progress of number of poles replaced	2 transmission poles replaced	Quarterly report with progress of number of poles replaced	7 transmission poles replaced	12 transmission poles replaced	17 transmission poles replaced	22 transmission poles replaced	27 transmission poles replaced	32 transmission poles replaced	37 transmission poles replaced
Electricity supply	To ensure quality electricity supply and reduction of electricity losses by 2022	By identifying low cost houses in Coohouse, Somerset East and Pearson	Electrical service connection on outlying households	Quarterly progress reports	NEP - R41000	5/1/2020-31/12/2021	150 semi detached houses	5/1/2020-31/12/2021	NEP - R41000	5/1/2020-31/12/2021	Quarterly report with progress on number of houses electrified	10 houses electrified	Quarterly report with progress on number of houses electrified	20 houses electrified	30 houses electrified	40 houses electrified	50 houses electrified	60 houses electrified	70 houses electrified	80 houses electrified
Social Facilities	To ensure that accessible basic services are available to all established social amenities by 2022 and beyond	By upgrading Aeroville	Upgrading Aeroville site establishment, earth works, connections, electricity, fencing	Quarterly reports	MIG - R1.1m	5/1/2020-31/12/2021	Unusable Sportsfield	5/1/2020-31/12/2021	MIG - R1.1m	5/1/2020-31/12/2021	Quarterly reports, with photos and % progress on site	30% progress on site construction of Aeroville Sportsfield	Quarterly reports, with photos and % progress on site	50% progress on site construction of Aeroville Sportsfield	70% progress on site construction of Aeroville Sportsfield	90% progress on site construction of Aeroville Sportsfield	95% progress on site construction of Aeroville Sportsfield	98% progress on site construction of Aeroville Sportsfield	99% progress on site construction of Aeroville Sportsfield	100% progress on site construction of Aeroville Sportsfield

Job Creation	To offset for reduction in household energy by labour intensive construction methods in 2022 and beyond	By paving of internal streets EPWP steering committee	Number of EPWP steering committee meetings held	Strengthen functionality of EPWP steering committee	Quarterly reports/ Minutes and Registers	CAPEX	N/A part of activities	Terms of Reference	One meeting held per quarter	Attendance register and minutes of the meeting	one steering committee meeting	Attendance register and minutes of the meeting	one steering committee meeting	Attendance register and minutes of the meeting	one steering committee meeting	Attendance register and minutes of the meeting	4 EPWP steering committee meetings held	Director Technical Services	23
Roads and stormwater	To ensure that communities have access to reliable and efficient roads	By paving of internal streets	Number of metres of internal streets paved (Cookhouse, Pearson and Somerset East)	Paving of internal streets	Quarterly reports	MIG - R100000	501000571	Diplomated gravel roads	50m of internal streets paved in Pearson	Quarterly progress report with photos and meters (m) done.	150m of internal streets paved in Pearson	Quarterly progress report with photos and meters (m) done.	350m of internal streets paved in Pearson	Quarterly progress report with photos and meters (m) done.	800m of internal streets paved (Cookhouse, Pearson and Somerset East)	Director Technical Services	24		
		By paving of internal streets in Cookhouse	Number of metres of internal streets paved in Cookhouse	Paving of internal streets	Quarterly reports	MIG - R1250000	501000591	Diplomated gravel roads	50m of internal streets paved in Cookhouse	Quarterly progress report with photos and meters (m) done.	200m of internal streets paved in Cookhouse	Quarterly progress report with photos and meters (m) done.	350m of internal streets paved in Cookhouse	Quarterly progress report with photos and meters (m) done.	500m of internal streets paved in Cookhouse	Director Technical Services	25		
		By paving of internal streets in Somerset East	Number of kilometres of internal streets paved in Somerset East	Paving of internal streets	Quarterly reports	MIG - R1400000	501000591	Diplomated gravel roads	0,1km of internal streets paved in Somerset East	Quarterly progress report with photos and kilometers (km) done.	0,2km of internal streets paved in Somerset East	Quarterly progress report with photos and kilometers (km) done.	0,3km of internal streets paved in Somerset East	Quarterly progress report with photos and kilometers (km) done.	1,1km of internal streets paved in Somerset East	Director Technical Services	26		
		By upgrading stormwater in Madisa Street, Solgate Road, 6 <sup>th</sup> Avenue, Koba Street, Peka, Peka Street and Morkay Street	Number of kilometres of stormwater pipes installed	Installation of pipes	Quarterly reports	MIG - R1354000	501000371	Ineffective stormwater drainage system	n/a	n/a	0,1km of stormwater pipes installed	Quarterly progress report with photos and kilometers (km) done.	0,2km of stormwater pipes installed	Quarterly progress report with photos and kilometers (km) done.	0,5km of stormwater pipes installed	Director Technical Services	27		

BCRM SERVICE DELIVERY AND QUALITY IMPROVEMENT PLAN WITH COMMUNITY LEADERS

Activity Area	Change Area Objective	Strategy	Initiatives	Activities	Measurable Focus	Budget & Source	Key Role	Responsible	Q1 Outcome Target	Q2 Outcome Target	Q3 Outcome Target	Q4 Outcome Target	Annual Target	Responsible	No of DT							
Solid waste management	To ensure a well maintained clean environment and healthy environment by campaigns in all 3 towns and beyond	By conducting environmental awareness campaigns in all 3 towns	Number of environmental awareness campaigns conducted	Conduct awareness campaigns	Quarterly Report submitted to Community Services Portfolio Committee, dated photos, attendance register & Programme Report	OPEX	N/A part of staff duties	6 environmental awareness campaigns conducted	2 environmental awareness campaigns conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 environmental awareness campaigns	Quarterly Report, dated photos, attendance register & Programme Report	8 Environmental awareness campaigns concluded	Director Community Services	28							
									By submitting business plan to source funding for landfill site	No of business plans submitted	Develop business plan	Business plan	OPEX	N/A part of staff duties	0 N/A	n/a	n/a	1 business plan to source funding developed	Director Community Services	28		
									To improve drinking water quality to improve human health by awareness programme in the community	No of school based water quality education programmes conducted	Conduct school based water quality education awareness programme	Quarterly Reports	OPEX	N/A part of staff duties	0 1 school based water quality education programmes conducted	1 school based water quality education awareness programmes concluded	Quarterly Report, dated photos, attendance register & Programme Report	1 school based water quality education awareness programmes concluded	Quarterly Report, dated photos, attendance register & Programme Report	4 school based water quality education awareness programmes concluded	Director Community Services	30
Traffic Services	To ensure that all road users comply with the rules and traffic laws by 2022 and beyond to ensure BCRM a safe environment	By conducting law enforcement and education programmes with the schools in BCRM	Number of school leavers programme conducted	Conduct School leavers Programmes	Quarterly Reports	OPEX - Env Health subsidy	10067201060000	94 water samples submitted for chemical and bacteriological analysis	24 water samples submitted for chemical and bacteriological analysis	Quarterly Reports	24 water samples submitted for chemical and bacteriological analysis	Quarterly Reports	94 water samples submitted for chemical and bacteriological analysis	Director Community Services	31							
									By conducting law enforcement and education programmes with the schools in BCRM	Number of school leavers programme conducted	Conduct School leavers Programmes	Quarterly Reports	OPEX	N/A part of staff duties	4 school leavers programmes concluded	One school leaver programme concluded	Quarterly Report, dated photos, attendance register & Programme Report	One school leaver programme concluded	Quarterly Report, dated photos, attendance register & Programme Report	3 school leavers programme concluded	Director Community Services	32
									By conducting law enforcement and education programmes with the schools in BCRM	Number of roadblocks conducted at National roads in BCRM area	Conduct roadblocks at National roads in BCRM area	Quarterly Reports	OPEX	N/A part of staff duties	4 roadblocks concluded	One roadblock conducted at National roads in BCRM area	Quarterly Report, dated photos, attendance register & Programme Report	One roadblock conducted at National roads in BCRM area	Quarterly Report, dated photos, attendance register & Programme Report	4 roadblocks concluded at National roads in BCRM area	Director Community Services	33

Fire & Disaster Management Services	To ensure prevention and management of fire incidences to promote safety of the environment, properties and humans by 2022 and beyond	By conducting fire prevention awareness programmes to schools and communities	Number of fire prevention awareness programmes conducted	Conduct fire prevention awareness programmes to schools and/or communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	2 prevention awareness programmes to schools and communities conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 prevention awareness programmes to schools and communities conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 prevention awareness programmes to schools and communities conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 prevention awareness programmes to schools and communities conducted	Quarterly Report, dated photos, attendance register & Programme Report	Director Community Services	34
		By conducting fire safety and prevention inspections at commercial entities and public amenities	Number of fire safety and prevention inspections conducted in commercial entities and public amenities	Conduct fire safety and prevention inspections in commercial entities and public amenities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	6 fire safety and prevention inspections conducted in commercial entities and public amenities	Quarterly Report, dated photos, attendance register & Programme Report	6 fire safety and prevention inspections conducted in commercial entities and public amenities	Quarterly Report, dated photos, attendance register & Programme Report	6 fire safety and prevention inspections conducted in commercial entities and public amenities	Quarterly Report, dated photos, attendance register & Programme Report	6 fire safety and prevention inspections conducted in commercial entities and public amenities	Quarterly Report, dated photos, attendance register & Programme Report	Director Community Services	35
		By establishing a 24hr satellite fire station in Pearson and Cookhouse	No of 24hr satellite fire station in Pearson and Cookhouse established	Establish 24hr satellite fire station in Pearson and Cookhouse	Quarterly Report	OPEX	Staff Budget	0 N/A	N/A	N/A	Quarterly Report	One 24hr satellite fire station in Pearson and one 24hr satellite fire station in Cookhouse established	One 24hr satellite fire station in Pearson and one 24hr satellite fire station in Cookhouse established	One 24hr satellite fire station in Pearson and one 24hr satellite fire station in Cookhouse established	One 24hr satellite fire station in Pearson and one 24hr satellite fire station in Cookhouse established	Director Community Services	36
Library Services	To promote a culture of learning amongst the communities of BCSM by 2022 and beyond	By conducting library awareness campaigns amongst the communities	Number of library awareness campaigns conducted	Conduct library awareness campaigns amongst the communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	8 Library awareness campaigns conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 Library awareness campaigns conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 Library awareness campaigns conducted	Quarterly Report, dated photos, attendance register & Programme Report	2 Library awareness campaigns conducted	Quarterly Report, dated photos, attendance register & Programme Report	Director Community Services	37

ICM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2019/2020 FINANCIAL YEAR

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source	Budget & Source	Issue No.	Baseline	Q1 Deliverable target to 31 DECEMBER 2019	Q2 Deliverable target to 31 MARCH 2020	Q3 Deliverable target to 31 MARCH 2020
Supply Chain Management	To ensure compliance with MFMA and SCM regulations & policies with SCM Policies by 2022	By monitoring compliance with SCM check lists	% Reduction of Irregular Expenditure	Reduce irregular expenditure	Reports	FMG	New Accountant	2017/2018 Irregular Expenditure Amount to the amount of R 12 m	N/A	N/A	N/A
GRAP compliant Asset register	To ensure that the municipality has no material errors on the Asset Register by 2022	By developing, adopting, implementing and monitoring of a credible, realistic and implementable asset management plan	Maximum % of error and misstatement allowed on the total value of assets disclosed in AFS	Implement Asset Management plan	Reports	N/A	N/A	2017/2018 GRAP compliant Asset Register	N/A	2018/2019 Audit Report	N/A
Cashflow Turnaround	To ensure that the municipality is financially viable to sustain short, medium and long-term obligations to be able to provide services to the community in a sustained manner by 2022.	By reviewing, adoption, implementing and monitoring a credible revenue enhancement plan	% Increase in liquidity ratio	Implement Revenue Management Strategy	Reports	N/A	N/A	Liquidity Ratio based on 2017/2018 AFS - 1 : 0,84	≥ 1 : 0,85	Sec 52 Report	≥ 1 : 0,88
Financial Accounting & Reporting	To ensure optimal use of the mSCOA financial system to improve the operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022.	By ensuring accurate mSCOA reports through ongoing SAMRAS support and interventions	Status of outcome on mSCOA reports submitted to Treasury	Accurate submission of mSCOA reports to NT	Monthly reports	FMG	New Accountant	SAMRAS support contract Web based system that does extract some reports but inaccurate	Green outcome on mSCOA reports submitted to Treasury	Data Siting Status Report from NT	Green outcome or mSCOA reports submitted to Treas
Budget Management	To ensure that the municipality completes a funded budget each financial year	By ensuring to table and approve a funded budget with a surplus	Outcome of budget on assessment conducted by PT on adjustment and annual budget	Council approving a funded budget. Assessment by PT	Schedule A & B - Budget reports	FMG	New Accountant	Funded 2019/2020 Budget	N/A	N/A	1. Funded budget assessment cond. PT on adjustment annual budget

N/A. MUNICIPAL FINANCIAL VIABILITY

BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/19 FINANCIAL YEAR  
 NPA 3 | LOCAL ECONOMIC DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity	Measurement Source	Budget & Source	Vote No.	Benefits	Q1 Deliverable Target 30 SEPTEMBER 2019	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2019	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2019	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2019	Q4 Evidence	Annual Target	Custodian	No of KPI
Local Economic Development	To ensure promotion local economic development and job creation by 2022 and beyond	By developing the LED strategy	% progress in the development of LED Strategy	Development LED Strategy	Quarterly report	OPEX	N/A part of staff duties	N/A	N/A	N/A	25% progress in the development of LED Strategy	Progress report	n/a	n/a	100% progress in the development of LED Strategy	n/a	100% progress in the development of LED Strategy	Municipal Manager	32
									N/A	N/A	n/a	n/a	n/a	n/a	1 LED forum established	1 LED forum established	1 LED forum established	1 LED forum established	1 LED forum established
SMMIE Development and Business Advisory Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMIE's) business into the formal economy in BCRM by 2022 and beyond	By providing meaningful business development support to SMMIE's	Number of business support initiatives implemented	BCRM Chamber of businesses established	Quarterly report	OPEX	N/A part of staff duties	N/A	N/A	N/A	n/a	n/a	n/a	n/a	1 BCRM chamber of businesses established	n/a	1 BCRM chamber of businesses established	Municipal Manager	
									N/A	N/A	n/a	n/a	n/a	n/a	2 business support initiatives implemented	Progress Report	n/a	n/a	2 business support initiatives implemented
Job Creation	To strive for reduction on household poverty through labour intensive construction methods in 2022 and beyond	By creating jobs	Number of jobs created through grant funding	Create jobs through grant funding	Quarterly progress reports	EPWP GRANT R1,000,000	20170609024671	94 jobs created through EPWP	N/A	N/A	20 jobs created through grant funding	Progress Report	20 jobs created through grant funding	20 jobs created through grant funding	26 jobs created through grant funding	Progress Report	76 jobs created through grant funding	Director Technical Services ,CFO	18
									N/A	N/A	n/a	n/a	n/a	n/a	20 jobs created through grant funding	Progress Report	20 jobs created through grant funding	20 jobs created through grant funding	20 jobs created through grant funding

BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2019/20 FINANCIAL YEAR

Priority Area/Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source	Budget & Vtd. No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2018	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2018	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2019	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2019	Q4 Evidence	Annual Target	Custodian	No of MPI	
Audit	To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clean administration by 2022	% annual reduction in reportable audit issues	Audit Outcome Improvement	Audit report	OPEX	N/A part of staff duties (100%)	n/a	n/a	50% annual reduction in reportable audit issues	audit report reflecting reduction	n/a	n/a	n/a	n/a	50% annual reduction in reportable audit issues	Municipal Manager	45	
							2 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	1 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	1 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	1 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	4 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting		
							1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	4 MPAC meeting organized	Attendance Register Minutes of MPAC meeting		
							0 1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	1 reports on progress against approved IAP submitted to AC	1 reports on progress against approved IAP submitted to AC	4 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report		
							0 1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	1 performance assessment of senior management conducted.	4 performance assessment of senior management conducted.	Performance Report		
Performance Management	To ensure that the municipality is responsive to the needs of the community as well as the to strengthen a culture of performance management by 2022	No of performance assessment of senior management conducted.	PMS Implementation		OPEX	N/A part of staff duties	0 1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	4 performance assessment of senior management conducted.	Municipal Manager	47		
							1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	1 performance assessment of senior management conducted.	4 performance assessment of senior management conducted.	Performance Report				

Public Participation	To ensure efficient and compliant public participation by 2022 and beyond	By reviewing and implementing the public participation strategy	Number of Public Participation sessions convened	Public Participation	OPEX	NA part of staff duties	4 Public Participation sessions convened	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	Minutes and attendance register	4 Public Participation sessions convened	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	Minutes and attendance register	4 Public Participation sessions convened	Municipal Manager	48
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ANNUAL FINANCIAL STATEMENT ACTION PLAN: 2018/2019

BLUE CRANE ROUTE MUNICIPALITY			
<u>TIMETABLE FOR THE COMPLETION OF THE ANNUAL FINANCIAL STATEMENTS FOR 30 JUNE 2019</u>			
Item nr	Description	Responsible person	Deadline
	<u>Expenditure</u>		
1	Cancel all outstanding orders	L Stofile	30 June 2019
2	Balance creditors control account and suspense account	L Stofile	2 July 2019
3	Balance provision for creditors (2017/18) - Opening Balance	C Botha	14 June 2019

4	Balance wages register with ledger expenditure votes	C Botha	15 July 2019
5	Perform stock count, process adjustments and balancing stock control account Issue stock certificate	A Mbebe	26 June - 3 July 2019
6	Balancing petty cash and issue final cheque	L Stoffle	01 July 2019
7	Balancing salary suspense votes	L Koekemoer	19 July 2019
8	Provision for Performance Bonusses	M Meyer	19 July 2019
9	Calculate 13th cheque bonus for 6 months and adjust provision	C Botha	15 July 2019
10	Payroll reconciliation with operating account	C Botha	31 July 2019
11	List of creditors at year end 30 June 2019 - Journalised	C Botha	31 July 2019
12	List of retention monies outstanding at year end	M Meyer	15 July 2019
13	Compile register of Irregular expenditure (SCM)	A Mbebe	05 August 2019
	Revenue		
1	Balancing debtors control votes to billing	V Gowar	3 July 2019

2	Balancing consumer deposits with control acc and Electronic/hard copy of list of deposits	V Gowar	3 July 2019	
3	Billing: Electronic age analysis & hardcopy Provision for bad debts Reconcile write offs with provision and bad debts expense Summary of balances - customer classification Summary of balances - Services & Sundry debtors Determine the total usage/selling of water and elect	V Gowar M Meyer M Meyer V Gowar V Gowar C Botha/M Meyer	05 July 2019 05 July 2019 30 June 2019 05 July 2019 05 July 2019 15 July 2019	
4	Property rates reconciliation for 2018/19	V Gowar	15 July 2019	
5	Long-term receivables: sporting bodies, other loans	M Meyer/V Gowar	15 July 2019	
6	Calculate payments received in advance: Pre-paid elect	M Meyer	15 July 2019	
7	Calculate elect and water losses for the full year (sales vs purchases/purified)	C Botha/M Meyer	05 August 2019	
8	Calculate and journalised water/elect levied in July for June	M Meyer/V Gowar	15 July 2019	
9	Balancing Town Hall and Bestershoek deposits with ledger	C BOTHERA	15 July 2019	

	<u>Financial accounting</u>		
1	Balancing bank account to Bankcontrol account and clear all items on bankreconciliation	L Stofle	05 July 2019
2	Provision for rehabilitation of all landfill sites	M Meyer/AZA Kopano	15 July 2019
3	Provision for leave with leave gratuity schedules	C Botha	31 July 2019
4	Summarise conditional grants balancing to Ledger and AFS	M Meyer	19 July 2019
5	VAT Reconciliations and balancing votes	C Botha	31 July 2019
6	Related parties transactions (transactions between management and family)	A Mbebe	31 July 2019
7	Calculation of unsold water at 30 June 2019	M Meyer	05 August 2019
8	External Loan/finance leases - calculate interest/redemption and Notes to AFS	M Meyer	05 August 2019
9	Additional disclosures in terms of MFMA: SALGA	M Meyer	31 July 2019
	Audit Fees	M Meyer	31 July 2019
	PAYE, UIF, Pension, medical aid	C Botha	31 July 2019
	Council Arrear accounts	L de Lange	31 July 2019

	Section 57 cost to employer	C Botha	31 July 2019
	Councillors remuneration	C Botha	31 July 2019
	with statement of Aoficer as per MFMA 124(1)(a)	M Meyer	31 July 2019
10	Capital Commitments/Project register	M Meyer/A Mbebe	31 July 2019
11	Contingent liabilities - progress reports from Lawyers	L Botha	31 July 2019
12	Leases: Operating leases & finance leases - tables and journal entries	M Meyer	15 July 2019
13	Investments register and calculation of accumulated interest and request balance certificates from Banks	L Stofle	12 July 2019
14	Analysis of unappropriated surplus vote and correction of prior year errors	M Meyer	15 July 2019
17	Appoint consultants to calculate post-retirement benefits: Medical - aid and Long service awards Do year-end journals for above	M Meyer M Meyer	21 June 2019 15 July 2019
18	Check Ledger accounts for corrections/adjustments and errors	M Meyer	28 June 2019 and 19 July 2019
20	Inform auditors (External and Internal) of stock count on water at 30 June 2019	A Mbebe	14 June 2019
21	Take water stock count on 28 June 2019 with Ext auditors/Internal auditors	M Meyer/F Goosen	28 June 2019
	<u>Assets</u>		

1	Fully GRAP compliant assets register with calculation of depreciation	C Everson	05 August 2019
2	Journal entries for assets additions/depreciations/write offs and adjustments	M Meyer/C Everson	05 August 2019
	<b>Financial Statements</b>		
1	Compile draft GRAP compliant AFS for 2018/19 and submit to Audit Comm	M Meyer	16 Aug 2019
2	Review of AFS - submit comments	Internal Audit/Prov Treas	23 Aug 2019
3	Review of AFS - submit comments	Audit Committee	23 Aug 2019
4	Submitting of final AFS to AG Office in East London after adjustments (Review)	M Meyer	30 Aug 2019