



# BLUE CRANE ROUTE MUNICIPALITY Intergrated Development Plan (IDP) 2012-2017

## TABLE OF CONTENTS

### SECTION A: EXECUTIVE SUMMARY

1.	INTRODUCTION	6
2.	CONTEXT OF PREPARATION	7
2.1	THE IDP PROCESS	7
2.2	THE 2012-2013 IDP REVIEW PROCESS	8
3.	BLUE CRANE LM IDP CONTEXTUALISATION	11
4.	CHALLENGES	11
5.	BCRM STRATEGIC AREAS	12
6.	THE IDP REPORT STRUCTURE	13

### SECTION B: SITUATIONAL ANALYSIS

1.	INTRODUCTION	14
2.	DEMOGRAPHIC AND ECONOMIC REALITY	14
2.1	The Cacadu District	14
2.2	Socio-demographic Analysis	16
2.3	The Economy	18
2.4	Employment Patterns	19
2.5	Economic Change	20
3.	INFRASTRUCTURE CHANGE	21
4.	WARD-BASED PRIORITIES	21
5.	INSTITUTIONAL ANALYSIS	21
5.1	Organogram of Municipal Administration	21
5.2	Blue Crane Development Agency	21
5.3	Changes in Institutional Issues 2009-2010	22
5.4	Addressing Institutional Weaknesses	23
6.	DEVELOPMENT PRIORITIES	23
6.1	Infrastructure	24
6.2	Community Services	32
6.3	Local Economic Development	38
6.4	Financial Management	39
6.5	Governance and Institutional Transformation	40
6.6	Audit Reports	40
6.7	Staff Capacity	40
7.	SAFETY AND SECURITY	40
8.	COMMUNITY ISSUES	40

## SECTION C: DEVELOPMENT STRATEGIES

1.	INTRODUCTION	41
2.	MUNICIPAL VISION	41
3.	DEVELOPMENT OBJECTIVES AND STRATEGIES	41
3.1	Priority 1: Organisational Transformation & Institutional Development	41
3.2	Priority 2: Basic Service Delivery	42
3.3	Priority 3: Local Economic Development	42
3.4	Priority 4: Municipal Financial Viability	43
3.5	Priority 5: Good Governance & Public Participation	43
4.	MECHANISM FOR REVIEWING THE BLUE CRANE ROUTE IDP	43

## SECTION D: HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK (SDF)

1.	INTRODUCTION	45
1.1	Integrated Sector Plans and Programmes – Summary table	45
2.	SECTOR PROGRAMMES	57
2.1	Integrated Spatial Development Framework	57
2.2	Poverty Reduction/Gender Equity Programme	60
2.3	Integrated Environmental Programme	60
2.4	Integrated HIV/AIDS Programme	61
2.5	Integrated Local Economic development Programme	61
2.6	Integrated Institutional Programme	61
3.	INTEGRATED SECTOR PLANS	62
3.1	Health	62
3.2	Tourism	62
3.3	Safety and Security	62
3.4	Housing	62
3.5	Water and Sanitation	62

## SECTION E: STRATEGIC OBJECTIVES

1.	DEVELOPMENT PRIORITIES & OBJECTIVES	65
1.1	Priority 1: Organisational Transformation & Institutional Development	65
1.2	Priority 2: Basic Service Delivery	65
1.3	Priority 3: Local Economic Development	66
1.4	Priority 4: Municipal Financial Viability	66
1.5	Priority 5: Good Governance & Public Participation	66

## SECTION F: IMPLEMENTATION PLAN

1.	BCRM – SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)	67
1.1	SDBIP Utility & Service Delivery Targets	68
2.	PROJECT FORMULATION, IMPLEMENTATION AND PERFORMANCE	

MANAGEMENT

68

**SECTION G: ANNUAL OPERATIONAL PLAN – BUSINESS PLAN**

- |    |  |    |
|----|--|----|
| 1. | WARD PRIORITIES OBTAINED DURING COMMUNITY CONSULTATION PROCESS | 70 |
|----|--|----|

**SECTION H: FINANCIAL PLAN**

- |     |  |     |
|-----|--|-----|
| 1.  | INTRODUCTION                           | 89  |
| 2.  | FINANCIAL SYSTEM                       | 89  |
| 2.1 | Budget & Treasury Office               | 89  |
| 2.2 | Information & Communication Technology | 91  |
| 3.  | BUDGET PROCESS                         | 91  |
| 3.1 | National Context                       | 92  |
| 3.2 | Overview of IDP                        | 93  |
| 4.  | OVERVIEW OF BUDGET ASSUMPTIONS         | 93  |
| 5.  | FINANCIAL PRINCIPLES & POLICIES        | 99  |
| 6.  | OPERATING AND CAPITAL BUDGETS          | 102 |

**SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

- |    |   |     |
|----|---|-----|
| 1. | INTRODUCTION                                    | 112 |
| 2. | THE CONCEPT OF PERFORMANCE MANAGEMENT           | 113 |
| 3. | LEGISLATIVE GUIDELINES                          | 114 |
| 4. | OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM | 115 |
| 5. | THE PREFERRED PERFORMANCE MANAGEMENT MODEL      | 115 |
| 6. | THE PROCESS OF MANAGING PERFORMANCE MANAGEMENT  | 117 |
| 7. | SYNTHESIS                                       | 120 |

**SECTION J: ANNEXURES**

- |    |   |     |
|----|---|-----|
| 1. | ANNEXURE A: SDF Map   | 122 |
| 2. | ANNEXURE B: IDP Review 2011-2012 Process/Action Plan                      | 123 |
| 3. | ANNEXURE C: Organograms   | 124 |
| 4. | ANNEXURE D: List of Projects  | 130 |
| 5. | ANNEXURE E: Service Delivery & Budget Implementation Plan (SDBIP) 2011/12 | 140 |

## ACRONYMS

ABET	Adult Basic Education Training
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BCDA	Blue Crane Development Agency
BCRM	Blue Crane Route Municipality
CBD	Central Business District
CDM	Cacadu District Municipality
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DHLGTA	Department of Housing, Local Government and Traditional Affairs
DOH	Department of Health
DORA	Division of Revenue Act
DORT	Department of Roads & Transport
DSRAC	Department of Sport, Research, Arts & Culture
DWA	Department of Water Affairs
DWAF	Department of Water Affairs and Forestry
ECDC	Eastern Cape Development Corporation
EIA	Environmental Impact Assessment
e-NATIS	Electronic National Traffic Information System
EPWP	Expanded Public Works Programme
ESKOM	Electricity Supply Commission
FMG	Finance Management Grant
GAMAP	Generally Accepted Municipal Accounting Policies
GARP	Global Association of Risk Professionals
GCIS	Government Communication & Information System
GDS	Growth and Development Summit
GGP	Gross Geographic Product
GRAP	Generally Recognized Accounting Practice
GVA	Gross Value Added
HIV	Human Immunodeficiency Virus
IDEA	Individuals with Disabilities Education Act
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IWMP	Integrated Waste Management Plan
JIPSA	Joint Initiative on Priority Skills Acquisition
KPA	Key Performance Area
KPI	Key Performance Indicators
LED	Local Economic Development
LM	Local Municipality
LOS	Levels of Service

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MDG's	Millennium Development Goals
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MLL	Minimum Living Level
MSA	Mine Safety Appliances
MSIG	Municipal Systems Infrastructure Grant
MTREF	Medium-Term Revenue and Expenditure Framework
NEMA	National Environmental Management Act
NERSA	National Electricity Regulator of South Africa
NSDP	National Spatial Development Perspective
PHC	Primary Health Care
PIMSS	Planning, Implementation and Management Support System
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
SALGA	South Africa Local Government Association
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial development Framework
SETA	Skills Education Training Authorities
SLA	Service Level Agreement
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
SWOT	Strengths, Weaknesses, Opportunities & Threats
TB	Tuberculosis
WCWDM	Water Conservation and Water Demand Management
WESSA	Wildlife and Environment Society of South Africa
WWF-SA	World Wide Fund for Nature South Africa
WSAWSP	Water Services Authority-Water Services Provider
WSDP	Water Services Development Plan

### 1. INTRODUCTION

The Blue Crane Route LM IDP (Integrated Development Plan) is meant to be for the next five year term (2012 – 2017). It will coincide with the term of the present Council. It is compiled and prepared in line with the Constitution of the Republic of S.A. Act 106 of 1996 which suggest:

*“A municipality must:*

- a) Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the social and economic development of the community.*
- b) Participate in national and provincial development programs.”*

It is also prescribed in the Municipal Systems Act 32 of 2000, Chapter 5 (28) that:

- a) “Each Municipal Council, within the prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP.*
- b) The municipality must through appropriate mechanisms, processes, and procedures established in terms of Chapter 4 (Public Participation) consult the local community before adopting the process.*
- c) A municipality must give notice to the local community of particulars of the process it intends to follow.”*

The BCRM has developed a Process Plan that was adopted by Council, IDP Forum and was published in the Local Newspaper and website.

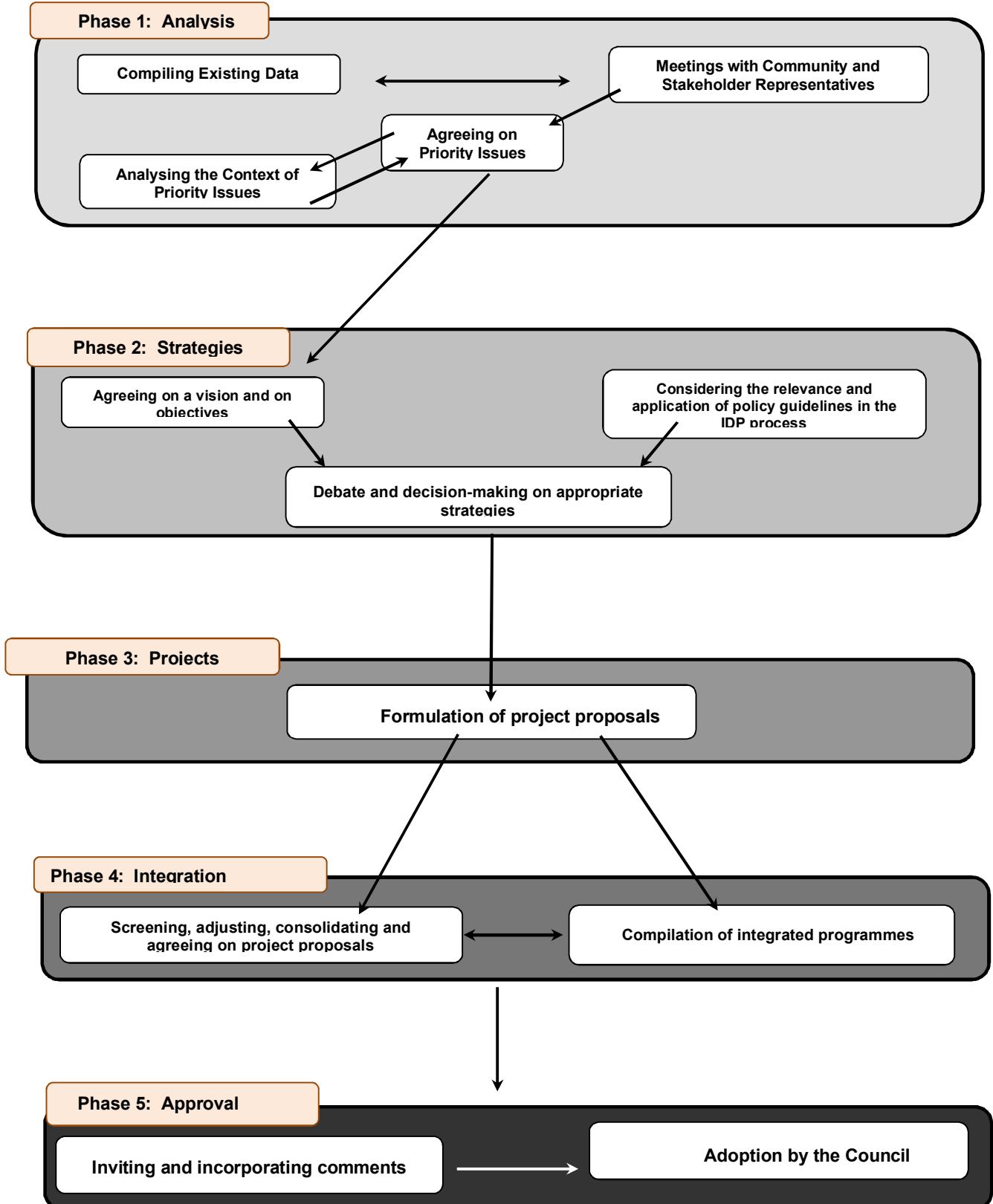
MSA 32 of 2000 (29) prescribes the process that:

- a) “It should feature pre-determined time-frames.*
- b) Process for public participation on:*
  - Development needs and priorities*
  - Drafting of the IDP*
  - Involvement of stakeholders to participate in the IDP*
- c) Align with Provincial and National legislation.*
- d) Comply with all regulations.”*

The process is and should be undertaken in full compliance with the Development Facilitation Act 67 of 1995.

## 2.1 THE IDP PROCESS

The IDP Process is outlined in the figure below.





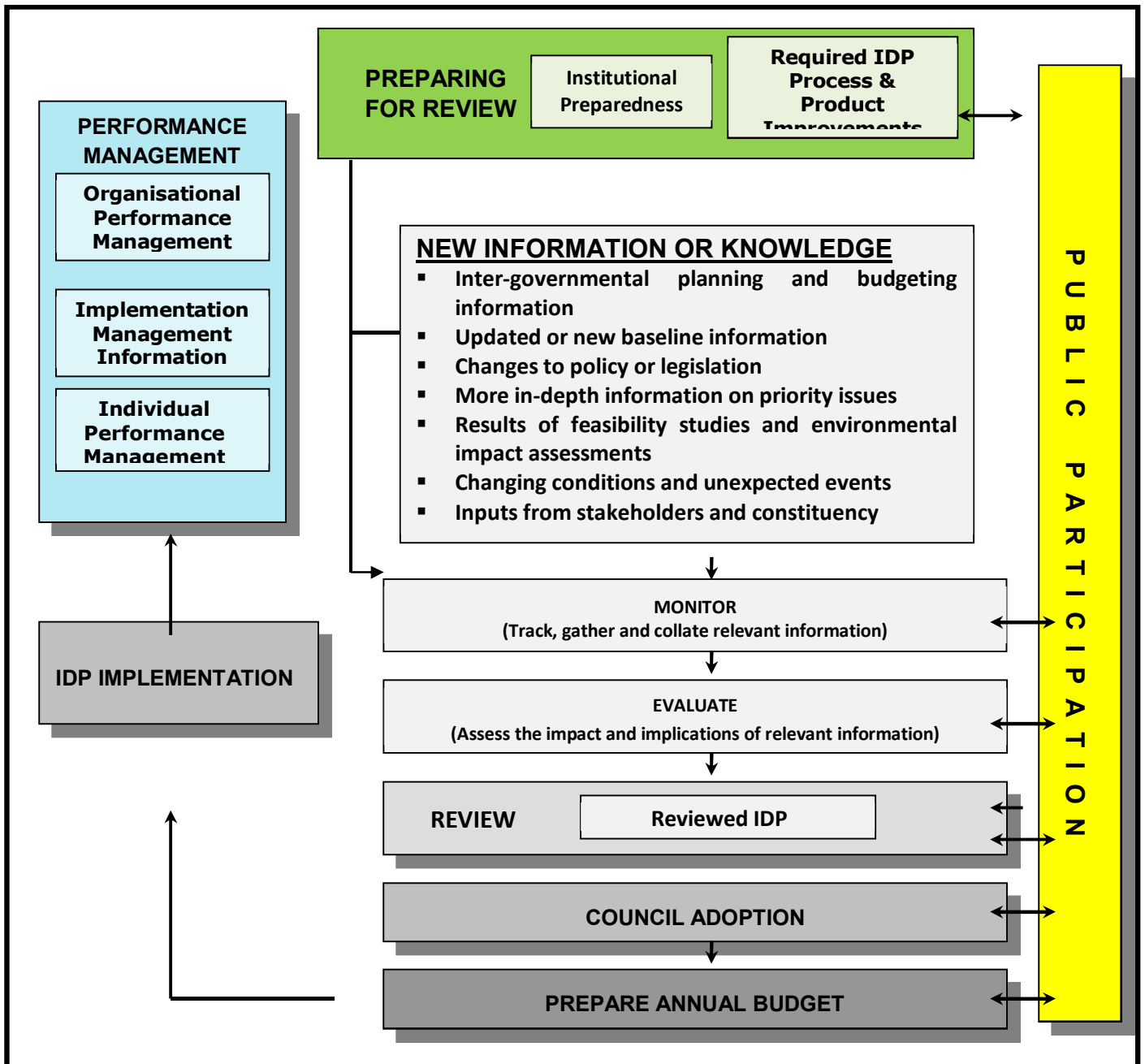
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Prepare the IDP for Blue Crane Route represents a strategic planning exercise to put in place a strategy for implementation for the Council for their term of office (5 years). This strategy will enable and assist the Council to fulfil its developmental role and obligations. The primary focus of the study is to identify primary areas of concern and/or intervention and to look at strategies, ways and means of addressing these issues priorities. Thereafter, integrated programmes are formulated for the various areas of intervention. These include plans to deal with financial and operating matters and developmental issues. The IDP for Blue Crane Route is prepared, approved and implemented by Council and it remains the responsibility of Council to implement its strategies.

**2.2 THE 2012-2013 IDP REVIEW PROCESS**

The process described and outlined in the flow chart in the figure represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP.

**Figure 2: IDP Review Process**



en into context the following programmes in preparation of

the IDP:

### 2.2.1 STRATEGIC PRIORITIES OF GOVERNMENT

- a) Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.
- b) Massive program to build economic and social infrastructure.
- c) Comprehensive rural development strategy linked to land and agrarian reform and food security.
- d) Strengthen skills and human resource base.
- e) Improve health profile of all South Africans.
- f) Intensify fight against crime and corruption.
- g) Build cohesive, caring and sustainable communities.
- h) Pursuing African advancement and enhanced international co-operation.
- i) Sustainable Resource Management and use.
- j) Building a developmental state including improvement of public services and strengthening democratic institutions.

#### **The Eastern Cape Province has reduced the National Priorities to right for alignment purposes:**

- a) Decent employment through inclusive economic growth with environmental assets and natural resources that is well protected and continually enhanced.
- b) An efficient, competitive and responsive economic infrastructure network.
- c) Vibrant, equitable, sustainable rural communities contributing toward food security for all.
- d) Quality basic education, skilled and capable workforce to support an inclusive growth path.
- e) A long and healthy life for all people of the province.
- f) All the people in the province are and feel safe.
- g) An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient local government system.
- h) Sustainable, cohesive, caring communities and human settlement for improved quality of households.

#### **The Provincial and National Government focus for the period until 2014 is:**

- Reduce poverty by half.
- Reduce unemployment by half.
- Provide skills requisite.
- Enjoy freedom by all.
- Provide basic services.
- Provision of health.
- Play strategic role, globally.
- Enhance Batho Pele principles.

SALGA has endorsed the program on Human Development and Millennium (MDG's) Development Goals and has thus resolved to engage Municipalities to integrate MDG in their planning processes. The Goals include:

- ❖ Eradication of poverty.
- ❖ Achieve universal primary Education.
- ❖ Promote Gender equality & Empower Women.
- ❖ Reduce Child Mortality.
- ❖ Improve Maternal Health.
- ❖ Ensure Environmental Sustainability.
- ❖ Develop (Global) Partnership for Development.
- ❖ Deal with HIV & AIDS.

The status quo, challenges were assessed and proposed actions were taken in the context of Local Government.

f actions and those that speak directly to most functional areas of Local Government include Outcomes 7, 8 and 9.

⇒ **OUTCOME 7**

It deals with the whole Agricultural Strategy and Rural reform. A strategy is needed for BCRM to outline the direction it needs to follow in fulfilling the Outcome 7.

⇒ **OUTCOME 8**

Outcome 8 has to do with Human Settlement approach. Key areas for BCRM are:

- ❖ Land availability.
- ❖ List of beneficiary administration.
- ❖ Support on housing provision.
- ❖ Align strategies in line with Human Settlement Approach with affected departments.
- ❖ Develop a Housing Sector Plan with the Department of Human Settlement.

⇒ **OUTCOME 9**

It is intended to create a Responsive, accountable, effective and efficient local government system. It has the following outputs:

- ❖ Implement a differentiated approach to municipal financing, planning and support.
- ❖ Improve access to basic services.
- ❖ Implement Community Work program.
- ❖ Actions supportive of human settlement outcomes.
- ❖ Deepen democracy through refined ward committee model.
- ❖ Improve municipal financial and administrative capability.
- ❖ Single window of co-ordination.

The National Spatial Development Framework, Provincial Spatial Development Framework and the District Spatial Development Framework – all are intended to guide the manner in which all the above programs can be undertaken in a developmental and sustainable context.

The following deductions can be deduced:

- A need to focus on economics of scale and competitive advantage.
- Linkages with the urban centres to gain economic opportunities.
- Utilise competitive advantage to advance economic growth.
- Deal with poverty.
- Balance the choices of urban migration and opportunities that could be accrued to such movement.

The BCRM Spatial Development Framework should be designed in the context of these assumptions and act in the economic sustainability of the area.

The Provincial Growth and Development Strategy (PGDS) and Economic Growth Development Strategy (GDS) of Cacadu DM are focused on:

- Poverty eradication and pro-poor approach.
- Food security and agrarian reform.
- Diversity manufacturing and exploit the Tourism potential.

The CDM has a huge Tourism and agrarian opportunity / potential. It is in this context that BCRM has set its program to focus on the above areas, as led by the Blue Crane Development Agency through the Local Economic Development Strategy and Tourism Sector Plan.

## LISATION

Looking at all the various programs outlined that needs the state to operate in unison, the relevance of the 5 year Local Government Strategic Agenda is still relevant. Especially in the context of the Government priorities, Provincial priorities, District priorities and spatial setting in the country.

The SONA (State of Nation Address) drill on the same issues for local government:

- Transformation and organisational development.
- Provision of basic services.
- Improved Local Economic Development.
- Municipal Financial Viability.
- Good governance and Public Participation.

It is in this context that the IDP was then seen by the Presidential Co-ordinating Committee as the base for Government Planning.

In the process of compiling the IDP the following documents were prepared and guided the process:

- IDP Process Plan
- Structures and functions
- Schedule of meetings

#### 4. CHALLENGES

The BCRM is a low capacity municipality. It is composed of three small towns that include:

- Cookhouse;
- Somerset East;
- Pearston; and
- Rural setting.

It focuses on the following challenges:

- Unemployment
- Poverty and hunger
- Sports facilities
- Skills
- Ageing infrastructure
- Land shortage
- Economic transformation
- Housing development
- Electricity shortage

The government program (in all spheres) are focused on the, amongst others, issues that affect BCRM directly. It is also the focus of BCRM and its entity BCDA to focus on exactly the same issues.

The process upon which the Mayor followed to identify priorities exactly confirms the strategy.



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**IN MUNICIPALITIES**

	<b>S QUO/WHAT IS CURRENTLY DONE</b>	<b>CHALLENGES</b>	<b>PROPOSAL / WHAT CAN BE DONE?</b>
<b>GOAL 1: ERADICATE POVERTY AND EXTREME HUNGER</b>	<ul style="list-style-type: none"> <li>- EPWP/CWP/Group intervention</li> <li>- Access to such</li> <li>- Indigent</li> <li>- Dept. of Agriculture /ASGISA</li> <li>- Food Gardens</li> </ul>	<ul style="list-style-type: none"> <li>- Stipend</li> <li>- Access to Govt. programs</li> <li>- No project specific at CMS</li> <li>- Measuring / Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>- IDP</li> <li>- Mainstream</li> </ul>
<b>GOAL 2: ACHIEVE UNIVERSAL PRIMARY EDUCATION</b>	<ul style="list-style-type: none"> <li>- Schooling of kids (break poverty)</li> <li>- NTDA / Mayoral Fund / Learnership</li> <li>- Crèche support</li> <li>- School Nutrition / ABET</li> </ul>	<ul style="list-style-type: none"> <li>- Children not schooling</li> <li>- Feeding schools</li> </ul>	<ul style="list-style-type: none"> <li>- Ward Committee align</li> <li>- Opening school campaign</li> <li>- M &amp; E of Feeding School</li> </ul>
<b>GOAL 3: PROMOTE GENDER QUALITY &amp; EMPOWER WOMEN</b>	<ul style="list-style-type: none"> <li>- EEE</li> <li>- 50% / 50</li> <li>- Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Legislation</li> <li>- Challenge of Employment</li> <li>- Historical</li> <li>- Training &amp; Development</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment EEE</li> </ul>
<b>GOAL 4: REDUCE CHILD MORTALITY</b>	<ul style="list-style-type: none"> <li>- Clinics</li> <li>- Home-based</li> <li>- EHP (Oversight)</li> </ul>	<ul style="list-style-type: none"> <li>- Prov. Function</li> <li>- Poverty related Mortality</li> <li>- Services (Water Services)</li> <li>- EHP</li> <li>- Green / Blue Drop</li> <li>- Doctors access</li> </ul>	<ul style="list-style-type: none"> <li>- Ward Committee</li> <li>- Ward Councillors</li> <li>- Clinic Committees</li> </ul>
<b>GOAL 5: IMPROVE MATERNAL HEALTH</b>	<ul style="list-style-type: none"> <li>- Wellness Programs</li> </ul>	<ul style="list-style-type: none"> <li>- Health IGR</li> <li>- Doctors / Nurses</li> <li>- PHC Education</li> <li>- Early pregnancy (Grant)</li> </ul>	<ul style="list-style-type: none"> <li>- Wellness to increase at LM</li> <li>- Education at Ward</li> <li>- Access to information</li> </ul>
<b>GOAL 6: ENSURE ENVIRONMENTAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>- Green Energy</li> <li>- Tree Plantings</li> <li>- Cleaning of Towns</li> <li>- Recycling Program</li> <li>- Greening Environment</li> <li>- Management</li> </ul>	<ul style="list-style-type: none"> <li>- IWMP is a challenge</li> <li>- Climate Change Awareness</li> <li>- Garden Planting</li> </ul>	<ul style="list-style-type: none"> <li>- Policy Review</li> <li>- Enforce By-Laws</li> <li>- Ward Committee support Green</li> </ul>
<b>GOAL 7: DEVELOP (GLOBAL) PARTNERSHIP FOR DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>- Local</li> <li>- Africa</li> <li>- Global</li> <li>- Community Partnership</li> </ul>	<ul style="list-style-type: none"> <li>- Focus Local Partners</li> <li>- SALGA</li> <li>- M &amp; E of Partners</li> </ul>	<ul style="list-style-type: none"> <li>- Invite Premier's Office on the matter Protocol</li> </ul>
<b>HIV &amp; AIDS</b>	<ul style="list-style-type: none"> <li>- Align Dept. Programs</li> <li>- Strategies (Internal / Ext.)</li> <li>- Committees Structures</li> <li>- Programs</li> <li>- National Campaigns</li> <li>- Wellness Centre</li> </ul>	<ul style="list-style-type: none"> <li>- M &amp; E</li> <li>- Follow-on programs</li> <li>- Alignment with Dept.</li> </ul>	

This IDP report is structured as follows:

<b>SECTION A</b>	<b>EXECUTIVE SUMMARY</b> A concise overview of the municipality, its current situation, key challenges and opportunities, as well as the priority strategies of the municipality to improve its situation over the five-year term of the IDP, indicating the most critical targets to be achieved.
<b>SECTION B</b>	<b>SITUATIONAL ANALYSIS</b> A detailed status quo analysis of the municipal area and focus on new developments.
<b>SECTION C</b>	<b>DEVELOPMENT STRATEGIES</b> This section sets out the Long-term growth and development goals (Vision, Mission, Strategic Objectives and Strategies).
<b>SECTION D</b>	<b>HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK (SDF)</b> Overview of the Spatial Development Framework and Sector Plans.
<b>SECTION E</b>	<b>STRATEGIC OBJECTIVES</b> Developmental Priorities and Objectives of the Municipality.
<b>SECTION F</b>	<b>IMPLEMENTATION PLAN</b> Five Year, Three Year Implementation Plan, developed to Project level.
<b>SECTION G</b>	<b>ANNUAL OPERATIONAL PLAN</b> One Year detailed Operational Plan that speaks to the SDF.
<b>SECTION H</b>	<b>FINANCIAL PLAN</b> This section sets out the overall strategic framework for Financial Management in the municipality, including key financial policies and strategies.
<b>SECTION I</b>	<b>ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM</b> This section details the Performance Management System in the Municipality and processes followed as well as Key Performance Indicators for each objective and Annual Performance Report of previous year.
<b>SECTION J</b>	<b>ANNEXURES:</b> Annexure A: SDF Map Annexure B: IDP Review 2010-2011 Process / Action Plan Annexure C: Organograms Annexure D: Presentation On Ward Priorities During Community Consultation Process and Government Departments Annexure E: Blue Crane Route Municipality Community-Based Planning Priorities for All Wards Annexure F: Service Delivery & Budget Implementation Plan (SDBIP)

## SECTION B: SITUATIONAL ANALYSIS

### 1. INTRODUCTION

It is not the intention of an IDP Review to totally update the existing information that formed the basis for the development of aims, objectives, strategies and projects for the 2007-2012 IDP. An effort has nevertheless been made during the current review to provide new information and statistics where these were available and relevant.

During the drafting of the Blue Crane Route IDP, the status quo analysis addressed the following issues:

- Environmental Analysis
- Spatial Analysis
- Socio-economic Analysis
- Economic Analysis
- Institutional Analysis

The current 2007-2012 IDP provided a socio-economic analysis that was based mainly on 2007 information and it is unlikely that there have been significant changes to the trends that have been identified. Where new information was available, this has been included in the analysis that follows. One example of such information is derived from a presentation on 12 March 2010 on the Division of Revenue Bill, the Eastern Cape Provincial Treasury that provided recent provincial socio-economic estimates that may be relevant at local government level.

### 2. DEMOGRAPHIC AND ECONOMIC REALITY

Most of the initial socio-economic data in the IDP is based on Census statistics and information obtained from various sources that appears in the Cacadu District Municipality IDP. The Blue Crane Route LED Strategy (2008) and the BCRM Tourism Plan (2009) provided more current socio-economic information. As these two documents contain a comprehensive analysis of the BCRM socio-demographic profile, only a few important aspects are noted below. Additional information was obtained from other sources, including the Eastern Cape Provincial Treasury, as indicated above.

#### 2.1 The Cacadu District

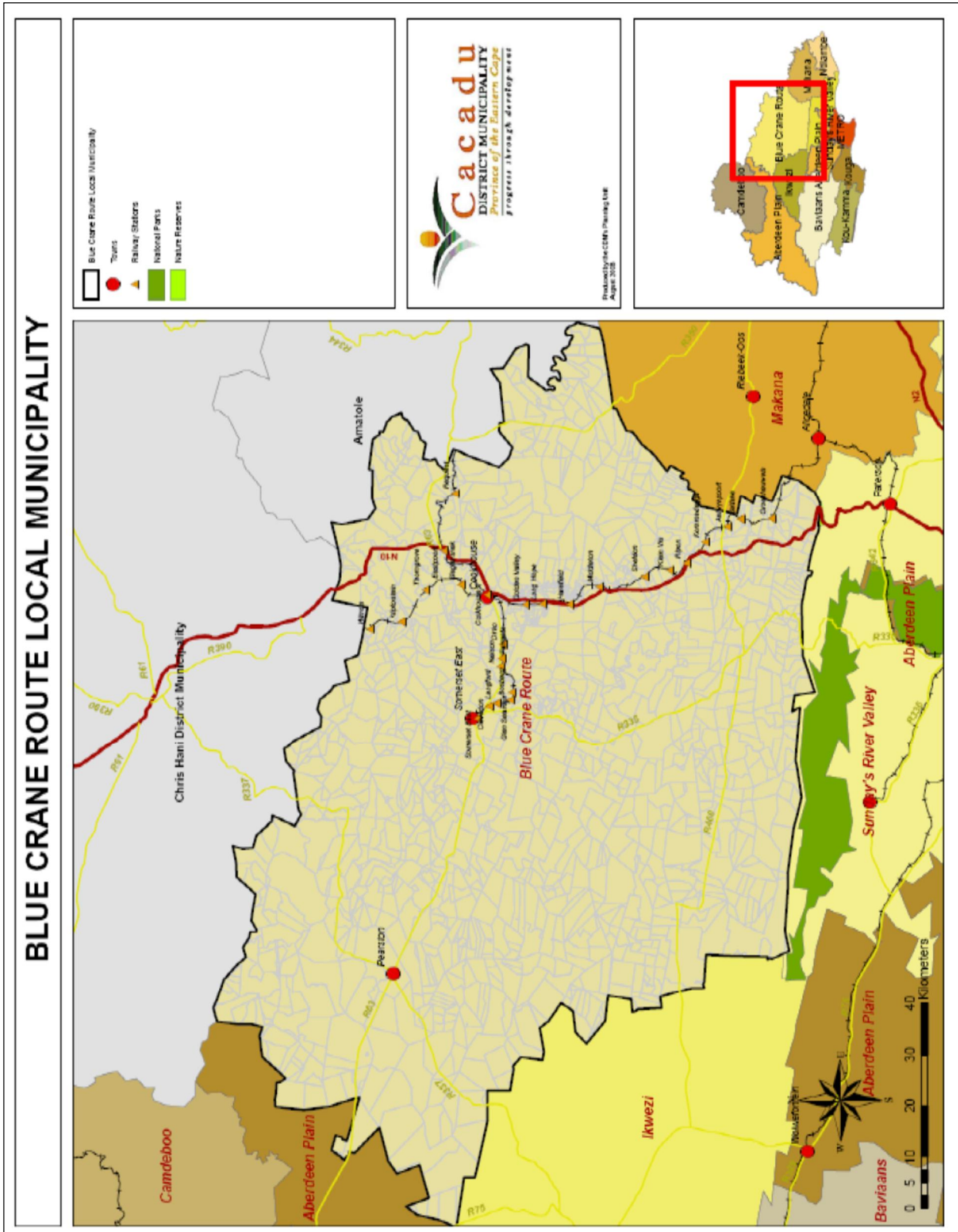
The Cacadu District Municipality (CDM), DC10, is the largest (58 243 km<sup>2</sup>) of the six (6) District Municipalities in the Eastern Cape Province. The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and two other District Municipalities in the Eastern Cape, namely Chris Hani District Municipality and Amathole District Municipality.

The District consists of nine (9) local municipalities (Category B Municipalities) and four other portions collectively known as the District Management Area (DMA). The Blue Crane Route Municipality is located in the western portion of the Cacadu District Municipality. Blue Crane Route Municipality is bordered by the Makana Municipality to the southeast, the Sundays River Valley Municipality to the southwest, Ikwezi Municipality to the west and Amatole District Municipality and Chris Hani District Municipality to the east. Blue Crane Route Municipality has three commercial centres namely, Cookhouse, located on the N10 and Somerset East and Pearston, located on the R63.

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The Route Local Municipality is illustrated by the plan below.

FIGURE B1: Map of Blue Crane Route Local Municipal Area





Eastern Cape provincial population grew slowly by a mere 0.72 percent per year between 2001 and 2009. During both 2008 and 2009 the province suffered a net outflow of emigrants. These patterns vary throughout the province, with some areas losing more than others, while there are cities and towns that are experiencing an inflow of people.

**TABLE B1: Population statistics from the 2007 Community Survey**

Population		
Municipality	Number of Individuals	
	Male	Female
Camdeboo	20,029 (48%)	21,735 (52%)
<b>Blue Crane Route</b>	<b>12,154 (48%)</b>	<b>13,420 (52%)</b>
Ikwezi	5,188 (45%)	6,328 (55%)
Makana	32,311 (46%)	37,746 (54%)
Ndlambe	21,962 (47%)	24,393 (53%)
Sunday's River Valley	17,925 (51%)	17,007 (49%)
Baviaans	6,474 (46%)	7,475 (54%)
Kouga	35,494 (48%)	37,780 (52%)
Kou-Kamma	19,440 (48%)	21,343 (52%)
<b>Total</b>	<b>170,977 (48%)</b>	<b>187,227 (52%)</b>
<b>District Average</b>	<b>24,425 (48%)</b>	<b>26,747 (52%)</b>
<b>Provincial Average</b>	<b>59,583 (46%)</b>	<b>68,717 (54%)</b>

The above 2007 Community Survey statistics show that the population of the Blue Crane Route Municipality is estimated at 25,574. This figure is significantly lower than other estimates of the population.

Based on statistics that appear in the Cacadu District Municipality IDP (Draft 2010 review), the population of the Blue Crane Route Municipal area between 2001 and 2008 is as follows:

**TABLE B2: Population Statistics between 2001 and 2008**

Year	Population
2001	36 384
2005	36 798
2007	36 107

According to the BCRM's LED Strategy (March 2009), the population of the BCRM was estimated at the time at approximately 38,020 people, which is slightly higher than indicated above. The Municipality itself estimated the population in 2009/10 at 39 318. Despite this discrepancy, it is clear that the population of the BCRM area grew very slowly in the early years of the decade and, if the

either continued to grow slowly to the current estimate.

There is evidence of an influx of people into some of the towns, such as Cookhouse, but at this stage is not certain whether these are newcomers to the municipal area or, more likely, locals that have relocated from farms or other local settlements to Cookhouse. This changing population pattern has nevertheless been considered when planning for the next year.

In 2007, the Blue Crane Route Local Municipality was 68.8 percent urbanised as compared to 71.4 percent for the Cacadu District. This pattern can be expected in a semi-arid region that consists of sparsely populated farms and a few relatively small urban places where the majority of the population is settled.

The population diagram reveals a still youthful, but aging population structure. The largest number of people is found in the 10-14 and 15-19 age groups, which together comprise over 20 percent of the population. Fewer children are found in the 2-9 age group and even fewer in the 0-4 group, indicating a declining population growth rate.

It is also relevant to notice that there is a significant decline of population between the ages of 20 and 34. This may typically indicate an out-migration of young work-seekers in the face of high unemployment rates. The HIV/AIDS prevalence rate in BCRM was estimated at 14.14 percent in 2008. The 20 to 34 age group is typically most affected by HIV/AIDS, so that related deaths may also contribute to the population decline in these age groups.

An analysis of the level of education reveals that the majority (44%) of the population has only primary schooling or less. Of this, 9% have had no schooling, which is in line with the provincial and district averages of 15% and 8% respectively. Only 10% of the population have a tertiary qualification. However, this is higher than the provincial average (7%) and similar to the district average (12%).

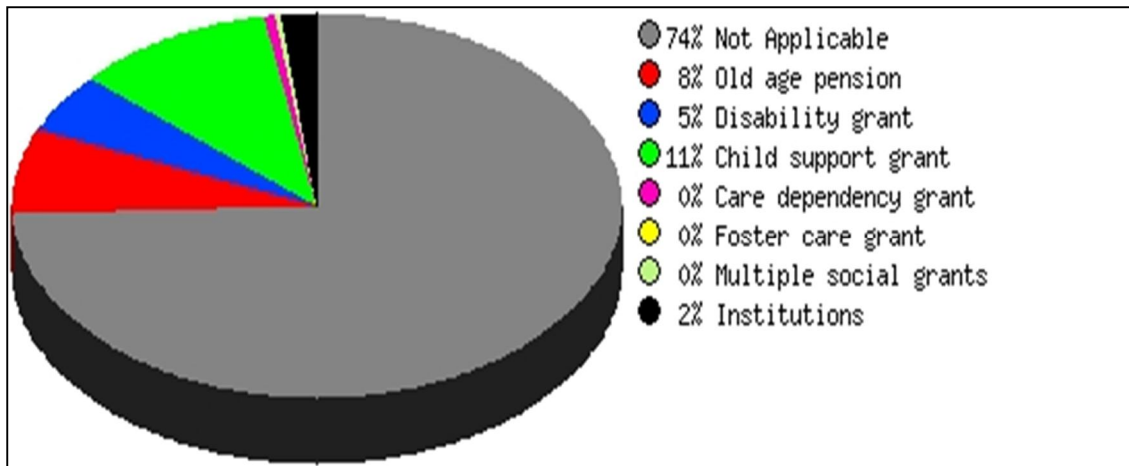
**TABLE B3: Education statistics from the 2007 Community Survey**

Municipality	Highest level of education (Over 20)								
	No schooling	Up to Grade 7	Grade 8 - 12	Certificate	Diploma	Bachelors Degree	Post-graduate Diploma	Honours Degree	Masters / PhD
Camdeboo	1,856 (8%)	7,870 (36%)	10,880 (49%)	646 (3%)	414 (2%)	229 (1%)	37 (0%)	198 (1%)	39 (0%)
Blue Crane Route	1,359 (9%)	5,465 (35%)	7,273 (46%)	360 (2%)	749 (5%)	322 (2%)	138 (1%)	37 (0%)	42 (0%)
Ikwezi	711 (13%)	2,032 (36%)	2,596 (46%)	177 (3%)	82 (1%)	28 (0%)	53 (1%)	5 (0%)	0 (0%)
Makana	2,456 (6%)	11,515 (28%)	21,574 (52%)	939 (2%)	2,106 (5%)	1,664 (4%)	394 (1%)	600 (1%)	511 (1%)
Ndlambe	3,650 (12%)	8,157 (28%)	13,783 (47%)	700 (2%)	1,602 (5%)	1,248 (4%)	0 (0%)	191 (1%)	146 (0%)
Sunday's River Valley	1,914 (9%)	8,183 (38%)	10,270 (48%)	362 (2%)	458 (2%)	192 (1%)	16 (0%)	46 (0%)	18 (0%)
Baviaans	708 (9%)	2,937 (38%)	3,516 (45%)	219 (3%)	295 (4%)	64 (1%)	24 (0%)	0 (0%)	11 (0%)
Kouga	2,327 (5%)	10,568 (22%)	24,708 (52%)	3,869 (8%)	2,614 (6%)	1,707 (4%)	545 (1%)	667 (1%)	200 (0%)
Kou-Kamma	1,903 (8%)	10,080 (43%)	10,358 (45%)	143 (1%)	332 (1%)	379 (2%)	20 (0%)	0 (0%)	29 (0%)
<b>Total</b>	<b>16,884 (8%)</b>	<b>66,807 (31%)</b>	<b>104,958 (49%)</b>	<b>7,415 (3%)</b>	<b>8,652 (4%)</b>	<b>5,833 (3%)</b>	<b>1,227 (1%)</b>	<b>1,744 (1%)</b>	<b>996 (0%)</b>
<b>District Average</b>	<b>2,412 (8%)</b>	<b>9,544 (31%)</b>	<b>14,994 (49%)</b>	<b>1,059 (3%)</b>	<b>1,236 (4%)</b>	<b>833 (3%)</b>	<b>175 (1%)</b>	<b>249 (1%)</b>	<b>142 (0%)</b>
<b>Provincial Average</b>	<b>8,708 (15%)</b>	<b>20,515 (34%)</b>	<b>26,058 (44%)</b>	<b>1,249 (2%)</b>	<b>1,728 (3%)</b>	<b>822 (1%)</b>	<b>315 (1%)</b>	<b>180 (0%)</b>	<b>115 (0%)</b>

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are quite low with a youth dependency of 0.45:1. This means that every one person that is economically active supports only 0.45 non-economically active youth. If those over the age of 64 are added to the dependency ratio, the dependency ratio remains low at 0.55.

The percentage of people in poverty has increased from 46% in 1996 to 55% in 2007 representing a total of 19 859 people living in poverty in that year.



An estimated 26% of individuals are dependent on some form of social grant which is in line with the district average of 27% but well below the provincial average of 37%. With the BCRM the Child support grant (11%) and Old age pensions (8%) account for the largest portion of individuals receiving social grants.

### 2.3 The Economy

People and businesses within the BCRM face a unique set of challenges to economic growth and development due to the structural economic profile of the BCR. This profile is characterized by a small population, low populations density, concentration of employment in agriculture, disinvestment in rural areas, the dominance of one urban centre in the region and the resultant disparity between rural and urban areas. In addition to this, the BCR LM had in 2007 a high prevalence of poverty (54 percent of households below the poverty line), declining employment levels (an average of 2 percent decline per annum) and resultant high unemployment levels (40 percent of the economically active population). (Urban Econ, 'Local Economic Development Training Workshop' 13 November 2007).

Based on 2005 data that is captured in the BCRM LED Strategy (2008), economic growth at that time was approximately 2.3 percent per year, which was slightly higher than that of the Cacadu District (1.8 percent pa).

An analysis of the contribution of the various economic sectors to the Blue Crane economy may be summarised as follows:

- The contribution of transport and communication increased rapidly and by 2005 was the largest contributor to the BCRM GGP (22.8 percent).
- The government sector (particularly health and education) contributes significantly to the GGP (18.8 percent)
- Finance and Business Services (12.2 percent) and the Manufacturing sector (12.0 percent) also contribute significantly to the GGP
- The contribution of Agriculture has declined slightly to 11.3 percent

... in the contribution of the Wholesale and Retail Trade sector (10.2 percent), which indicates leakages to other areas, particularly since the population has remained stagnant

- The contribution of Community Services (9.0 percent) and Construction (2.0 percent) to the GGP has increased over the years

Overall, the Blue Crane Route municipality's economy registered positive growth during the past decade. The area will, however, have to maintain its economic growth rate in order to significantly improve welfare indicators.

#### 2.4 Employment patterns

Over 39% of the BCRM are employed in the formal economy. This is line with the Cacadu District (38%) and is significantly higher than the average for the Eastern Cape of 26%. Unemployment levels are similar to the provincial average (17%), but the proportion of those (42%) that are not economically active (not working, nor looking for work) is lower than the provincial rate of 53%.

**TABLE B4: Labour statistics from the 2007 Community Survey**

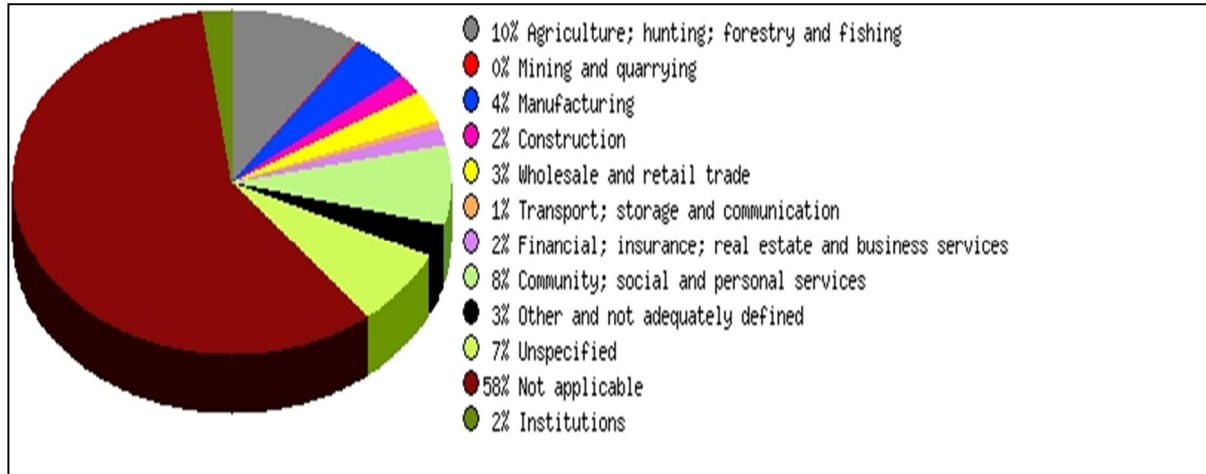
Labour status (15 to 65)						
Municipality	Number of Individuals					Institutions
	Employed	Unemployed	Not economically active	Unspecified		
Camdeboo	9,269 (36%)	4,275 (17%)	9,788 (38%)	1,499 (6%)	695 (3%)	
<b>Blue Crane Route</b>	<b>6,288 (39%)</b>	<b>2,446 (15%)</b>	<b>6,735 (42%)</b>	<b>168 (1%)</b>	<b>386 (2%)</b>	
Ikwezi	1,765 (26%)	1,451 (21%)	2,212 (32%)	1,287 (19%)	146 (2%)	
Makana	13,801 (29%)	14,755 (31%)	14,496 (30%)	845 (2%)	3,632 (8%)	
Ndlambe	10,781 (36%)	7,050 (24%)	11,124 (38%)	398 (1%)	276 (1%)	
Sunday's River Valley	7,977 (34%)	2,078 (9%)	12,090 (52%)	526 (2%)	545 (2%)	
Baviaans	2,388 (28%)	1,499 (18%)	4,220 (50%)	134 (2%)	251 (3%)	
Kouga	21,871 (44%)	8,113 (16%)	17,931 (36%)	274 (1%)	1,346 (3%)	
Kou-Kamma	14,178 (55%)	2,850 (11%)	7,598 (29%)	771 (3%)	508 (2%)	
<b>Total</b>	<b>88,318 (38%)</b>	<b>44,517 (19%)</b>	<b>86,194 (37%)</b>	<b>5,902 (3%)</b>	<b>7,785 (3%)</b>	
<b>District Average</b>	<b>12,617 (38%)</b>	<b>6,360 (19%)</b>	<b>12,313 (37%)</b>	<b>843 (3%)</b>	<b>1,112 (3%)</b>	
<b>Provincial Average</b>	<b>17,817 (26%)</b>	<b>11,680 (17%)</b>	<b>36,728 (53%)</b>	<b>1,567 (2%)</b>	<b>1,056 (2%)</b>	

There had been a gradual increase in the unemployment rate from 1996 which originally stood at 34.4%.

Total employment within the Blue Crane Route Municipal area is dominated by the agricultural sector comprising 35.58%. Although the level of reliance has been declining in recent years, agriculture remains the dominant sector of employment in the region and contributes just less than a third of total employment. Services, ranging from social and personal to financial and business, have been one of

ent, as too has trade, catering and accommodation (much of this due to the growth in tourism products). Construction has also experienced growth due to the construction of new housing schemes. The manufacturing and government sectors have been consistent contributors to employment.

The highest levels of employment in the formal sector are in the Agricultural sector and the Community Services sector.



## 2.5 Economic change

In their recent addresses, both the President and the Eastern Cape Premier emphasised the impact of the economic recession. The recession is likely to have had an impact also on trends in the Blue Crane Route economy, but such statistics are not currently available. Some updated economic information was obtained from the recent Treasury presentation on the Division of Revenue Bill.

- The national and provincial economies (GDP growth rates) started slowing down after 2007. The national GDP annual growth rate declined from 5.1 to 3.1 percent in the one year from 2007 to 2008, while the Eastern Cape provincial GDP growth declined from 4.7 to 2.6 percent during the same period.
- The value of the municipal economy has improved slowly but steadily between 1998 and 2007, but the global economic crisis and South African economic recession hit economies hard in 2009 and is likely to have had at least some impact on the performance of the Blue Crane Route economy and, possibly, on investment decisions. The impact of the recession has not yet been quantified.
- Between 1996 and 2007 the percentage of unemployed potential workers in the municipal area increased gradually from 34.4 percent to 42.7 percent. The unemployment rate could possibly have increased further during this recent economic downturn.
- The period 2005 to 2007 saw a slight decrease in the proportion of people living in poverty. The recession might have affected personal incomes and placed more people at risk of poverty, although this cannot currently be quantified.
- The economy of the Blue Crane Route municipal area is dominated by agriculture. Statistics indicate that employment in agriculture in the municipal area has decreased slowly but steadily between 1996 and 2007 and it is possible that the 2009 recession has further eroded employment in this sector. Employment in the agricultural sector in South Africa has entered a period of decline and this trend is expected to continue nationally and, by extension, in the BCRM. A considerable proportion of the agricultural outputs are exported and it is possible that such exports might have been negatively affected by the global recession.

based in the Community Services sector, which reflects employment mainly in the government sector, and particularly in health and education. Once these services have been fully developed, the growth in this sector is likely to stagnate, particularly in the context of low population growth.

- While employment in the trade, construction and manufacturing sectors has shown growth, the actual numbers remain small. These, together with agriculture, are the productive sectors that are likely to generate employment creation, and should be prioritised by the municipality in promoting local economic development.
- While the agricultural sector remains the main employer in the area of the municipality, the Growth Value Added to the local economy by the agricultural sector remains low when compared to Community Services, Finance and Trade, due undoubtedly to the relatively low incomes of farm labourers compared to those employed in the other sectors.
- While agriculture, construction and trade dominate the formal sector, informal trade continues to provide an income to a considerable proportion of the BCRM population. There are also indications of activity in the informal manufacturing sector. The Municipality has drafted a SMME Development Strategy and attention will be given to the informal sector, particularly the informal traders and manufacturers, to fully develop the potential of this 'hidden' sector of the economy.

### 3. INFRASTRUCTURE CHANGE

The infrastructural status quo and changes in infrastructure are reflected in the discussion on Development Priorities.

### 4. WARD-BASED PRIORITIES

Further ward-based consultations were held during January 2011 and are attached as Annexure D. The Community-based priorities planning priorities for all wards carried out in January 2010 are also attached as Annexure E.

### 5. INSTITUTIONAL ANALYSIS

The purpose of this analysis is to ensure that the development strategies and projects take into account the available institutional capacities and constraints of BCRM. It also aims to contextualise the institutional environment in which development in BCRM takes place.

#### 5.1 Organogram of Municipal Administration

The BCRM is structured according to four Departments, each of which has a Section 57 Manager. The IDP/LED function is undertaken by one official, who reports directly to the Municipal Manager. The ICT officer, Internal Audit and Events Management functions are also under the direct supervision of the Municipal Manager.

More detailed Departmental organograms can be found under Annexure C, and it is evident that not all posts within the Departments have been budgeted for.

#### 5.2 Blue Crane Development Agency

The BCRM was one of the first municipalities in the Eastern Cape Province to establish an IDC funded Development Agency, the purpose of which is to drive economic development in Blue Crane Route. The Blue Crane Development Agency (BCDA) focuses on the promotion of Agriculture, Tourism and Business within BCRM and the Master Plan (2004) of the BCDA describes its function and project focus. The BCDA is registered as an Entity of the BCRM that is complying with the MFMA.

which currently has eight (8) full time staff members, is attached as part of **Annexure C**.

### 5.3 Changes in institutional issues 2009-2010

The Table below demonstrates the Institutional Issues apparent in the Blue Crane Route Municipality and changes that have occurred between 2009 and 2010.

**Table B5: Institutional changes 2009-2010**

ISSUES	2009	2010
Staff Establishment	329	368
Vacancies & Organizational Structure	37	67
Filled Positions	292	301
Salary % of Total Budget	33.5%	
Free Basic Services (6kl water, 50 KW Electricity)	Yes	Yes
By-laws in place	Yes	Yes
Internal Audit	Yes	Yes
Audit Committees	Yes	Yes
Revenue Collection rate for all services (including rates)	87%	81.95%
Annual Financial Statements	Yes (30.06.2008)	Yes (30.06.09)
Budget (08/09)	Yes	Yes
Audit Report	07/08	08/09
Audit 07/08	Yes	Yes
MFMA Implementation (Compliance Cost)	No committee	No committee
GAMAP / GRAP Compliance	No	In progress
SCM Compliance	Yes	Yes
Asset Register	Yes	Yes
Municipal Manager	Yes	Yes
CFO	Yes	Yes
Job Evaluation	97%	Completed; Finalisation of wage curve and categorisation of municipalities pending
Information Management System	No	No
Delegations	No	Yes
PMS	Yes	Yes
Skills Development Plan	Yes	Yes
Employment Equity Plan	No	Yes
Assistance Plan	Yes	Yes
Occupational Health & Safety	Yes	Yes
Website / Communication Plan	No	No
Customer Care Strategy (Batho Pele)	Yes	Yes
Indigent Policy	Yes	Yes
HIV / AIDS Plan	Yes	Yes
Focus Groups – Good Governance Survey	Yes	Yes
Special Programmes (Youth, Gender, Disability)	Yes	Yes
Financial Delegations	Yes	Yes
Procurement Framework	Yes	Yes
Audit Committees	Yes	Yes
By-Law Reformer Policy	No	By-Laws in place
Disaster Management Plan	No	In progress
Project Management Unit	Yes	Yes
Organisational Structure	Yes	Yes
Financial Maintenance Budget	Yes	Yes
Capital Expenditure Budget	Yes	Yes

## Weaknesses

During the drafting of the 2007-2012 IDP, a SWOT analysis of the municipal administration was conducted. Of particular interest in terms of the Local Government Turnaround Strategy (2009) are the weaknesses that were identified.

- Planning – Sector/Master/Business plans
- Level of local entrepreneurship
- Skills level of local population
- Ageing infrastructure and vehicle fleet
- Low productivity of certain staff members
- Ward committees not functional
- Lack of local chamber of commerce
- Communication/relationship with internal community stakeholders
- Unit Administration

The Municipality has made concerted efforts to address institutional weaknesses.

- Some of these weaknesses will take time to change, such as the skills level of the local population and the level of local entrepreneurship. The SMME Strategy will address some of these issues.
- There has been slow but steady progress with the drafting of sector plans; need more support from provincial government departments in certain instances.
- Comprehensive study of maintenance backlog of municipal infrastructure was completed; cost to address this maintenance backlog is estimated to be in the region of R350 million due to the age and condition of some of the structures.
- Vehicle fleet been addressed. 50 percent of vehicle/plant needs for service delivery has been addresses, but due to financial constraints this remains an on-going concern.
- To address low productivity of certain staff, the Municipality has implemented targeted training programmes and has intensified training to the extent that in 2009 the BCRM received an award as the most improved Municipality in the Eastern Cape.
- Ward committees were re-established and trained (except for one ward).
- Still no chamber of commerce due to local apathy.
- Communication/relationship with internal community stakeholders has improved and a Public Participation Framework is being developed.
- Unit administration remains a challenge, but some progress has been made.

## 6. DEVELOPMENT PRIORITIES

Based on the analysis of the status quo in BCRM, the following development priorities were identified and these remain the Municipal priorities for the next financial year:

- Infrastructure
- Community Services
- Local Economic Development
- Financial Management
- Governance and Institutional Transformation



**PAs, CDM Development Priorities and BCRM Development**

**Priorities**

<b>NATIONAL KPA's</b>	<ul style="list-style-type: none"> <li>• Infrastructure and Services</li> <li>• Socio-economic Development</li> <li>• Financial Management</li> <li>• Institutional Transformation</li> <li>• Democratisation &amp; Governance</li> </ul>
<b>CDM</b>	<ul style="list-style-type: none"> <li>• Infrastructure Investment</li> <li>• Economic Development</li> <li>• Capacity Building and Support to Local Municipalities</li> <li>• Community Services</li> </ul>
<b>BCRM</b>	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Community Services</li> <li>• Financial Management</li> <li>• Governance &amp; Institutional Transformation</li> <li>• Local Economic Development</li> </ul>

To ensure that strategies and projects are based on a thorough knowledge of all the relevant aspects of the priority issues, each priority was analysed and put in context. For the purposes of this review, only those areas that have changed or for which new information is available, are summarised.

**6.1 INFRASTRUCTURE**

**6.1.1 Water**

Bulk water provision for the various urban centres is obtained from various sources. Greater Somerset East and Cookhouse obtain water from surface run-off into catchment areas, springs, boreholes and the Orange Fish River Scheme. Only one water source currently supplies Pearston (boreholes). There is a need to find alternative sources for future demand.

No water treatment plant is available in Pearston, whilst both Cookhouse and Somerset East have adequate treatment facilities. The raw water comes from Uitkeer (D.W.A.F) via the Somerset East Irrigation board canal where it is abstracted at the southern part of the town next to the T.R.41 and treated at the Orange Fish Treatment Plant and is distributed to the consumers.

The amount of bulk water presently abstracted from current BCRM sources is approximately 2,642.7 ML/year, whilst the available water resources can provide approximately 5,663.9 ML/year. In the next five years there will be a shortfall in the water supply to Somerset East Town of approximately 82 ML/year. The total physical losses are estimated at 74 ML/year for the entire BCRM. The Table below indicates changes in the water reticulation shortfalls per major residential area in BCRM between 2006 and 2010.

**Table B7: Water Reticulation Shortfalls**

Area	Consumers/Households - Controlled Connections: 2006	Current situation - Estimates 2009/10
Somerset East	300 sites	200
New Infill Sites	501 sites	150
Pearston	191 sites	100
Cookhouse	300 sites	100
Rural	1400 sites	700

Source: BCRM SDF, 2006 (updated 2010)

- 100% of the consumer units are served with individual metered erf connections
- Informal settlements are served with communal standpipes with a distance smaller than 200m

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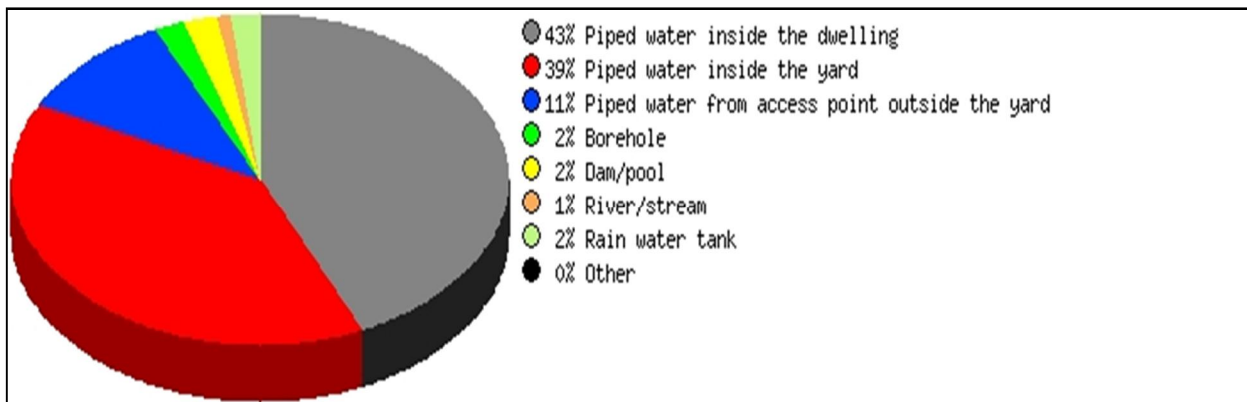
community needs that were identified during the community participation process and there have been no significant changes.

**Table B8: Water in Context (Community Needs Analysis)**

GEOGRAPHICAL AREA	DEVELOPMENT NEED & DESCRIPTION	PROGRESS 2009-2010
Pearston	<ul style="list-style-type: none"> <li>Upgrade reservoirs and provide electric fencing, fencing of water supplies.</li> <li>Only one water source (3 boreholes of which 1 is operational), need to find alternative sources for future demand.</li> </ul>	<ul style="list-style-type: none"> <li>Electric fencing and fencing of water supplies completed</li> <li>Investigation under way to find additional sources of water for Pearston</li> <li>Rain water harvesting project is under way</li> </ul>
Somerset East	<ul style="list-style-type: none"> <li>Replace asbestos water pipes;</li> <li>Old water pipes burst and new ones are laid incorrectly;</li> <li>Problem of vandalism of meters at reservoirs.</li> </ul>	<ul style="list-style-type: none"> <li>Situation remains the same</li> <li>Funding required to address the issues and this has been captured by the maintenance backlog study that was presented to Council in early 2010</li> </ul>
Cookhouse	<ul style="list-style-type: none"> <li>Need to supplement current water source with the canal controlled by the Irrigation Board / Water Users Association;</li> <li>Currently the Municipality does not have access rights. Will need to negotiate with Irrigation Board / Water Users Association to acquire water rights.</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting registration/funding from MIG to implement the canal water project</li> </ul>
Blue Crane Route	<ul style="list-style-type: none"> <li>Sector Plan: Water Reticulation Network.</li> </ul>	<ul style="list-style-type: none"> <li>The Water Services Development Plan has been funded by DWAF and awaiting implementation</li> </ul>

Source: BCRM, January 2007 & Draft Infrastructure Master Plan (updated 2010)

It is evident that BCRM has a relatively high standard of water provision; however water is a key prerequisite for development and is therefore important, particularly given the water constraints in surrounding municipalities.



Currently there are limited water conservation and demand management interventions being implemented by the WSA. In its current format, the WSP is not only responsible for the water and sanitation service, but all the other services provided by the Municipality such as roads, storm water and refuse collection etc. With the current water and sanitation networks the effective management is near its limit in terms of available resource, namely financial and manpower.

With respect to the financial profile of BCRM all of the capital related water infrastructure projects that are being implemented by the WSA are mainly funded through the government MIG program. The funds required to conduct the operation and maintenance of the water and sanitation is supposed to

es rendered to the consumer which is based on a Tariff system. Currently, the funds generated in this fashion do not cater for the full scope of routine and repetitive maintenance that is required on the networks, nor for and refurbishments and replacements. Once the full scope of the routine and repetitive maintenance functions have been determined by the Maintenance Plan, the Tariff structure is to be adjusted to accommodate for this.

### 6.1.2 Sanitation

Sewer outfall is managed by various methods in the Blue Crane Route. Besides the Chris Hani settlement in Somerset East, the entire community of the Somerset East urban area is serviced with a waterborne sewer system. A substantial capital outlay has been budgeted for and is being spent; further provision must be made for upgrading the facility to a waterborne reticulation system. Table B9 indicates the of the residential consumer system in BCRM.

**Table B9: Residential Consumer System in 2006**

Area	Water Treatment	Wet (Digester, Septic tanks, other)	Bucket
Blue Crane Route Municipal Area	7 495	194	584

Percentage (%) levels of sanitation services being provided to the consumers being serviced by the WSA has improved since 2006:

- 90.6% of the consumer units are served with waterborne sewer system
- 7.06% of the consumer are served with buckets, but is busy with eradication
- 2.34% of the consumer units are served with septic tanks

The BCRM is currently in the process of eradicating the Bucket System in line with the national priority requiring all bucket systems to be completely eradicated by 2011/12. Table B10 indicates these sanitation service shortfalls in BCRM for key nodes.

**Table B10: Sewerage Shortfalls**

Area	Service Shortfalls
Somerset East	Nil
Chris Hani/11 <sup>th</sup> Avenue	250 buckets still to be eradicated
New Infill Sites	150 water borne

Source: BCRM SDF, 2006 (updated 2010)

Note: The bucket eradication backlog is 250

Table B11 indicates the community needs that were identified during the community participation process.

**Table B11: Sewerage in Context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Somerset East	<ul style="list-style-type: none"> <li>• Sewerage Pump Station, Sewerage Reticulation Upgrade, Area for day workers with toilets;</li> <li>• Oxidation tanks not in good state, need upgrading;</li> <li>• Aerators not operational because of vandalism.</li> </ul>
Pearston	<ul style="list-style-type: none"> <li>• Sewerage Reticulation Upgrade;</li> </ul>
Cookhouse	<ul style="list-style-type: none"> <li>• No major problems except informal settlement buckets can only be eliminated once BCRM has acquired the land that informal settlers are occupying.</li> </ul>
Blue Crane Route	<ul style="list-style-type: none"> <li>• Eradication of bucket system, Sector Plan: Sewerage Reticulation Network, Public toilet facilities</li> </ul>

Source: BCRM, January 2007 & Draft Infrastructure Master Plan

arm in Cookhouse has still not been upgraded because of undue EIA delays. The eradication of bucket latrines in the areas of the BCRM is being addressed.

The BCRM's objective is to supply each consumer with full water borne sanitation system, if technically and financially feasible. From the above, it is clear that the level of service provided by the WSA exceeds the minimum required by the National RDP Standards.

With respect to the financial profile of BCRM all the capital related sewerage infrastructural projects that are being implemented by the WSA to achieve the Municipalities objective of providing every consumer with sanitation services are mainly funded through the government MIG programme. The funds required to conduct the operation and maintenance of the water and sanitation is supposed to be generated via the payment for services rendered to the consumer which is based on a Tariff system. Currently, the funds generated in this fashion do not cater for the full scope of routine and repetitive maintenance that is required on the networks, nor for and refurbishments and replacements. Once the full scope of the routine and repetitive maintenance functions have been determined by the Maintenance Plan, the Tariff structure is to be adjusted to accommodate for this.

Sanitation forms part of the provision of free basic services.

TABLE B12: Basic Sanitation statistics from the 2007 Community Survey

Municipality	Toilet facilities							
	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Chemical toilet	Bucket toilet system	None
Camdeboo	7,893 (88%)	720 (8%)	32 (0%)	11 (0%)	49 (1%)	0 (0%)	102 (1%)	187 (2%)
Blue Crane Route	6,569 (68%)	178 (2%)	0 (0%)	59 (1%)	326 (3%)	126 (1%)	1,581 (16%)	817 (8%)
Ikwezi	974 (38%)	395 (15%)	0 (0%)	4 (0%)	22 (1%)	0 (0%)	1,026 (40%)	146 (6%)
Makana	12,738 (68%)	1,921 (10%)	135 (1%)	263 (1%)	1,606 (9%)	72 (0%)	1,730 (9%)	400 (2%)
Ndlambe	5,507 (37%)	3,581 (24%)	1,053 (7%)	1,541 (10%)	2,357 (16%)	0 (0%)	0 (0%)	694 (5%)
Sunday's River Valley	5,347 (54%)	419 (4%)	126 (1%)	443 (4%)	2,584 (26%)	0 (0%)	521 (5%)	433 (4%)
Baviaans	2,528 (68%)	395 (11%)	0 (0%)	11 (0%)	158 (4%)	0 (0%)	434 (12%)	213 (6%)
Kouga	14,700 (77%)	1,149 (6%)	40 (0%)	235 (1%)	781 (4%)	0 (0%)	1,819 (10%)	360 (2%)
Kou-Kamma	7,895 (76%)	220 (2%)	130 (1%)	359 (3%)	488 (5%)	9 (0%)	353 (3%)	919 (9%)
<b>Total</b>	<b>64,151 (66%)</b>	<b>8,978 (9%)</b>	<b>1,516 (2%)</b>	<b>2,926 (3%)</b>	<b>8,371 (9%)</b>	<b>207 (0%)</b>	<b>7,566 (8%)</b>	<b>4,169 (4%)</b>
<b>District Average</b>	<b>9,164 (66%)</b>	<b>1,283 (9%)</b>	<b>217 (2%)</b>	<b>418 (3%)</b>	<b>1,196 (9%)</b>	<b>30 (0%)</b>	<b>1,081 (8%)</b>	<b>596 (4%)</b>
<b>Provincial Average</b>	<b>5,175 (17%)</b>	<b>876 (3%)</b>	<b>2,265 (8%)</b>	<b>3,175 (11%)</b>	<b>8,120 (27%)</b>	<b>141 (0%)</b>	<b>658 (2%)</b>	<b>9,307 (31%)</b>

According to the 2007 Community Survey the majority of BCRM households (70%) have flush toilets with only 4% having Pit toilets. However, as of 2007, the Bucket toilet system still accounted for 16% of household's sanitation needs. This is far higher than both the district (8%) and provincial (2%) averages.

not fully considered the nature of the causes of sanitation related problems, or the impact that these have on BCRM, as this information was not available at the time the IDP was compiled. The cost of the service to households has not specified for the same reasons.

### 6.1.3 Roads and Storm Water

Roads form one of most basic infrastructural components necessary for development. A well-functioning and well maintained road network creates a positive economic environment influencing the economic activity of the area. This specifically affects agricultural related industries and tourism. If the road network is not sufficiently maintained it could have a negatively influence the potential growth rate of leading sectors.

The CSIR GAP Viewer (2004) identifies the towns of Somerset East, Pearston and Cookhouse as areas of high population density with low accessibility and their surrounding areas as having low population density and low accessibility.

The general status of roads in the urban areas of Blue Crane Route range from tar surfaced in central business areas and higher income residential areas to gravel surfaced and graded roads in the middle and low income areas respectively.

The maintenance of roads throughout the entire Blue Crane Route Municipal Area (urban and rural) is problematic due to the lack of funding. Urgent attention and funding is needed to address this problem.

Table B13 indicates the community needs that were identified during the community participation process.

**Table B13: Roads & Storm Water in context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Somerset East	<ul style="list-style-type: none"> <li>• Upgrading of tarred streets and roads;</li> <li>• Resealing of tarred roads, tarred or paved roads between Abattoir and Mnandi;</li> <li>• Flooding at Koffie Street;</li> <li>• Possible upgrade of furrow at bottom of mountain.</li> </ul>
Pearston	<ul style="list-style-type: none"> <li>• Tarring of roads, bridge, pedestrian bridge on both sides and tarring of airfield runway;</li> <li>• Upgrading of major roads to the township.</li> </ul>
Cookhouse	<ul style="list-style-type: none"> <li>• Upgrading of tarred streets and roads.</li> </ul>
Blue Crane Route	<ul style="list-style-type: none"> <li>• Roads and Storm water drainage.</li> </ul>

Source: BCRM, January 2007 & Draft Infrastructure Master Plan

Table B14 indicates Public Transport Infrastructure projects in the BCR LM as funded by the Eastern Cape Department of Transport.

**Table B14: Department of Transport Grants to District Municipalities for Public Transport Infrastructure Facilities**

Project Description	Progress
Construction & upgrading of Norwich taxi rank in Somerset East (Phase 1 & 2).	Completed
Construction & upgrading of Pearston taxi rank.	Partially completed; funding required

included in the infrastructure analysis because of the importance of this infrastructure component in providing groundwork for new investments in BCRM.

The CBP initiative identified a desired strategy for the upgrading of gravel roads and stormwater drainage (Project 'Runoff'). The Municipality was requested to provide their maintenance plan to community members as well as skills training in drainage and runoff techniques. It is suggested that community members could assist in encouraging good drainage in their residential areas by maintaining trenches and furrows and possibly channelling runoff water to irrigate domestic gardens.

#### 6.1.4 Electricity

The municipality is the provider of electricity within Blue Crane Route. The formal supply of electricity ranges from a full connection and prepaid system to a ready board system. Table B11 provides a breakdown of electricity provision in the municipality.

**TABLE B15: Energy use statistics from the 2007 Community Survey**

Energy used for lighting						
Municipality	Number of Households					
	Electricity	Gas	Paraffin	Candles	Solar	Other
Camdeboo	8,820 (98%)	0 (0%)	80 (1%)	64 (1%)	0 (0%)	29 (0%)
<b>Blue Crane Route</b>	<b>7,526 (78%)</b>	<b>6 (0%)</b>	<b>863 (9%)</b>	<b>1,123 (12%)</b>	<b>67 (1%)</b>	<b>71 (1%)</b>
Ikwezi	2,193 (85%)	14 (1%)	155 (6%)	190 (7%)	0 (0%)	14 (1%)
Makana	16,454 (87%)	0 (0%)	1,980 (10%)	287 (2%)	15 (0%)	128 (1%)
Ndlambe	12,410 (84%)	45 (0%)	2,136 (14%)	91 (1%)	0 (0%)	51 (0%)
Sunday's River Valley	8,239 (83%)	0 (0%)	1,327 (13%)	243 (2%)	0 (0%)	64 (1%)
Baviaans	3,189 (85%)	0 (0%)	151 (4%)	349 (9%)	28 (1%)	24 (1%)
Kouga	16,789 (88%)	54 (0%)	1,658 (9%)	294 (2%)	52 (0%)	236 (1%)
Kou-Kamma	7,636 (74%)	40 (0%)	978 (9%)	1,586 (15%)	0 (0%)	133 (1%)
<b>Total</b>	<b>83,256 (85%)</b>	<b>159 (0%)</b>	<b>9,328 (10%)</b>	<b>4,227 (4%)</b>	<b>162 (0%)</b>	<b>750 (1%)</b>
<b>District Average</b>	<b>11,894 (85%)</b>	<b>23 (0%)</b>	<b>1,333 (10%)</b>	<b>604 (4%)</b>	<b>23 (0%)</b>	<b>107 (1%)</b>
<b>Provincial Average</b>	<b>17,304 (58%)</b>	<b>64 (0%)</b>	<b>5,000 (17%)</b>	<b>7,049 (24%)</b>	<b>79 (0%)</b>	<b>222 (1%)</b>

It is evident that the majority of consumers have access to either electricity or paraffin as a source of power and heat. In Pearston 50 new electricity connections are underway and in Cookhouse an additional 150.

Street lighting is provided to all urban neighbourhoods except for high mast lighting in Aeroville, Old Location, New Brighton and Francesvale (Somerset East Urban Area). A major capital outlay is however envisaged to upgrade both urban and rural networks. A small proportion of reticulation upgrades have been completed since 2008. In Pearston 20 km of overhead electricity cables are being upgraded.

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issues that were identified during the community participation process. These issues are being addressed as budgets become available.

**Table B16: Electricity in context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Somerset East	Street lights, upgrading of electricity network, street lights from Abattoir to Mnandi
Cookhouse	Street lights
Pearston	Upgrading of street lights, upgrading of electricity network
Blue Crane Route	Reviewed Sector Plans: Electricity Network

Source: BCRM, January 2007

The overhead line from Somerset East to Pearston and other areas is currently running at full capacity. A new transformer is to be installed as an emergency measure. Another possibility is to incorporate the supply of Aeroville into Somerset East and take it out of the Cookhouse line.

Electricity has been included in the infrastructure analysis because of the importance of this basic service in the lives of all individuals. The BCRM has a good infrastructure base but upgrading is needed in order for the service to be provided effectively.

Free basic electricity is supplied to indigent households.

The CBP exercise highlighted the need for the maintenance of existing electrical infrastructure especially street lights (Project 'Light Beam'). Community members have a willingness to conduct a monthly audit on street light that need repair and submit these reports to the Municipality for implementation.

The analysis presented does not include a detailed analysis of the causes and impact of the electricity related issues as outlined in the IDP Guidelines as information regarding these issues was not available at the time of compiling the current IDP. In addition the problem solving potentials and initiatives are not included as well as the cost of service payments to households and the availability of grant funding; these informational gaps exist because of current data constraints.

**6.1.5 Refuse Removal & Waste Management**

The management of solid waste is the responsibility of each local municipality. Although urban areas generally are adequately catered for in terms of the operation of solid waste removal, the scale and remoteness of many settlements does not enable local municipalities to ensure refuse removal from minor settlements and communities.

from the 2007 Community Survey

Municipality	Means of refuse disposal					
	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Camdeboo	8,489 (94%)	29 (0%)	16 (0%)	288 (3%)	129 (1%)	44 (0%)
<b>Blue Crane Route</b>	<b>7,783 (81%)</b>	<b>36 (0%)</b>	<b>200 (2%)</b>	<b>1,376 (14%)</b>	<b>260 (3%)</b>	<b>0 (0%)</b>
Ikwezi	2,212 (86%)	0 (0%)	7 (0%)	342 (13%)	6 (0%)	0 (0%)
Makana	17,775 (94%)	146 (1%)	108 (1%)	734 (4%)	100 (1%)	0 (0%)
Ndlambe	13,596 (92%)	91 (1%)	19 (0%)	771 (5%)	158 (1%)	98 (1%)
Sunday's River Valley	7,569 (77%)	33 (0%)	70 (1%)	1,438 (15%)	722 (7%)	41 (0%)
Baviaans	2,926 (78%)	19 (1%)	0 (0%)	427 (11%)	331 (9%)	36 (1%)
Kouga	16,670 (87%)	210 (1%)	962 (5%)	895 (5%)	273 (1%)	72 (0%)
Kou-Kamma	6,082 (59%)	482 (5%)	113 (1%)	2,652 (26%)	833 (8%)	213 (2%)
<b>Total</b>	<b>83,102 (85%)</b>	<b>1,046 (1%)</b>	<b>1,495 (2%)</b>	<b>8,923 (9%)</b>	<b>2,812 (3%)</b>	<b>504 (1%)</b>
<b>District Average</b>	<b>11,872 (85%)</b>	<b>149 (1%)</b>	<b>214 (2%)</b>	<b>1,275 (9%)</b>	<b>402 (3%)</b>	<b>72 (1%)</b>
<b>Provincial Average</b>	<b>6,124 (21%)</b>	<b>404 (1%)</b>	<b>287 (1%)</b>	<b>17,369 (58%)</b>	<b>5,375 (18%)</b>	<b>158 (1%)</b>

The 2007 Community Survey reveals that BCRM is on a par with the district average (85%) and well above the provincial average (21%) for refuse removal. The relatively high number of households (14%) that utilise their own refuse dump may need to be addressed as it presents an environmental health hazard.

A weekly door-to-door refuse collection services is provided to all urban residents of Blue Crane Route municipal area. Once collected, refuse gets disposed of at the landfill sites of each town of the Blue Crane Route Municipality respectively. Cookhouse and Somerset East landfill sites are authorised whilst Pearston is not authorised. Not one of the three (3) sites comply with the Environmental Conservation Act (Act 73 of 1989) and National Environmental Management Act of 1998 (NEMA), but DEDEA, through Jeffares and Green (Consulting Engineers), is assisting this Council towards compliance. The rural areas of BCRM provide their own waste management service.

Table B18 indicates the community needs that were identified during the latest community participation process.

**Table B18: Refuse Removal in context**

Geographical Area	Development Need & Description
Blue Crane Route Municipal Area	<ul style="list-style-type: none"> <li>• Identification of a new landfill site</li> <li>• Closure of the existing landfill sites once the new site becomes operational</li> <li>• Establishment of proper landfill sites, including transfer stations</li> <li>• Authorisation of landfill sites</li> </ul>



The 2010/11 IDP presents information regarding transport in BCRM. According to the IDP Guidelines the following information should be presented:

- An analysis of problematic issues
- An analysis of community needs
- The precise nature of problem
- Causes of problematic issues and their impact
- Priority issue in context
- Dynamics related to priority issue
- Problem solving potentials and initiatives
- The Integrated transport plan (public transport record) must correspond with this phase of the IDP process
- List of scheduled and unscheduled services that operate in the area, taking into account those from neighbouring areas
- List of facilities and infrastructure in place and utilised in the area as well as facilities and infrastructure being developed

What is known is that public transportation is very limited in BCRM. The BCRM has identified a Transport Plan, which addresses the above issues and are lobbied with the Cacadu District Municipality and Department of Roads and Transport for funding. A Transport Forum is functional and they meet on a quarterly basis.

Further, the CBP exercise identified the need to establish an effective and safe public transport system with a focus on children, the disabled and the elderly (Project Gonzalez). The communities involved have committed themselves to identifying the need in terms of available transport and those requiring transportation. An additional need is to improve or advance existing driving skills and mobility awareness in relation to informal public transport (taxis).

**6.2 COMMUNITY SERVICES**

Community services is identified as one of the key development priorities as it is concerned with some of the basic human rights that every South African is entitled to, as outlined by the South African Human Rights Commission. These human rights include: the right to education, housing, health, land, water, environmental rights, social security, etc.

**6.2.1 Land**

The BCRM currently experiences shortages of land available for development purposes. New sites are needed for the establishment of cemeteries, waste disposal sites, housing and sites for the establishment of public ablution facilities. The BCRM SDF to a certain extent assesses the status quo.

The urban areas of Cookhouse and Somerset East are facing shortages of suitable land for residential development. This concern must be addressed timeously to permit planning of bulk infrastructure development.

Table B19 indicates the community needs that were identified during the community participation process and all these needs were still valid in 2010.

**Table B19: Land in context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Somerset East	Land for livestock farming, agricultural development. housing and cemeteries
Cookhouse	Land for cemeteries, housing and agricultural development
Pearston	Land for cemeteries, housing and agricultural development

Source: BCRM, January 2007

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- Land in all urban areas is needed for residential expansion, communal grazing, small-scale farming and non-residential uses;
- Land requirements, for housing alone, is calculated at approximately 90 hectares;
- Land Use Management and pro-active planning, e.g. Planning Guidelines and Framework Policies;
- Lack of free-hold ownership.

**Possible Causes**

- Unemployment, poverty and lack of job opportunities;
- Population growth and urbanisation;
- Lack of adequate funds;
- Slow delivery process;
- Farm worker evictions;
- Lack of skills and capacity of communities and beneficiaries.

The CBP process has identified a need for the establishment of vegetable or food gardens (Project Germinate) on land defined as ‘vacant’ by participants. A land audit was completed in late 2009 that indicate ownership and suitability for specific land uses. The Municipality is now in the position to identify suitable land to purchase, including for farming and cemeteries.

The Land Audit / Area Based Planning Initiative as a joint venture between the Cacadu District Municipality and the Department of Land Affairs has been completed. This information is available for use by the BCRM for the purposes identified above.

**6.2.2 Housing**

Housing forms part of the priority needs analysis due to the current shortfall in the provision of housing in the BCRM. The right to adequate housing is one of the basic human rights as outlined by the South African Human Rights Commission. The initial housing backlog experienced by the low income earning population in BCRM in 1990 has been addressed to an extent. The three urban centres received the following allocation of subsidies for low cost housing projects:

- Somerset East: 1,405
- Pearston: 789
- Cookhouse: 696

The housing waiting list is being updated and those that have received housing are being removed from the waiting list and new applicants included. The waiting list is furthermore being consolidated to include all the settlements to give applicants a choice of locality. Table B20 indicates the housing backlog experienced in the BCR in 2009.

**Table B20: Estimated Housing Backlog: Blue Crane Route Municipality**

Geographical Area	No. of Units
Somerset East	3 951
Cookhouse	1 300
Pearston	360
Rural	-
<b>TOTAL</b>	<b>5 611</b>

Source: BCRM, March 2009

Somerset East is experiencing the greatest need for housing in the BCRM. There is a great need for middle-income housing, particularly in Somerset East. Somerset East and Cookhouse are experiencing a shortage of suitable housing for housing development purposes. The Departments of

ers that are willing to sell have been approached and some agreements have been concluded and sent to the Department of Land Affairs.

Almost 90% of the population of BCRM lives in a formal residential unit. Table B21 breaks the remaining 10% into the different types of informal structures. It is important to note that this is not a representation of the estimated housing backlog but merely the number of households not living in formal housing.

**Table B21: Dwelling Type**

Dwelling Type	Households
Informal Dwellings	1,128
Traditional Dwellings	237
Total households not living in formal structure	1,365

Source: IDEA, 2000

Table B22 indicates the community needs that were identified during the community participation process in October 2007 in CBP process.

**Table B22: Housing in context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Cookhouse	Renovation of RDP houses, fencing of RDP houses, fencing of flats
Somerset East	Renovation of housing, housing
Pearston	Empty houses to be filled, housing

Source: BCRM, January 2007

These issues are currently being address through the Housing Rectification Programme. Fencing of RDP houses is a policy matter which has been brought to the attention of the Department of Human Settlements for future inclusion of this cost in the housing subsidy. The rectification is covering all three towns.

The October 2007 CBP initiative identified concerns regarding the occupation of RDP housing as some properties were standing vacant at the time. This situation still exists today, but the Municipality will, through Project House, address the problem. Poor quality of houses is being addressed through the Rectification Programme.

An alternative suggestion in relation to property maintenance is to provide home owners with the necessary skills to restore and upkeep their houses. The Municipality is initiating programmes to address these issues.

### 6.2.3 Health

The provision of health services is broken into two areas, namely the provision of primary health care and environmental health (municipal health).

The provision of Primary Health Care (PHC) services are core competencies of the Department of Health (DOH) and Blue Crane Route Municipality used to render them on their behalf through a binding Service Level Agreement (SLA). The Primary Health Care services have now been provincialised from the 1 January 2011. The period between January and end of March was agreed as transitional period to allow smooth transfer of functions and necessary changes. During this period, the Province was only responsible for the personnel related costs while the BCRM was taking care of the operational costs. The costs incurred by the municipality for the running of this service will

se. From the 1 April, all costs related to staff and running of PHC service will be paid by the Department of Health in the Province. The PHC staff is now reporting direct to the Local Service Area (LSA) based in Graaf Reinet and the supervision of the six clinics has been divided between two supervisors, Sr Dayi and Sr Crawford. There is still one provincial hospital (Andries Vosloo Hospital) in Somerset East and a mobile clinic for rural areas.

**Table B23: Programmes available at clinics in BCRM**

1. Maternal, Reproductive and Child Health	Reproductive health, family planning Ante-natal Care and dual therapy & PMTCT Post-natal Care Child health, immunization, nutrition and growth monitoring Youth health (6 -18 years)
2. Provision of services to combat and control communicable diseases	Integration of TB Management and HIV Sexual Transmitted Infections, Notifiable Diseases Disease Surveillance
3. Provision of Promotive, Preventive and Primary Level (Minor Ailments)	Health education
4. Provision of essential medicines; including those for minor ailments and chronic medication	Psychiatric services
5. Provision of Curative Care	

Source: Community Services Status Quo Report, 2007 (updated 2010)

Table B24 indicates the community needs that were identified during the January 2007 community participation process.

**Table B24: Health in Context (Community Needs Analysis)**

Geographical Area	Development Need & Description	Progress 2010/11
Somerset East	Renovation of Aeroville clinic	To be completed in April 2011
Cookhouse	Renovation of Bongweni clinic	Completed

Source: BCRM, January 2007 (updated)

With regards to environmental health, this is a district function, but BCRM has been rendering this service on behalf of CDM through a Service Level Agreement (SLA). BCRM has two environmental health practitioners that are adequately able to execute municipal health services like water quality monitoring; food control; waste management; prevention of communicable disease, etc.

#### 6.2.4 Environment

Table B25 indicate the environment related community needs that were identified during the community participation process.

**Table B25 Environment and cleansing in Context**

Geographical Area	Development Need & Description
Blue Crane Route	<ul style="list-style-type: none"> <li>Fencing of Pearston cemetery</li> <li>Surveying and developing of Aeroville cemetery</li> <li>Upgrade parks</li> <li>Upgrade sports fields</li> <li>Greening programme and planting of trees</li> <li>Removal of alien trees and trees causing encroachments (cutting of trees)</li> </ul>

- Lack of environmental conservation;
- Environmental assets of the area not adequately used for job creation purposes;
- The rights and future of affected families as a result of the expansion of the Addo Park need to be protected;
- The unemployed need to be trained in tourism related skills;
- Environmental by-laws dealing with stray animals, hawkers and informal trade need to be revised.

#### Possible Causes

- Lack of education;
- Implementation of By-laws and regulations;
- Lack of funds;
- The driving force to promote and encourage conservation, was identified but it is still not implemented

#### 6.2.5 Education

Education and the provision and maintenance of facilities is a provincial function and therefore not the direct responsibility of the BCRM. It is however imperative that the BCRM and Department of Education align needs and delivery programs on a continuous basis.

Table B26 summarises the various education facilities present in the municipality. Although no new schools have been build, there has been renovations and additional classrooms constructed in one primary school in Kwanojoli

**Table B26: Education Facilities**

FACILITY				
GEOGRAPHICAL AREA	PRE-PRIMARY & CRECHE	PRIMARY SCHOOL	SECONDARY SCHOOL	LIBRARIES
Somerset East Town	2	1	1	1
Aeroville	1	0	1	-
Francisvale	2	3	0	1
Kwanojoli	2	3	1	1
Cookhouse	1	2	0	1
Bhongweni	4	1	1	-
Pearston	1	-	1	1
Khanyiso	2	1	-	-
Nelsig	1	1	-	-
<b>TOTAL</b>	<b>15</b>	<b>12</b>	<b>5</b>	<b>5</b>

Source: BCRM IDP, 2005/6 (still valid 2010)

Some of the challenges faced by BCRM in achieving its objectives with respect to education is that funding and resources are scarce, there is a lack of ABET resources and no structured integrated programmes to facilitate the ABET programme. However, the Municipality in collaboration with the Department of Education has commenced with an ABET programme for Municipal employees.

The CBP exercise emphasized that community members recognise that they have experience and skills but appear uncertain how to utilise these to better their standard of living. They tend to blame the lack of community/ development structures, equipment and resources for their failure to utilise existing knowledge.

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relevant education and skills development. Skills betterment needs to be accompanied with explaining the rationale behind better / further education so as to stimulate motivation. A skills / training program needs to be designed with a focus on developing attributes that will enhance self-sufficiency and economic independence. For example, Community Members clearly state that houses were poorly constructed and require renovating. Surely the provision of training in associated skills will promote a sense of autonomy and establish a basis for income generation.

Table B27 indicate the community needs that were identified during the February 2009 community participation process.

**Table B27: Education in Context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Blue Crane Route Municipal Area	<ul style="list-style-type: none"> <li>• Erection of primary school in Aeroville</li> <li>• Teacher shortages</li> <li>• Security at schools</li> <li>• Scholar transport</li> </ul>

Education has been identified as an issue because of the impact that it can have on an individual's quality of life. Those with little or no education often have to take low paying, labour intensive jobs as these often do not require a high level of formal education.

The analysis presented in this section does not include the nature of the problematic issue as set out in the IDP guidelines. The analysis furthermore does not include the impact of the possible causes or the problem solving potentials and initiatives. These gaps are due to informational constraints and will be addressed in future versions of the IDP.

**6.2.6 Protection Services**

The BCRM has three sections dealing with Protection Services, namely: Traffic, Fire and Disaster Management. Traffic services are the core competency of the Department of Transport, and BCRM and the Department of Transport have a formal working relationship guided by a Service Level Agreement (SLA). The BCRM has three traffic officers and there is still a need to appoint one officer and an examiner of vehicles.

Fire Services and Disaster Management are core functions of CDM; however BCRM renders the services on behalf of the District (without a SLA). Disaster Management volunteers have been established in all three (3) towns of BCRM. All of them have been trained on basic disaster management principles such as first aid; radio communications, fire fighting, etc. The Fire Services have just appointed a Fire fighter who is working in putting the systems in place and two fire fighter positions will be advertised shortly. Table B28 indicates the community needs that were identified during the January 2010 community participation process.

By-laws and a Disaster Management Plan have been completed and are in place. Peace Officers have been trained, but not yet appointed as such.

Next (community needs analysis)

Geographical Area	Development Need & Description	Progress update 2011
Blue Crane Route Municipal Area	<ul style="list-style-type: none"> <li>Establishment of a Disaster Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>The plan was tabled before council and approval in February 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Establish classrooms for learners license (Somerset East &amp; Pearston)</li> </ul>	<ul style="list-style-type: none"> <li>Building plans for the learner's license classrooms were completed and still awaits approval by council. This is an unfunded project</li> </ul>
	<ul style="list-style-type: none"> <li>Erection of road signs including stop signs</li> </ul>	<ul style="list-style-type: none"> <li>Road marking and few signs have been erected. There were insufficient funds budget but adjustment has been made. The project is on-going activity</li> </ul>
	<ul style="list-style-type: none"> <li>Erection of street names</li> </ul>	<ul style="list-style-type: none"> <li>Phase one of the erection of street names have been completed. Second phase will be done internally</li> </ul>
	<ul style="list-style-type: none"> <li>Construction of speed humps</li> </ul>	<ul style="list-style-type: none"> <li>Speed humps have been erected in Aeroville, New Brighton, Francisvale and Cookhouse. One more speed hump is erected in Nojoli street and five more will be done before June 2011</li> </ul>
	<ul style="list-style-type: none"> <li>Upgrading of satellite fire station (Market Bldg, Somerset East)</li> </ul>	<ul style="list-style-type: none"> <li>CDM will donate R1m for the upgrading in 2011/12 financial year</li> </ul>

Source: BCRM, January 2007 (updated 2011)

The Community-based planning initiative identified a major need for crime prevention associated with community based Taverns and alcohol consumption. 'Project Night watch' was proposed as an attempt to address such instances of crime by means of a Community Policing Forum, which could undertake nightly neighbourhood watches. The Municipality is represented in the Community Policing Forums. The BCRM has developed a By-Law relating of times of the opening of the liquor outlets.

'Project Siren' called for the improvement of ambulance and emergency services to the communities. As a preventative measure, the BCRM was called to provide first aid and home-based care training to interested community members.

Protection services are an important function of the municipality because it provides vital emergency services as well as signage, etc. that make the navigation of a city easy for tourists and potential investors.

### 6.3 LOCAL ECONOMIC DEVELOPMENT

Local economic development is vital to the future development of the BCRM and its inhabitants. The 2008 LED Strategy contains a thorough examination of the socio-economic situation in the BCRM and only a brief socio-economic summary was presented in this Chapter.

The profile highlighted key challenges facing BCRM that impact on local economic development:

- The structural profile (small population, large area and resultant low population density) of the BCRM limits access to facilities, services and employment;
- Disparity exists between development in urban and rural areas within the municipality;
- Rural areas have seen a decline in investment;
- High levels of unemployment (40% of economically active population);
- A concentration of employment opportunities (75%) in agriculture and community/government services;
- High levels of poverty within BCRM (more than half of the population living below poverty line);
- Developmental role of LED stakeholders and principles of LED are not clearly understood;
- LED and institutional arrangements within BCRM is currently in place through the LED Strategy;
- Karoo Cluster has been established for the purpose of interaction.

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es include:

- Low levels of investment;
- Lack of opportunities;
- National trends;
- Lack of skills, education and support;
- Regional influences;
- Developed tourism potential and facilities.

Table B29 indicates the community needs that were identified during the community participation process.

**Table B29: Local Economic Development in Context (Community Needs Analysis)**

Geographical Area	Development Need & Description
Somerset East	Food gardening project, Job creation, Development of cooperatives
Cookhouse	Petro station, Skills development, Revitalisation of railway
Pearston	Job creation, Development of cooperatives, Bank, Agriculture, Clothing shop

Source: BCRM, January 2007

The analysis presented in this section does not include an assessment of initiatives that can be put in place to address the challenges described above. BCRM is aware of this gap and it will be addressed in future versions of the IDP when the Local Economic Development (LED) Strategy for BCRM is completed.

In 2006, the BCRM applied to the ThinaSinako Local Government Support Fund for funding for a Local Economic Development Strategy. The application was successful and the BCRM received the funding and a LED strategy was developed in 2008. The Municipality is currently busy with the implementation of the strategy.

#### 6.4 FINANCIAL MANAGEMENT

The BCRM strives to comply with all financial management requirements. In doing so they strive to establish a GRAP compliant asset register and have established a Budget and Treasury Office. All financial statements are being compiled according to GRAP standards.

The BCRM is in the process of implementing free basic services to indigent households. In order to provide these services the municipality annually reviews the indigent policy as well as implementing annual registration and review of all municipal beneficiaries.

The municipality is further involved in improving revenue generation. To this end the municipality is in the process of installing prepaid electricity vending machines and implementing property rates. The BCRM also tests all municipal meters and performs data cleansing. The municipality reviews its tariff structure annually and the new review will be completed during the 2009/10 financial year. The BCRM's average collection rate is currently 81.95 percent. The decrease from 85 percent in the previous financial year may be attributed to the impact of the financial recession which has caused financial constraints among businesses and households.

The financial management analysis reflects detail to include updated information regarding financial resources differentiated by source income and type of expenditure as set out in the 2009 IDP Regulations/guidelines.

BCRM does comply with the MFMA financial requirements, and is reviewing the Roadmap. Procurement Bid Committees have been established.



## L TRANSFORMATION

The Institutional analysis illustrates the strengths and weaknesses of the institutional structure within BCRM. All the Section 57 positions within BCRM are filled.

The BCRM is in need of an effective and efficient information management system and is awaiting funding for this purpose. The municipality is aware of the importance of institutional capacity and good governance and have taken steps in order to improve these functions within the municipality.

### 6.6 AUDIT REPORTS

The municipality also recognises the importance of transparency and accountability as well the effectiveness of the performance management system, employment equity and inter-governmental cooperation within municipal structures.

The BCRM has submitted the 2009/2010 Annual Financial Statements to the Office of the Auditor-General by 31<sup>st</sup> August 2009. The Office of the Auditor-General expressed his option to be un-qualified. Additional funding will be required to have a 100% GRAP Asset Register by 2010/2011.

### 6.7 STAFF CAPACITY

The Municipality reviewed the organogram and is actively addressing the critical skills shortcomings in the departments in order to comply with the

- new budget reforms
- BTO requirement
- accounting process and internal controls

## 7. SAFETY AND SECURITY

Safety and security is not one of the municipal priorities. These issues nevertheless featured prominently in both the 2012 State of the Nation and the 2012 State of the Province addresses.

While no analysis was done on the occurrence of different crimes in the BCRM, a useful index is used to compare crime levels over time and among regions, such as municipalities. The Crime Index developed by Global Insight is, according to the Cacadu District Municipality IDP, “based on the official reported crime statistics from the South African Police Service (SAPS), and in a nutshell applies weights to the different crime categories, weighing more serious crimes higher than less serious crimes.” The Crime Index presents a weighted average of crimes per 100 000 people.

The crime rate has generally decreased in the Cacadu District from 264.01 in 2001 to 217.69 in 2007. The analysis indicates that the Blue Crane Route Municipality’s Crime Index declined from 210.97 in 2001 to 178.93 in 2007. The Karoo municipalities overall have lower crime levels than the southern and eastern municipalities in the District and these recorded crime levels place the BCRM among those with the lowest crime levels. The BCRM’s incidence of stock theft is the highest in the District.

The Municipality understands that it should not rest on its laurels and its representatives continue to participate in Policing Forums to address issues of crime and security.

## 8. COMMUNITY ISSUES

The Blue Crane Route Municipal Area consists of **6 wards**, namely:

1. Cookhouse
2. Aeroville and Somerset East town
3. Old Location and 11<sup>th</sup> Avenue
4. Pearston
5. Mmandi

## SECTION 3. DEVELOPMENT STRATEGIES

### 1. INTRODUCTION

This chapter provides an overview of the various objectives and related strategies to be implemented in the BCRM in order to satisfy the development needs. Each of the development priorities are presented along with their objectives and strategies.

This Chapter is structured according to the following headings:

- Municipal Vision
- Development Objectives & Strategies

### 2. MUNICIPAL VISION

The main purpose of a vision statement is to link the current situation with the future potential of an area. As such a vision statement plays a central role throughout the various processes of the IDP. It guides the prioritisation of needs, the setting of objectives and the implementation of various strategies and projects. The vision statement should be brief, inspiring, realistic, relevant and mobilising.

#### Vision and Mission for the Blue Crane Route Municipality

##### **VISION**

***“A Municipality that strives to provide a better life for all its citizens.”***

##### **MISSION**

***Through responsible local government, zero tolerance for corruption and creating an environment for upliftment and sustainable economic growth.”***

### 3. DEVELOPMENT OBJECTIVES & STRATEGIES

Objectives and Strategies have been formulated to address the following 5 development priorities:

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

The following projects have been identified within the various Priority Areas:

#### 3.1 PRIORITY 1: ORGANISATIONAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

The following are the projects identified under this priority:

- Build Disaster Management Centre
- Policy Review
- Office Space
- Electronic System to Manage Leave (HR Strategy)
- Electronic Filing System (Deeds)
- Organogram (Occupational Health & Safety Officer)
- Administration (Reception Area)
- Community Development Officer (CDW)
- Employment Equity Plan
- Information Communication Technology (ICT) Strategy and Upgrading

## VERY

The following are the projects identified under this priority:

- Waste Management
- (Aurecon) Bulk Pipeline
- Ablution Facilities for CBD (Central Business District)
- Needs Register
- Burnt and Abandoned Houses
- Capital Discount Scheme
- Human Settlement Approach
- Informal Housing
- Development Nodes (Renovations)
- Multi-purpose Centre
- Housing (Land Availability)
- Roads Network (Gravel, Surfaced and Paved)
- Integrated Waste Management Plan (IWMP)
- Disposal Site and Land Availability for Waste Disposal Site (Pearston)
- Recycle Programme
- Cemetery
- Tree Felling
- Parks
- Sports
- Water Services Development (WSDP)
- Upgrading of Khalela Reservoir
- Replacement of AC Pipes
- Ablution Facilities (S.E. & Pearston)
- Sewer Pump
- Bucket System
- Transport Plan
- Rural Road Maintenance
- Backlogs of Boreholes
- Electricity Master Plan
- Electricity (Alternative Energy)
- Roads Network (Gravel, Surfaced and Paved)

### 3.3 PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT

The following are the projects identified under this priority:

- Agriculture
- Boschberg Project
- Airport Strip
- School (Maths and Science)
- Denel (Artisan Centre)
- Alternative Energy (Wind, Turbine, Solar and Hydro)
- Wind Turbine Trust
- Boschberg – Establishing of a Fish Hatchery (Somerset East)
- Boschberg – Infrastructure (Somerset East)
- Artisan Training Centre (Somerset East)
- Aloe Project
- BCDA Link with CSDCF on Cookhouse Filling Station

...ravan Grounds)

- Water / Renewable Energy Pipeline (Cookhouse)
- Installation of Solar Geysers in BCRM (Cookhouse, Pearston & Somerset East)
- Sports Car Manufacturing

### 3.4 PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY

The following are the projects identified under this priority:

- Internal Audit
- Operation Clean Audit
- Indigent
- Income & Expenditure
- Infrastructure (Financial System)
- Fraud Prevention
- Policy Review
- Valuation Roll
- Cross-Departmental Projects

### 3.5 PRIORITY 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

The following are the projects identified under this priority:

- PMS (Performance Management System), Framework, Assessment & Reviews
- Devolve PMS down to other levels
- (IGR) Intergovernmental Relations Structure, programme induction & Schedule of meetings
- Communication Strategy and Branding
- Public Participation (Ward Committees, CDW's and Stakeholders)
- (SPU) Special Programmes Unit
- Internal Audit

## 4. MECHANISM FOR REVIEWING THE BLUE CRANE ROUTE IDP

It has been the belief in the past that the IDP review encompassed a re-write of all the aspects relating to the IDP, i.e. development priorities etc. This approach is contrary to the logic behind the review of an IDP. The Blue Crane Route Local Municipality (BRC LM) developed its IDP in 2009 along with its development priorities for a five year period that is indicative of what the municipality would like to achieve / strive to achieve during the five year political term (2009 – 2013). As such an IDP review encompasses the following:

- An update of the analysis component of the IDP with any new information (if any) that has come to hand.
- A review on how effective / successful the projects and strategies within the IDP have been within the municipality in achieving its development priorities and objectives.

The table entitled 'IDP Outcome Based Review' attempts to critically reflect on the BRC LM's performance during the first year of the five year IDP term in achieving its objectives and strategies through the implementation of its respective projects. In other words the 'IDP Outcome Based Review' table illustrates the envisaged realization or non-realization of the institutions 'business plan' (i.e. IDP) through demonstrating the following:

- How successful the BRC LM has been in implementing the projects during the first year of the five year IDP term;
- The effect or eventual projected effect, the project has had in achieving the respective objective and strategy.



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ed, scrapped, continued, replaced by new projects in order to achieve the stated objective & strategy and the resultant implication of the Service Delivery and Budget Implementation Plan (SDBIP) for the 2012/13 financial year.

Based on information contained within the “IDP Outcome Based Review” the table overleaf reflects how effectively the BRC LM is addressing its Development Priorities and associated objectives and strategies through the implementation of its respective projects.

As such, the “IDP Outcome Based Review” table should be viewed as the strategic tool from which the BRC LM’s management and political leadership can strategically direct the institution in terms of maintaining the level of certain interventions or recognizing the need to focus on improving in certain identified areas of intervention.

### 1. INTRODUCTION

In terms of the provisions of the Municipal Systems Act, the result of the integration phase is an operational strategy. Specific reference is made to water services plans, disaster management plans, spatial development framework, HIV/Aids programme, etc. Given the capacity, financial and legislative requirements, the Blue Crane Route Municipality is in the process of updating and preparing many of these sector plans and programmes and is subject to the availability of financial and capacity assistance from district and provincial levels.

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.

This section outlines the status quo of these sector programmes and plans as well as implementation strategies and is structured according to the following headings:

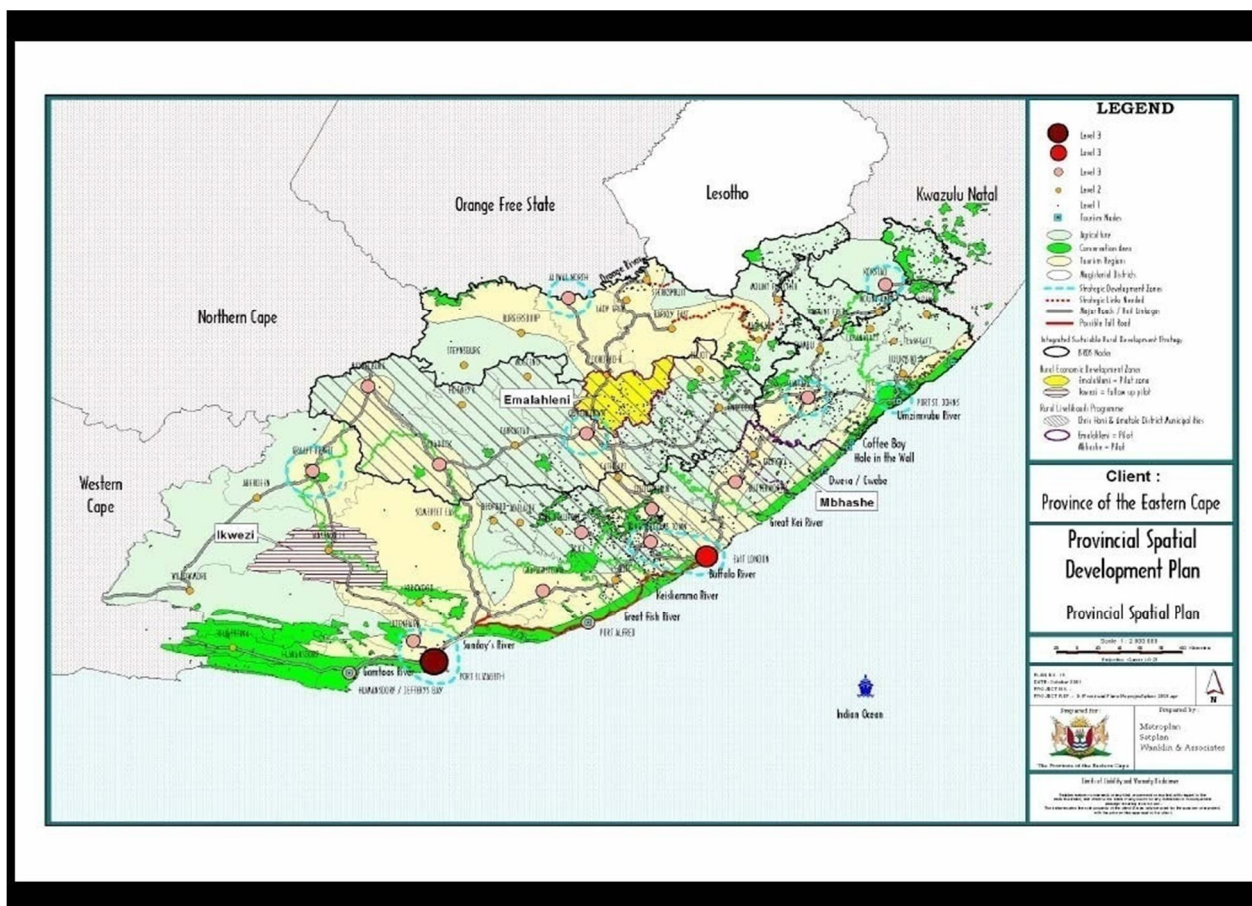
#### 1.1 Integrated Sector Plans and Programmes: summary table

There are several sector plans and programmes that should be part of the Integrated Development Plan. The following Sector Plans and Programmes together with a brief summary are reflected below:

- ⇒ BCRM SDF Review 2010
- ⇒ BCRM Water Services Development Plan
- ⇒ BCRM Responsible Tourism Sector Plan
- ⇒ BCRM Local Economic Development Strategy
- ⇒ BCRM Commonage Proposal
- ⇒ BCRM Integrated Waste Management Plan
- ⇒ BCRM Fire and Disaster Management Sector Plan
- ⇒ BCRM Traffic Sector Plan
- ⇒ BCRM Housing Sector Plan

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, Mhandi 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.

**HISTORIC BUDGET AND PROVISIONAL FUTURE PROVISION**

The table below reveals the BCR LM's provision for maintenance of Water, Sewerage and Roads & Stormwater infrastructure, including provisional budget amounts for the next three financial years.

year increase in budget amounts and the average budget per annum.

Item Description	Current Budget 2008/2009	Estimated Budget 2009/2010	Estimated Budget 2010/2011	Estimated Budget 2012/2013
<b>Water – Repair &amp; Maintenance</b>				
Total for Infrastructure R&M items	R 263 740.00	R 381 000.00	R 407 670.00	R 436 208.00
Budget Increase (yr/yr)	69%	44%	7%	7%
Historic Moving Average R&M Budget per annum	R 155 003.00	R 200 202.00	R 234 780.00	R 263 555.00
Increase in moving average amount	31%	29%	17%	12%
<b>Sanitation – Repair &amp; Maintenance</b>				
Total for Infrastructure R&M items	R 69 564.00	R 151 000.00	R 161 570.00	R 172 880.00
Budget Increase (yr/yr)	25%	117%	7%	7%
Historic Moving Average R&M Budget per annum	R 68 499.00	R 84 999.00	R 97 761.00	R 108 492.00
Increase in moving average amount	1%	24%	15%	11%
<b>Roads &amp; Stormwater – Repair &amp; Maintenance</b>				
Total for Infrastructure R&M items	R 261 095.00	R 808 587.00	R 808 587.00	R 808 587.00
Budget Increase (yr/yr)	192%	210%	0%	0%
Historic Moving Average R&M Budget per annum	R 130 167.00	R 265 851.00	R 356 307.00	R 420 918.00
Increase in moving average amount	50%	104%	34%	18%
Moving Average Total Budget for Repair and Maintenance over past 4 years	R 353 669.00	+/- R 550 000	+/- R 690 000	+/- R 793 000

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.



## 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.

### **BCRM WATER SERVICES DEVELOPMENT PLAN**

Building on the achievements of the Water Services Authority Capacity Building Business Plan (WSA BP), the purpose of this Business Plan is to provide the Blue Crane Route Municipality with a tool whereby it can monitor and manage the realisation of its Water Service Authority role, with a specific focus on the effective and efficient implementation of its selected Water Services Provider (WSP) options.

In order to achieve the above, this Business Plan will outline:

- The challenges and priorities emanating from the Blue Crane Route Municipality's Water Services Development Plan (2006 Review)
- The challenges and priorities emanating from the Blue Crane Route Municipality's Water Services Authority Capacity Building Plan process and what still remains to be done in so far as this process is concerned
- The challenges and priorities of Blue Crane Route Municipality managing and implementing its WSP mandate
- What Blue Crane Route Municipality will need to do in order to progressively overcome the above challenges and priorities
- What resources will need to be applied in order to do the above
- How progress in terms of achieving the above will be measured

Ultimately, the aim of the Business Plan will be to ensure that the residents living in the Blue Crane Route Municipality's area of jurisdiction are provided with water services in a manner that is in line with Section 11(1) of the Water Services Act (No.10 of 1997), namely, water services which are:

- Efficient
- Affordable
- Economical
- Sustainable

Emanating from the Consolidated WSA Capacity Building Business Plan for all the WSAs in the Cacadu District, the Cacadu District Municipality has appointed service providers to prepare WSDPs for all the WSAs in the Cacadu District, including the Blue Crane Route Municipality. This exercise is under way and, at the time of compiling this Water Services Business Plan, is said to be well advanced.

Since the responsibility for water services had previously not resided with Blue Crane Route Municipality (other than in the urban TLC-controlled urban areas), it did not possess all of the necessary structures, systems and resources to ensure its effective implementation.

stry (DWAf) had therefore initiated a programme to assist district municipalities to develop the required WSA capacity. The compilation a WSA Capacity Building Business Plan was thus commissioned. In the case of the Cacadu District Municipality, a combined business plan was prepared in order to serve the needs of each of the local municipalities within the District. :

The intention of the Business Plan was to:

- Identify the status quo of existing WSA capacity;
- Identify gaps and problems that need to be addressed in order for the municipalities to efficiently and effectively fulfil their WSA responsibilities;
- Set out the objectives formulated by the municipalities to address the WSA capacity gaps identified;
- Set out the strategies developed by the municipalities to achieve these objectives
- Prepare the municipality's Implementation Plan, including actions, programmes and projects to give effect to the strategies developed to achieve the objectives
- Provide an overall budget

There are, in essence, two alternative structures which can be utilized to fulfil the WSA function:

**Option 1: Diversified WSA Management Structure:** A structure, in which the various WSA functions are performed by various officials in several different departments and in which officials would seldom, if ever, be dedicated entirely to the WSA function (this is the status quo in most municipalities).

- As this option can in theory, be established without employing large numbers of additional staff, it could be expected to be more economical and cost effective.
- On the other hand, it tends to be less focused and efficient because the officials concerned are not dedicated to the WSA function and the lines of authority, and thus the lines of accountability, remain blurred.
- The Water Services Manager will need to depend upon officials in other departments, over whom he/she has no authority, to perform vital WSA functions.
- Alternatively, the Municipal Manager, being the only official who has overriding authority over all departments, could be designated as "Water Services Manager".

**Option 2: WSA Management Unit:** A structure which is self-contained and separate (ring-fenced), from the other municipal line departments and which is dedicated entirely to the WSA function.

- This structure retains clear lines of authority and is dedicated to the WSA function. However it is likely to entail the employment of additional staff and is accordingly, likely to be more expensive

## **BCRM RESPONSIBLE 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.

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

### **BCRM LOCAL ECONOMIC DEVELOPMENT 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.

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 objectives for the Blue Crane Route Local Economic Development Strategy are as follows:

1. Grow the local economy to achieve a 3% year-on-year growth rate from 2009 – 2013 and a 5% year-on-year growth rate from 2014.
2. Investor confidence in BCRM will be promoted through the provision of sound infrastructure and reliable services by 2012.
3. SMMEs will be promoted and supported to increase employment opportunities in BCRM by 2012.
4. Growth of the agricultural sector will be encouraged through diversification and value adding to primary products.
5. Increase tourism numbers to BCRM by 10% annually.

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

### **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

##### TARGET GROUPS

1. Blue Crane Route Municipality (BCRM)
2. Blue Crane Route Development Agency (BCRDA)
3. Established commercial stock farmers in Blue Crane Route Municipality
4. Emerging commercial and semi-commercial stock farmers in Blue Crane Route Municipality
5. 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.
6. Marginal households dependent on the commonage for part of their sustenance
7. 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.

#### **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. An **IWMP** is a plan which has been compiled to provide the most cost-effective and technically and environmentally acceptable solutions to the total waste management of the organisation. It addresses the Status Quo, analyse the needs, and offer solutions to ensure responsible waste management. As such it addresses waste generation, waste minimisation and re-use, collection of all waste, disposal infrastructure (disposal facility requirements) and disposal according to environmentally sound practises and within the requirements of relevant legislation and regulations.

The IWMP was compiled in November 2008 and it gives the general background of the area as located at the western half of the Eastern Cape approximately 150 km north of Nelson Mandela Bay Metro. BCRM is comprised of Somerset East, Pearston and Cookhouse and recommendations contained in this document covers this whole area.

#### NEEDS ANALYSIS

The following needs were identified in the entire BCRM:

- The municipality does not have any waste minimization strategies in place and they need to be developed and implemented.
- The municipality needs to look into creating long term job opportunities by involving private contractors in waste collection.
- Municipal bylaws need to be updated to include measures that will address waste minimization, recycling and penalties for deviations.
- Authorization of landfill sites and compliance with minimum requirements for landfill sites.

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1 for the implementation phase of this plan:

- Development of a new regional landfill site for Cookhouse and Somerset East.
- Closure and rehabilitation of the existing Cookhouse and Somerset East sites
- Upgrading and permitting of the Pearston landfill site.
- Establishment and authorization of waste transfer station in Cookhouse

The above mentioned projects are registered with MIG for funding for the implementation phase. At this stage no funds are available yet due to prior commitments if the MIG.

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

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.

#### **NEEDS ANALYSIS**

- The BCRM does not have a Fire Building where the normal day to day operation can be done including the necessary training for officers.
- The vacant positions as per the Organogram must be filled in order to comply with services delivery.

#### **OBJECTIVES / GOALS**

##### **Capital Budget**

Old Market building was identified and with the help of external funding the building will be revamped.

##### **Salary / Staff Budget**

1 Senior Fire Man                      Post Level T10 External Funding Cacadu District Municipality  
 3 Fire Fighters                            Post Level T9    2 Will Be External Funding Cacadu District Municipality

##### **Operation Budget**

Protective Clothing                      R60 000.00 (R45 000 will be provided by an external funding. CDM)

The following projects will be implemented when this building is in full operation:

- A J.O.C. will be established
- Fire safety at school and industrial areas
- Fire Drills
- Hot line or Service line which will link to Departments standby personals 24/7

### **BCRM TRAFFIC SECTOR PLAN**

The current Organogram of the BRCM Traffic is out date and do not make provision for the needs of the Community of BRCM Area, resulting that the entire BCRM Area to be under served. We have currently one officer on patrol with the necessary back that one deserved in a law enforcement environment. We have three towns in our area, linked by the R63 secondary road which is a dangerous route due to the wild life in this area and we also have the N10 where fatal accidents happen. Law enforcement is currently lacking in all these routes including the suburbs.

#### **NEEDS ANALYSIS**

- The Organogram must be re-evaluated in order to comply with the service demand
- Currently the traffic Dept. is just one section, it need to be split in to three section; namely Law Enforcement, Drivers Licence and Administration including VTS
- We need 2 officers on patrol in one patrol vehicle on the N10 route every day and 1 officer in each of the three towns.
- 2 Examiner of Drivers Licence Officer to meet the current demand and 1 VTS Officer
- 3 General workers: 2 of them focusing on the painting of road marks and replacing of damaged road signs and the third the cleaning of the building.
- Most of all a Bigger Operational building
- Patrol Vehicles

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### **Capital Budget**

There is currently a New Building Plan but no funding is available.

### **Salary / Staff Budget**

1 Superintendent                      Level T2 on the New Grading  
1 General Worker                      Level T10 on the New Grading

The following projects will be implemented when this building is in full operation:

- Administration will be separated from Law enforcement
- Law enforcement can be monitored
- Road traffic safety will be presented in all it 8 categories
- Examiners will have sufficient space to communicate with the applicants

### **BCRM HOUSING SECTOR PLAN**

Metroplan and regional planners conducted a comprehensive situation analysis during the period of August 2007 – February 2008. The purpose of the analysis was to identify key issues faced by the Municipality. The Blue Crane Route Municipality (BCRM) has a population of 36 177 and the current backlog is 4 000. There are five permanent housing clerks that are responsible for the administration. The proposed organogram has to date not yet been populated, this which consists of a Manager, Project Manager, two Building Inspectors and Administration clerks in various categories e.g. Housing Consumer Educators and Housing Rental Officers. At the moment Municipality is focused on rectification projects on pre and post 1994.

The Blue Crane Route Municipality is currently faced with the electricity shortages as soon as these shortages are met the Municipality aims on focusing on the establishment of a township consisting of 3 000 units. There are plans to apply for pathway for disabled individuals. The housing programme in the BCRM is largely focused on lower income households of a R0 – R1,500 income bracket (RDP houses) and the upper class households of R15,000 and above income bracket with sites from R2,500 upwards these falling under the Blue Crane Route Agency. There is a lack of accommodation of individuals in the R7, 000 – R15, 000 income bracket and the rural areas.

There is a need to buy land in Cookhouse and in Somerset East. The BCRM Municipality special development framework further gives attention to main urban nodes Cookhouse, Somerset East and Pearston and special development areas of Uitkeer and special rural nodes of Golden Valley and Middleton.

There are many housing projects identified there is a need of 100 hectares of land to meet this demand. All formal sites have access to water and only new and unmet informal settlements currently do not have access. A greater section of Somerset East and Cookhouse receive water from surface run off in the catchment areas, springs, boreholes for water. According to Metroplan it is perceived Somerset East will have a water shortfall. The Blue Crane Route Municipality (BCRM) becoming obliged to compare the long term threats and the projected water shortages verses housing provision. Contingency plans must be put in place for the reorientation of housing provision to meet the projected shortages in the township establishment.

The following Draft Policies are also being developed in Blue Crane Route Municipality:

- Draft Disabled Policy
- Draft Women Policy
- Draft Youth Policy

This strategy seeks to achieve effective and efficient communication between the municipality and its key stakeholders. The strategy will ensure that the municipality employs planned communication; and communicates clear messages to its stakeholders, both internally and externally.

The strategy also attempts to strategically align to the national communication framework of government and the priorities of government.

### **Scope and Context**

This document seeks to spell out the strategic objectives and key activities that communications will be pursuing within the context of the 2011 – 2014 Medium Term Strategic Framework, which stipulates ten National Strategic Medium Term Priorities to guide all spheres of government with the allocation of resources, amongst other things. The ten strategic priorities of the national government are as follows:

- Increasing growth and transformation of the economy to create decent work and sustainable livelihoods;
- Building economic and social infrastructure;
- Development and implementation of a rural development strategy linked to land and agrarian reform and food security;
- Strengthening the skills and human resource base;
- Intensifying the fight against crime and corruption;
- Building cohesive, caring and sustainable communities;
- Pursuing African advancement and enhanced international cooperation;
- Sustainable resource management and use; and
- Building a developmental state including improvement of public services and strengthening democratic institutions.

The strategy is informed and guided by several policy documents, particularly those that have a direct bearing on communication, public participation, integration and coordination. Amongst these are:

- The Constitution of the Republic of South Africa Act 108 of 1996.
- The National Framework for Government, 2009 issued by Government Communication and Information System (GCIS).
- Municipal Systems Act 32 of 2000, which obligates municipalities to ensure public participation of communities and stakeholders and provide rights for citizens in terms of developmental communication.
- Promotion of Access to Information, Act 2 of 2000, which deals with how communities can gain access to information.
- The Municipal Structures Act 117 of 1998.
- Intergovernmental Relations Framework Act of 2005.
- The Local Government Five-Year Strategic Agenda (Hieman, 2011).

### **Communication Objectives**

The communication objective seeks to improve the way the stakeholders perceive the municipality and support municipal priorities.

- Establish and maintain a strong relationship** with key stakeholders of the municipality (both internally and externally)
- Encourage stakeholder's participation in municipal programs**
- Build a good relationship with the media**
- Manage the reputation** of Blue Crane Route Municipality
- Strengthen the **corporate identity** of the municipality by applying the consistent use of branding.
- Encourage two-way communication** between the municipality and its stakeholders.

### Communication Challenges

Following are the challenges that face the Blue Crane Route Municipality communications:

- Absence of community radio station.
- Lack of relationship between the municipality and the Somerset Budget (local newspaper).
- Limited communication capacity at the BCRM due to resource constraints resulting of not having a full communications unit.
- Calendars of events and activities are not shared amongst the local municipalities, district municipality and government department. This results in wastage of resources and duplication of events.
- Silo operation amongst the internal departments within Blue Crane Route Municipality.
- No reporting on municipal success by the media
- No reliable tool of communication for internal staff

### Messengers

The messengers that enforce the key message of the Blue Crane Route Municipality are both internal and external stakeholders, and are the following:

- Mayor and councillors
- Municipal Manager
- Heads of Departments
- Communications officer
- Ward committees
- Community Development Workers

### Communication Channels

#### **Internal**

- Notice Boards
- Internal E-mails
- Meetings
- Briefings

#### **External**

- Website
- BCRM Facebook Page
- Media Releases
- Newsletter (Quarterly publication)
- Public participation events
- Leaflet/bronchus
- Bulk SMS's
- CDWS
- Ward Committees
- National Media (both print and electronic media)

### Stakeholder Segmentation

There are multiple and diverse audiences vying for the attention of the Blue Crane Route Municipality. These audiences differ in respect of language preferences, location within the local municipality, sophistication, interests, access to various media and relationship with the municipality. The segmentation below provides focus for the Blue Crane Route Municipality in terms tailoring messages, communication channels and tools in order to ensure that stakeholders receive communication that is relevant to them. This approach also ensures that resources are strategically allocated. The following emerged as stakeholders of the Blue Crane Route Municipality:

#### **Internal**

- ❖ BCRM Councillors
- ❖ Municipal officials
- ❖ Blue Crane Development Agency
- ❖ Unions
- ❖ Organised Labour

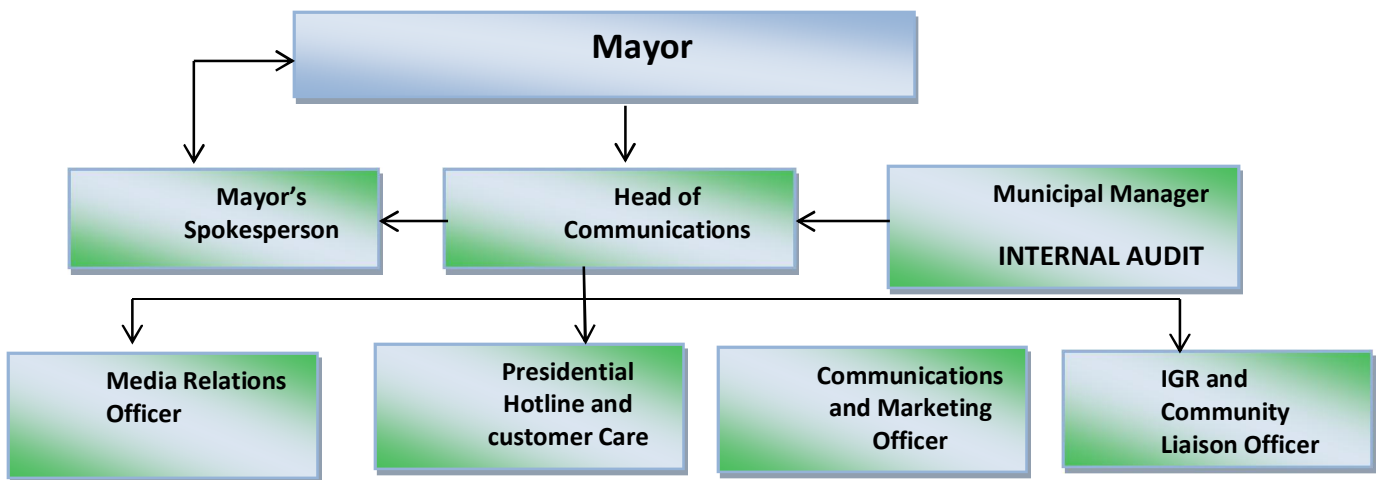


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- ❖ Communities
- ❖ Media
- ❖ Business sector
- ❖ Community Based Organisation (NGOs, Schools, churches etc.).
- ❖ Opinion leaders (i.e. school principals, doctors, traditional healers etc.)
- ❖ Local Government Department
- ❖ Provincial Government Department
- ❖ Government Communication and Information System (GCIS)
- ❖ South African Local Government Association (SALGA)

**Recommended Communication Structure**

The recommended structure of the communications unit, according to the local government communication system, should encompass the following:



The Blue Crane Route Municipality is committed to ensuring that the community it serves become actively involved in the programmes of the municipality in accordance with the principles preserved in our country's constitution. This strategy is developed to help with the establishment of communication process both internally and externally.

**[The Communication Strategy has been adopted by Council and is to be implemented]**

## 2.1 Integrated Spatial Development Framework

### 2.1.1 Situation Analysis

The key findings of the situation analysis indicated that there is a residential density of approximately 30 dwelling per hectare. This figure will guide future land needs and guide the eradication of shortages. The other situation analysis findings are in line with the findings of the status quo analysis in Section B.

The following distinctive areas have been identified:

#### ⇒ **Urban Nodes**

The urban areas are typical of the spatial pattern of towns throughout South Africa, namely segregated economic classes residing in clusters. However this pattern is rapidly changing as vacant tracts of land segregating the neighbourhoods are being identified planned and developed as housing areas.

#### ⇒ **High-lying hinterland**

The study area is also characterised by a high-lying area, which represents the area north of the municipal area where Pearston and Somerset East is situated (situated at the foot of Boschberg Mountain). The southern portion of the study area is situated in a valley hence it is characterised a by low-lying landscape.

#### ⇒ **Rural Hinterland**

The surrounding rural areas are represented by the farms or agricultural land, which are in most cases privately owned. These farms generate a lot of economic activity because it is where intensive farming activities take place. Great potential to create job opportunities and economic development, for the Blue Crane Route Municipal Area, is identified in the rural or farming areas.

### 2.1.2 Environmental Analysis

The municipality experiences a rather harsh climate with high summer and low winter temperatures. There are two distinct topographies, the Boschberg Mountain and a typical Karoo landscape. There is a significant potential for tourism development in the region due to its many natural resources and rich history. The region forms part of the STEP programme. This programme has identified terrestrial areas into categories of conservation importance and has developed guidelines which present an efficient and practical strategy for safeguarding the biodiversity of the area. It aims to inform environmentally-wise land use decisions in order to ensure sustainable development.

### 2.1.3 Land Use Management Policies and Guidelines

The land use management policies identified in the SDF deal with the following sectors:

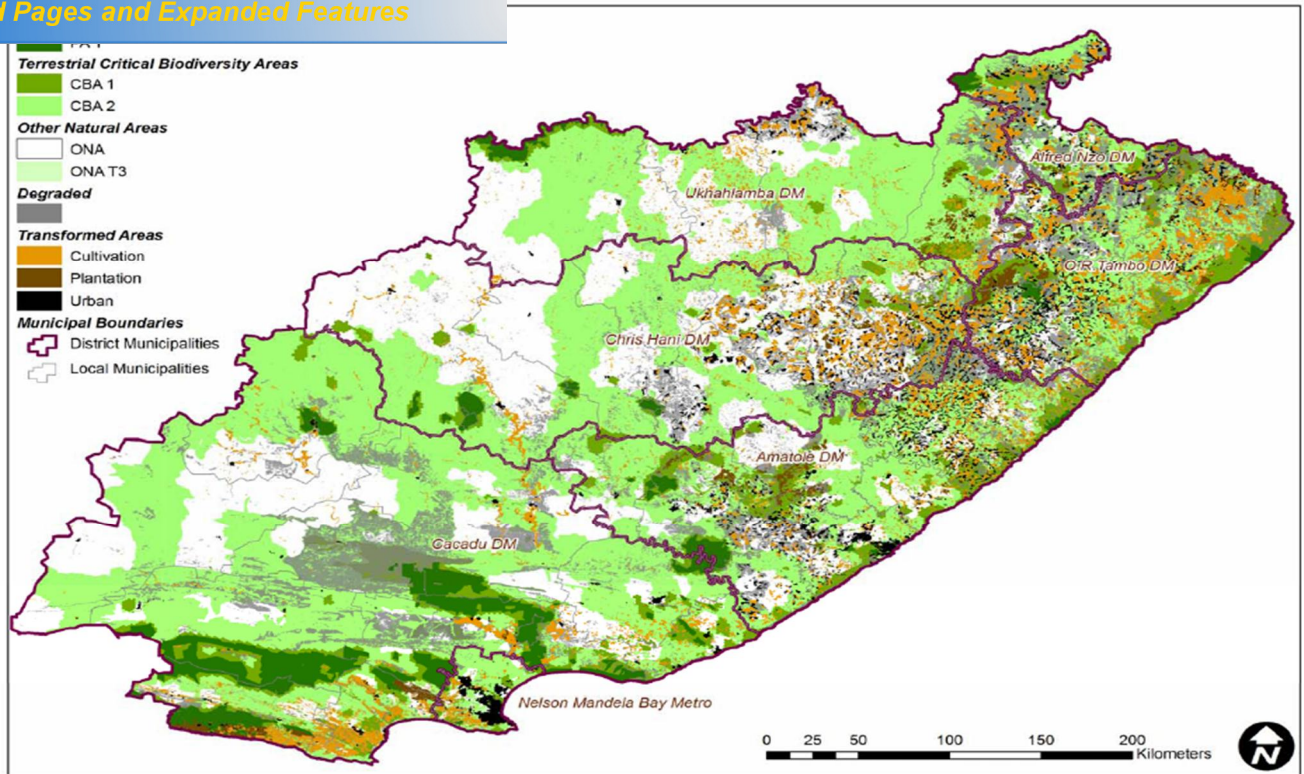
- **Settlement Hierarchy and nodal development**

The most significant nodal points in the BCRM are Somerset East, Pearston and Cookhouse (all primary nodes). Uitkeer is classed as a secondary node and Middleton and Golden Valley are both classified as rural nodes.

- **Conservation**

There are a lot of places that are conserved in the Blue Crane Route due their monumental status with specific reference to the Bosberg Nature Reserve. Places of monument in Somerset include the Walter Battiss Gallery, Hope Church Parsonage, and certain houses in Paulet Street.

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• **Tourism and recreation**

Blue Crane Route has a significant historical background with many places of interest. Somerset East node being the administrative centre also holds the most history of the Municipal area due to its rich historical background. There is good recreation and tourism potential in the Blue Crane Route Municipal area and many conservation areas.

The recreational and tourism aspect of Blue Crane Route Municipal area is well developed even though there could be a lot more that could be done in order to develop it further thus increase the economic development.

The SDF outlines the following objectives regarding tourism and recreation:

- To promote appropriate & sustainable recreation & tourism opportunities & facilities
- To support private initiatives and developments within the context of environmental conservation and the general spatial development guidelines.
- To ensure public access to main recreation and natural resources
- To implement the principle of sustainability on all levels of tourism and recreation development.

• **Agriculture and rural**

The environment of the Blue Crane Route Municipal area is a major resource in its own right and is important for the well-being of people in every part of the planning area whether in the remote rural areas or the towns. Agriculture and forestry are some of the economic activities that take place within the Blue Crane Route Region and have some contribution to the Blue Crane Municipal area.

The agricultural sector in the Blue Crane Route area is responsible for the employment of approximately 50% of the workforce. Although it is only the second largest GGP generator, agriculture and the subsequent management of the rural areas, play a major role in the economy and social well-being of the region. Farming activities vary from citrus, fruit, tobacco, vegetables, diary, cattle, sheep and game. Large portions of Blue Crane Route Municipal area are under irrigation and subject to intensive commercial farming.

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regarding agriculture & rural development:

- To protect prime and unique agricultural areas and agricultural land.
- To implement guidelines to protect the rural character of the area.
- To provide guidelines that will assist the local authority during the assessment of land use applications outside urban areas.
- To protect and ensure viability of scarce agricultural land.
- To accommodate land use diversification in the rural areas to ensure economic sustainability.
- The optimisation of agricultural potential, within an ecologically sustainable framework.

• **Urban development land use policy**

The demographic projections indicate that there will be sustained pressure for urban development in core urban areas, especially Somerset East, Cookhouse and Pearston. It is expected that the future population growth will increase the pressure for greenfields development, in densification of land uses, demands for services and infrastructure, etc. The management of land uses will therefore require careful consideration if sustainability is to be achieved and retaining the character of certain urban nodes. In addition to this, urban growth and development should be subject to “good planning” which implies that proper planning principles and procedure should be followed in all urban development aspects.

The SDF outlines the following objectives regarding urban development:

- To proactively implement a realistic policy framework for future urban development
- To promote equal access to services, facilities and opportunities.
- To promote guidelines for land use management and development of urban areas.
- To plan for an efficient and integrated urban structure.
- To apply planning standards with respect to land use provision and management.

**2.1.4 Vision, Planning & SDF Objectives**

The following planning principles were identified:

<ul style="list-style-type: none"> <li>▪ Efficient &amp; integrated land development</li> <li>▪ Sustainable development</li> <li>▪ Protection &amp; enhancement of the environment</li> <li>▪ Discourage illegal land use</li> <li>▪ Efficient public participation and capacity building</li> <li>▪ Facilitating Developer Interaction with the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clear guidance, procedures &amp; administrative practise</li> <li>▪ Speed land development</li> <li>▪ No land use is more important than any other</li> <li>▪ Security of tenure</li> <li>▪ Co-ordination of land development</li> <li>▪ Promotion of open markets and competition</li> </ul>
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formulated in order to address the issues of the SDF SWOT

analysis:

AREA	SWOT ANALYSIS	OBJECTIVE
<b>SOMERSET EAST</b>	<ul style="list-style-type: none"> <li>• Need for low income residential housing</li> <li>• Need for middle &amp; high income residential housing</li> <li>• Strong service agricultural node</li> <li>• Strong industrial economic base</li> <li>• Inadequate engineering service provision</li> <li>• Strong transport corridors</li> <li>• Lack of development vision</li> <li>• Large potential with respect to tourism growth</li> </ul>	<ul style="list-style-type: none"> <li>• Identify land for expansion of subsidized housing and apply for subsidies</li> <li>• Identify land for expansion and promote private initiatives</li> <li>• Expand existing agricultural service node</li> <li>• Identify land for expansion of industrial investment</li> <li>• Expand, support and promote infrastructure upgrading</li> </ul>
<b>COOKHOUSE</b>	<ul style="list-style-type: none"> <li>• Need for low income residential housing</li> <li>• Need for middle &amp; high income residential housing</li> <li>• Strong service agricultural node</li> <li>• Inadequate engineering service provision</li> <li>• Strong transport corridors</li> <li>• Lack of development vision</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and upgrade transport corridors</li> <li>• Upgrade and expand existing social facilities</li> <li>• Encourage and promote positive development within environmental guidelines and control.</li> <li>• Encourage and promote expansion of tourism sector</li> </ul>
<b>PEARSTON</b>	<ul style="list-style-type: none"> <li>• Need for low income residential housing</li> <li>• Need for middle &amp; high income residential housing</li> <li>• Strong service agricultural node</li> <li>• Inadequate engineering service provision</li> <li>• Strong transport corridors</li> <li>• Lack of development vision</li> </ul>	<ul style="list-style-type: none"> <li>• Promote primary/core Nodes and link nodes together</li> <li>• Encourage urban densification and inland development</li> <li>• Clearly define the urban edge and associated definitions</li> </ul>

## 2.2 Poverty Reduction/Gender Equity Programme

### 2.2.1 Minimum Living Level

The estimated number of households living below the Minimum Living Level and the Dependency Ratio provides a clear guideline and indicator of level of poverty in the region. Data is only available for Somerset East at present. According to IDEA PIMSS (2000) approximately 73,1% of the households in Somerset East live below the minimum living level. This represents approximately 4,753 households and indicates a very high level of poverty. The dependency ratio is approximately 1,78 which means that every working individual in BCRM must support 1.78 non-working individuals. The ratio has increased in Somerset East by 0, 31 between 1990 and 2000. This means that each person earning an income now has a greater proportion of people dependent on his/her income.

Approximately 52% of the population in BCRM is female with 48% being male. This gender spread should thus be reflected in all positions of employment but that is often not the case. BCRM is in the process of compiling a Gender Equity Programme to ensure that gender equity is maintained amongst its staff. At present there is no significant gender inequality amongst higher level staff and management within BCRM however efforts are made to improve gender equity amongst general workers of BCRM (i.e. street cleaners, etc.).

### 2.3 Integrated Environmental Programme

The following range of issues has been identified in BCRM:

- There is a general lack of environmental conservation and enforcing of environmental bylaws.
- The current environmental assets are also not being adequately used to create jobs for e.g. in the tourism sector.

The BCRM will mainstream HIV/AIDS into IDP to ensure that the Integrated Development Plan cycle of public consultation, needs analysis, project identification, review and evaluation is effectively used, to integrate socio-economic development factors linked with reducing HIV/AIDS prevalence and impact, into the Municipal core business. The BCRM embarked in the development HIV/AIDS Plan and identified six key priorities that are needed for the intervention to reduce prevalence and impact of HIV/AIDS:

- Prevention
- Treatment, Care and Support
- Care and Support of orphans and Vulnerable Children
- Monitoring and Evaluation and Action research
- Human rights and access to justice
- Mainstreaming HIV/AIDS into Municipal IDP

### **2.5 Integrated Local Economic Development Programme**

BCRM has 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 and BCRM organogram do not reflect the importance of LED.

Currently the LED Officer is also the IDP Officer of BCR (i.e. fulfils two functions) and this individual reports directly to the Municipal Manager. There is therefore no dedicated LED unit within the BCRM; The Blue Crane Development Agency was established to provide this type of support to BCRM. BCRM and BCDA negotiated the roles and responsibilities of both parties and have signed a service level agreement in that regard. In addition to the LED/IDP Officer and BCDA there is a functional IDP Forum in BCR, which also acts as a LED Forum. Meetings happen on an ad hoc basis when the need arises. BCRM hosted three (3) LED Learners 2008, but these learners are not employed by the BCRM permanently. The BCRM completed an LED Strategy in June 2008 and which is now being implemented.

### **2.6 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.

The following integrated sector plans are discussed in this section:

- ⇒ Health
- ⇒ Tourism
- ⇒ Safety and security
- ⇒ Transport – including the Integrated Transport Plan
- ⇒ Water and Sanitation
- ⇒ Housing
- ⇒ Infrastructure

### 3.1 Health

Despite all the HIV and AIDS prevention programmes that are available in the BCRM clinics, the statistics have not shown much improvement in terms of impact but instead there is more HIV positive people in the January to March 2011 quarter. Those clients that are eligible for ART are now started on ART treatment in the clinics in Pearston, Cookhouse and Vera Barford Clinic. The nurses are undergoing NIMART training so that all clinics can initiate treatment.

### 3.2 Tourism

BCRM has identified tourism as an important catalyst for local economic development and the existing SDF recognises the untapped tourism potential of BCR. The Responsible Tourism Sector Plan was completed in 2009.

### 3.3 Safety and Security

Safety and security falls under the ambit of protection services within the Community Services Department.

### 3.4 Housing

It is the responsibility of local municipalities to provide accessible and adequate housing to its communities. The BCRM has had difficulties in received funding for the building of new houses because of the moratorium placed on housing subsidies in 2006. The Department of Housing has allocated an amount of approximately R 44 272 000 to address these backlogs. The housing project has started in the 2007/08 book year, but no funds will be physically allocated to the municipality.

### 3.5 Water and Sanitation

It is the responsibility of every municipality to have a Water Services Development Plan (WSDP). The purpose of this plan is to identify the current level of service, targets, consumer profiles, infrastructure, demand and institutional management as well as finances and affordability. An extract from the Executive Summary of the draft WSDP is provided below.

The WSDP indicates the following water and sanitation backlogs in BCR:

**Table D1: Water and Sanitation Backlogs in BCR**

Water Works Service Area	Water Needs to RDP Level		Sanitation Needs to RDP Level	
	Technical	Management	Technical	Management
Reticulation	30%	30%	30%	30%
Bulk	30%	30%	30%	30%

wards to supply at higher service levels than RDP standards

require:

**Table D2: Supply at higher service levels than RDP Standards required**

	Basic RDP	High > RDP	Urban
LM-Water services	%	98%	98%
LM-Sanitation services	%	80.3%	80.3%

The BCRM’s objective is to supply each consumer with an individual metered water erf connection and a full water borne sanitation system, if technically and financially feasible. From the above, it is clear that the LOS provided by the WSA is “higher” than the minimum required by the National RDP Standards. The water and sanitation related projects listed in the IDP and WSDP are therefore geared to achieve this goal.

**Table D3: Water Resource Profile of BCR**

<b>COOKHOUSE</b>	The water is supplied to the town from the Orange River canal and by Hougham Abrahams Irrigation Board.
<b>PEARSTON</b>	The town is supplied from four boreholes located within and around Pearston Town.
<b>SOMERSET EAST</b>	The town is supplied from the Gariiep canal, Bosberg/Bestershoek Dam, Springs and six boreholes.

The amount of bulk water presently abstracted from current BCRM sources is approximately 2,642.7 ML/year, whilst the available water resources can provide approximately 5,663.9 ML/year. In the next five years there will be a shortfall in the water supply to Somerset East Town of approximately 82 ML/year. The total physical losses are estimated at 74 ML/year for the entire BCRM.

Consumers’ needs on the delivery of water services are not restricted to what level of service they receive, but include the quality of service rendered. If consumers are satisfied with the quality of service, they are more likely to be prepared to pay for the services they receive. From the information provided, it appears as if the water and sanitation service in BCR is good, with all complaints being attended to within 24 hours and all major visible leaks/blockages being attended to in 48 hours. The current resources available to attend to the consumer side of the water/sanitation service on a demand basis are good, which relates to an acceptable level of service in this regard.

The WSA has noted the importance of Education and Awareness programmes relating to water and sanitation (e.g. pollution awareness programmes). Currently there is no water or sanitation related health or hygiene problems being experienced in the BCRM and there are therefore no formal health and hygiene programmes in place.

Currently there are limited water conservation and demand management interventions being implemented by the WSA. In order for the WSA to comply with the requirements, the following are measures to be taken by the WSA/WSP to incorporate WC/WDM into their sanitation service delivery programme and will form part of their overall WC/WDM strategy.

- All plumbing or drainage fittings are to be SABS or GASWIC
- Replace all beta valves in toilet cisterns with siphon box type flush mechanisms
- Ensure all cisterns have an external overflow
- Limit the size of the cisterns to 6 litres
- Retro fit all existing toilets with dual flush mechanism
- Develop an assisting the poor programme (ATTP) to repair leaking plumbing and drainage on formally disadvantaged consumer’s erven
- The above measures should also be incorporated into the By Laws



is consumer maintenance and usage of the sanitation should also be developed and included in the Information Campaign

In its current format, the WSP is not only responsible for the water and sanitation service, but all the other services provided by the Municipality such as roads, storm water and refuse collection etc. With the current water and sanitation networks the effective management is near its limit in terms of available resource, namely financial and manpower. The following is a list of Problems and Gaps being experienced by the Officials providing the WSP function:

- Limited financial resources to conduct the required operation and maintenance functions to comply with the function.
- Limited human resources to conduct the required operation and maintenance functions to comply with the function.
- Additional training needs to be conducted to ensure the required level of competency exists with all staff members to execute all the functions as per the required specification to ensure it will meet the future quality control plan.
- The existing tariff structure does not allow for the required O&M functions to be conducted which is resulting in asset stripping.
- Due to the function not being “ring-fenced” the staffs attention and dedication is not solely committed to the WSP function.
- Not all the procedures, manuals and plans are in place to measure the actual performance of the WSP against the agreed upon benchmarks or levels of service.
- The WSP is not complying with the OHS Act in any way, which is of major concern to all involved

With respect to the financial profile of BCRM all the capital related water and sewerage infrastructural projects that are being implemented by the WSA to achieve the Municipalities objective of providing every consumer with water and sanitation services are mainly funded through the government MIG programme. The funds required to conduct the operation and maintenance of the water and sanitation is supposed to be generated via the payment for services rendered to the consumer which is based on a Tariff system. Currently, the funds generated in this fashion do not cater for the full scope of routine and repetitive maintenance that is required on the networks, nor for and refurbishments and replacements. Once the full scope of the routine and repetitive maintenance functions have been determined by the Maintenance Plan, the Tariff structure is to be adjusted to accommodate for this.

The emphasis of BCR water and sanitation projects is on the eradication of the sanitation backlog within the Municipality. It must be highlighted that if the condition of the existing infrastructure is not determined accurately in the short term and a “maintenance backlog” determined, the continued lack of maintenance and poor operational techniques being carried out, could lead to severe asset stripping and ultimately catastrophic failure. One of the greatest challenges is to ensure that projects are just not new capital type projects as in the past, but also rehabilitation / replacement type projects as well. At present, the majority of the projects are sanitation capital projects mostly funded by the MIG and DHLG’s low income housing programmes.

Another challenge facing the Municipality is obtaining funds for the implementation of operational and maintenance type projects. Currently, there are limited funding programmes that cater for these types of projects and it is expected that these type projects need to be funded by the water and sanitation tariff structure. As indicated in the previous sections, the tariff charged for the water service, is the main source of revenue for the operational and maintenance type projects. Based on the proposed operational and maintenance plans to be developed, these findings should inform what tariff increases are necessary to conduct these functions efficiently and effectively.

## SECTION E. STRATEGIC OBJECTIVES

### 1. DEVELOPMENT PRIORITIES AND OBJECTIVES

The following strategic objectives have been formulated to address the development priorities as outlined in Section B of the IDP. These development priorities and objectives are tabled below for easy reference.

#### 1.1 PRIORITY 1: ORGANISATIONAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

DEVELOPMENT PRIORITY	OBJECTIVES
<b>ORGANISATIONAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT</b>	BCRM will have increased institutional capacity and strengthened good governance by June 2012
	To adequately accommodate designated groups in terms of Employment Equity Act.
	BCRM will have effective & efficient intergovernmental relations with sector departments, district and neighbouring municipalities by December 2012.
	Skills development levels in the BCRM will be increased by 2012 through targeted training programs
	To have a credible IDP.
	To mainstream the programs of SPU.
	To enable connectivity for communication and exchange of information within BCRM.
	To ensure that the risk assessment undertaken is followed and challenges are addressed.
	To develop an organisational structure that is enabling the BCRM to perform its powers and functions.

#### 1.2 PRIORITY 2: BASIC SERVICE DELIVERY

DEVELOPMENT PRIORITY	OBJECTIVES
<b>BASIC SERVICE DELIVERY</b>	Reliable and affordable electricity will be available to 80% of consumers by 2012.
	Households in urban areas will have access to adequate potable water and adequate sanitation by 2012.
	Necessary resources will be in place to ensure effective waste management (i.e. in compliance with DWAF and DEAT standards by 2011.
	Gravel roads will be maintained and 5% of roads / streets and storm water infrastructure in BCRM will be improved per annum.
	The facilitation of an efficient and effective public transport system.
	All families in the BCRM will live in adequate housing by 2012.
	Sufficient land will be available in BCRM for development purposes by 2012.
	To provide adequate cemetery sites.
	To provide effective environmental health services in BCRM.
	Effective protection services will be provided to residents in the BCRM by 2012.
	Improved and accessible primary health care core packages will be available to residents of BCRM by 2012.
	Communities in priority nodes will have access to new and improved social facilities by 2012.

**EVELOPMENT**

DEVELOPMENT PRIORITY	OBJECTIVES
LOCAL ECONOMIC DEVELOPMENT	Investor confidence in BCRM will be promoted through the provision of sound infrastructure and reliable services by 2012
	Institutional arrangements to promote LED in BCRM completed but the implementation is still in process
	Growth of the agricultural sector will be encouraged through the diversification and value adding to primary products
	Visitor numbers to the BCRM will be increased by 10% annually

**1.4 PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY**

DEVELOPMENT PRIORITY	OBJECTIVES
MUNICIPAL FINANCIAL VIABILITY	BCRM will be compliant with MFMA and GRAP financial management requirements by 2013
	All affected communities will have access to free basic services by 2012
	Municipal revenue generation will be more effective by 2013.

**1.5 PRIORITY 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION**

DEVELOPMENT PRIORITY	OBJECTIVES
GOOD GOVERNANCE & PUBLIC PARTICIPATION	BCRM will have increased institutional capacity and strengthened good governance by June 2012
	To have well-functioned and legally compliant ward committees and Community Development Workers.
	To adequately accommodate designated groups in terms of Employment Equity Act.
	BCRM will have effective & efficient intergovernmental relations with sector departments, district and neighbouring municipalities by December 2012.
	Skills development levels in the BCRM will be increased by 2012 through targeted training programs
	To have a credible IDP.
	Development of implementation plan for LED and Tourism plans.
	To mainstream the programs of SPU.
	To enable connectivity for communication and exchange of information within BCRM.
	To ensure that the risk assessment undertaken is followed and challenges are addressed.
To develop an organisational structure that is enabling the BCRM to perform its powers and functions.	

## SECTION 1. IMPLEMENTATION PLAN

### 1. THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

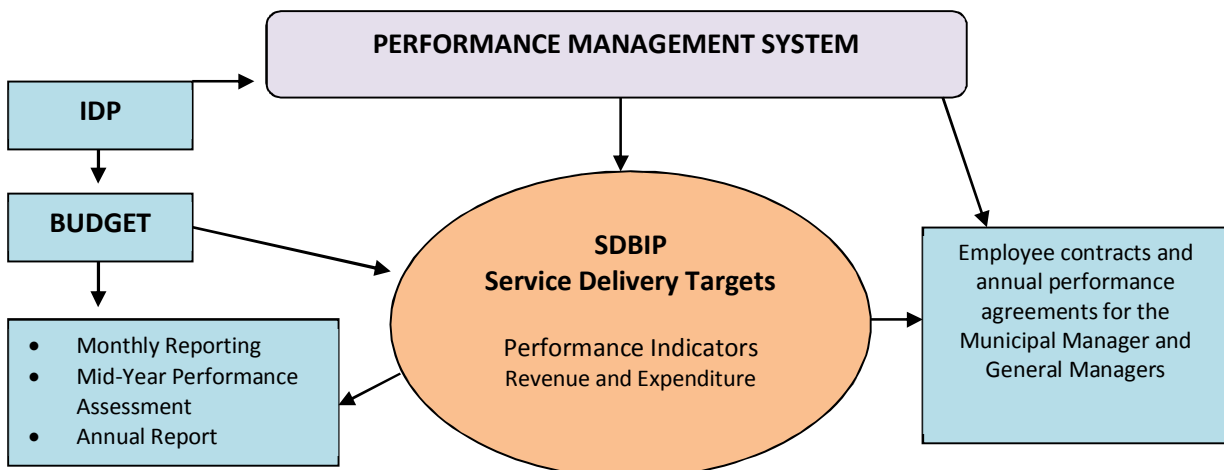
The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the operating and capital budgets and the IDP. Thus the strategic direction mapped out in the IDP is matched with the financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the Municipal Finance Management Act (Act No 56 of 2003), Section 69.3(a) and is the responsibility of the Municipal Manager.

The SDBIP gives expression to the developmental and service objectives of the municipality, in quantifiable terms. It includes key service delivery targets and performance indicators for each quarter of the financial year. Each target is aligned to a Priority Area identified in the IDP and the responsibility is placed directly to a municipal department and/or senior manager, enhancing accountability and transparency of local government towards effective service delivery.

The SDBIP is an operational tool that enables key stakeholders in local government to monitor municipal performance. The Municipal Manager may use the SDBIP to monitor the performance of senior managers, while the Mayor may use it as a basis for monitoring the Municipal Manager. Ultimately the top layer of the SDBIP should be a published document available to the community to enable broader monitoring of the municipal performance towards service delivery outputs and outcomes identified in the SDBIP.

The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP
- The Financial Imperative – Through links with the budget
- The Performance Imperative – Through links with the PMS.



The National Treasury Circular 13 describes in detail the approach to SDBIP's. Basically there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from top (the Municipal Manager) all staff operates under key performance indicators (KPIs) within the identified key performance areas (KPA's). In effect, the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

igned to an IDP strategy and some KPIs. These then form the basis of future monthly and in-year reporting.

According to National Treasury MFMA Circular No. 13, the top layer of the SDBIP, required for publishing, is expected to include the following five necessary components:

- (a) Monthly projects of revenue to be collected for each source.
- (b) Monthly projects of expenditure (operating and capital) and revenue for each vote.
- (c) Quarterly projections of service delivery targets and performance indicators.
- (d) Ward information for expenditure and service delivery.
- (e) Detailed Capital Works Plan broken down by ward over three years.

### 1.1 SDBIP Utility and Service Delivery Targets

Whereas the IDP is the product of consultation to identify community needs and formulate municipal development objectives, the SDBIP provides a tangible municipal response to the broader BCRM community that clearly identifies what the municipality measurably seeks to achieve and how much money it plans to spend in order to do so. Reported progress on the SDBIP should also inform the annual review of the IDP. The SDBIP and IDP are therefore complimentary documents, and their credibility is determined by the extent to which they reflect the realities and issues faced by citizens of BCRM on the ground. If one document is not effectively utilized or representative of the interests of all BCRM citizens, it will impair the annual revision of the other.

The SDBIP is required to include quarterly and annual targets for key service delivery areas identified in the IDP, as well as financial allocations towards the achievement of these targets. Measurable service delivery targets derived from the IDP are expressed in terms of clear performance indicators in the BCRM SDBIP.

It is envisioned that the community and various municipal stakeholders will become familiar with the SDBIP, monitor the achievement of these targets and support municipal performance. Municipal stakeholders will find the SDBIP useful when reviewing quarterly reports and comparing actual progress made on the reported indicators. Communities are encouraged to become informed as well as make use of the SDBIP during the annual IDP consultative process. The SDBIP serves as a key mechanism by which the citizens of BCRM can monitor the progress made in service delivery. The SDBIP is most useful as an implementation and monitoring tool when it is reported on and utilized for evidence-based decision-making towards the formulation of new development objectives in the future.

## 2. PROJECT FORMULATION, IMPLEMENTATION AND PERFORMANCE MANAGEMENT

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standards of performance through the following:

- Increased accountability and transparency.
- Provision of a platform for learning and development.
- Facilitation of decision making through the clarification of goals and priorities.
- Provision of early warning signals highlighting underperformance.
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement.
- Creation of a culture of performance of the Municipality amongst all officials.

and its use by officials thereof is regulated by the following

legislation:

- The Municipal Systems Act (32/2000).
- The Municipal Planning and Performance Management Regulations (2001).
- The Municipal Finance Management Act (56/2003).
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006).

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in chapter six and also from needs identified in the Institutional plan. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Performance management is essentially a mechanism to measure the implementation of the IDP. As such, it can be applied to any level within the municipality. Through ensuring accountability at all levels, the following results should be attained:

- Meeting of strategic objectives
- Improvement of the overall municipal performance
- Improved service delivery
- Getting value for money
- Meeting the needs of people
- Creating a performance culture
- Achieving organisational transformation

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalized performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of Blue Crane Route is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For Blue Crane Route to succeed in its objectives, it depends on the performance of each employee.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

## SECTION 4 ANNUAL OPERATIONAL PLAN

### 1. WARD PRIORITIES OBTAINED DURING COMMUNITY CONSULTATION PROCESS

The 5 year Local Government Strategic Agenda and the Turn-Around Strategy requires Municipalities to report on five areas of priority, namely:

- Financial Management
- Service Delivery
- Infrastructure
- Local Economic Development
- Community Participation

These areas, basically, determine how the budget of the Municipality is expended. These are detailed in the tables below and depict the ward priorities in terms of the above listed five areas of priority.



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WARD-BASED PLANNING PRIORITIES FOR ALL WARDS

**INSTITUTIONAL DEVELOPMENT**

**OBJECTIVE:** To have an institution that ensures continuous training and capacitation of its employees, community and councillors in order to implement the IDP and Government programs

**STRATEGY:** To transform, train and capacitate employees, community and councillors.

**PROJECT: BUILD DISASTER MANAGEMENT CENTER**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2	Draw up designs	Identify land	Appoint Contractor	Construction	Commission							
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: POLICY REVIEW**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Set timetable	Source funding	Appoint Consultant	Review policies								
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: OFFICE SPACE**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Assess offices	Identify the needs	Renovation	Decide on department to occupy space								
Ward 1												
Ward 2												
Ward 3	Councillor's offices	Check furniture requirements	Improvements	Procurement								
Ward 4	Office needs to be refurbished & airconditioner installed	Check furniture requirements	Improvements	Procurement								
Ward 5												
Ward 6												

**PROJECT: POLICY REVIEWS (11/10/2011 - 13/10/2011)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Review of all Financial policies											
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												



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**INSTITUTIONAL DEVELOPMENT**

**OBJECTIVE :** To have and institution that ensures continuous training and capacitation of its employees, community and councillors in order to implement the IDP and Government programs

**STRATEGY:** To transform , train and capacitate employees, community and councillors.

**PROJECT: ELECTRONIC SYSTEM TO MANAGE LEAVE (HR STRATEGY)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Assess SAMRAS Electronic system module	Consider option and decide on best to use										
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: ELECTRONIC FILING SYSTEM (DEEDS)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Assess SAMRAS Electronic system module	Consider option and decide on best to use										
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: ORGANOGRAM (OCCUPATION HEALTH & SAFETY OFFICER)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Appoint key positions (Safety Officer, Unit Managers & Transport Officer)	Review Organogram in total										
Ward 1	Needed											
Ward 2												
Ward 3												
Ward 4	Unit Managers											
Ward 5												
Ward 6												



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**INSTITUTIONAL DEVELOPMENT**

**OBJECTIVE :** To have and institution that ensures continuous training and capacitation of its employees, community and councillors in order to implement the IDP and Government programs

**STRATEGY:** To transform , train and capacitate employees, community and councillors.

**PROJECT: ADMINISTRATION ON (RECEPTION AREA)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: COMMUNITY DEVELOPMENT OFFICER (CDW)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: EMPLOYMENT EQUITY PLAN**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Sign MOU with DLGTA	Establish relationship with Ward committee	Set - accountability program/plan	Define structures								
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: (ICT) INFORMATION COMMUNICATION TECHNOLOGY STRATEGY & UPGRADING)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Develop ICT Strategy	Appoint ICT team as per organogram	Develop a plan to roll out ICT	Alignment of all ICT in BCRM								
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												



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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit for the backlog and ensure provision of basic services.**

**PROJECT: WASTE MANAGEMENT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Fencing	Caretaker	Upgrading									All 3 projects are part of the formal upgrading of the site in terms of the IWMP (i.e. Transfer station). The implementation depends on the availability of funds from MIG
Ward 2	Designated sites for refuse	Fencing	Management	Road to the actual dumping site								
Ward 3												
Ward 4												
Ward 5	Drains marked as municipal property											
Ward 6												

**PROJECT: (AURECON) BULK PIPELINE**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: ABLUTION FACILITIES FOR CBD (central business district)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Public toilets											
Ward 2	Needed in town											
Ward 3												
Ward 4	Needed in town											
Ward 5												
Ward 6												

**PROJECT: NEEDS REGISTER**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Compile one list for Cookhouse											
Ward 2												
Ward 3												
Ward 4	Compile one list for Pearston	Build houses										
Ward 5												
Ward 6												



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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit for the backlog and ensure provision of basic services.**

**PROJECT: BURNT AND ABANDONED HOUSES**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2	De-registration & hand over to Municipality for next beneficiary											
Ward 3	Temporary houses for iZinyoka											
Ward 4	Attend to burned houses											
Ward 5	Attend to uninhabited houses											
Ward 6												

**PROJECT: CAPITAL DISCOUNT SCHEME**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5	All solved											
Ward 6												

**PROJECT: HUMAN SETTLEMENT APPROACH**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4	Registered people still do not have title deeds	ractification of pre 1994 houses										
Ward 5	No sewerage system											
Ward 6												

**PROJECT: INFORMAL HOUSING**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Ractification											
Ward 2												
Ward 3	Ractification of houses in New Brighton and Mnandi											
Ward 4												
Ward 5												
Ward 6												



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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**  
**STRATEGY: Do an audit fo the backlog and ensure provision of basic services.**

**PROJECT: DEVELOPMENT NODES (RENOVATIONS)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: MULTI - PURPOSE CENTER**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Thusong center needed											
Ward 2												
Ward 3												
Ward 4	Need Mutli-purpose center that has a creche & community hall											
Ward 5												
Ward 6												

**PROJECT: HOUSING (LAND AVAILABILITY)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Availability of Land	Ractification of houses	Township establishment									
Ward 2	Availability of Land	Accelerate building houses	Identification of a needs register									
Ward 3												
Ward 4	Millenium Park has available land for building houses											
Ward 5	Address land unavailability	ractification of housesIn Westview & Vosloodal										
Ward 6	Reach consensus with Masizane											

**PROJECT: ROADS NETWORK (GRAVEL, SURFACED AND PAVED)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Paving and tarring of roads											
Ward 2	Paving in Aeroville, Town roads need tarring and the road to dumping site											
Ward 3												
Ward 4	Paving											
Ward 5	Old Location needs paving (no paving has been done), Stormwater drainage											
Ward 6												



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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit fo the backlog and ensure provision of basic services.**

**PROJECT: DISPOSAL SITE AND LAND AVAILABILITY FOR WASTE DISPOSAL SITE (PEARSTON)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Fencing	Licensing										To be budgeted for in 2012/13 financial year
Ward 2												
Ward 3	Identification of legal dumping site											
Ward 4												
Ward 5												
Ward 6												

**PROJECT: RECYCLE PROGRAM**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	The project has been given to BCDA to develop with private company											BC Recycling in partnership with Total Waste Solutions. The project will create jobs.
Ward 1	Recycling program											
Ward 2												
Ward 3												
Ward 4	Recycling program for job creation											
Ward 5												

**PROJECT: CEMETERY**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Caretaker	Land Availability										No budget available
Ward 2												
Ward 3	Monitor & Manage cemeteries											No budget for
Ward 4	Land Availability	Fencing	Caretaker									No budget available
Ward 5												
Ward 6	Land Availability	Fencing	Caretaker									No budget available

**PROJECT: TREE FELLING**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Affects properties (need felling)											No budget available. Project will be done in-house in conjunction with LED (R350,000)
Ward 2	Obstructing traffic (need felling)											
Ward 3	Tree felling needed											
Ward 4	Impacts cables (need felling)											
Ward 5	Affects cables & houses(need felling)											
Ward 6	Damaging to houses (need felling)											



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**OBJECTIVE:** All citizens of BCRM (rural or urban) to receive basic services by 2017  
**STRATEGY:** Do an audit for the backlog and ensure provision of basic services.

**PROJECT: PARKS**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Own park											Depends on MIG funding
Ward 2	Sports ground upgraded	Fencing of park	Multi-purpose center with pool	Victoria park upgrading								MIG approved funding for upgrading of sportsfield, but not available
Ward 3	Need Parks	Monitor and manage parks										Depends on MIG funding
Ward 4	Availability of parks	Playground	Finish park left outstanding from 2010									Depends on MIG funding
Ward 5	Chris Hani & Westview need park	Beautification of town monuments										To be budgeted for.
Ward 6	Fencing	Upgrading	Maintenance									

**PROJECT: SPORTS**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3	Build Sport facilities	Monitor & manage sports facilities										No budget available
Ward 4	Upgrade kit room	Caretaker needed										
Ward 5	Westview - Availability of land for sports facilities	Upgrade tennis court										
Ward 6	Upgrading	Fencing										

**PROJECT: WATER SERVICES DEVELOPMENT (WSDP)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Pipes from S.E to Cookhouse	Harvesting for farms										
Ward 2	Availability and Quality needs to be improved											
Ward 3	Connections for sanitation services (drains, toilet and taps											
Ward 4	Water area catchment needed											
Ward 5												
Ward 6	Shortage of water addressed	Draw from Uitkeer	Land for water harvesting tanks for farmers									

**PROJECT: UPRGRADING OF KHALELA RESEVIOR**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Fencing of storage dam	Replacement of AC Pipes										
Ward 2												
Ward 3												
Ward 4												
Ward 5	Parameter fencing											
Ward 6												

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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit fo the backlog and ensure provision of basic services.**

**PROJECT: REPLACEMENT OF AC PIPES**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Replace AC Pipes											
Ward 2	Replace AC Pipes											
Ward 3												
Ward 4												
Ward 5	Pipes too close to surface											
Ward 6												

**PROJECT: ABLUTION FACILITIES (S.E & PEARSTON)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Public toilets needed											
Ward 2	Facilities needed in town											
Ward 3												
Ward 4	Facilities needed in town											
Ward 5												
Ward 6												

**PROJECT: SEWER SUMP**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Connection to main line											
Ward 2	Upgrading											
Ward 3												
Ward 4												
Ward 5	Chris Hani needs sump											
Ward 6	Move sump to different location (too close to business)											

**PROJECT: BUCKET SYSTEM**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Complete toilets											
Ward 2												
Ward 3												
Ward 4												
Ward 5	Provide running water to some households											
Ward 6												



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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit for the backlog and ensure provision of basic services.**

**PROJECT: TRANSPORT PLAN**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Taxi Rank	Bus stop	Revival rail									
Ward 2												
Ward 3												
Ward 4	Shelter for taxi rank											
Ward 5	Upgrade taxi rank	Lighting										
Ward 6	Transportation for school kids	Upgrade taxi rank										

**PROJECT: RURAL ROAD MAINTENANCE**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Upgrade rural road	Install street names	Proclamation of Church Street to Cothani									
Ward 2	Upgrade main road to Aeroville	Fencing										
Ward 3	Paving of roads											
Ward 4	Tar between Cradock and Pearston											
Ward 5	Upgrade road to Boschberg (Mountain drive)											
Ward 6	Upgrade roads	Paving needed										

**PROJECT: BACKLOGS OF BOREHOLES**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4	Revive boreholes											
Ward 5												
Ward 6												

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**OBJECTIVE: All citizens of BCRM (rural or urban) to receive basic services by 2017**

**STRATEGY: Do an audit fo the backlog and ensure provision of basic services.**

**PROJECT: ELECTRICITY MASTER PLAN**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Upgrade electricity line	Upgrade street lights										
Ward 2	Address frequent outages	Repair street lights	Install protective guard over street lights									
Ward 3												
Ward 4	Install more street lights											
Ward 5	Install street lights especially in Westview											
Ward 6												

**PROJECT: ELECTRICITY (ALTERNATIVE ENERGY)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Solar & Hydro power should be considered											
Ward 2												
Ward 3												
Ward 4	Accelerate solar farm											
Ward 5												
Ward 6												

**PROJECT: ROADS NETWORK (GRAVEL, SURFACED AND PAVED)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Pave/Tar roads											
Ward 2	Paving in Aeroville	Tar roads in Town	Tar road to dumping site									
Ward 3	Construction of roads	eradiction of potholes										
Ward 4	Paving needed											
Ward 5	Old Location needs paving	Stormwater drainage needed										
Ward 6												



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OBJECTIVE: To develop an LED strategy that will increase job and economic opportunities															
STRATEGY: Identify opportunities for job creation and economic opportunities in line with EPWP															
PROJECT: AGRICULTURE															
WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Cookhouse/SE/Pearston: Utilization of government land to implement projects														R20m
	Misty Mountains: Commercialization														R2m
	Pearston: Vegetable Projects														R1,5m
	Cookhouse: Tomatoes Project														R10m
	Expansion / Value adding to fruit industry														R25m
Ward 1															
Ward 2															
Ward 3															
Ward 4															
Ward 5															
Ward 6															
PROJECT: BOSCHBERG PROJECT															
WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1															
Ward 2															
Ward 3															
Ward 4															
Ward 5	Tourism Hub	Bulk services	Residential Development	Community recreational area	Fish hatchery	Caravan / Camping	Wedding Conference venue	Hotel							R120m
Ward 6															
PROJECT: AIRPORT STRIP															
WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Secondary Runway	Fire Station	Main Runway	Sky Wake	Aviation Industries	ECNAC	Establish-ment of a flying school								R460m
Ward 1															
Ward 2															
Ward 3															
Ward 4															
Ward 5															
Ward 6															

**OBJECTIVE:** To develop an LED strategy that will increase job and economic opportunities

**STRATEGY:** Identify opportunities for job creation and economic opportunities in linve with EPWP

**PROJECT: EDUCATIONAL**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	PST/SE/CH: Maths Science training													R10m
	DENEL (Artisan Centre)													R18m
	Agricultural Training													R2m
Ward 1														
Ward 2														
Ward 3														
Ward 4														
Ward 5														
Ward 6														

**PROJECT: ALTERNATIVE ENERGY (WIND TURBINE, SOLAR & HYDRO)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Hydro SE													R80m
	Wind Cookhouse													R2,6b
	Renewable Energy Training/ Research facility													R90m
	Carbo Binding													R4,5m
Ward 1														
Ward 2														
Ward 3														
Ward 4	Solar farm													R500m
Ward 5														
Ward 6														

**PROJECT: BCDA LINK WITH CSDCF ON COOKHOUSE FILLING STATION**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1	Petrol village													R25m
Ward 2														
Ward 3														
Ward 4														
Ward 5														
Ward 6														

**PROJECT: TOURISM DEVELOPMENT CENTRE (PEARSTON)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1														
Ward 2														
Ward 3														
Ward 4	Planning	Fund Sourcing	Construction											R8,5m
Ward 5														
Ward 6														



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**OBJECTIVE:** To develop an LED strategy that will increase job and economic opportunities  
**STRATEGY:** Identify opportunities for job creation and economic opportunities in linve with EPWP

**PROJECT: WATER/ RENEWABLE ENERGY PIPELINE (COOKHOUSE)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Cookhouse: Water Pipe											R55m
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: INSTALLATION OF SOLAR GEYSERS IN BCRM (COOKHOUSE, PEARSTON & SOMERSET EAST)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	All three towns										R9,5m
Ward 1											
Ward 2											
Ward 3											
Ward 4											
Ward 5											
Ward 6											

**PROJECT: YOUTH PROGRAMME**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Aloe Project	Strawberry Project: PST/ SE	Vegetable Project: SE									R13m
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: INDUSTRIAL PARK DEVELOPMENT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Development of Services	Sports Car Manufacturing	Shopping Centre									R66m
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: CULTURAL DEVELOPMENT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
	Cultural Festival	Expansion to PST/CH										R4m
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**OBJECTIVE:** To manage the Financial Resources of BCRM in a sustainable fashion

**STRATEGY:** To put together system, control environment and programs for effective, efficient and economic use of BCRM financial resources

**PROJECTS: INTERNAL AUDIT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R	2014/2015 BUDGET 'R	2015/2016 BUDGET 'R	2016/20137 BUDGET 'R
Ward 1 - 6	Operational Efficiency Plan	Risk Assessment					450	475	501	550	600

**PROJECT: OPERATION CLEAN AUDIT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R	2014/2015 BUDGET 'R	2015/2016 BUDGET 'R	2016/20137 BUDGET 'R
Ward 1 - 6	Fully GRAP Compliant Annual Financial Statements & Asset Register & Accounting Standards	Asset Management Plans					800	500	100	100	000

**PROJECT: INDIGENT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R	2014/2015 BUDGET 'R	2015/2016 BUDGET 'R	2016/20137 BUDGET 'R
Ward 1 - 6	Update of Review Annual Indigent Register						60	66	72	80	88

**PROJECT: INCOME AND EXPENDITURE**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R	2014/2015 BUDGET 'R	2015/2016 BUDGET 'R	2016/20137 BUDGET 'R
Ward 1 - 6	Computer equipment	Revenue enhancement programme					1850	1900	1980	2050	2100

**OBJECTIVE:** To manage the Financial Resources of BCRM in a sustainable fashion

**STRATEGY:** To put together system, control environment and programs for effective, efficient and economic use of BCRM financial resources

**PROJECT: INFRASTRUCTURE (FINANCIAL SYSTEM)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R 000	2014/2015 BUDGET 'R 000	2015/2016 BUDGET 'R 000	2016/20137 BUDGET 'R 000
Ward 1 - 6	Establishing a fully fledged Budget & Treasury Office	New Financial System						1500	100		

**PROJECT: FRAUD PREVENTION**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R 000	2014/2015 BUDGET 'R 000	2015/2016 BUDGET 'R 000	2016/20137 BUDGET 'R 000
Ward 1 - 6	Anti-corruption Strategy						50				

**PROJECT: POLICY REVIEW**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R 000	2014/2015 BUDGET 'R 000	2015/2016 BUDGET 'R 000	2016/20137 BUDGET 'R 000
Ward 1 - 6	Review all Financial Policies							300			

**PROJECT: VALUATION ROLL**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R 000	2014/2015 BUDGET 'R 000	2015/2016 BUDGET 'R 000	2016/20137 BUDGET 'R 000
Ward 1 - 6	General valuation roll						500	500	550	600	660

**PROJECT: CROSS DEPARTMENTAL PROJECTS**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	2012/2013 BUDGET 'R 000	2013/2014 BUDGET 'R 000	2014/2015 BUDGET 'R 000	2015/2016 BUDGET 'R 000	2016/20137 BUDGET 'R 000
Ward 1 - 6	Meter Replacement	Water Leaks to assist indigent household	Bulk water meter installation	Bulk electricity installation	Water leaks		150	200	220	250	240

**OBJECTIVE:** To have zero tolerance an corruption and practise high ethical values. To have effective public participation system by citizenry

**STRATEGY:** To train, capacitate staff and Councillors on King III and other systems that deal with corruption. To put together ward system, Community Development workers, Investor group structures and structures for effective participation in Council matters.

**PROJECT: (PMS) Performance Management System, Framework, Assessment & Reviews**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Confirm with Council	Contract with CDM	Budget	Install	Install and train on the system	Operate and set reviews	Design policy						
Ward 1													
Ward 2													
Ward 3													
Ward 4													
Ward 5													
Ward 6													

**PROJECT: DEVOLVE PMS DOWN TO OTHER LEVELS**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: (IGR) INTERGOVERNMENTAL RELATIONS STRUCTURE, PROGRAM INDUCTION & SCHEDULE OF MEETINGS**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Program for IGR	Identify staekholders	logistics for IGR	Set up tecchnical team	Align with other structures							
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												





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**OBJECTIVE:** To have zero tolerance an corruption and practise high ethical values. To have effective public participation system by citizenry

**STRATEGY:** To train, capacitate staff and Councillors on King III and other systems that deal with corruption. To put together ward system, Community Development workers, Investor group structures and structures for effective participation in Council matters.

**PROJECT: COMMUNICATION STRATEGY AND BRANDING**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Finalise Strategy	Mobilise Personnel	P.O.A	Action plan								
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: PUBLIC PARTICIPATION (WARD COMMITTEES, CDW'S & STAKEHOLDERS)**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Program in line with Communication strategy	Timetable for meetings	Define meetings	systems	Equipement							
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: (SPU) SPECIAL PROGRAMS UNIT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Decide on mainstreaming or setting aside	Put together structures	Train on functions & responsibilities	Program of action								
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

**PROJECT: INTENAL AUDIT**

WARDS	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	BUDGET
Institution	Assess I/A service	Budget for service	Risk Assessment	Risk plan/ program	Monitor/Report							
Ward 1												
Ward 2												
Ward 3												
Ward 4												
Ward 5												
Ward 6												

## SECTION H: FINANCIAL PLAN

### 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. There is also a high level of compliance with the MFMA and other legislation directly affecting financial management.

The Systems Act requires a municipality to include a financial plan, including a 3 year budget, 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.

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 and 59). This plan has been prepared taking in consideration the priorities and direction established by municipality during the 2012/2013 budget deliberations.

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 balancing act is to achieve these objectives with available financial resources, and to always consider the effect of tariff adjustments on the community at large, and specifically the poor. In addition, the municipality did not escape the effect of the global economic downturn, as well as the recently announced tariff increase by Eskom, and this makes the achievement of the service delivery objectives so much more difficult.

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.

The plan is segmented into four sections:

- Financial System
- Budget Process
- Financial Principles and Policies
- Operating and Capital Budgets

The Blue Crane Route Municipality is sharing an Audit Committee with sister municipalities within the Cacadu District Municipal area.

### 2. FINANCIAL SYSTEM

This 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.

#### 2.1. Budget and Treasury Office

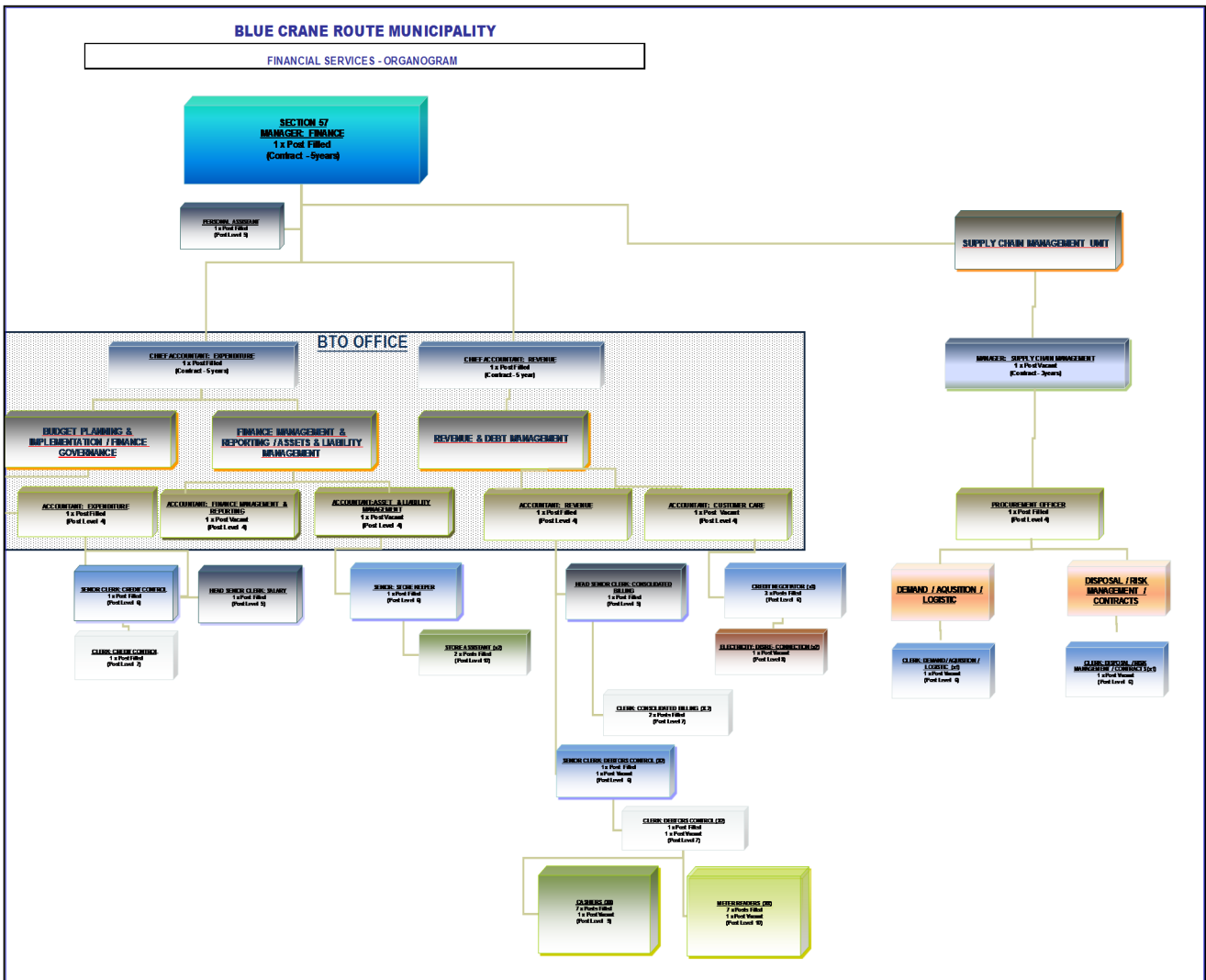
The Budget and Treasury Office has the following objectives:

- Implementation of MFMA
- Implementation of the Property Rates Act
- Management of the Budget Process

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- Management of Municipal Revenue
- Establishment 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 an Clean Audit Report
- Internal Audit

The various posts within the Financial Services Department are reflected as follows in the hierarchy:



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.

## 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	Application System interfacing with the following below: <b>Consolidated Billing</b> <ul style="list-style-type: none"> <li>• Receipting</li> <li>• Accounts</li> <li>• Debt Collection</li> <li>• General Ledger</li> <li>• Cashbook</li> </ul> <b>Consolidated Expenditure</b> <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> <b>Payroll</b> <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	Caseware
<b>Itron</b>	Vending	Pre-paid Electricity
<b>Deeds Office website</b>	Title Deeds	Extracting Title Deed information electronically
<b>ABSA Bank</b>	Internet Banking CashFocus	Electronic payment <ul style="list-style-type: none"> <li>• Creditors</li> <li>• Salaries</li> </ul>
<b>Synopsis</b>	Cemetery Register	Cemetery Register
<b>TGIS</b>	GIS	Mapping areas, size of erven, etc
<b>SITA</b>	eNatis	Motor Vehicle Registration
<b>Microsoft</b>	MS Office	Word; Excel; PowerPoint; Adobe; Publisher
<b>Nuance</b>	PDF Converter Professional	PDF
<b>VAM</b>	Tracksuite	Vehicle Tracking

### 3. BUDGET PROCESS

The municipality's budget must be seen within the context of the policies and financial priorities of the National, Provincial and District Government. In essence, the spheres of Government are partners in meeting the service delivery challenges faced in Blue Crane Route. The municipality alone however, cannot meet these challenges. It requires support from the other spheres of Government through the direct allocation of resources as well as the achievement of their policies.

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

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:

<b>Operational Government Grants</b>		<b>R 44,531,250</b>
FMG	R 1,500,000	
MSIG	R 800,000	
Equitable Share	R 39,254,000	
EPWP	R 1,000,000	
MIG-PMU	R 1,017,250	
Cacadu – Environmental Health	R 780,000	
Cacadu – Fire Fighters	R 180,000	
<b>Capital Government Grants</b>		<b>R 28,477,750</b>
DWA – Replacement of old meters	R 2,000,000	
DWA – Waste Water Treatment Works	R 5,300,000	
Cacadu – Fire Building	R 1,500,000	
DORA – MIG for Infrastructure upgrade	R 19,327,750	
Cacadu – Library furniture	R 350,000	
<b>TOTAL BUDGETED GRANTS FOR 2012/2013</b>		<b>R 73,009,000</b>

Each year, National Treasury issues a circular to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The headline CPIX forecast for 2012/2013, 2013/2014 and 2014/2015 is 5.9%, 5.3% and 4.9% respectively. However these figures can change very fast due to external factors as recently experienced. The current estimate for 2012/2013 in the MFMA Circular is 5.9%.

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. Unfortunately, as explained earlier on, the effect of the Eskom tariff adjustments *inter alia* forces the municipality to increase tariffs by much more than the CPIX forecast.

There are no proposed material amendments to the budget related policies.

Basic services are provided to a large degree to all towns in the municipal boundaries, and there is a continuing effort in extending services. The total cost of providing free services, as well as rebates and discounts to the community is R8, 7million.

The budget is cash funded, while at the same time, extending within financial means, service delivery and free basic 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 being 41% of total budget.

An indication of the BCRM's commitment is that we grant rebates of 9% on service charges. In addition to these rebates and discounts, which provides for free basic services to the poor, a further 7% of billing is being budgeted for as a contribution to debt impairment. This, together with the funding as mentioned above, are also indicative of the level of unemployment and poverty in the region, and we must assist in National and Provincial programs to improve this situation within the means of our Constitutional mandates.

ities 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 obviously to have services to acceptable levels to all, and for this purpose the budget for 2012/2013 provides for eight (8) projects totalling R26, 5million.

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. In this budget our maintenance expenditure equates to 3% of operating expenditure, which is in line with national averages, but the pressure on this type of expenditure is increasing every year.

It must also be mentioned the effect of the Eskom bulk tariff increases and the limitations set by NERSA on the electricity increases to be applied by the municipality. The Eskom bulk increase for the current year is set at 13,50%, while the increase allowed for the municipality is 11,03%.

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.

### **3.2. Overview of IDP**

The IDP process aims to on a continuing basis address service delivery needs by identifying new needs or areas of improvement. It is however, also a known fact that the needs identified by far exceeds the resources, and in particular financial resources, available.

## **4. OVERVIEW OF BUDGET ASSUMPTIONS**

Budgets are prepared in an environment of uncertainty, to prepare meaningful budgets assumptions need to be made about internal and external factors that could influence the budget. This section provides a comprehensive summary of the assumptions used in preparing the budget.

### **4.1 External factors**

There is no real growth in the municipal area, with the number of people, as well as the number of households, remaining fairly consistent.

Job opportunities are limited, and the National budget identified employment creation as a priority and suggests that municipal capital and maintenance projects should seek to assist in this manner, by implementing labour intensive projects within financial means.

### **4.2 General inflation outlook and its impact on the municipal activities**

General inflation (CPIX) is estimated 5.9% for the 2012/2013 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%.

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	Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015
General Inflation	5.9%	5.3%	4.9%

#### 4.3 Interest rates for borrowing and investments of funds

The following assumptions are built into the MTREF:

Description	MTREF Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015
Average Interest Rate – New Borrowing	9%	9%	9%
Average Interest Rate - Investments	5%	5%	5%

#### 4.4 Rates, tariffs charges and timing for revenue collection

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

Description	MTREF Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015
Rates	6%	5,3%	4,9%
Water	6%	5,3%	4,9%
Sewerage	6%	5,3%	4,9%
Sanitation	6%	5,3%	4,9%
Refuse	6%	5,3%	4,9%
Electricity – monthly consumption tariff	11,03%	10%	10%

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
Consumption	Monthly billing. Ongoing prepayment meters. Seasonal fluctuations
Charges	Generally steady state throughout the financial year with seasonal fluctuations

#### 4.5 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.

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.

**4.6 Trends in population and households (growth, decline, stable)**

Population growth trends predict a population of over 6,880 at the end of the three (3) year budget period.

**4.7 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 Itron 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 are delivered.

**4.8 Trends in demand for free or 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.

**4.9 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.

**4.10 Ability of the municipality to spend and deliver on the programmes**

The following table shows the trend of spending against the budget for the capital programme since 2009/2010:

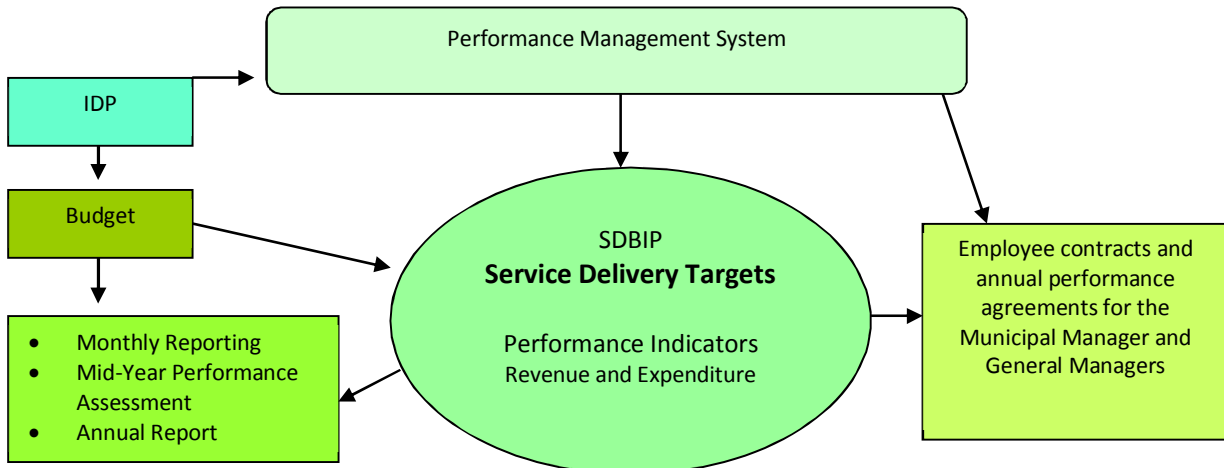
Description	MTREF Budget 2009/2010	MTREF Budget 2010/2011	MTREF Budget 2011/2012
Capital Budget (adjusted)	34,040,934	26,660,940	24,238,00
Actual spending	15,900,000	20,138,000	24,238,000
Percentage	47%	75%	100%

Spending is monitored closely throughout the year and the Managers must ensure that capital schemes are supported by robust planning. The municipality is continually reviewing its capital planning processes.



**Implementation Plan (SDBIP)**

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the operating and capital budgets and the IDP. Thus the strategic direction mapped out in the IDP is matched with the financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the Municipal Finance Management Act (Act No 56 of 2003), Section 69.3(a) and is the responsibility of the Municipal Manager.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP
- The Financial Imperative – Through links with the budget
- The Performance Imperative – Through links with the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIP's. Basically there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from top (the Municipal Manager) all staff operates under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level, every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in-year reporting.

The SDBIP includes monthly cash flows of expenditure and is used as the basis for budget monitoring.

**4.12 Funding compliance**

The budget is cash funded which is the first indicator of a credible budget.

Funding levels are unacceptable at two (2) months cash – resources, which is an indication of these economic times, and is insufficient to cover all requirements of the funding and reserves policy.

There is a huge increase in tariffs above CPIX forecast, mainly as a result of the effect of the electricity increases. Other increases set at about 6%, is in order not to reduce maintenance programs, but even these programs are affected negatively due to the increase in bulk charges and the cap on an increase in electricity tariffs set by NERSA.

**4.13 Overview of Budget Funding**

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- Realistic anticipated revenues to be collected;

previous years' surpluses not committed for other purposes; and

- Borrowed funds, but only for the capital budget referred to in section 17.

Achievement of this requirement in totality effectively means that a Council has “balanced” its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

#### 4.13.1A credible budget

Amongst other things, a credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- Is achievable in terms of agreed service delivery and performance targets;
- Contains revenue and expenditure projections that are consistent with current and on past performance and supported by documented evidence of future assumptions;
- Does not jeopardise the financial viability of the municipality (ensures that the financial position is maintained with generally accepted prudential limits and that obligations can be met in the short, medium and long term; and
- Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A budget sets out certain service delivery levels and associated financial implications. Therefore the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

#### 4.13.2 Long term financial planning

The municipality’s financial position is sound and this budget further ensures that it stays sound. Long term borrowing is limited and the cash position is strong.

The municipality plans to continue exercising strict financial management and ensuring cash flow meets the requirements.

Due to the fact that the majority of capital expenditure from own sources be funded by way of own cash, the municipality must ensure that the principle of “the user pays for the use of assets” be applied in its long term financial strategy. It is for this reason that the municipality provided for cash-backed reserves, which consist of Employee Benefits provisions, the cost of replacing the existing valuation roll and contributions to the Capital Replacement Reserve with the idea being a contribution at least equal to the depreciation charges on those assets being used.

#### 4.14 Sources of funding

Interest earned from investments is applied to the income and expenditure account to help fund the operating budget. The following tables summarises the budgeted interest over the MTREF:

Description	MTREF Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015
Investment Interest received	1,200,000	1,267,200	1,335,630
Loan Interest paid	278,000	293,570	309,430

The municipality is in the process of reviewing its land and asset holdings as part of its long term financial strategy. Major asset sales are therefore, excluded from the MTREF at this stage.

#### 4.14.2 Borrowing

The MFMA prescribes the conditions within municipalities may borrow through either short or long term debt

The Act stipulates that short term debt can be used to meet immediate cash flow needs but that it must be fully repaid within the financial year in which it was incurred. Long term debt can only be incurred for capital expenditure or to re-finance existing long term debt. Proposals to incur long term debt must go through a public consultation process.

The cash flow projections will determine the likely need to borrow short term. It is not projected that any short term borrowing will be required over the MTREF period.

The ratios as set out in the Cash and Management Investment Policy are used to establish prudential levels of borrowing in terms of affordability and the overall indebtedness of the municipality.

Based on the measures of affordability, the municipality has made no budgeted provisions for new borrowing for capital expenditure over the MTREF.

#### 4.15 Expenditure on Allocations and Grant Programmes

National and Provincial Government provide funding to assist the municipality to achieve its developmental and service delivery goals. In addition, the Constitution requires all spheres of government to assist each other to achieve goals set at National or Provincial level. Local economic development and employment opportunities are high on the agenda of the national government, and the municipality, again within financial means, as well as revenue from government grants, aims to assist as far as possible in achieving these goals.

<b>Operational Government Grants</b>		<b>R 44,531,250</b>
FMG	R 1,500,000	
MSIG	R 800,000	
Equitable Share	R 39,254,000	
EPWP	R 1,000,000	
MIG-PMU	R 1,017,250	
Cacadu – Environmental Health	R 780,000	
Cacadu – Fire Fighters	R 180,000	
<b>Capital Government Grants</b>		<b>R 28,477,750</b>
DWA – Replacement of old meters	R 2,000,000	
DWA – Waste Water Treatment Works	R 5,300,000	
Cacadu – Fire Building	R 1,500,000	
DORA – MIG for Infrastructure upgrade	R 19,327,750	
Cacadu – Library furniture	R 350,000	
<b>TOTAL BUDGETED GRANTS FOR 2012/2013</b>		<b>R 73,009,000</b>

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**the Municipality**

The municipality makes annual grants to the Blue Crane Development Agency (Entity) and the Local Tourism Office.

Description	MTREF Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015
Blue Crane Development Agency	1,950,000	-	-
Local Tourism Office	312,000	329,480	347,280

**5 FINANCIAL PRINCIPLES AND POLICIES**

The financial policies of the Blue Crane Route Municipality are to provide sound, secure and fraud free management of financial services.

The detailed adopted policies are not included in this budget documentation. However they are available at the Council offices, for viewing as well as on the website. See underneath the Table reflecting a short description of each policy that was adopted by Council:

**5.1.1 Table H1 – List of adopted Policies**

	Policy Name	Short Description of Policy
1	Asset Management Policy	The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Fixed Assets) owned or controlled by municipality.
2	Budget Policy	The aim of the policy is to set out the budgeting principles, which the municipality will follow in preparing each annual budget, as well as the responsibilities of the Chief Financial Officer in compiling such budget.
3	Cash Management & Payment of Creditors Policy	The objective of this policy is to ensure that the Municipality has a sound cash management and payment system
4	Cash Receipt and Banking Policy	The objectives of this policy are – to ensure that the Municipality’s bank account(s) are effectively managed and accounted for; and to ensure that receipts of revenue are adequately safeguarded and accounted for.
5	Cost Estimation Policy	The Municipality needs to have an appropriate methodology of cost estimation in order to ensure that – The cost of producing and supplying goods and services to consumers is accurately determined in order to ensure that consumer charges and tariffs reflect the cost involved in their supply; The Municipality is able to quantify savings <b>and/or losses</b> that it may bring about; Expenditure budgets are realistic; When it executes work for third parties the cost incurred is recovered; and; The cost of inter-departmental service provision is accurately determined and charged out.
6	Credit Control and Debt Collection ex Revenue By-Law	The purpose is to ensure that credit control and debt collection forms an integral part of the financial system of the local authority, and to ensure that the same procedure be followed for each individual case.

		financial framework policy of the Blue Crane Route Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services to the citizens within the Blue Crane Route Municipal area.
8	Investment Policy	This policy deals with the investment of the Municipality's money not needed for the immediate purposes of the Municipality.
9	Rates Policy By-Law	To determine or provide criteria for the determination of categories of properties for the purpose of levying different rates and categories of properties, for the purpose of granting exemptions, rebates and reductions
10	Risk Management Policy	The objectives of this policy are – To provide a framework for the effective identification, measurement, avoidance/ management, and reporting, of the Municipality's risks; To define and assign risk management roles and responsibilities within the Municipality; and; To define a reporting framework which ensures regular communication of risk management information to the Council, portfolio committees, the audit committee and senior management and officials engaged in risk management activities.
11	Roles and Responsibilities and the Delegation of Powers Policy	In this policy, the specific roles and areas of responsibility of each political office-bearer, political structure and the Municipal Manager are defined to ensure: good relationships between these bodies and persons; appropriate lines of accountability and reporting for these bodies and persons; the minimisation and prevention of unnecessary overlapping of responsibilities and duplication of powers between these bodies and persons; that disputes that may arise between these bodies and persons are resolved amicably and timely; and dynamic and productive interaction between these bodies and persons, other Councillors and officials of the Municipality.
12	Tariff ex Revenue By-Law	The object of this by-law is to ensure that – Tariffs are determined in order to facilitate and ensure sustainable and affordable services.
13	Rewards, Gifts and Favours Policy	To set out in clear terms the rules that apply to offers of a reward, gift or favours from persons having or proposing to have a contractual relationship with the municipality and the responsibilities of councillors and staff members in this regard. The Code of Conduct and Rewards, Gifts and Favours Policy is aimed at ensuring that councillors and staff members conduct themselves so that their good faith and integrity should not be open to question.
14	Recruitment Policy	To apply consistent, transparent, procedurally and substantively fair recruitment and selection procedures; To give effect to fair recruitment and selection processes; To ensure that the recruitment process complies with the relevant legislations; To provide an effective system to be used by line management and Corporate Services Department in filling vacant positions; To provide guidelines for the systematic process through which line managers can request the approval and filling of vacancies; To ensure that all candidates are selected objectively and on merit; To attract and retain the interests of suitable candidates and to project a positive image of the municipality to outsiders.

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	Policy	The primary goal of BCRM's supply chain management system is – To ensure that the Municipality obtains the best value for money possible when it contracts for the supply of goods and services and the execution of work. The secondary objectives of the supply chain management system are – To promote local economic development by giving preference to local service providers and contractors; To promote Black economic empowerment by facilitating access by historically disadvantaged individuals to acquisitions and disposals; To combat corruption in procurement; To promote accountability for procurement decisions and contract management
16	Fraud Prevention Policy	The objective of this policy 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.
17	Replacing previous Indigent Policy	The objective of this policy will be to ensure the following: The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council; The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization; Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy; The provision of procedures and guidelines for the subsidization of basic charges and the provision of free basic energy to indigent households; and Co-operative governance with other spheres of government.
18	Accounting Policies	The basic objective of Accounting Standards is to remove variations in the treatment of several accounting aspects and to bring about standardization in the presentation. They intent to harmonize the diverse accounting policies followed in the preparation of financial statements by different reporting enterprises so as to facilitate intra-firm and inter-firm comparison

Source: Council Resolutions

The projected forecasted expenditure and revenue for the three (3) relevant years are as follows reflected in the following Tables:

**6.1.1 Table H2 – Budget Summary:**

Description	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	4 804	5 532	5 943	6 735	7 520	7 520	7 520	8 016	8 465	8 922
Service charges	49 314	56 488	71 232	84 354	77 086	77 086	77 086	85 390	90 172	95 041
Investment revenue	929	1 015	1 645	1 179	1 179	1 179	1 179	1 200	1 267	1 336
Transfers recognised - operational	22 639	34 124	41 334	38 931	44 316	44 316	44 316	43 751	45 756	49 466
Other own revenue	8 912	11 916	10 594	9 019	12 414	12 414	12 414	9 883	7 432	7 833
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>86 598</b>	<b>109 075</b>	<b>130 749</b>	<b>140 217</b>	<b>142 514</b>	<b>142 514</b>	<b>142 514</b>	<b>148 240</b>	<b>153 092</b>	<b>162 598</b>
Employee costs	30 929	38 431	43 081	43 681	45 456	45 456	45 456	51 756	54 624	57 575
Remuneration of councillors	1 806	2 354	2 191	2 826	2 421	2 421	2 421	2 565	2 708	2 855
Depreciation & asset impairment	-	-	-	2 932	2 932	2 932	2 932	2 845	3 261	3 442
Finance charges	41	1 328	2 089	159	159	159	159	278	294	309
Materials and bulk purchases	20 905	27 619	35 828	40 579	40 038	40 038	40 038	50 511	53 103	57 071
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	28 439	27 788	38 487	48 529	51 280	51 280	51 280	40 285	39 101	41 346
<b>Total Expenditure</b>	<b>82 119</b>	<b>97 520</b>	<b>121 676</b>	<b>138 706</b>	<b>142 286</b>	<b>142 286</b>	<b>142 286</b>	<b>148 240</b>	<b>153 092</b>	<b>162 598</b>
<b>Surplus/(Deficit)</b>	<b>4 479</b>	<b>11 555</b>	<b>9 073</b>	<b>1 511</b>	<b>229</b>	<b>229</b>	<b>229</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital	-	11 111	15 436	15 963	15 900	15 900	15 900	28 478	32 388	22 538
Contributions recognised - capital & contributed	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>8 315</b>	<b>15 900</b>	<b>20 138</b>	<b>21 964</b>	<b>24 238</b>	<b>24 238</b>	<b>24 238</b>	<b>31 209</b>	<b>36 658</b>	<b>27 552</b>
Transfers recognised - capital	7 688	10 900	16 739	15 963	15 900	15 900	15 900	28 478	32 388	22 538
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	198	1 000	3 861	2 500	2 500	2 500	-	-	-
Internally generated funds	627	4 802	2 399	2 140	5 838	5 838	5 838	2 732	4 270	5 014
<b>Total sources of capital funds</b>	<b>8 315</b>	<b>15 900</b>	<b>20 138</b>	<b>21 964</b>	<b>24 238</b>	<b>24 238</b>	<b>24 238</b>	<b>31 209</b>	<b>36 658</b>	<b>27 552</b>
<b>Financial position</b>										
Total current assets	22 758	31 691	37 202	24 000	34 500	34 500	34 500	35 448	39 238	41 212
Total non current assets	216	30 798	51 078	75 044	80 614	80 614	80 614	108 658	142 054	166 165
Total current liabilities	12 758	19 784	22 089	13 300	13 980	13 980	13 980	21 814	22 442	23 119
Total non current liabilities	103	16 085	15 158	22 500	16 813	16 813	16 813	16 250	14 500	13 250
Community wealth/Equity	10 113	26 621	51 033	63 244	84 321	84 321	84 321	106 042	144 350	171 008
<b>Cash flows</b>										
Net cash from (used) operating	13 931	25 698	20 681	12 962	11 829	11 829	11 829	29 938	37 770	28 145
Net cash from (used) investing	(11 988)	(15 317)	(17 521)	(18 463)	(18 072)	(18 072)	(18 072)	(30 939)	(36 396)	(27 276)
Net cash from (used) financing	(100)	(1 057)	(167)	3 000	1 639	1 639	1 639	(750)	(750)	(750)
<b>Cash/cash equivalents at the year end</b>	<b>10 788</b>	<b>20 112</b>	<b>23 106</b>	<b>6 985</b>	<b>18 500</b>	<b>18 500</b>	<b>18 500</b>	<b>16 748</b>	<b>17 373</b>	<b>17 492</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	10 789	20 112	23 106	11 500	18 500	18 500	18 500	16 748	17 373	17 492
Application of cash and investments	(8 288)	3 921	3 884	(1 153)	(5 020)	(5 020)	(5 020)	651	(2 277)	(3 449)
<b>Balance - surplus (shortfall)</b>	<b>19 077</b>	<b>16 191</b>	<b>19 222</b>	<b>12 653</b>	<b>23 520</b>	<b>23 520</b>	<b>23 520</b>	<b>16 097</b>	<b>19 650</b>	<b>20 940</b>
<b>Asset management</b>										
Asset register summary (WDV)	13	30 677	51 054	74 994	80 594	80 594	108 658	108 658	142 054	166 165
Depreciation & asset impairment	-	-	-	2 932	2 932	2 932	2 845	2 845	3 261	3 442
Renewal of Existing Assets	-	-	-	-	-	-	-	2 815	2 600	2 521
Repairs and Maintenance	2 257	4 394	2 906	6 139	4 802	4 802	4 411	4 411	4 422	5 761
<b>Free services</b>										
Cost of Free Basic Services provided	366	447	-	1 018	1 018	1 018	7 033	7 033	7 504	8 009
Revenue cost of free services provided	3 844	37 216	-	43 800	43 800	43 800	8 746	8 746	9 239	9 744
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sew erage:	-	-	-	-	-	-	0	0	0	0
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Source: Draft 2012/2013 MTREF Budget

performance (revenue and expenditure by “standard classification”):

Standard Classification Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Revenue - Standard</b>										
<b>Governance and administration</b>		25 068	28 527	21 244	17 948	19 463	19 463	20 890	22 475	24 924
Executive and council		1 007	684	1 696	1 447	1 735	1 735	2 497	2 493	2 628
Budget and treasury office		24 056	27 788	18 959	16 501	17 321	17 321	18 363	19 982	22 296
Corporate services		5	55	589	-	407	407	30	-	-
<b>Community and public safety</b>		3 405	8 330	5 769	4 332	10 944	10 944	6 149	3 228	3 402
Community and social services		73	1 883	177	322	4 675	4 675	742	261	276
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		1	2 349	2 044	2 699	2 740	2 740	3 550	1 822	1 920
Housing		216	-	992	457	2 501	2 501	1 073	320	337
Health		3 115	4 098	2 556	854	1 027	1 027	784	825	869
<b>Economic and environmental services</b>		3 306	16 538	16 983	17 976	16 247	16 247	22 330	21 883	23 147
Planning and development		2 183	999	-	-	-	-	-	-	-
Road transport		689	15 539	16 983	17 976	16 247	16 247	22 330	21 883	23 147
Environmental protection		434	-	-	-	-	-	-	-	-
<b>Trading services</b>		54 819	73 170	102 188	115 924	111 761	111 761	127 349	137 893	133 662
Electricity		36 016	50 942	61 721	74 205	67 478	67 478	74 770	80 566	83 780
Water		8 361	9 339	17 074	17 014	18 918	18 918	20 440	19 235	20 274
Waste water management		4 842	5 090	10 955	11 489	12 101	12 101	17 877	23 043	13 748
Waste management		5 601	7 799	12 438	13 216	13 264	13 264	14 263	15 049	15 861
<b>Other</b>	4	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	2	86 598	126 566	146 185	156 180	158 414	158 414	176 718	185 480	185 136
<b>Expenditure - Standard</b>										
<b>Governance and administration</b>		20 703	21 477	33 117	37 726	39 828	39 828	37 661	37 643	39 809
Executive and council		5 992	5 455	7 853	11 328	12 792	12 792	12 385	10 958	11 551
Budget and treasury office		10 731	12 034	18 724	20 557	20 541	20 541	19 474	20 558	21 801
Corporate services		3 980	3 987	6 539	5 841	6 496	6 496	5 802	6 127	6 458
<b>Community and public safety</b>		5 473	13 267	11 431	14 478	16 698	16 698	15 514	15 960	16 824
Community and social services		2 374	8 985	3 849	6 042	5 309	5 309	5 804	5 896	6 215
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		216	305	1 255	3 158	3 420	3 420	3 739	3 758	3 961
Housing		216	-	3 962	4 435	7 138	7 138	5 178	5 468	5 763
Health		2 667	3 976	2 365	841	831	831	794	839	884
<b>Economic and environmental services</b>		13 862	9 921	6 943	10 481	8 734	8 734	8 791	8 488	9 351
Planning and development		13 262	2 337	-	-	-	-	-	-	-
Road transport		600	7 583	6 943	10 481	8 734	8 734	8 791	8 488	9 351
Environmental protection		-	-	-	-	-	-	-	-	-
<b>Trading services</b>		42 081	59 236	70 186	76 022	77 025	77 025	86 274	91 000	96 615
Electricity		26 489	35 661	40 522	49 996	49 592	49 592	56 493	59 657	62 879
Water		6 082	8 497	11 778	9 077	10 299	10 299	11 178	11 805	12 742
Waste water management		3 910	4 863	5 633	5 147	5 072	5 072	5 750	5 967	6 689
Waste management		5 601	10 215	12 253	11 802	12 063	12 063	12 852	13 572	14 305
<b>Other</b>	4	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	3	82 119	103 900	121 676	138 706	142 286	142 286	148 240	153 092	162 598
<b>Surplus/(Deficit) for the year</b>		4 479	22 666	24 509	17 474	16 129	16 129	28 478	32 388	22 538

Source: Draft 2012/2013 MTREF Budget



**Performance (revenue and expenditure by municipal**

**vote):**

Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Revenue by Vote</b>										
Vote 1 - MAYORAL EXECUTIVE	1	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		493	588	759	774	795	795	1 753	1 842	1 941
Vote 3 - ACCOUNTING OFFICER		514	1 095	938	673	939	939	745	652	687
Vote 4 - BUDGET & TREASURY		24 057	27 788	18 959	16 501	17 321	17 321	18 363	19 982	22 296
Vote 5 - TECHNICAL SERVICES		50 776	82 435	107 726	121 142	117 245	117 245	136 490	145 048	141 286
Vote 6 - COMMUNITY SAFETY & SOCIAL SERV		10 754	14 604	17 215	17 090	21 706	21 706	19 338	17 956	18 926
Vote 7 - CORPORATE SERVICES		5	55	589	-	407	407	30	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>2</b>	<b>86 599</b>	<b>126 566</b>	<b>146 185</b>	<b>156 180</b>	<b>158 414</b>	<b>158 414</b>	<b>176 718</b>	<b>185 480</b>	<b>185 136</b>
<b>Expenditure by Vote to be appropriated</b>										
Vote 1 - MAYORAL EXECUTIVE	1	192	217	232	256	244	244	263	278	293
Vote 2 - MUNICIPAL COUNCIL		2 321	2 733	2 954	3 461	3 712	3 712	3 908	4 096	4 317
Vote 3 - ACCOUNTING OFFICER		3 480	4 842	4 666	7 703	8 928	8 928	8 213	6 584	6 940
Vote 4 - BUDGET & TREASURY		10 731	12 034	18 724	20 579	20 564	20 564	19 474	20 558	21 801
Vote 5 - TECHNICAL SERVICES		45 300	60 622	68 837	79 054	80 753	80 753	87 391	91 384	97 424
Vote 6 - COMMUNITY SAFETY & SOCIAL SERV		16 117	19 464	19 723	21 895	21 674	21 674	23 189	24 064	25 365
Vote 7 - CORPORATE SERVICES		3 980	3 987	6 539	5 757	6 411	6 411	5 802	6 127	6 458
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>2</b>	<b>82 120</b>	<b>103 900</b>	<b>121 676</b>	<b>138 706</b>	<b>142 286</b>	<b>142 286</b>	<b>148 240</b>	<b>153 092</b>	<b>162 598</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>

Source: Draft 2012/2013 MTREF Budget

Performance (revenue and expenditure):

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Revenue By Source</b>											
Property rates	2	4 804	5 532	5 943	6 735	7 520	7 520	7 520	8 016	8 465	8 922
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	33 559	43 828	49 580	62 539	54 986	54 986	54 986	61 950	65 419	68 952
Service charges - water revenue	2	7 283	5 973	10 056	9 991	9 991	9 991	9 991	10 600	11 194	11 798
Service charges - sanitation revenue	2	3 975	2 816	4 830	4 922	5 160	5 160	5 160	5 470	5 776	6 088
Service charges - refuse revenue	2	4 498	3 871	6 482	6 902	6 950	6 950	6 950	7 370	7 783	8 203
Service charges - other		-	-	284	-	-	-	-			
Rental of facilities and equipment		-	59	84	-	-	-	-	282	297	313
Interest earned - external investments		929	1 015	1 645	1 179	1 179	1 179	1 179	1 200	1 267	1 336
Interest earned - outstanding debtors		2 022	1 706	2 480	2 162	1 994	1 994	1 994	2 000	2 112	2 226
Dividends received		-	-	-	-	-	-	-			
Fines		105	60	92	355	334	334	334	200	211	223
Licences and permits		796	1 206	1 157	1 417	950	950	950	710	750	790
Agency services		412	575	737	873	761	761	761	600	634	668
Transfers recognised - operational		22 639	34 124	41 334	38 931	44 316	44 316	44 316	43 751	45 756	49 466
Other revenue	2	5 563	7 817	6 044	4 211	4 075	4 075	4 075	6 091	3 428	3 613
Gains on disposal of PPE		14	492		-	4 300	4 300	4 300			
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>86 598</b>	<b>109 075</b>	<b>130 749</b>	<b>140 217</b>	<b>142 514</b>	<b>142 514</b>	<b>142 514</b>	<b>148 240</b>	<b>153 092</b>	<b>162 598</b>
<b>Expenditure By Type</b>											
Employee related costs	2	30 929	38 431	43 081	43 681	45 456	45 456	45 456	51 756	54 624	57 575
Remuneration of councillors		1 806	2 354	2 191	2 826	2 421	2 421	2 421	2 565	2 708	2 855
Debt impairment	3	6 045	6 276	10 482	4 944	4 944	4 944	4 944	6 230	7 158	7 475
Depreciation & asset impairment	2	-	-	-	2 932	2 932	2 932	2 932	2 845	3 261	3 442
Finance charges		41	1 328	2 089	159	159	159	159	278	294	309
Bulk purchases	2	20 905	27 619	32 922	40 579	40 038	40 038	40 038	46 100	48 682	51 310
Other materials	8	-	-	2 906	-	-	-	-	4 411	4 422	5 761
Contracted services		-	53	-	649	674	674	674	667	704	742
Transfers and grants		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	22 393	21 459	28 005	42 392	45 662	45 662	45 662	33 388	31 238	33 128
Loss on disposal of PPE		-	-	-	544	-	-	-			
<b>Total Expenditure</b>		<b>82 119</b>	<b>97 520</b>	<b>121 676</b>	<b>138 706</b>	<b>142 286</b>	<b>142 286</b>	<b>142 286</b>	<b>148 240</b>	<b>153 092</b>	<b>162 598</b>
<b>Surplus/(Deficit)</b>		<b>4 479</b>	<b>11 555</b>	<b>9 073</b>	<b>1 511</b>	<b>229</b>	<b>229</b>	<b>229</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital			11 111	15 436	15 963	15 900	15 900	15 900	28 478	32 388	22 538
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets											
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>
Taxation											
<b>Surplus/(Deficit) after taxation</b>		<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		<b>4 479</b>	<b>22 666</b>	<b>24 509</b>	<b>17 474</b>	<b>16 129</b>	<b>16 129</b>	<b>16 129</b>	<b>28 478</b>	<b>32 388</b>	<b>22 538</b>

Source: Draft 2012/2013 MTREF Budget

Expenditure by vote, standard classification and funding:

Vote Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Capital expenditure - Vote</b>	1										
<b>Multi-year expenditure to be appropriated</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 SERV		-	-	-	-	-	-	-	-	-	-
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>	2										
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		17	29	117	464	656	656	656	700	50	75
Vote 3 - ACCOUNTING OFFICER		41	271	117	300	319	319	319	50	50	75
Vote 4 - BUDGET & TREASURY		284	119	217	300	319	319	319	50	50	75
Vote 5 - TECHNICAL SERVICES		7 777	14 982	18 503	20 355	21 547	21 547	21 547	29 228	34 098	25 388
Vote 6 - COMMUNITY SAFETY & SOCIAL SERV		163	465	1 301	630	1 412	1 412	1 412	1 158	2 460	1 270
Vote 7 - CORPORATE SERVICES		33	33	-	215	304	304	304	74	-	744
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		8 315	15 900	20 138	21 964	24 238	24 238	24 238	31 209	36 658	27 552
<b>Total Capital Expenditure - Vote</b>		8 315	15 900	20 138	21 964	24 238	24 238	24 238	31 209	36 658	27 552
<b>Capital Expenditure - Standard</b>											
<b>Governance and administration</b>		375	453	334	980	1 279	1 279	1 279	824	100	894
Executive and council		58	271	117	464	656	656	656	700	50	75
Budget and treasury office		284	119	217	300	319	319	319	50	50	75
Corporate services		33	62	-	215	304	304	304	74	-	744
<b>Community and public safety</b>		-	463	564	630	867	867	867	1 122	960	1 270
Community and social services		-	31	402	347	408	408	408	915	625	900
Sport and recreation		-	-	-	-	-	-	-	-	-	-
Public safety		-	431	162	283	459	459	459	207	335	370
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	1	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		-	9 528	4 587	16 909	17 992	17 992	17 992	21 248	21 598	23 067
Planning and development		-	-	367	350	776	776	776	1 850	1 100	-
Road transport		-	9 528	4 220	15 959	17 020	17 020	17 020	19 378	20 498	23 067
Environmental protection		-	-	-	-	195	195	195	20	-	-
<b>Trading services</b>		475	2 906	14 653	4 045	4 100	4 100	4 100	8 016	14 000	2 321
Electricity		475	1 842	3 614	2 743	2 475	2 475	2 475	500	2 000	1 471
Water		-	781	9 450	317	623	623	623	2 200	500	600
Waste water management		-	282	509	985	652	652	652	5 300	10 000	250
Waste management		-	2	1 081	-	350	350	350	16	1 500	-
<b>Other</b>		7 465	2 549	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	3	8 315	15 900	20 138	21 964	24 238	24 238	24 238	31 209	36 658	27 552
<b>Funded by:</b>											
National Government		7 213	10 900	13 916	15 963	14 249	14 249	14 249	19 328	22 388	22 538
Provincial Government		-	-	-	-	-	-	-	7 300	10 000	-
District Municipality		-	-	2 795	655	655	655	655	1 850	-	-
Other transfers and grants		475	995	995	995	995	995	995	-	-	-
<b>Transfers recognised - capital</b>	4	7 688	10 900	16 739	15 963	15 900	15 900	15 900	28 478	32 388	22 538
<b>Public contributions &amp; donations</b>	5	-	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	6	-	198	1 000	3 861	2 500	2 500	2 500	-	-	-
<b>Internally generated funds</b>		627	4 802	2 399	2 140	5 838	5 838	5 838	2 732	4 270	5 014
<b>Total Capital Funding</b>	7	8 315	15 900	20 138	21 964	24 238	24 238	24 238	31 209	36 658	27 552

Source: Draft 2012/2013 MTREF Budget

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		1 140	3 774	1 015	1 500	1 500	1 500	1 500	1 500	1 500	1 500
Call investment deposits	1	10 034	16 338	22 091	10 000	17 000	17 000	17 000	15 248	15 873	15 992
Consumer debtors	1	6 656	7 306	8 778	8 000	10 000	10 000	10 000	12 400	15 250	16 775
Other debtors		3 923	3 277	4 497	3 500	5 000	5 000	5 000	5 250	5 513	5 788
Current portion of long-term receivables		95				-	-	-			
Inventory	2	910	995	822	1 000	1 000	1 000	1 000	1 050	1 103	1 158
<b>Total current assets</b>		<b>22 758</b>	<b>31 691</b>	<b>37 202</b>	<b>24 000</b>	<b>34 500</b>	<b>34 500</b>	<b>34 500</b>	<b>35 448</b>	<b>39 238</b>	<b>41 212</b>
<b>Non current assets</b>											
Long-term receivables		203	121	24	50	20	20	20			
Investments											
Investment property											
Investment in Associate											
Property, plant and equipment	3	13	30 673	51 050	74 984	80 294	80 294	80 294	108 658	142 054	166 165
Agricultural											
Biological											
Intangible			5	5	10	300	300	300			
Other non-current assets											
<b>Total non current assets</b>		<b>216</b>	<b>30 798</b>	<b>51 078</b>	<b>75 044</b>	<b>80 614</b>	<b>80 614</b>	<b>80 614</b>	<b>108 658</b>	<b>142 054</b>	<b>166 165</b>
<b>TOTAL ASSETS</b>		<b>22 974</b>	<b>62 489</b>	<b>88 280</b>	<b>99 044</b>	<b>115 114</b>	<b>115 114</b>	<b>115 114</b>	<b>144 106</b>	<b>181 292</b>	<b>207 377</b>
<b>LIABILITIES</b>											
<b>Current liabilities</b>											
Bank overdraft	1	386									
Borrowing	4	91	556	1 302	300	300	300	300	750	750	750
Consumer deposits		1 105	1 350	1 584	1 500	1 680	1 680	1 680	1 764	1 852	1 945
Trade and other payables	4	7 252	16 521	18 435	10 000	10 000	10 000	10 000	18 500	19 000	19 543
Provisions		3 924	1 357	768	1 500	2 000	2 000	2 000	800	840	882
<b>Total current liabilities</b>		<b>12 758</b>	<b>19 784</b>	<b>22 089</b>	<b>13 300</b>	<b>13 980</b>	<b>13 980</b>	<b>13 980</b>	<b>21 814</b>	<b>22 442</b>	<b>23 119</b>
<b>Non current liabilities</b>											
Borrowing		103	1 794	1 741	8 000	3 013	3 013	3 013	2 750	2 000	1 250
Provisions		-	14 291	13 417	14 500	13 800	13 800	13 800	13 500	12 500	12 000
<b>Total non current liabilities</b>		<b>103</b>	<b>16 085</b>	<b>15 158</b>	<b>22 500</b>	<b>16 813</b>	<b>16 813</b>	<b>16 813</b>	<b>16 250</b>	<b>14 500</b>	<b>13 250</b>
<b>TOTAL LIABILITIES</b>		<b>12 861</b>	<b>35 869</b>	<b>37 247</b>	<b>35 800</b>	<b>30 793</b>	<b>30 793</b>	<b>30 793</b>	<b>38 064</b>	<b>36 942</b>	<b>36 369</b>
<b>NET ASSETS</b>	5	<b>10 113</b>	<b>26 621</b>	<b>51 033</b>	<b>63 244</b>	<b>84 321</b>	<b>84 321</b>	<b>84 321</b>	<b>106 042</b>	<b>144 350</b>	<b>171 008</b>
<b>COMMUNITY WEALTH/EQUITY</b>											
Accumulated Surplus/(Deficit)		(4 571)	26 621	51 033	63 244	84 321	84 321	84 321	106 042	144 350	171 008
Reserves	4	14 684	-	-	-	-	-	-	-	-	-
Minorities' interests											
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>10 113</b>	<b>26 621</b>	<b>51 033</b>	<b>63 244</b>	<b>84 321</b>	<b>84 321</b>	<b>84 321</b>	<b>106 042</b>	<b>144 350</b>	<b>171 008</b>

Source: Draft 2012/2013 MTREF Budget

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Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>											
<b>Receipts</b>											
Ratepayers and other		90 824	86 444	84 390	96 663	92 720	92 720	92 720	95 674	101 032	106 487
Government - operating	1	22 639	45 235	40 036	38 931	44 316	44 316	44 316	43 751	45 756	49 466
Government - capital	1	19 368		12 722	15 963	15 900	15 900	15 900	28 476	32 388	22 538
Interest		1 045	1 015	1 645	1 179	1 179	1 179	1 179	1 200	1 267	1 336
Dividends		-	-		-						
<b>Payments</b>											
Suppliers and employees		(119 940)	(106 125)	(116 329)	(137 375)	(142 126)	(142 126)	(142 126)	(138 887)	(142 379)	(151 372)
Finance charges		(5)	(871)	(1 783)	(159)	(159)	(159)	(159)	(278)	(294)	(309)
Transfers and Grants	1	-	-		(2 240)	-	-	-			
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>13 931</b>	<b>25 698</b>	<b>20 681</b>	<b>12 962</b>	<b>11 829</b>	<b>11 829</b>	<b>11 829</b>	<b>29 938</b>	<b>37 770</b>	<b>28 145</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds on disposal of PPE		30	492			4 300	4 300	4 300	250	263	276
Decrease (Increase) in non-current debtors						4	4	4	20	-	-
Decrease (increase) other non-current receivables			95			-	-	-			
Decrease (increase) in non-current investments				2 617	3 500	1 917	1 917	1 917	-	-	-
<b>Payments</b>											
Capital assets		(12 019)	(15 904)	(20 138)	(21 963)	(24 293)	(24 293)	(24 293)	(31 209)	(36 658)	(27 552)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(11 988)</b>	<b>(15 317)</b>	<b>(17 521)</b>	<b>(18 463)</b>	<b>(18 072)</b>	<b>(18 072)</b>	<b>(18 072)</b>	<b>(30 939)</b>	<b>(36 396)</b>	<b>(27 276)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Short term loans											
Borrowing long term/refinancing					3 861	2 500	2 500	2 500			
Increase (decrease) in consumer deposits						-	-	-			
<b>Payments</b>											
Repayment of borrowing		(100)	(1 057)	(167)	(861)	(861)	(861)	(861)	(750)	(750)	(750)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(100)</b>	<b>(1 057)</b>	<b>(167)</b>	<b>3 000</b>	<b>1 639</b>	<b>1 639</b>	<b>1 639</b>	<b>(750)</b>	<b>(750)</b>	<b>(750)</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>1 842</b>	<b>9 325</b>	<b>2 994</b>	<b>(2 501)</b>	<b>(4 605)</b>	<b>(4 605)</b>	<b>(4 605)</b>	<b>(1 752)</b>	<b>624</b>	<b>119</b>
Cash/cash equivalents at the year begin:	2	8 945	10 788	20 112	9 486	23 105	23 105	23 105	18 500	16 748	17 373
Cash/cash equivalents at the year end:	2	10 788	20 112	23 106	6 985	18 500	18 500	18 500	16 748	17 373	17 492

Source: Draft 2012/2013 MTREF Budget

**accumulated surplus reconciliation**

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Cash and investments available</b>											
Cash/cash equivalents at the year end	1	10 788	20 112	23 106	6 985	18 500	18 500	18 500	16 748	17 373	17 492
Other current investments > 90 days		1	0	-	4 515	-	-	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>10 789</b>	<b>20 112</b>	<b>23 106</b>	<b>11 500</b>	<b>18 500</b>	<b>18 500</b>	<b>18 500</b>	<b>16 748</b>	<b>17 373</b>	<b>17 492</b>
<b>Application of cash and investments</b>											
Unspent conditional transfers		-	7 533	3 539	-	-	-	-	3 500	3 325	3 159
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	(8 288)	(3 611)	345	(1 153)	(5 020)	(5 020)	(5 020)	(2 849)	(5 602)	(6 607)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
<b>Total Application of cash and investments:</b>		<b>(8 288)</b>	<b>3 921</b>	<b>3 884</b>	<b>(1 153)</b>	<b>(5 020)</b>	<b>(5 020)</b>	<b>(5 020)</b>	<b>651</b>	<b>(2 277)</b>	<b>(3 449)</b>
<b>Surplus(shortfall)</b>		<b>19 077</b>	<b>16 191</b>	<b>19 222</b>	<b>12 653</b>	<b>23 520</b>	<b>23 520</b>	<b>23 520</b>	<b>16 097</b>	<b>19 650</b>	<b>20 940</b>

Source: Draft 2012/2013 MTREF Budget

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Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>CAPITAL EXPENDITURE</b>										
<b>Total New Assets</b>	1	8 315	15 553	20 138	21 963	24 238	24 238	28 394	34 058	25 031
Infrastructure - Road transport		-	5 969	3 920	-	3 460	3 460	4 000	-	-
Infrastructure - Electricity		475	2 246	3 614	17 236	1 025	1 025	-	-	-
Infrastructure - Water		88	109	9 450	-	10 193	10 193	11 000	-	-
Infrastructure - Sanitation		-	654	509	-	1 302	1 302	8 800	10 000	-
Infrastructure - Other		7 213	2 700	-	-	350	350	-	20 388	21 567
Infrastructure		7 776	11 678	17 492	17 236	16 337	16 337	23 800	30 388	21 567
Community		163	18	344	-	374	374	1 328	-	850
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	375	3 858	2 302	4 727	7 533	7 533	3 267	3 670	2 614
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>Total Renewal of Existing Assets</b>	2	-	-	-	-	-	-	2 815	2 600	2 521
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	500	2 000	1 471
Infrastructure - Water		-	-	-	-	-	-	2 200	500	600
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	250
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	2 700	2 500	2 321
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	-	-	115	100	200
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	4	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	5 969	3 920	-	3 460	3 460	4 000	-	-
Infrastructure - Electricity		475	2 246	3 614	17 236	1 025	1 025	500	2 000	1 471
Infrastructure - Water		88	109	9 450	-	10 193	10 193	13 200	500	600
Infrastructure - Sanitation		-	654	509	-	1 302	1 302	8 800	10 000	250
Infrastructure - Other		7 213	2 700	-	-	350	350	-	20 388	21 567
Infrastructure		7 776	11 678	17 492	17 236	16 337	16 337	26 500	32 888	23 888
Community		163	18	344	-	374	374	1 328	-	850
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	375	3 858	2 302	4 727	7 533	7 533	3 382	3 770	2 814
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>	2	8 315	15 553	20 138	21 963	24 238	24 238	31 209	36 658	27 552
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5									
Infrastructure - Road transport					7 926	11 836	11 836	15 417	14 954	14 592
Infrastructure - Electricity					21 238	22 064	22 064	21 782	23 128	24 039
Infrastructure - Water					880	980	980	14 145	14 220	14 475
Infrastructure - Sanitation					1 021	1 173	1 173	9 931	19 633	19 407
Infrastructure - Other					20 238	20 238	20 238	20 849	40 611	61 194
Infrastructure					51 303	56 297	56 297	62 124	112 546	133 707
Community					4 764	5 085	5 085	4 905	4 758	5 493
Heritage assets					-	-	-	-	-	-
Investment properties					-	-	-	-	-	-
Other assets		13	30 673	51 050	18 917	18 917	18 917	21 629	24 750	26 965
Agricultural Assets					-	-	-	-	-	-
Biological assets					-	-	-	-	-	-
Intangibles			5	5	10	300	300	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	13	30 677	51 054	74 994	80 594	80 594	108 658	142 054	166 165
<b>EXPENDITURE OTHER ITEMS</b>										
<b>Depreciation &amp; asset impairment</b>		-	-	-	2 932	2 932	2 932	2 845	3 261	3 442
<b>Repairs and Maintenance by Asset Class</b>	3	2 257	4 394	2 906	6 139	4 802	4 802	4 411	4 422	5 761
Infrastructure - Road transport		370	1 119	915	1 666	1 279	1 279	551	582	1 013
Infrastructure - Electricity		710	1 976	843	1 309	975	975	700	739	779
Infrastructure - Water		341	305	334	640	605	605	300	317	634
Infrastructure - Sanitation		80	281	315	379	226	226	110	116	522
Infrastructure - Other		176	132	289	544	576	576	-	-	-
Infrastructure		1 878	3 812	2 898	4 537	3 862	3 862	1 661	1 754	2 328
Community		184	115	128	1 298	646	646	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	395	466	82	305	494	494	2 750	2 668	2 812
<b>TOTAL EXPENDITURE OTHER ITEMS</b>		2 257	4 394	2 906	9 071	7 734	7 734	7 256	7 683	9 202
<b>Renewal of Existing Assets as % of total capex</b>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.0%	7.1%	9.1%
<b>Renewal of Existing Assets as % of deprecn"</b>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	98.9%	79.7%	73.3%
<b>R&amp;M as a % of PPE</b>		17359.0%	14.3%	5.7%	8.2%	6.0%	6.0%	4.1%	3.1%	3.5%
<b>Renewal and R&amp;M as a % of PPE</b>		17359.0%	14.0%	6.0%	8.0%	6.0%	6.0%	7.0%	5.0%	5.0%

Source: Draft 2012/2013 MTREF Budget

Performance Measurement

Description	Ref	2008/9	2009/10	2010/11	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>Household service targets</b>										
<b>Water:</b>										
Piped water inside dwelling	1		8 000		12 000	12 000	12 000	6 782	6 880	6 880
Piped water inside yard (but not in dwelling)	2		3 000							
Using public tap (at least min.service level)	4									
Other water supply (at least min.service level)	4									
<i>Minimum Service Level and Above sub-total</i>			11 000		12 000	12 000	12 000	6 782	6 880	6 880
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		11 000		12 000	12 000	12 000	6 782	6 880	6 880
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)			7 000		12 000	12 000	12 000	5 852	5 950	5 950
Flush toilet (with septic tank)			3 000					561		
Chemical toilet										
Pit toilet (ventilated)										
Other toilet provisions (> min.service level)										
<i>Minimum Service Level and Above sub-total</i>			10 000		12 000	12 000	12 000	6 413	6 950	6 950
Bucket toilet								369	369	369
Other toilet provisions (< min.service level)										
No toilet provisions										
<i>Below Minimum Service Level sub-total</i>								369	369	369
<b>Total number of households</b>	5		10 000		12 000	12 000	12 000	6 782	6 319	6 319
<b>Energy:</b>										
Electricity (at least min.service level)			7 000		7 000	7 000	7 000	750	750	750
Electricity - prepaid (min.service level)			7 000		7 000	7 000	7 000	6 664	6 760	6 760
<i>Minimum Service Level and Above sub-total</i>			14 000		14 000	14 000	14 000	7 414	7 510	7 510
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		14 000		14 000	14 000	14 000	7 414	7 510	7 510
<b>Refuse:</b>										
Removed at least once a week			11 000		12 000	12 000	12 000	7 250	7 350	7 350
<i>Minimum Service Level and Above sub-total</i>			11 000		12 000	12 000	12 000	7 250	7 350	7 350
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		11 000		12 000	12 000	12 000	7 250	7 350	7 350
<b>Households receiving Free Basic Service</b>										
Water (6 kilolitres per household per month)		2 000	2 000		4 000	4 000	4 000	2 494	2 494	2 494
Sanitation (free minimum level service)		2 000	2 000		4 000	4 000	4 000	2 585	2 585	2 585
Electricity/other energy (50kwh per household per month)		2 000	2 000		4 000	4 000	4 000	3 380	3 380	3 380
Refuse (removed at least once a week)		2 000	2 000		4 000	4 000	4 000	2 740	2 740	2 740
<b>Cost of Free Basic Services provided (R'000)</b>										
Water (6 kilolitres per household per month)		126	147		343	343	343	1 400	1 484	1 573
Sanitation (free sanitation service)		100	111		259	259	259	1 272	1 348	1 429
Electricity/other energy (50kwh per household per month)		51	74		146	146	146	1 231	1 354	1 490
Refuse (removed once a week)		89	115		269	269	269	3 130	3 318	3 517
<b>Total cost of FBS provided (minimum social package)</b>		366	447		1 018	1 018	1 018	7 033	7 504	8 009
<b>Highest level of free service provided</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)		6	6		6	6	6	6	6	6
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)		50	55		60	60	60	61	65	68
Electricity (kwh per household per month)		50	50		50	50	50	50	50	50
Refuse (average litres per week)								100	100	100
<b>Revenue cost of free services provided (R'000)</b>										
Property rates (R15 000 threshold rebate)										
Property rates (other exemptions, reductions and rebates)			31 126		32 993	32 993	32 993	866	918	973
Water		1 168	1 762		3 447	3 447	3 447	2 300	2 429	2 560
Sanitation		911	1 299		2 423	2 423	2 423	1 660	1 753	1 848
Electricity/other energy		629	1 096		1 536	1 536	1 536	1 420	1 500	1 581
Refuse		1 136	1 933		3 401	3 401	3 401	2 500	2 640	2 783
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
<b>Total revenue cost of free services provided (total social package)</b>		3 844	37 216		43 800	43 800	43 800	8 746	9 239	9 744

Source: Draft 2012/2013 MTREF Budget



## SECTION 1: ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM

### 1. INTRODUCTION

The IDP is a dynamic document and represents an ever-changing policy and strategy that must grow and evolve with the Local Authority and its people. The IDP stipulates definite objectives, projects, indicators and programmes that must be achieved within the planning period.

Monitoring, evaluation and review make up a system to assess the performance of the municipality. Monitoring and evaluation are critical to:

- Ensure the implementation of plans
- Measure their development impact
- Ensure the efficient use of resources
- Measure Council's success

Monitoring, evaluation and review mechanisms should be implemented as an on-going or cyclical activity and should be built into the annual planning and budgeting cycle. The Performance Management System of the Municipality must fulfil this role.

#### • **Monitoring**

Monitoring is a continuous activity to measure indicators with regard to the short term outputs or outputs of the planning process. Amongst other things, it will provide project information to management, in order to keep the project on track with the right results being achieved on time and within budget. Monitoring includes systematically collecting and using information about each project to enable management to proceed as it should and that the beneficiaries are satisfied.

#### • **Evaluation**

Evaluation is a less frequent activity, which is designed to measure whether, and to what degree the development objectives are being achieved through the implementation of the Integrated Development Plan. It will measure the medium term impact and outcomes of the planning process. This provides the information required to reappraise the development objectives and indicators and whether the strategies and policies still hold good and whether they need to be amended or adjusted, and why.

#### • **Review**

Review is making adjustments and revision based on monitoring or evaluation information. The results of monitoring provide adjustments and corrective actions that are fed back into the planning process, to re-inform project planning, design and implementation. These results re-inform the development priorities, goals and strategies. The impact of projects will also begin to change the local area.

**MANAGEMENT**

Performance management is essentially a mechanism to measure the implementation of the IDP. As such, it can be applied to **any level** within the municipality. Through ensuring accountability at all levels, the following results should be attained:

- Meeting of strategic objectives
- Improvement of the overall municipal performance
- Improved service delivery
- Getting value for money
- Meeting the needs of people
- Creating a performance culture
- Achieving organisational transformation

It is important to take note of PM concepts that are persistently used in the development and implementation of the PMS. They are shown and explained in the Table below.

Table 11: Some Important PMS Concepts

<b>KPA</b>	<ul style="list-style-type: none"> <li>• A Key Performance Area (KPA) is an aspect that the Municipality needs in order to address or do well in and is derived from the IDP of the Municipality. KPAs are sometimes referred to as key development priorities or priority areas.</li> <li>• Nationally, the following KPAs have been determined for Municipalities:             <ul style="list-style-type: none"> <li>- Basic Service Delivery.</li> <li>- Municipal Institutional Development and Transformation.</li> <li>- Local Economic Development.</li> <li>- Municipal Financial Viability and Management.</li> <li>- Good Governance and Public Participation.</li> </ul> </li> <li>• In addition to national KPA's, a municipality may have its own local KPAs as reflected in their IDPs.</li> </ul>
<b>OBJECTIVE</b>	<ul style="list-style-type: none"> <li>• An objective is a concise statement describing the specific things that the municipality must do well in order to execute its strategy. It needs to be clear, concise and measurable, with deadlines. In addition, it should be outcome &amp; impact focused; and indicates the scope and nature of the desired change.</li> </ul>
<b>INDICATOR</b>	<ul style="list-style-type: none"> <li>• Indicators are measures that tell whether progress is being made in achieving the objectives. Indicators are statements often with a quantitative value (number, percentage, ratio) that allows progress to be quantified. They are of important because they do the following:             <ul style="list-style-type: none"> <li>- enable the review of objectives;</li> <li>- provide a common framework for measuring and reporting;</li> <li>- translate complex concepts into simple operational measurement variables;</li> <li>- help to provide feedback to the organisation, its staff and stakeholders;</li> <li>- help when comparing the municipality's performance to that of other municipalities.</li> </ul> </li> </ul>
<b>BASELINE</b>	<ul style="list-style-type: none"> <li>• Baseline measurements measure the status quo before a project or programme is implemented. Ideally, they should precede finalization of targets.</li> </ul>
<b>TARGET</b>	<ul style="list-style-type: none"> <li>• Targets are the planned level of performance or the milestones that are set for each indicator. They need to be challenging, realistic, measurable and in line with the resources and capacity of the municipality. Targets are usually expressed in terms of quantity.</li> </ul>

- **White Paper on Local Government**

The major Performance Management System (PMS) Policy instruments are in the 1998 White Paper on Local Government supported by the Batho Pele principles, which were given legal stature through the adoption of the Local Government: Municipal Systems Act in 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a Performance Management System
- Set targets, monitor and review the performance of the municipality based on indicators linked to their IDP.
- Publish an Annual Performance Report on the performance of the municipality.
- Incorporate and report on a set of general indicators (sometimes also referred to as national indicators) prescribed by the Minister responsible for Local Government.
- On a continuous basis, conduct an internal audit of all performance measures.
- Have the Annual Performance Report audited by the Auditor-General.
- Involve the community in setting indicators and targets; and also reviewing municipal performance.

The IDP is prepared, approved and implemented in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). The Act puts in place mechanisms and procedures for review and amendment of the IDP.

Legislative guidelines to this effect are:

- **Municipal Systems Act**

- Chapter 4, (Community Participation)
- Chapter 5, Section 34, (Review)
- Chapter 6, Section 46 (Annual reports)

- **Section 34 of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000)**

*A Municipal Council*

(a) *Must review its Integrated Development Plan*

- *Annually in accordance with an assessment of its performance measurements in terms of section 41 and*
- *to the extent that changing circumstances so demand, and*

(b) *May amend its Integrated Development Plan in accordance with a prescribed process*

- **Local Government: Municipal Planning and Performance Management Regulations, 2001**

- Chapter 2
- Chapter 3

The applicable review and amendment process as stipulated in the Act and its regulations are reflected for reference purposes.

Process for amending Integrated Development Plans

- (1) *Only a member or committee of a Municipal Council may introduce a proposal for amending the Municipality's Integrated Development Plan in the Council.*
- (2) *Any proposal for amending a Municipality's Integrated Development Plan must be:*
  - *Accompanied by a memorandum setting out the reason for the proposal, and*
  - *Aligned with the framework adopted in terms of Section 27 of the Act*
- (3) *An amendment to a municipality's Integrated Development Plan is adopted by a decision taken by a Municipal Council in accordance with the rules and orders of the Council.*

Integrated Development Plan may be adopted by the Municipal

Council, unless

- All the members of the Council have been given reasonable notice,
  - The proposed amendment has been published for public comment for a period of at least 21 days in a manner that allows the public and opportunity to make representations with regard to the proposed amendment,
  - The Municipality, if it is a District Municipality, has complied with sub-regulations (5), and
  - The Municipality, if it is a Local Municipality, has complied with sub-regulation (6)
- (5) A District Municipality that considers an amendment to its Integrated Development Plan must:
- Consult all the Local Municipalities in the area of the District Municipality on the proposed amendment, and
  - Take all comments submitted to it by the Local Municipalities in that areas into account before it takes a final decision on the proposed amendment
- (6) A Local Municipality that considers an amendment to its Integrated Development Plan, must:
- Consult the District Municipality in whose area it falls on the proposed amendment, and take all comments submitted to fit by the District Municipality into account before it takes a final decision on the propose

#### 4. OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

PMS is the primary mechanism to monitor, review, improve the implementation of the IDP and gauge the progress made in achieving the objectives set out in the IDP. The PMS process plan outlines the following objectives of the PMS:

- **Facilitate increased accountability and transparency**  
*The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team in a transparent manner.*
- **Facilitate learning and improvement**  
*The PMS should facilitate learning in order to enable the Municipality to improve delivery.*
- **Provide early warning signals**  
*The PMS should ensure that decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, as appropriate.*
- **Facilitate decision-making**  
*The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.*
- **Create a performance culture**  
*Foster a work culture that is performance driven as opposed to being rewards driven.*

The fore listed functions are not exhaustive but also provide a summary of the intended benefits of the PMS. They should also be used for evaluating and reviewing the PMS.

#### 5. THE PREFERRED PERFORMANCE MANAGEMENT MODEL

A Performance Management Model can be defined as the grouping of performance indicators into logical categories often called perspectives. The grouping can be based on the type of indicator<sup>1</sup> but is used as a means to enhance the ability of the municipality to manage and analyze its performance.

<sup>1</sup>The **dplg** Performance Management Guidelines (2001) suggests different types of indicators for local government, e.g. *Input, Output, Composite and Baseline* Indicators.

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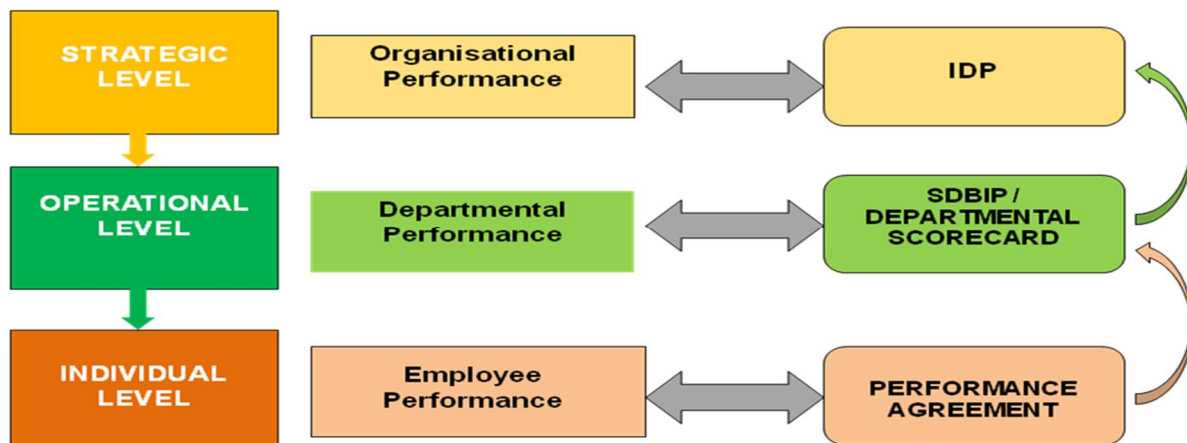
network for understanding the aspects of performance that will be measured and managed. It further ensures that a balanced set of measures are employed and are not relying on only one facet of performance.

A number of performance models are available and any of them could be applied by the Municipality. The Municipality has chosen the Key Performance Area model. In the said model all indicators are grouped together under the national key performance areas as per the MSA and the local key performance areas as per the BCRM IDP. The said model therefore enables the Municipality to assess performance based on the national and local KPA's.

The legislative framework provides for municipal performance management at various levels, including **organizational** (sometimes also referred to as municipal, corporate or strategic level), **departmental** (also referred to as services, operational or section/team level) and lastly, **individual** level.

At **organizational** level, the five-year IDP forms the basis for performance management, whereas at operational level the annual SDBIP forms that basis. The performance measures associated with the IDP have a long-term focus, whereas those associated with the SDBIP are short-term and focus on reviewing the progress made in implementing the current budget and achieving the annual service delivery targets. The measures that are set for the Municipality should be captured in the organizational scorecard.

At **departmental** level, the measures are captured in the SDBIPs of the various departments that operate within the Municipality. Performance management should occur at the various levels and relate to one another, as required by the Municipal Planning and Performance Regulations. By cascading performance measures from organizational to departmental level, both the IDP and the SDBIP eventually link with individual performance management. Regarding performance management at **individual** level, the MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP and the measurable performance objectives approved with the budget. Figure I1 below summarizes the levels of performance management.



**Figure I1: A Summary of Levels of Performance Management**

The performance management model for BCRM ensures alignment of the local KPAs with the national strategic agenda. That is achieved through the categorization of local KPAs within each of the 5 national KPAs. Inherent therein is the District Growth and Development Strategy, which, in turn, is aligned to the Provincial Growth and Development Strategy.

**PERFORMANCE MANAGEMENT**

The PM process at organizational level in the Municipality is characterized by the steps that are set out in the figure below. Although the steps and what follows relate mainly to performance management at organizational level, the principles and approaches as espoused could also be applied to performance management at departmental level.



**Figure I2: Steps for Managing Performance at Organisational / Departmental Level**

**6.1 Performance Planning**

Performance will be managed in terms of the IDP hence the annual review of the IDP constitutes the process of planning for performance. From Figure 3 it should be noted that the last step of the cycle is “performance review” and the outcome thereof should inform the next cycle of IDP compilation/review by focusing the planning processes on the areas in which the Municipality has under-performed.

**6.2 Performance Monitoring**

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organizational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against the set targets. The aim of the monitoring process is to take appropriate and immediate action where it appears that a target will not be timeously met. The same will apply to the various SDBIPs. Performance monitoring requires appropriate action to be taken should it become evident that a specific performance target is not going to be met. In undertaking performance monitoring processes, the following aspects need to be determined and provided for:

- The data that must be collected in order to assess performance.
- The methods that must be employed in the collection, storage, verification and analysis of that data.
- The processes and formats that must be used in compiling reports on that data.
- Corrective measures that will be employed when poor performance has been detected.
- Mechanisms to compare current performance with baseline indicators and performance during the previous financial year.

OWS:

Submitted to	Frequency
Council	at least quarterly
Municipal Manager	at least monthly
Internal Audit	at least quarterly

Managers should track performance trends against targets for those indicators that lie within their area of accountability at least once per month. That will allow them to identify performance related problems and take appropriate remedial action in time. In addition, each senior manager should delegate to the direct line manager the responsibility to monitor the performance for his/her sector.

### 6.3 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each KPI and against the target set for each indicator. A manual process will be used to measure performance at BCRM municipality. The organizational scorecard and SDBIP scorecards should spell out the name of an official who will be reporting on each indicator. The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result against the target for the period concerned. As such, they need not be accountable for performance on the said performance indicator.

### 6.4 Performance Analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the performance measurements to determine whether targets have been met / exceeded and to project whether future targets will be met or not. Where targets have not been met, the reasons thereof should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

The manager responsible for each indicator should, therefore, do the following:

- (i) Capture the performance data against targets on the scorecard.
- (ii) Analyze reasons for meeting or not meeting a target.
- (iii) Capture a summary of findings on the scorecard.
- (iv) Recommend remedial actions, as appropriate.

The completed departmental scorecards / SDBIP scorecards should be submitted to a formal meeting of the senior management team for further analysis and consideration of draft recommendations from the relevant managers. This level of analysis should examine performance across the municipality in terms of all BCRM priorities with the aim to reveal and capture whether there are any broader organizational factors that are limiting the ability to meet any performance targets.

Such analysis should also ensure that quality performance reports are submitted to the Committee of Council and that adequate response strategies are proposed in cases of poor performance. After reaching agreement on the analyses, the management team can take the consolidated scorecards to the Committee of Council for consideration and review.

### 6.5 Performance Reporting and Review

The next two steps in the process of performance management (i.e. *Performance Reporting and Performance Review*) will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for *in-year* versus *annual* reporting and reviews respectively. Lastly, a summary is provided of the various reporting requirements.

## and Review

The submission of the scorecard to the Committee of Council for consideration and review of the entire municipal performance is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event (*i.e. using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve*).

Performance review is the process whereby the leadership of an organization reviews the results and decides on appropriate action, after the performance of the organization has been measured and reported. In reviewing the organizational and departmental scorecards, the Committee of Council will have to ensure that the committed targets have been met; and where they have not, that satisfactory and sufficient reasons have been provided and that the proposed corrective action is adequate. If satisfied with the proposed corrective action, those should be adopted as formal resolutions of Council, minuted and actioned accordingly.

As indicated earlier, the organizational scorecard and SDBIP should be submitted to the Committee of Council for consideration and review on a quarterly basis. The reporting should therefore take place as follows within a financial year:

Quarter	Period Under Review	Month of Reporting
1 <sup>st</sup>	July to end of September	October
2 <sup>nd</sup>	October to the end of December	January
3 <sup>rd</sup>	January to the end of March	April
4 <sup>th</sup>	April to the end of June	July

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the Accounting Officer must, by 25 January of each year, assess the performance of the municipality and report to the Council on, *inter alia*, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in the SDBIP. In this realm, BCRM will also employ satisfaction surveys to objectively gauge community satisfaction levels and identify areas for improvement.

### 6.5.2 Annual Performance Reporting and Review

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- For each financial year, all municipalities should compile an annual report.
- The annual report should be tabled within seven months after the end of the financial year.
- Soon after the annual report has been tabled, it should be made public and the local community should be invited to submit representations thereon.
- The municipal Council should consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the Council's comments on the annual report.
- The adopted oversight report should be made public.
- The annual report as tabled and the Council's oversight report should be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province.
- The annual report as tabled and the Council's oversight report should be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. However, the Municipality will budget for the compilation of a user-friendly citizens'



ple, easily readable and attractive document that translates the annual report for public consumption.

Over and above the legal requirements of the MSA and the MFMA, there should be an annual public campaign that involves the community in the review of municipal performance. Such a campaign will involve all or any combination of the following methodologies:

- Various forms of media should be used to convey the annual report e.g. radio, newspapers, notice boards (in municipal buildings, community halls and third party electricity distributors) and municipal accounts.
- The public should be invited to submit comments on the annual report via, letters, minutes of ward and public meetings, fax, e-mail and physical visits to the municipal offices.
- Public meetings and ward committee meetings should be called and utilized.
- The website should be updated to include the report and leave room for comments from the public.

The public review process should be concluded by a formal review of the annual report by the IDP Representative Forum of the Municipality.

The annual performance report should be compiled and completed no later than two months after financial-year end. That will ensure that its outcomes can timeously inform the next cycle of performance planning.

### 6.5.3 Summary of Various Performance Reporting Requirements

The following table, derived from both the legislative framework for performance management and this PMS framework, summarizes the various performance reporting deadlines as they apply to BCRM.

REPORT	FREQUENCY	SUBMITTED FOR CONSIDERATION AND/OR REVIEW TO	REMARKS
1. SDBIPs	Quarterly	<ul style="list-style-type: none"> <li>• Council</li> <li>• Audit Committee</li> </ul>	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget Statements	Monthly	Mayor (in consultation with Standing Committee on Finance)	See sections 71 and 54 of the MFMA
3. Organizational Scorecard	Quarterly	Council	This PMS framework
4. SDBIP mid-year budget & performance assessment	Annually during January of each year	<ul style="list-style-type: none"> <li>• MM (in consultation with Mayor)</li> <li>• Council</li> </ul>	See sections 72 and 54 of the MFMA
5. Performance Report	Bi-annually	<ul style="list-style-type: none"> <li>• Council</li> <li>• Mayor</li> </ul>	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report
6. Annual report	Annually	Council	Chapter 12 of the MFMA
7. Mid-Year Report	Bi-annually	Public	This PMS framework
8. Oversight Report	Annual	Council	Chapter 12 of the MFMA

## 7. SYNTHESIS

This Section has provided an overview of the guidelines in place for monitoring, evaluating and reviewing the IDP on an on-going basis. It will be important for BCRM to adopt appropriate monitoring, evaluation and review processes, that are in line with the legislative guidelines to ensure that the objectives of the IDP are achieved and that project are implemented and achieving the expected results within the local communities in question.

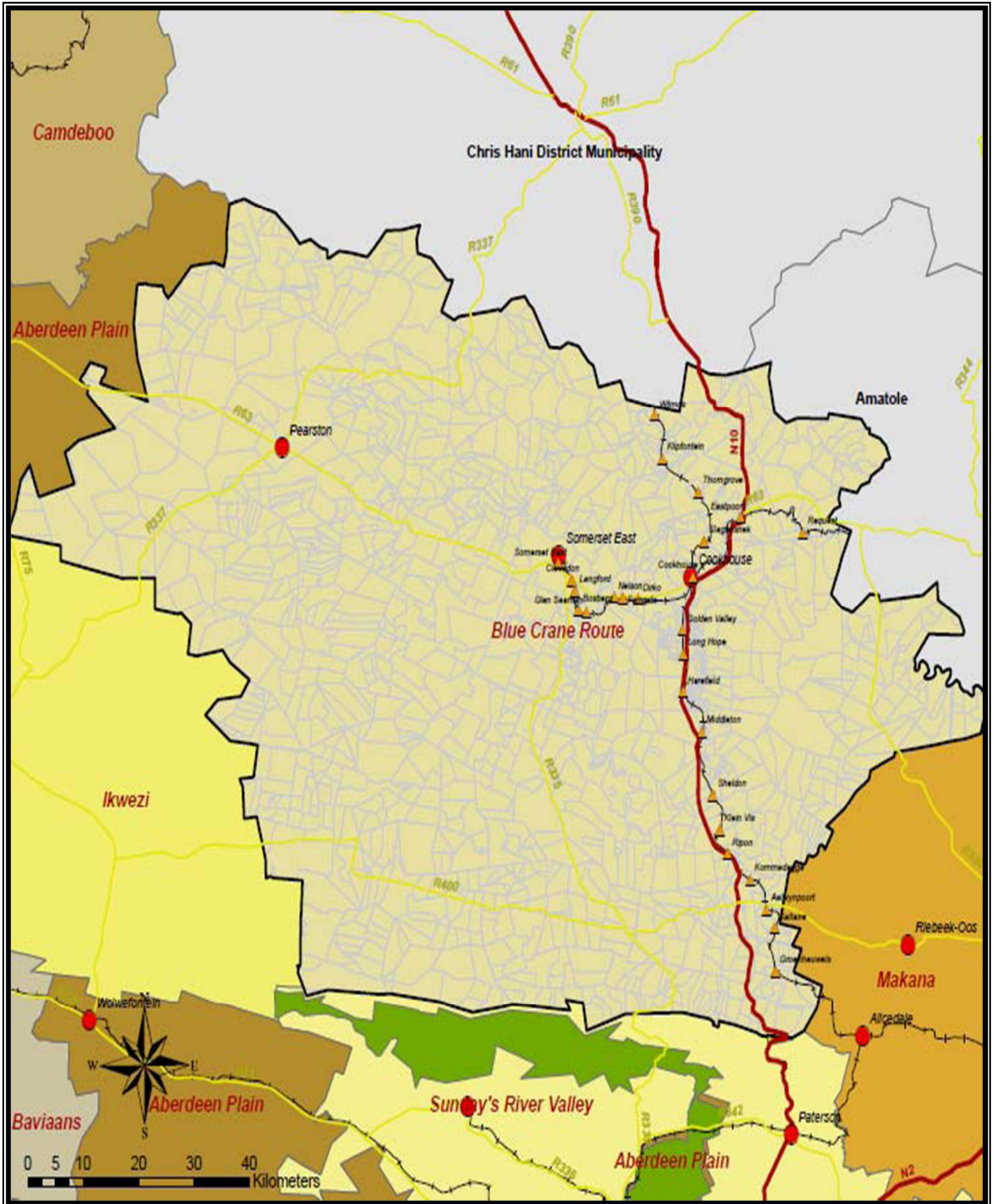
## SECTION J: ANNEXURES

The following Annexures can be found in this Section:

1. **ANNEXURE A: SDF MAP**
2. **ANNEXURE B: IDP REVIEW 2011-12 PROCESS / ACTION PLAN**
3. **ANNEXURE C: ORGANOGRAMS**
4. **ANNEXURE D: BLUE CRANE ROUTE MUNICIPALITY COMMUNITY-BASED PLANNING PRIORITIES FOR ALL WARDS**
5. **ANNEXURE E: SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) 2011/12**

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## ROUTE MUNICIPALITY – SPATIAL DEVELOPMENT FRAMEWORK MAP



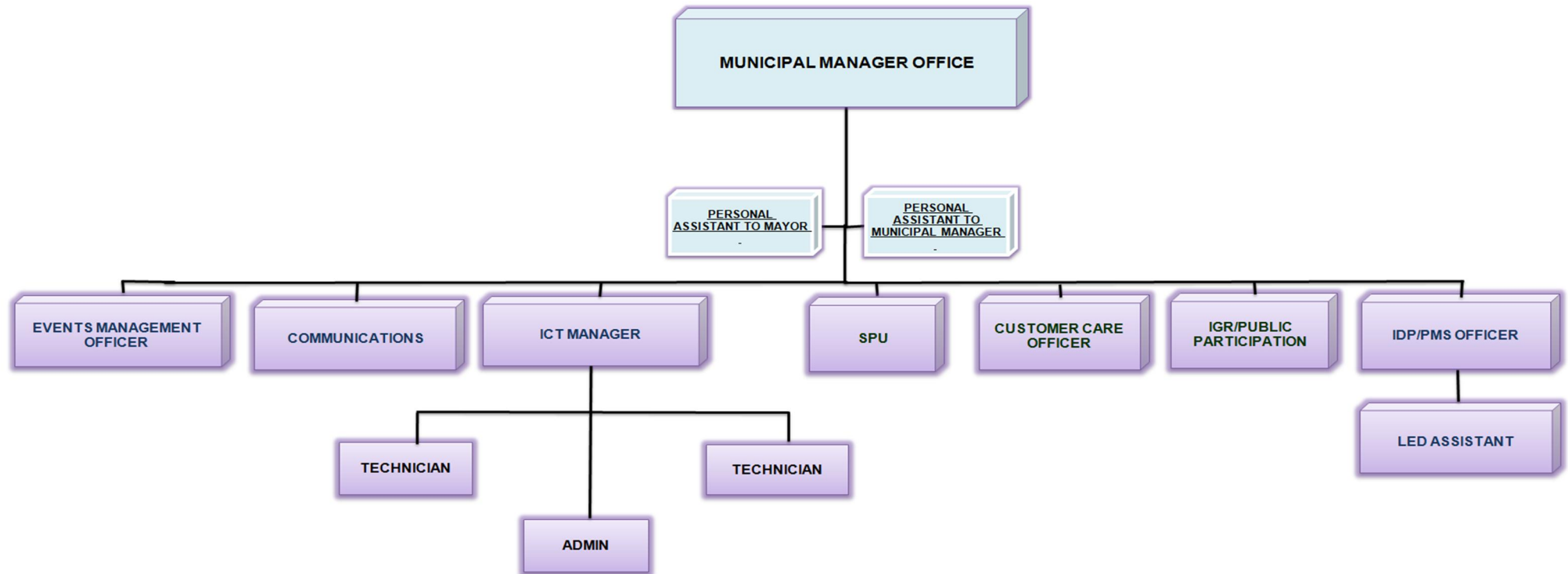
**2011-2012 PROCESS / ACTION PLAN**

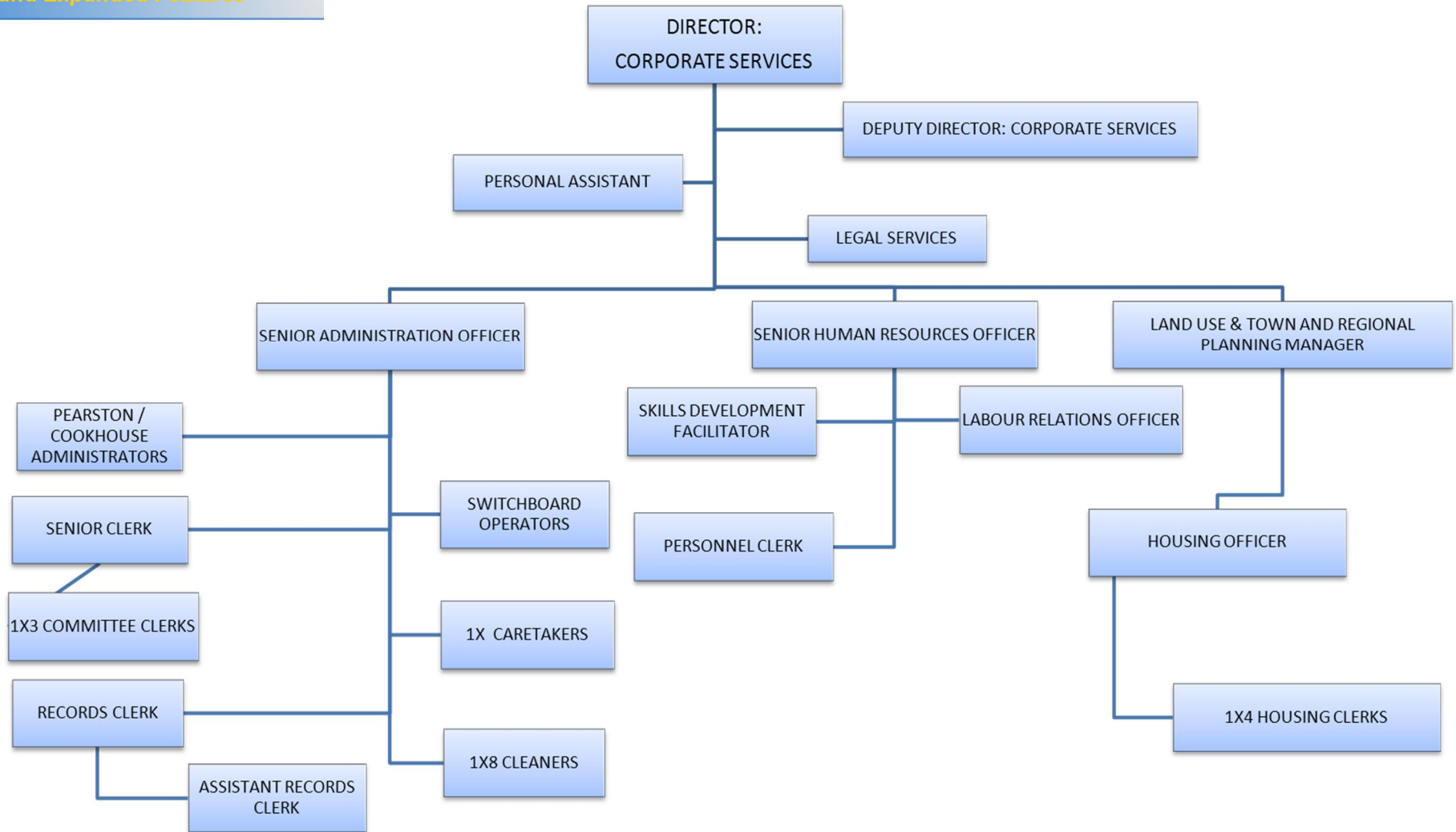
DATE	ACTIVITY	RESPONSIBILITY
Early / Mid-August	Drafting of the Process Plan aligned to District Framework Plan	Municipal Manager IDP Officer
End August	Adoption of District Framework Plan & BCRM IDP Process Plan	Council
Mid-August & Mid-September	Status quo reports by Managers	IDP Steering Committee
End August	Heads of Departments to submit Action Plans on addressing / responding to 2010/11 IDP Assessments	All HOD's IDP Steering Committee
End September	Proposed IDP Projects from Local Departments	IDP Steering Committee
End November	IDP Representative Forum and Sector alignment meeting	IDP Steering Committee
End November	Prioritization of projects	IDP Steering Committee
Early January Mid February	IDP Representative Forum and Section alignment meeting: Finalization of projects & programmes	IDP Steering Committee IDP Representative Forum Stakeholders
Mid February	Draft approved by Steering Committee: Alignment of Budget/IDP	IDP Steering Committee / Mayor
Mid-March	Draft tabled to Council for approval	Council
End March	Draft advertised for Public comment and distributed to all municipal offices & Government Departments. Submit to CDM & DLG&TA	Municipal Manager IDP Officer
Early April	Consultation with community wards on draft IDP / Budget	Mayor / Ward Councillors / MM & Managers
End April	IDP Representative Forum presenting comments	IDP Steering Committee
Mid May	Consolidation of comments for IDP Final Draft	IDP Steering Committee
End May	Final Draft approved by Council	Mayor Council
End May	Distribute to CDM / DLG&TA / Treasury	Municipal Manager IDP Officer CFO

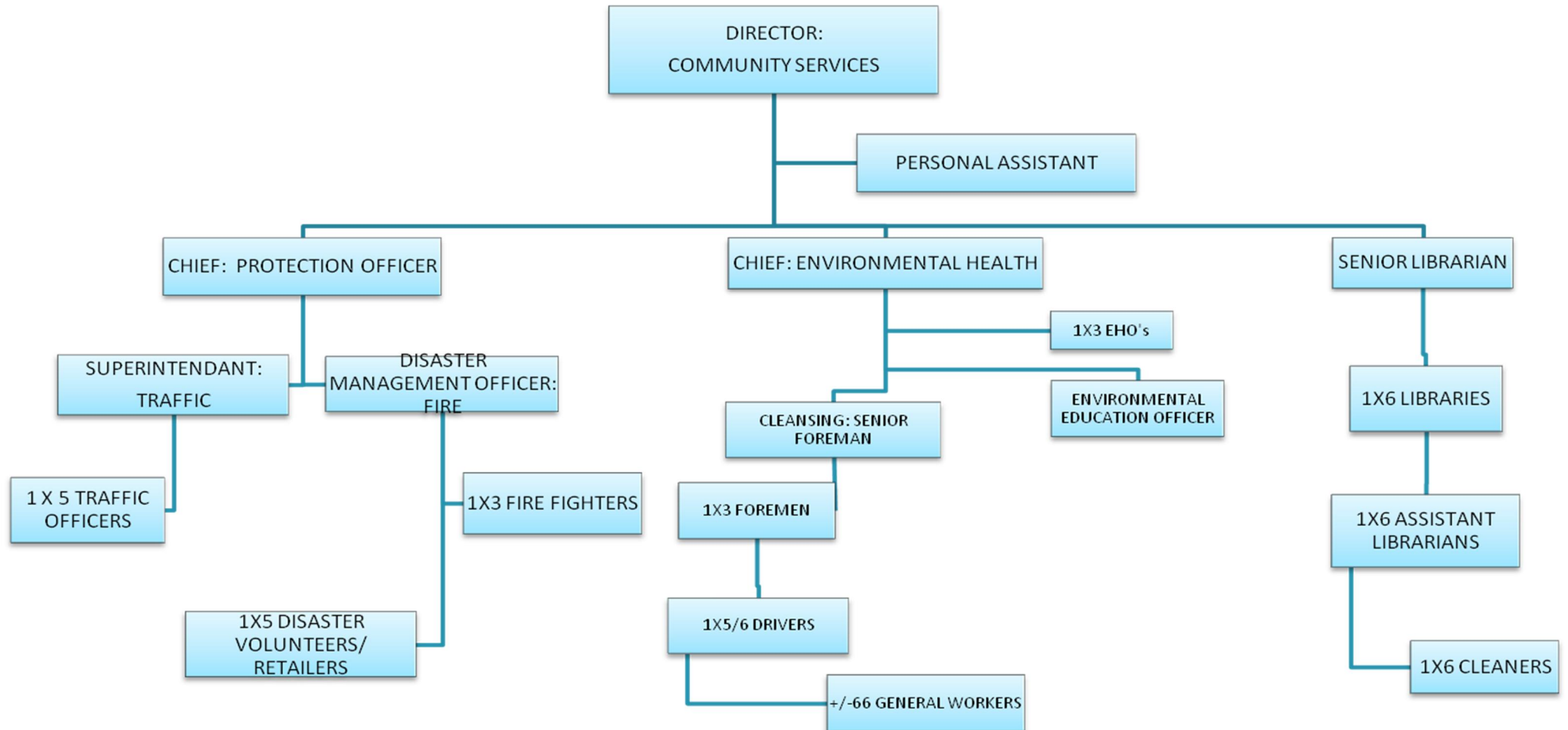
## ANNEXURE C: BLUE CRANE ROUTE MUNICIPALITY ORGANOGRAM

### BLUE CRANE ROUTE MUNICIPALITY

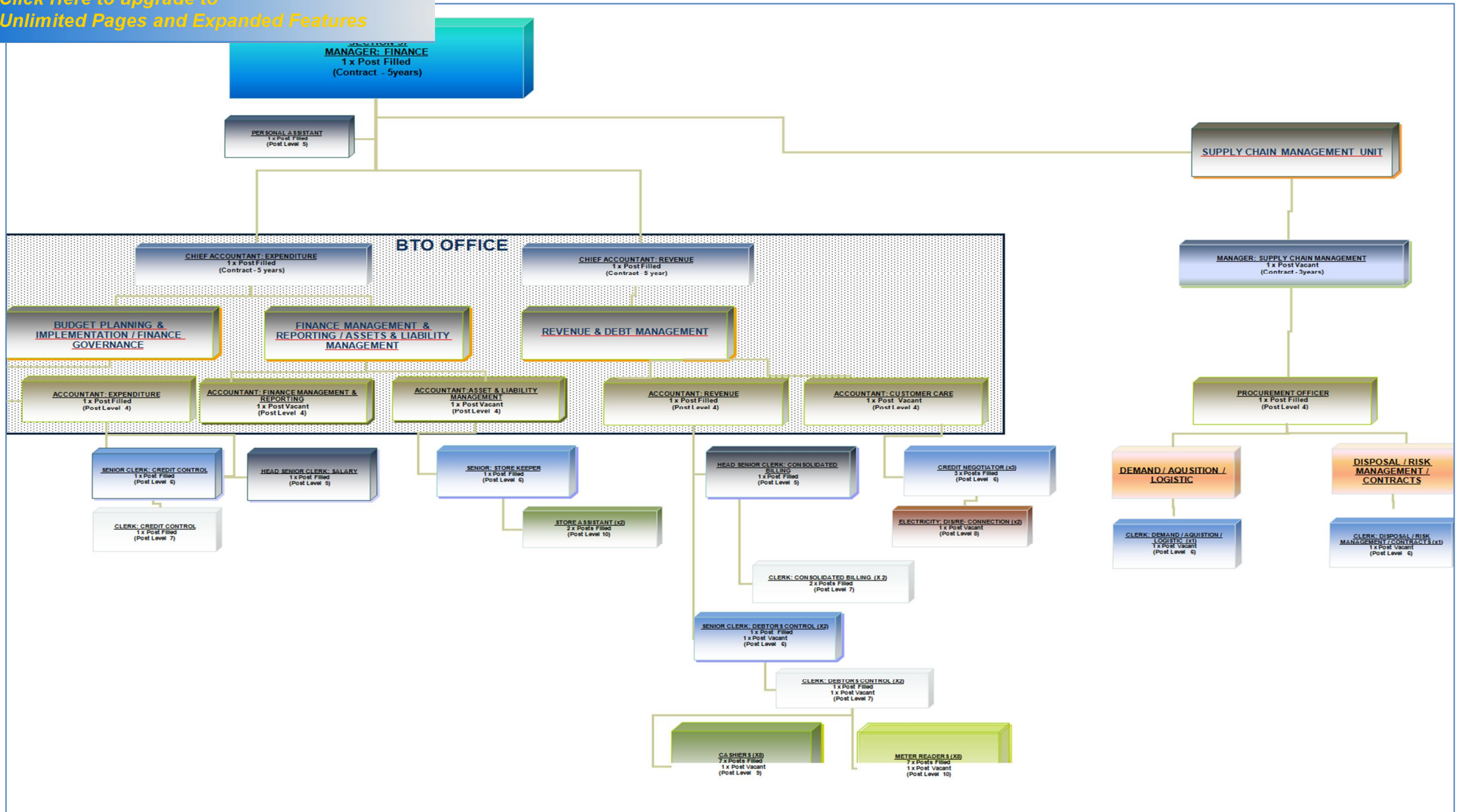
MUNICIPAL MANAGER - PROPOSED ORGANOGRAM - 15 APRIL 2011





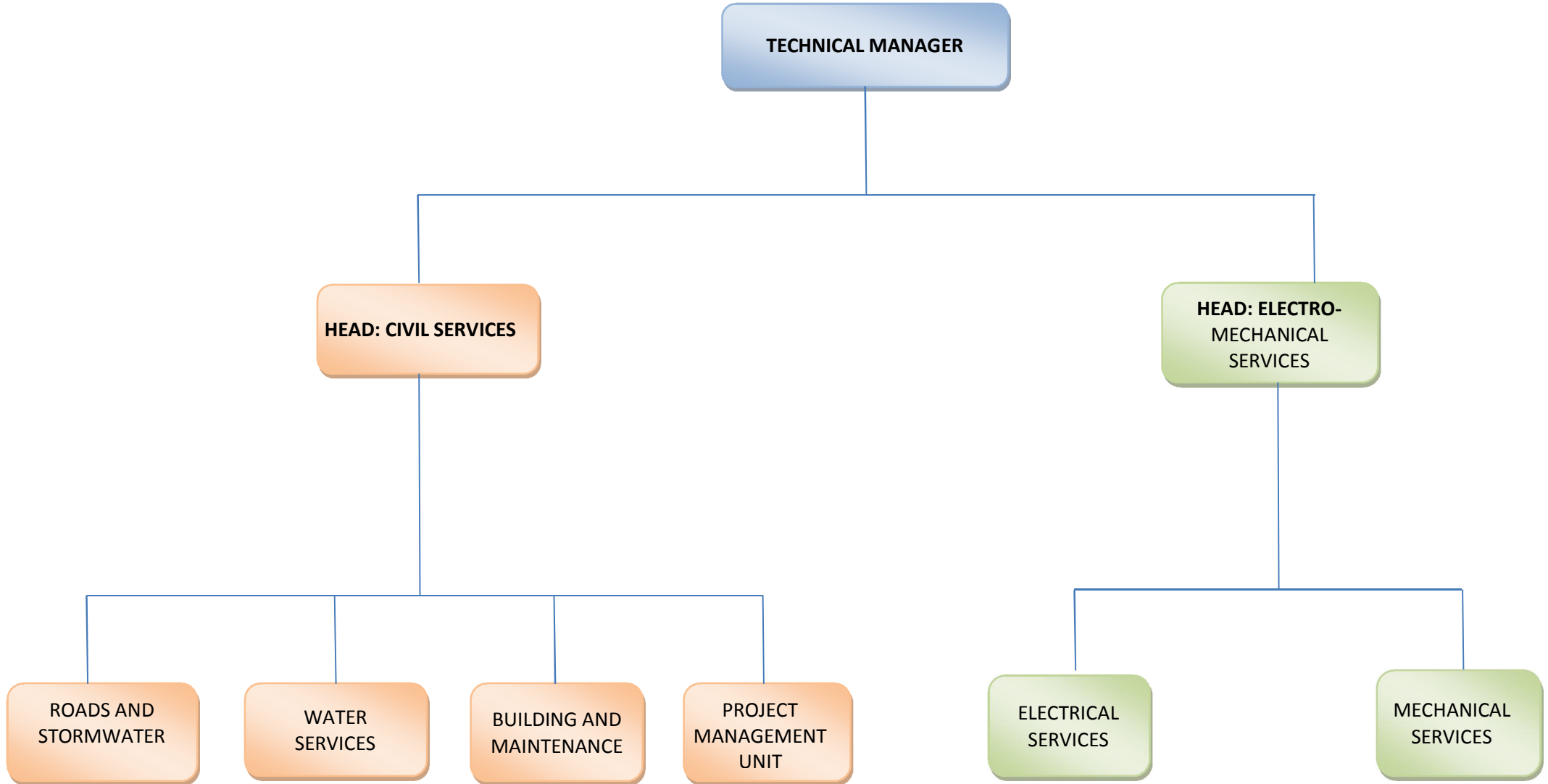


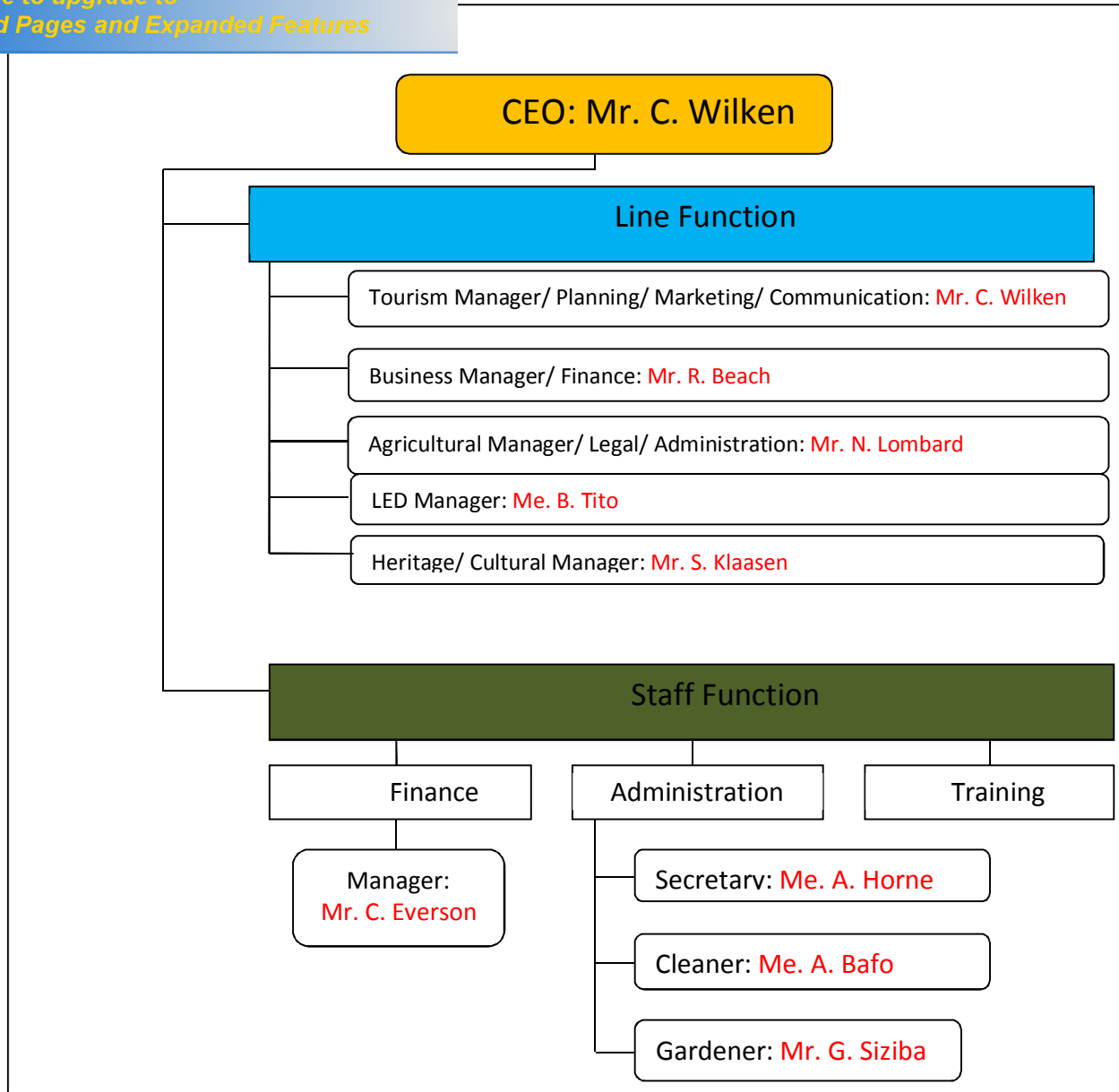
ICES





**SERVICES (HIGH LEVEL)**





**ANNEXURE D: LIST OF PROJECTS**

Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
<b>COMMUNITY SERVICES:</b>										
COMP-2012/13-1	Disaster Management Centre – Fire Building	Ward 1,2 & 6	R1.5m	CDM	R1.5m	-	-	-	-	
COMP-2012/13-2	Oxygen Cylinders for School Awareness Programme	BCRM	R35 000	BCRM	R35 000	-	-	-	-	
COMP-2012/13-3	New Fire Vehicle for live saving equipment	BCRM	R250 000	BCRM	-	R250 000	-	-	-	
COMT-2012/13-1	Office Furniture / Equipment	BCRM	R170 000	BCRM	R90 000	R35 000	R45 000	-	-	
COMT-2012/13-2	New 1400 Bakkie for Road marking	BCRM	R250 000	BCRM	-	-	R250 000	-	-	
COMT-2012/13-3	Street Names	BCRM	R60 000	BCRM	R20 000	R20 000	R20 000	-	-	
COMT-2012/13-4	Equipment	BCRM	R207 000	BCRM	R82 000	R50 000	R75 000	-	-	
COMCEM-2012/13-1	Cemetery Upgrading / Beautification	Ward 2	R200 000	BCRM EPWP	R200 000	-	-	-	-	
COMCEM-2012/13-2	Tractor for Cutting Grass	BCRM	R600 000	BCRM	-	R600 000	-	-	-	
COM-2012/13-2	Tree felling	BCRM	R450 000	BCRM OPEX EPWP	R450 000	R450 000	R450 000			
COM-2012/13-3 (2009) (MIG/EC1967/CF/09/14)	Upgrading of Sports Facilities	Wards 3,4,5 & 6	R8.9m	EPWP MIG	R2.9m	R3m	R3m	-	-	For outer years
COMPO-2012/13-1 (2009/2) (MIG/EC1968/P/09/13)	Upgrading of Parks	BCRM	R450 000	EPWP MIG	R450 000	-	-	-	-	
COMR-2012/13-3	Waste Management	Ward 2	R1,05m	EPWP BCRM	R350 000	R350 000	R350 000			

Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
COM-2012/13-4	Speed Humps	BCRM	OPEX							Annually
COM-2012/13-5	Fencing of Kalela Dam / Reservoir	Somerset East	R23 000	EPWP BCRM	R23 000					
COM-2012/13-6	Beautification Project	BCRM	R5m	EPWP BCRM	R5m					
COM-2012/13-7	Dumping site	Ward 2								
COM-2012/13-8	Removal of reeds in Town	Ward 3								
COM-2012/13-9	TB Hospital	Ward 3								To be presented to the Department of Health
COM-2012/13-10	Revitalisation of small towns	BCRM								To be discussed with the Department of Public Works
COM-2012/13-11	Public swimming pool	BCRM								
COM-2012/13-12	Clinic	Ward 1 & 6								To be presented to the Department of Health
COM-2012/13-13	Ambulance	Ward 1&6								To be presented to the Department of Health
COMC-2012/13-1	Computer Equipment	BCRM	R25 000	BCRM	-	R25 000	-	-	-	
COMC-2012/13-2	New Pounds	Wards 1, 4 & 6	R850 000	BCRM	-	-	R850 000	-	-	
COMR-2012/13-1	Spray Pump	BCRM	R16 000	BCRM	R16 000	-	-	-	-	
COMR-2012/13-2	Compactor	BCRM	R1,5m	BCRM	-	R1,5m	-	-	-	
COMENV-2012/13-1	Oil Tester	BCRM	R20 000	BCRM	R20 000	-	-	-	-	

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Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
COML-2012/13-1	Furniture / Equipment	BCRM	R648 000	CDM	R648 000	-	-	-	-	
COMB-2012/13-1	Furniture / Equipment	BCRM	R65 000	BCRM	R65 000	-	-	-	-	
<b><u>TECHNICAL SERVICES</u></b>										
TS-2012/13-1	Air Conditioners	BCRM	R50 000	BCRM	R50 000	-	-	-	-	
TS-2012/13-2	Equipment	BCRM	R125 000	BCRM	R50 000	R75 000	-	-	-	
TS-2012/13-3	Computer Equipment	BCRM	R35 000	BCRM	-	R35 000	-	-	-	
TS-2012/13-4	Grader and Water Tanker	BCRM	R1,5m	BCRM	-	-	R1,5m	-	-	
TSW-2012/13-1	Water Services Development Plan	BCRM	R950 000	BCRM OPEX	-	R400 000	R450 000	-	-	
TSW-2012/13-2	Khalela Reservoir (water supply) Fencing	Ward 5	R23 000	BCRM	R23 000	-	-	-	-	
TSW-2012/13-3	Replace AC Pipes	BCRM	To be costed							
TSW-2012/13-4	Upgrading of Pump Station	Wards 2,3,4 & 6	R650 000	BCRM	R650 000	-	-	-	-	
TSS-2012/13-1	Bucket System		To be costed	MIG BCRM						
TSR-2012/13-1	Transport Plan		To be costed	CACADU BCRM						
TSW-2012/13-5	Boreholes (Management)	Ward 4	R100 000	OPEX	R100 000					
TSE-2012/13-1	Electricity Master Plan	BCRM	To be costed	OPEX						
TSE-2012/13-2	Electricity (Spoornet)	Wards1 & 6	To be costed	BCRM						
TSE-2012/13-3	Upgrading of Urban network	BCRM	R500 000	NER	-	R2 000 000	R971 000	-	-	
TSE-2012/13-4	Street lights	BCRM	R480 000	BCRM	R200 000	R200 000	R80 000			
TSW-2012/13-6	Water	BCRM	R5m	BCRM	R2m	R3m				
TSW-2012/13-7	Replace of old Water Meters	BCRM	R5m	DWA	R2m	R3m				
TSW-2012/13-8	Cookhouse Bulk Pipeline (Phase 1)	Ward 1 &6	R4,48m	MIG	R4,48m					

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Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
(2009-2) MIG/EC4075/W/09/11				EPWP						
TSW-2012/13-9	Repair all Water Leaks and Sewer Backlogs	BCRM	R600 000	EPWP BCRM	R300 000	R300 000				
TSW-2012/13-10	Rain Water Harvesting	Ward 4	R320 000	EPWP BCRM	R160 000	R160 000				
TSW-2012/13-11	Upgrading Sewer Main	Ward 2	R15m	EPWP BCRM	R7.5m	R7.5m				
TSW-2012/13-12	Water care	BCRM	R850 000					R400 000	R450 000	
TSW-2012/13-13 (161/09) (MIG/EC4086/W/09/12)	Besterhoek New Bulk Water	Ward 2	R3.5m	MIG	R1.5m	R2m	-	-	-	
TSW-2012/13-14	Pearston Bulk pipeline	Ward 4	To be costed	MIG						Outer years
TSW-2012/13-15	Water Equipment	BCRM	R450 000	BCRM	R200 000	R100 000	R15 000	-	-	
TSS-2012/13-2	Sanitation									
TSS-2012/13-3	Bulk Sewer Pipeline	Ward 2 & 5	R15.3 m	MIG	R5,3m	R10m	-	-	-	
TSS-2012/13-4 (Revised20) (MIG/EC0807/5/06/08)	Upgrade Sewer Plant	Ward 1 & 6	R7m	MIG	R7m	-	-	-	-	
TSW-2012/13-15	WWTW	Ward 2 & 4	R23m	MIG		R10m	R13m			
TSS-2012/13-5	Sewer Reticulation - Minor sewer lines	BCRM	R155 000	BCRM EPWP	R155 000	-	-	-	-	
TSS-2012/13-6	Septic Tanks	Ward 4 & 6	To be costed	MIG BCRM						
TSR-2012/13-2	Road to Bestershoek	Ward 5	To be costed	OPEX						
TSW-2012/13-16	Water leak (Water Conservation)	BCRM	R1m	DWA BCRM						Ongoing
TSW-2012/13-17	Water Tanks	BCRM	To be costed	OPEX						

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Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
TSR-2012/13-3	Mountain Road	Ward 5	To be costed	BCRM OPEX						
TSR-2012/13-5 (2009/2012)- MIG/EC4063/RST/10/13	Upgrading of gravel roads	BCRM	R5m	MIG EPWP	R3m	R2m	-	-	-	
TSS-2012/13-7	Public Toilets	BCRM	R300 000	BCRM	-	R150 000	R150 000	-	-	
TSS-2012/13-8	Construction of new Ablution Facility	BCRM	R200 000	EPWP BCRM	R200 000					
TSS-2012/13-9	Waste Water Treatment – Office Facilities	BCRM	R800 000	EPWP BCRM	-	R800 000	-	-	-	
TSE-2012/13-5	Electricity Connections (RDP Houses)	BCRM NER	R332 000	EPWP BCRM	R332 000	-	-	-	-	
TSE-2012/13-6	Upgrading of Urban Network (Electricity)	BCRM	R500 000	EPWP BCRM	R500 000	-	-	-	-	
TSW-2012/13-18	Nelsig River – gabion development	Ward 4	To be costed							
TSR-2012/13-5	Side-Walks	BCRM	To be costed							
TSW-2012/13-19	Stormwater	BCRM	To be costed	MIG						
TSR-2012/13-6	Rural roads maintenance	BCRM	R8m	DPW						
<b>FINANCIAL SERVICES</b>										
FS-2012/13-1	Indigent	BCRM	R60 000	OPEX MIG	R60 000	R60 000	R60 000			Annually
FS-2012/13-2	Financial System	BCRM	R3m	BCRM FMG	-	R3m	-	-	-	
FS-2012/13-3	GRAP conversion	BCRM	R800 000	BCRM FMG OPEX	R800 000	R200 000				

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Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
FS-2012-13-4	Risk Assessment	BCRM		BCRM OPEX						Annually
FS-2012/13-5	Fraud Prevention	BCRM	R50 000	BCRM OPEX	R50 000	R50 000	R50 000	R50 000	R50 000	
FS-2012/13-6	Valuation Roll	BCRM	R2,5m	BCRM OPEX				R2.5m		
FS-2012/13-7	Supplementary Interim	BCRM	R150 000	BCRM	R100 000	R150 000	R150 000			
FS-2012/13-8	Full scale	BCRM	R2.5m							
FS-2012/13-9	Computer Equipment	BCRM	R175 000	BCRM	R50 000	R50 000	R75 000	-	-	
<b><u>CORPORATE SERVICES</u></b>										
CORH-2012/13-1	Training	BCRM	To be costed	SETA's /BCRM OPEX						Ongoing
COR-2012/13-1	SDF	BCRM	To be costed	DLGTA BCRM OPEX						
CORH-2012/13-2	Policy Review	BCRM		BCRM OPEX		R100 000				
CORH-2012/13-3	Electronic Leave Management System	BCRM		BCRM	R45 000					
CORB-2012/13-6	New Office Buildings / Office Space	BCRM	R1m	BCRM	R500 00	R500 000	-	-	-	
CORH-2012/13-4	Employment Equity Plan	BCRM		BCRM OPEX						
CORH-2012/13-5	Needs Housing Register	BCRM	R120 000	DOHS	R120 000	R100 000				
CORB-2012/13-1	Burnt and Abandoned houses	BCRM	OPEX	DOHS						
CORB-2012/13-2	Renovations (Municipal offices)	BCRM	To be costed	BCRM						
CORB-2012/13-3	Land Acquisition	Ward1,2,3 & 6	To be costed	DRDLR DRDAR						
CORB-2012/13-4	Upgrading of Municipal buildings	BCRM	R192 000	EPWP BCRM	R192 000					



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Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
CORB-2012/13-5	RDP House Numbering	BCRM	R105 000	EPWP BCRM	R105 000					
CORB-2012/13-6 (CORH10046) MIG/EC5077/CF/11/12	Construction of Multipurpose Centre in Aeroville	Ward 2	R3,6m	EPWP BCRM	R1,8m	R,8m				
CORB-2012/13-7	Traffic Building - Extension	BCRM	R600 000	BCRM	R300 000	R300 000	-	-	-	
CORH-2012/13-6	OCHSACT	BCRM	To be costed	BCRM						
COR-2012/13-2	W.S.P			BCRM						
CORH-2012/13-7	Transit area (informal houses)	Ward 1,3,5 & 6	To be costed	BCRM DOHS						Outer years
COR-2012/13-3	Satellite Police Station	Ward 2		SAPS						
CORH-2012/13-8	Installation of Geysers	BCRM	sponsored							
CORH-2012/13-9	Community Hall	Ward 3	To be costed							
CORH-2012/13-10	Accommodation (Disabled people)	Ward 3	To be identified							
CORH-2012/13-11	Title Deeds	BCRM	To be distributed							
COR-2012/13-4	Skilling & training of Youth	BCRM	OPEX							
CORH-2012/13-12	Business Registration	BCRM	OPEX							
CORH-2012/13-13	Housing in Vaal Block (surveying)	Ward 4	OPEX							
CORH-2012/13-14	Millennium Park Hall	Ward 4	To be costed							
COR-2012/13-5	Lilitha College	BCRM								To be submitted to the Department of Health
COR-2012/13-6	Transport Plan	BCRM	To be costed	CDM						
COR-2012/13-7	CDW	Ward 6								To discussed with DLGTA

Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
COR-2012/13-8	Vehicle	BCRM	R244 000	BCRM	-	-	R244 000	-	-	
COR-2012/13-9	Electronic Filing System	BCRM	R400 000	BCRM	-	-	R400 000	-	-	
COR-2012/13-10	ELECTRONIC Leave Management system	BCRM	R45 000	BCRM	R45 000	-	-	-	-	
COR-2012/13-11	Computers / Office Furniture	BCRM	R128 500	BCRM	R28 000	-	R100 000	-	-	
<b>BLUE CRANE DEVELOPMENT AGENCY(BCDA)</b>										
BCDA-2012/13-1	Youth Program (Aloe/Strawberries)		R1.5m	Agriculture and Land Affairs						
BCDA-2012/13-2	Assisting emerging farmers			Agriculture and Land Affairs						
BCDA-2012/13-3	Vegetable production		R1m	Agriculture and Land Affairs						
BCDA-2012/13-8	Fruit Production			Commercial						
BCDA-BOS2012/13-1	Infrastructure		R30m	Private (Basholdings)						
BCDA-BOS2012/13-2	Residential		R4m	Cacadu & Economic Affairs						
BCDA-BOS2012/13-3	Tourism Hub	Boschberg	R25m	Private (Basholdings) EPWP						
BCDA-BOS2012/13-4	Caravan/Camping site		R5m	Private (Basholdings)						
BCDA-BOS2012/13-5	Wedding/conference centre		R5m	Private (Basholdings)						
BCDA-BOS2012/13-6	Reserve development		R2,5m	Department of Tourism/Parks						
BCDA-BOS2012/13-7	Community recreational development		R4m							
BCDA-BOS2012/13-8	Establishment of fish Hatchery		R1,5m	Private (Martin Davies)						

Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
BCDA-BOS2012/13-9	Installation of solar geysers in BCRM		R20m	Private (Basholdings)						
BCDA-BOS2012/13-10	BCDA Link with CSDCF on Cookhouse filling station		R7m	Private						
BCDA-BOS2012/13-11	Airport (Main & secondary runway)		R4m	Private (Basholdings)						
BCDA-BOS2012/13-12	Aviation Projects (SkyWake/Flying school/ECNAC)		R18m	National Treasury & Private						
BCDA-BOS2012/13-13	Development of Light Industrial Park		R2,2m	BCRM						
BCDA-BOS2012/13-14	Pearston CBD – Rejuvenation		R12m							
BCDA-BOS2012/13-15	Renewable Energy: Wind		R2,6b	Macquarie's & Old Mutual						
BCDA-BOS2012/13-16	Recycling (Dump site)		R9m	Total Waste Solution						
BCDA-BOS2012/13-17	Research/Training facility		R80m	?						
BCDA-BOS2012/13-18	Water/Renewable Energy Pipeline (cookhouse)		R70m	Private						
BCDA-BOS2012/13-19	Hydro		R80m	Private						
BCDA-BOS2012/13-20	Solar		R250m	BNM Fruiral						
BCDA-EDU2012/13-1	School (Maths and Science)		R2,5m	Merseta and Eskom						
BCDA-EDU2012/13-2	Lovedale College satellite campus		R28m	Department of Education						
BCDA-EDU2012/13-3	Denel (Artisan Centre)		R8m	Denel						
BCDA-HERC2012/13-1	Community Cultural Festival		R200 000	Media 24/Burger & BCRM						

Project IDP Number	Project Description	Location	Total Cost (R'000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
BCDA-HERC2012/13-2	Christmas choir festival		R50 000	Media 24/Burger						
BCDA-HERC2012/13-3	Crafters		R100 000	CDM						
<b>OFFICE OF MUNICIPAL MANAGER</b>										
MM-2012/13-1	Performance Management Systems (PMS)	BCRM	R750 000	BCRM	R250 000	R250 000	R250 000			Annually
MM-2012/13-2	Communication Strategy	BCRM	To be costed	OPEX BCRM						Annually
MM-2012/13-4	Intergovernmental Relations (IGR)	BCRM	To be costed	OPEX BCRM						Annually
MM-2012/13-5	Public Participation	BCRM	R100 000	OPEX	R100 000	R100 00	R100 000			Annually
MM-2012/13-6	Disabled	BCRM	To be costed	BCRM						
MM-2012/13-7	Internal Audit	BCRM	R460 000	BCRM	R460 000	R480 000	R500 000			
MM-2012/13-8	Audit Committee	BCRM	R180 000	OPEX MIG	R60 000	R60 000	R60 000			
MM-2012/13-9	ICT Strategy	BCRM	R300 000	BCRM	R300 000					
MM-2012/13-10	Datacenter (for DRP) – Phase 1	BCRM	R400 000	BCRM	R400 000					
MM-2012/13-11	Office Furniture / Computer Equipment	BCRM	R125 000	BCRM	-	R50 000	R75 000			

	Projects as per the Operating Capital Budget
	Projects as per the Operating Capital Budget as well as EPWP Projects
	EPWP Projects

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INTATION PLAN (SDBIP)

Priority Area 1: Infrastructure

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 1.1 To provide access to potable water and adequate sanitation to all urban households by 2012</b>											
80% of (350) water and sewer connections to be installed by 2011/2012	Number of household water and sewer connections installed	50 household connections installed previously	70 housing connections installed in Q1	70 housing connections installed in Q2	70 housing connections installed in Q3	70 housing connections installed in Q4	280 households will be installed with water and sewer connections	Manager Technical	R 1 200 000	BCRM	N/A
Provision of bulk water supply	Percentage Confidence Level of water quality for monthly test results	90% Confidence Level	92% Confidence Level	94% Confidence Level	96% Confidence Level	98% Confidence Level	98% Confidence Level of water quality for the year	Manager Technical	R 200 000	BCRM	N/A
Construction, upgrading & maintenance of water works	Number of new bulk water meters installed	Water balance exercise completed with inconclusive results due to poor or nonexistent metering	Water demand zones identified (0 bulk water meters)	Reconfiguring of water piping initiated (0 bulk water meters)	Reconfiguring of water piping completed (0 bulk water meters)	5 new bulk water meters installed	5 new bulk water meters installed	Manager Technical	R 200 000	BCRM	N/A
	Percentage of standpipes and Municipal premises metered according to Budget allocation	No baseline exists (0%)	Identification of all unmetered standpipes and premises initiated (0%)	All unmetered standpipes and premises identified (0%)	Findings and costing of needed meters approved by Council (0%)	25% of standpipes and Municipal premises metered	25% of standpipes and Municipal premises metered according to Budget allocation	Manager Technical	R 1 200 000	BCRM	N/A
	Number of Kms of AC water piping refurbished	0.5 km was previously refurbished in the abotoir line	Critical areas needing AC water piping refurbishment identified in proposal (0 Kms)	Funding sourced based on the Maintenance Backlog study presented to Council (0 Kms)	2 Kms of AC water piping refurbished in Q3	3 Kms of AC water piping refurbished in Q4	5 Kms of AC water piping refurbished	Manager Technical	R 5 000 000	BCRM	N/A
<b>IDP Objective 1.2 Reliable and affordable electricity will be available to 80% of consumers by 2012.</b>											
To increase the current grid capacity by 2 MVA for local development	Number MVA of the current electrical grid	18 MVA of current electrical grid capacity	Await Eskom approval (18 MVA)	Eskom approval received (18MVA)	18MVA electrical grid capacity increase initiated	Completion of capacity upgrade of electrical grid to 20MVA	20MVA electrical grid capacity	Manager Technical/ Eskom	R 200 000	BCRM	N/A
Upgrading of electricity network	Number of household connections installed	67 housing connections in 2010/11	70 housing connections installed in Q1	70 housing connections installed in Q2	70 housing connections installed in Q3	70 housing connections installed in Q4	280 of house holds will be installed with electrical connections	Manager Technical	R 1 300 000	BCRM	N/A
	Number of Kms of overhead lines refurbished and extended	15 Kms on the Pearson line were refurbished in 2010/11	2 km of overhead lines refurbished and extended in Q1	4 km of overhead lines refurbished and extended in Q2	3 km of overhead lines refurbished and extended in Q3	6 km of overhead lines refurbished and extended in Q4	15 Kms of overhead lines refurbished and extended	Manager Technical	R 200 000	BCRM	N/A
	Percentage reduction in electrical losses in comparison with audited financial statements	0.1 % reduction in electrical losses at present	0.5 % reduction in electrical losses in comparison with audited financial statements	0.5 % reduction in electrical losses in comparison with audited financial statements	0.5 % reduction in electrical losses in comparison with audited financial statements	0.5 % reduction in electrical losses in comparison with audited financial statements	0.5 % reduction in electrical losses in comparison with audited financial statements for the year	Mnager Finance /Technical services	N/A	BCRM	N/A

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INTENTATION PLAN (SDBIP)

**Priority Area 1: Infrastructure**

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 1.3 Gravel roads will be maintained and 5% of roads/streets and storm water infrastructure in BCRM will be improved per annum.</b>											
20% of(60 km) all unpaved roads to be paved by 2011/2012	Number of Kms of unpaved roads paved	2 Kms of unpaved roads were paved in 2010/11	3 Kms of unpaved roads to be paved in Q1	3 Kms of unpaved roads to be paved in Q2	3 Kms of unpaved roads to be paved in Q3	3 Kms of unpaved roads to be paved in Q4	12 Kms of unpaved roads will be paved.	Manager Technical	R 12 000 000	MIG/ CDM	N/A
	Number of Kms of roads resurfaced	No baseline data available	Roads condition assessment completed (0 Kms)	1 Km of road resurfaced in Q2	1 Km of road resurfaced in Q3	1 Km of road resurfaced in Q4	3 Kms of roads resurfaced	Manager Technical	R 200 000	BCRM	N/A
Maintenance of streets & roads	Number Kms of minor drainage infrastructure cleaned	3 Km of minor drainage infrastructure cleaned in 2010/11	1 Km of minor drainage infrastructure cleaned in Q1	1 Km of minor drainage infrastructure cleaned in Q2	1 Km of minor drainage infrastructure cleaned in Q3	2 Kms of minor drainage infrastructure cleaned in Q4	5 Kms of minor drainage infrastructure cleaned	Manager Technical	R 200 000	BCRM	N/A
To provide effective protection services in BCRM	Number of speedhumps constructed	No baseline data available	8 speedhumps completed in Q1 (Somerset East)	8 speed humps completed in Q2 (Cookhouse & Pearston)	7 speedhumps completed in Q3(Somerset East)	N/A	23 speedbumps constructed in BCRM	Manager Community services/Technical services	N/A	BCRM	N/A
Maintenance of all priority municipal buildings	Percentage of Municipal buildings maintained as available in Municipal Budget	12 % of Municipal buildings maintained in 2010/11	All Municipal building identified and assessed for costing and resource allocations (0%)	33% of Municipal buildings maintained based on available Budget in Q2	33% of Municipal buildings maintained based on available Budget in Q3	34% of Municipal buildings maintained based on available Budget in Q4	100% of Municipal buildings maintained based on available Budget allocation	Manager Corporate services/Technical services	N/A	BCRM	N/A

**IDP Objective 1.4 The facilitation of an efficient and effective public transport system**

No quarterly projections of service delivery targets set for this objective at this time.

INTENTATION PLAN (SDBIP)

Priority Area 2: Community Services

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 2.1 Sufficient land will be available in BCRM for development purposes by 2012</b>											
To acquire Spoornet land in Cookhouse for development purposes	Number of hectares of Spoornet land acquired for development	0 hectares of Municipal land available for development	Service transferred Spoornet land to Dept. Human Settlements (0 ha acquired)	N/A	29.4 ha land acquired from Dept. Human Settlements	N/A	29.4 hectares of Municipal land acquired from Spoornet	H Hendricks	External funding	DHS	N/A
To have a reviewed SDF which provides a basis for economic growth in both Somerset East, Cookhouse & Pearston.	Spatial Development Framework (SDF)	Existing SDF lacks detail on surrounding towns and an economic development orientation	Funding secured from Dept. LG&TA	Service provider appointed	1st draft SDF	Updated SDF approved by Council	Updated SDF for entire BCRM	H Hendricks	External funding	DLGTA	N/A
To extend Mnandi and Bongweni cemeteries in order to provide adequate cemetery sites	Number of hectares of land acquired for cemetery extension and commonage	No available land for cemetery extension	Surveyor appointed and 1 farm acquired (0 ha acquired)	Offer to purchase submitted to Dept. Land Reform and Rural Development (0 ha acquired)	N/A (0 ha acquired)	800 ha of land transferred to Municipality for cemetery extension and commonage	800 of hectares of land acquired for cemetery extension (10 ha) and commonage (790 ha)	H Hendricks and Q. Siyaya	External funding	DLRRD	N/A
<b>IDP Objective 2.2 Necessary resources will be in place to ensure effective waste management by 2012</b>											
Fencing of landfill site	Landfill site fence	No fencing currently, landfill site not compliant to Waste Management Act	Tender advertised	Service provider appointed	Fencing of landfill site completed	N/A	Landfill site fenced in compliance with Waste Management Act	Miss N. Ngcipe	R680 000	BCRM Operational Expenditure	Fencing of refuse site
Beautification project for BCRM (sustainable operation clean up and job creation)	Avg. period of waste removal per ward	52 removals for each ward (1 x week) for the year in 2010-11	Avg. 1 waste removal cycle per week	Avg. 1 waste removal cycle per week	Avg. 1 waste removal cycle per week	Avg. 1 waste removal cycle per week	Average of 1 waste removal cycle per week per ward	Mr P Dreyer	R 11 859 506	BCRM Operational Expenditure	Effective refuse removal
Establishment and upgrading of Landfill sites	Number of Landfill sites completing Phase 1 of upgrade (Cookhouse, Pearston and Somerset East)	3 existing landfill sites identified in need of upgrade	Funding application submitted to Provincial & National Government (0 sites)	Terms of Reference finalised and funding secured (0 sites)	Service provider appointed (0 sites)	3 landfill sites completed Phase 1 of upgrade	3 Landfill sites completed Phase 1 of upgrade	Mr. P. Dreyer and Miss N. Ngcipe	R10 000 000 subject to approval of MIG	MIG	Establishment of regional landfill site Establishment for transferstation in Cookhouse and establishment of landfill site in Pearston
<b>IDP Objective 2.3 Provide improved Municipal health services in BCRM</b>											
Improve water quality management	Number of water samples taken for bacteriological analysis	168 samples taken in 2010-11	42 water samples analysed in Q1 (14 samples taken monthly)	42 water samples analysed in Q2 (14 samples taken monthly)	42 water samples analysed in Q3 (14 samples taken monthly)	42 water samples analysed in Q4 (14 samples taken monthly)	168 water samples analysed bacteriologically for the year (14 samples taken monthly)	Nomsa Ngcipe	R15 000	CDM	Water quality management
Prevent the spread communicable diseases	Number of inspections and evaluations of facilities	600 inspections carried out in 2010-11	150 inspections in Q1 (50 per month)	150 inspections in Q2 (50 per month)	150 inspections in Q3 (50 per month)	150 inspections in Q4 (50 per month)	600 inspections and evaluations of facilities conducted	Mr Triegaardt and Miss Qolo	N/A	BCRM Operational Expenditure	Monitoring and evaluation for compliance
Development of new Aeroville cemetery	A new cemetery in Aeroville	Currently no available space for burial in Aeroville	Service provider appointed	Cemetery design completed	Construction of cemetery begun	Construction of cemetery completed	A new cemetery in Aeroville completed	Miss Nomsa Ngcipe	External funding	MIG funding & BCRM Operational Expenditure	New Aeroville cemetery
Improve management of food control	Number of food samples taken for bacteriological analysis	16 samples taken in 2010-11	4 samples taken in Q1	4 samples taken in Q2	4 samples taken in Q3	4 samples taken in Q4	16 food samples taken for bacteriological analysis	Mr Triegaardt and Miss Qolo	R5000	CDM	Food Safety control

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IMPLEMENTATION PLAN (SDBIP)

Priority Area 2: Community Services

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 2.4 All families in the BCRM will live in adequate housing in 2012</b>											
To provide for the needs of the homeless by providing safe and integrated human settlements	Number of sites transferred and registered in names of home owners	165 homes registered in names of home owners in 2010-11	100 new transfers registered in names of home owners in Q1	100 new transfers registered in names of home owners in Q2	100 new transfers registered in names of home owners in Q3	100 new transfers registered in names of home owners in Q4	400 new transfers registered in names of home owners for the year	H. Hendricks and Q. Siyaya	External funding	DHS	N/A
	Number of housing units built in Pearston	Housing backlog of 3200 units	Construction begun (0 units)	10 housing units completed in Q2	15 housing units completed in Q3	25 housing units completed in Q4	50 housing units built in Pearston				
	Number of housing units built in Cookhouse	Housing backlog of 3200 units	Construction begun (0 units)	Construction continued (0 units)	10 housing units completed in Q3	N/A	10 housing units built in Cookhouse				
	Number of housing units built in Aeroville	Housing backlog of 3200 units	Construction begun (0 units)	33 housing units completed in Q2	N/A	N/A	33 housing units built in Aeroville				
<b>IDP Objective 2.5 BCRM will comply with environmental by-laws and Local Agenda 21 by 2012</b>											
Development of environmental management plan	Environmental Management Plan	No plan currently exists	R300 000 funding secured and T.O.R. developed	Service provider appointed	Draft Environmental Management Plan	Environmental Management Plan approved by Council	An approved Environmental Management Plan	Mr P Dreyer	External funding	CDM and BCRM Operational Expenditure	Environmental Management Plan
To provide effective environmental health services in BCRM.	Number of alien and encroaching trees to be removed	1 year since previous removal of alien and encroaching trees.	Service provider appointed (0 trees)	40 trees removed in Q2	40 trees removed in Q3	20 trees removed in Q4	100 problematic trees removed	Mr Dreyer	R600 000	BCRM Operational Expenditure	Removal of problematic trees
	Percentage decrease in incidence of fires by monthly comparison year on year	31 fires in 2010-11	1% decrease	2% decrease	3% decrease	5% decrease	5% decrease in incidence of fires by monthly comparison year on year	P. Dreyer and Chief Protection Services	External funding	CDM	Fire Safety
	Number of schools received fire awareness visits	Awareness programmes were not conducted in previous year	4 schools received fire awareness visits in Q1 (Cookhouse)	3 schools received fire awareness visits in Q2 (Pearston)	6 schools received fire awareness visits in Q3 (Somerset East)	5 schools received fire awareness visits in Q4 (Somerset)	18 schools received fire awareness visits	P. Dreyer and Chief Protection Services	External funding	CDM	Fire Safety
	Number of wards cleaned in refuse clean-up campaigns	6 wards cleaned twice	3 wards benefit from refuse clean-up campaigns in Q1	3 wards benefit from refuse clean-up campaigns in Q1	3 wards benefit from refuse clean-up campaigns in Q1	3 wards benefit from refuse clean-up campaigns in Q1	12 wards benefit from refuse clean-up campaigns	P. Dreyer and Nomsa Ncipe	N/A	BCRM Budget Adjustment	Effective refuse removal
Registration of new business owners	Number of business licenses issued on a yearly basis	48 licensed businesses	12 business licenses issued	12 business licenses issued	13 business licenses issued	13 business licenses issued	50 businesses licensed	Mr. Triegaardt and Miss Qolo	R1890	BCRM Operational Expenditure	Licensing of business



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INTENTATION PLAN (SDBIP)

Priority Area 2: Community Services

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 2.6 Provide effective protection services to BCRM residents</b>											
To provide effective protection services in BCRM	Number of towns upgrading and improving road signs and markings	Previous upgrade and improvement in 2010-11	Labour appointed for Somerset East (0)	Roadmarking in Somerset East upgraded and improved (1). Labour appointed for Cookhouse.	Roadmarking in Cookhouse upgraded and improved (2). Labour appointed for Pearston.	Roadmarking in Pearston upgraded and improved (3).	3 towns' roadmarking upgraded and improved (Somerset East, Cookhouse, and Pearston)	Mr Rooi	N/A	BCRM Operational Expenditure	Street names
	Number of towns with erected street names	Previously limited or no existing erected street signs	Somerset East street names completed (1)	Cookhouse street names completed (2)	Pearston street names completed (3)	N/A	3 towns with erected street names (Somerset East, Cookhouse, and Pearston)	Mr Rooi and Ms Ngcobisa	R200 000	BCRM Operational Expenditure	Street names
	Number of schools receiving Road Safety Educational Programmes	No school programmes conducted previously	2 schools in Cookhouse received Road Safety Educational Programmes	3 schools in Pearston received Road Safety Educational Programmes	5 schools in rural areas received Road Safety Educational Programmes	6 schools in Somerset East received Road Safety Educational Programmes	16 schools in BCRM received Road Safety Educational Programmes	Mr Hufkie with the assistance of the Department of Transport	External Funding	DT	School Road Traffic Safety programmes
	Number of Traffic Road Blocks with SAPS	24 Road blocks with SAPS held 2010-11	5 Road Blocks held in Q1	10 Road Blocks held in Q2	5 Road Blocks held in Q3	10 Road Blocks held in Q4	30 Traffic Road Blocks with SAPS held for the year	Mr Rooi	N/A	BCRM Operational Expenditure	Law enforcement and visible policing
	Percentage reduction in traffic accidents year on year	287 traffic accidents in 2010-11	3% reduction in traffic accidents	5% reduction in traffic accidents	8% reduction in traffic accidents	10% reduction in traffic accidents	10% reduction in traffic accidents year on year				Law enforcement and visible policing
<b>IDP Objective 2.7 Improved and accessible primary health care core packages will be available to residents of BCRM by 2012</b>											
No quarterly projections of service delivery targets set for this objective at this time.											
<b>IDP Objective 2.8 Communities will have access to new and improved social facilities</b>											
Access to improved social facilities	A library in Aeroville	Aeroville has a temporary library and no other social facilities	Funding secured and service provider appointed	Construction begun on library	Construction continued	Construction completed and Library officially opened	Aeroville library completed and Opened (1st phase of Multi-purpose centre)	H Hendricks and S M Majali, F Scott	R800 000	DSRAC	New Aeroville Library
	Number of new members registered	736 members at year end 2010-11	75 new members in Q1	75 new members in Q2	100 new members in Q3	200 new members in Q4	450 new library members for 2011-12	Mr Dreyer (Mrs. S. Scheepers)	N/A	BCRM	For a better Library service for the Community
	Percentage user satisfaction	No user satisfaction data exists	Questionnaires placed in libraries (No baseline)	Questionnaires compiled and analysed (No baseline)	50% user satisfaction of libraries	50% user satisfaction of libraries	50% user satisfaction of libraries	Mr Dreyer (Mrs. S. Scheepers)	N/A	DSRAC	Satisfaction for the community in all 3 towns
Upgrading of parks and sportsfields	Number of parks and sportsfields upgraded	5 existing parks and 6 sportsfields	Parks and sportsfields identified (0)	Upgrading parks and sportsfields initiated (0)	5 or more parks and sportsfields upgraded	N/A	At least 5 parks and sportsfield upgraded in BCRM	Mr P Dreyer assisted by Technical Services	R128 000	MIG	Upgrading of childrens parks

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INTATION PLAN (SDBIP)

**Priority Area 3: Local Economic Development**

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 3.1 Investor confidence in BCRM will be promoted through the provision of sound infrastructure</b>											
Marketing BCRM as an Investment destination	Number of brochures distributed	No baseline available	Service provider appointed (0 brochures)	Final design approved and printed (0 brochures)	5000 brochures distributed in Q3	5000 brochures distributed in Q4	10 000 brochures distributed	Joseph Ntshudu	R 25 000	BCRM Operational Expenditure	Marketing
	Number of advertisements placed in national publications	No baseline available	Magazines for advertisements identified (0 ads)	Space for the ads procured (0 ads)	6 advertisements placed in magazines in Q3	6 advertisements placed in magazines in Q4	12 advertisements in publications	Joseph Ntshudu	R50 000	BCRM Operational Expenditure	Marketing
	Number of online viewers	No baseline data available	Investment information uploaded to Tourism and Municipal website (0 online hits)	Investment opportunities uploaded to Social Networks and Online viewers tracked (0 online hits)	500 online viewer hits	1000 online viewer hits	1000 or more Online viewers in 2011-12	Joseph Ntshudu, Bathabile	R15 000	BCRM Operational Expenditure	Marketing
<b>IDP Objective 3.2 Establishment of the BCRM region as the premier bureau of aeronautics in South Africa</b>											
Establishment of the BCRM region as the premier bureau of aeronautics in South Africa	Memorandum of Understanding for a flying school	Previous flying school closed	Potential flying school institution identified	Draft contract prepared	Flying school site preparation begun	Final MoU with investor signed by BCDA	MoU in place with investor	Rob Beach	External funding	BCDA	Aviation: Flying school
	Prototyping a LSA	Prototype design exists	Funding agreement for prototyping signed	Development contract signed	Phase 1 Development: Contract completed	Complete prototyping	Prototyping a LSA completed	Rob Beach	External funding	BCDA	SkyWake
	BCDA Annual Report on progress of Eastern Cape Centre of National Aerospace	Annual Report for 2010-11	Sign MoU with NAC	Marketing/educational plan developed	Phase 1 of Contract completed	Phase 2 of Contract completed	Annual Report on East Cape Centre of National Aerospace	Rob Beach	External funding	BCDA	ECNAC
<b>IDP Objective 3.3 SMME's will be promoted and supported to increase employment opportunities</b>											
Profiling and building capacity in SMMEs	Number of new SMMEs trained	16 SMMEs trained in 2010-11	Completed skills audit to identify training needs (0 SMMEs)	Trained 4 SMMEs in Q2 (Tourism)	Trained 4 SMMEs in Q3 (Agriculture)	Trained 4 SMMEs in Q4 (Business)	12 new SMMEs trained	Bongozi Tito	External funding	BCDA	SMME Assistance program
	% of participating SMMEs assisted	National average of 15% of SMMEs are successful	80% (8) of identified SMMEs participate in interventions	60% (6) of identified SMMEs participate in interventions	40% (4) of identified SMMEs participate in interventions	20% (2) of established SMMEs are assisted	2 established SMMEs assisted throughout 2011-12	Bongozi Tito	External funding	BCDA	SMME development program

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IMPLEMENTATION PLAN (SDBIP)

**Priority Area 3: Local Economic Development**

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 3.4 Growth of the agricultural sector will be encouraged through diversification and value adding to primary products</b>											
Growth of the Agricultural sector will be encouraged through diversification and value adding to primary products	Number hectares of emerging farmers' crops planted	0 hectares of emerging farmers' crops planted at present	At least 2 sites for crop production identified (0 ha)	40 ha of crops planting facilitated in Q2	30 ha of crops planting facilitated in Q3	30 ha of crops planting facilitated in Q4	100 ha of emerging farmers' crops planted in BCRM	Nico Lombard	External funding	BCDA	Agriculture: Crop Production
	SLA for Agro processing centre	None	Potential commercial partner identified	Contract negotiated	SLA signed	N/A	SLA signed with Agro business investor	Nico Lombard	External funding	BCDA	Agriculture: Vale Adding
<b>IDP Objective 3.5 Deliver an Outdoor Activity based Tourism destination</b>											
Outdoor activity based Tourism destination	Phase completion of Tourism Hub development	Phase 1 of Tourism Hub completed	Business plan completed	Funding secured	Construction of Phase 2 of Tourism Hub	Construction completed and Phase 2 of Tourism Hub launched	Phase 2 completion of Tourism Hub completed and launched	Chris Wilken	External funding	BCDA	Tourism Hub: Phase 2
	Outdoor Activity Centre	No Outdoor Activity Centre for Tourism currently exists	Complete a business plan to enable fund sourcing	Complete negotiations and agreements with funders	Commence with construction of Outdoor Activity Centre	Complete and launch Outdoor Activity Centre	Construction and launch of Outdoor Activity Centre	Chris Wilken	External funding	BCDA	Tourism Hub: Outdoor Activity Centre
10% increase in Tourism to BCRM	Number of Tourism enquiries at BCRM Tourism Office	1286 Tourism enquiries for 2010-11	419 or more Tourism enquiries for Q1	256 or more Tourism enquiries for Q2	373 or more Tourism enquiries for Q3	367 or more Tourism enquiries for Q4	1415 or more Tourism enquiries for 2011-12	Alan Hobson	R186 000	BCRM Operational Expenditure	Tourism Office
<b>IDP Objective 3.6 Responsible development of Alternative Energy opportunities.</b>											
Facilitate the development of renewable energy projects in the BCRM region	Service Level Agreement for a Hydro project	No Hydro projects currently in existence	PPP registered with National Treasury	Transaction Manager secured	Service Level Agreement drafted	SLA for Hydro project signed	SLA for Hydro project	Nico Lombard	External funding	BCDA	Renewable Energy: Hydro Project
	PPA for a Solar project	No Solar projects currently in existence	Environment Impact Assessment completed	Developer secured	Developer received positive ROD from EIA	Signed a PPA with Eskom	PPA for a Solar project completed	Nico Lombard	External funding	BCDA	Renewable Energy: Solar Project

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INTATION PLAN (SDBIP)

Priority Area 4: Financial Management

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 4.1 BCRM will be compliant with MFMA and GAMAP/GARP financial management requirements by 2012</b>											
Implement a fully integrated GRAP compliant financial system by June 2012	Percentage of accounts balanced for Annual Financial Statement	A Qualified Audit Opinion for 2009-10	100% of control and suspense accounts balanced monthly	100% of control and suspense accounts balanced monthly	100% of control and suspense accounts balanced monthly	100% of control and suspense accounts balanced monthly	100% of accounts balanced compliant with GRAP requirements	Chief Financial Officer / Chief Accountant: Expenditure	R790,000	FMG; MSIG	N/A
	Asset Register	A Qualified Audit Opinion for 2009-10	All purchases captured and updated on Asset Register in Q1	All purchases captured and updated on Asset Register in Q2	All purchases captured and updated on Asset Register in Q3	All purchases captured and updated on Asset Register in Q4	Asset Register compliant to GRAP standards	Chief Financial Officer / Chief Accountant: Expenditure	R660,000	DWA; FMG; MSIG	N/A
	Number of Financial Reports monthly and quarterly	A Qualified Audit Opinion for 2009-10	3 monthly and 1 quarterly financial reports	3 monthly and 1 quarterly financial reports	3 monthly and 1 quarterly financial reports	3 monthly and 1 quarterly financial reports	12 monthly and 4 quarterly financial reports	Chief Financial Officer / Chief Accountant: Expenditure	N/A	N/A	N/A
	Percentage of control accounts balanced	A Qualified Audit Opinion for 2009-10	100% control accounts balanced to register monthly	100% control accounts balanced to register monthly	100% control accounts balanced to register monthly	100% control accounts balanced to register monthly	100% of control accounts for year balanced to registers.	Chief Financial Officer / Chief Accountant: Expenditure	N/A	N/A	N/A
	Percentage CAPEX of budget spent	80% of 2010/11	45%	70%	85%	100%	100%	Chief Financial Officer / Chief Accountant: Expenditure	R21.9m	MIG; NER; LOAN; BCRM	N/A
	Percentage of OPEX of budget spent	82% of 2010/11	30%	55%	75%	100%	100%	Chief Financial Officer / Chief Accountant: Expenditure	R138.7m	CDM; DH; FMG; MSIG; EQUITABLE SHARE; BCRM	N/A
	Percentage of OPEX spent on maintenance	3.6%	1.125%	2.25%	3.375	4.5%	4.5%	Chief Financial Officer / Chief Accountant: Expenditure	R6,1m	BCRM	N/A
	Percentage of municipal revenue still with debtors	18% for year 2010/11	18%	17%	16%	15%	15%	Chief Financial Officer / Chief Accountant: Revenue	N/A	BCRM	N/A
	Phases of Valuation Roll completed (2 Phases over multiple years)	Valuation Roll not updated since 2007	Tenders advertised	Service provider appointed	Valuation Roll Phase 1 commenced	Valuation Roll Phase 1 completed	Phase 1 of Valuation Roll completed	Chief Financial Officer / Chief Accountant: Revenue	R2.5m	BCRM (Adjustments Budget)	General Valuation Roll Update
	Municipal Budget 2012/13	Municipal Budget 2011/12	Business process plan completed	Needs analysis completed	Draft budget aligned to IDP priorities	Municipal Budget 2012/13 MTREF approved	Municipal Budget 2012/13	Chief Financial Officer	N/A	N/A	N/A
Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	31.39% for 2010/11	14.12%	21.97%	26.68%	31.39%	31.39%	Chief Financial Officer	N/A	MIG; NER; LOAN; BCRM	N/A	
<b>IDP Objective 4.2 All affected communities will have access to free basic services by 2012</b>											
Establish & implement an Indigent Register	Indigent Register	3757 Indigents registered at year end 2010-11	Door to door survey of indigents completed	Indigent Register updated	New applications added to Indigent Register	New applications added to Indigent Register	Updated Indigent Register for 2012/13	Chief Financial Officer / Chief Accountant: Revenue	N/A	BCRM	Indigent Register Implementation
	Percentage of BCRM households earning less than R2 280 per month with access to free basic services	48% of BCRM households (3757 of 7824 households)	48% or less of BCRM households	48% or less of BCRM households	48% or less of BCRM households	48% or less of BCRM households	48% or less of BCRM households	Chief Financial Officer / Chief Accountant: Revenue	N/A	BCRM	Indigent Register Implementation
<b>IDP Objective 4.3 Municipal revenue generation will be more effective by December 2012</b>											
4.3.1 To extend & enhance revenue raising strategies towards financial viability	Percentage Collection Rate	82% Collection Rate at year end 2010-11	82% Collection Rate	83% Collection Rate	84% Collection Rate	85% Collection Rate	85% Collection Rate for 2011-12	Chief Financial Officer / Chief Accountant: Revenue	N/A	BCRM	N/A

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INFORMATION PLAN (SDBIP)

Priority Area 5: Governance & Institutional Transformation

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
<b>IDP Objective 5.1 BCRM will have an effective &amp; efficient information management system by June 2012</b>											
To oversee the implementation of all council policies and procedures	Archiving Information Policy	No existing local policy	First draft tabled for review by Management	Consultations concluded in 2nd draft policy	Archiving Information policy tabled to Council	Archiving Policy adopted by Council	An adopted Archiving Information Policy	H Hendricks and M. Blouw	N/A	BCRM Operational Expenditure	N/A
	Record Keeping Information Policy	No existing local policy	First draft tabled for review by Management	Consultations concluded in 2nd draft policy	Record Keeping Information Policy tabled to Council	Record Keeping Policy adopted by Council	An adopted Record Keeping Information Policy	H Hendricks and M. Blouw			
<b>IDP Objective 5.2 BCRM will have increased institutional capacity and strengthened good governance by June 2012.</b>											
To regularly assess the organisational structure of BCRM	Percentage of budgeted vacancies filled	86% (311 of 360 budgeted posts currently filled)	86% filled (Key vacant positions identified per department)	87% filled (Vacant posts advertised)	88% filled (New staff appointed)	90% of budgeted vacancies filled	90% of budgeted vacancies filled	H Hendricks and P. January	N/A	BCRM Operational Expenditure	N/A
	Avg. number days absent per year per employee	Staff averaged 18 days of absenteeism for 2010-11	Avg. absenteeism rate consistent with 18 days per year	Avg. absenteeism rate consistent with 15 days per year	Avg. absenteeism rate consistent with 12 days per year	Avg. absenteeism rate consistent with 9 days per year	Staff average 9 days absent per year per employee	H Hendricks and P. January			
	Avg. Turnaround time to appointment	Appointments currently average 3 months or more	Draft plan for scheduled shortlisting and interview monthly meetings (3 months or more)	Implement plan (3 months or more)	Average appointment Turnaround time finalised in 3 months or less	Average appointment Turnaround time finalised in 3 months or less	Average of 3 months or less to appoint staff	H Hendricks and P. January			
	Number of Managers trained to conduct disciplinary hearings	Disciplinary hearings take 3 months or more to finalise due to limited staff trained in disciplinary matters	Train 10 or more Senior and Middle Managers to conduct disciplinary hearings in Q1	Train 15 Supervisors to conduct disciplinary hearings in Q2	Train 10 or more Senior and Middle Managers to conduct disciplinary hearings in Q3	Train 15 or more Supervisors to conduct disciplinary hearings in Q4	50 Senior, Middle Managers and Supervisors able to conduct disciplinary hearings	H Hendricks and P. January			
To have legally compliant and functional ward committees and CDWs	Number of fully functional ward committees	6 partially functional ward committees term ending	6 new ward committees elected	6 new ward committees training begun	6 new ward committees training continued	6 new ward committees trained and fully functional	6 fully functional ward committees	H Hendricks and M. Blouw	External Funding	DLGTA	N/A
	Review and strengthen legislative framework for Ward Committees and community participation	Council approved Rules of Order for Ward Committees end of 2010-11 Year	N/A	N/A	N/A	Newly trained Ward Committees begin review of legislative framework	New review of Ward Committee legislative framework begun	H. Hendricks and M. Blouw	N/A	BCRM Operational Expenditure	N/A
	Avg. Amount of funding per ward (6) committee	R60 000 per ward committee (R300 000 across 5 wards for year 2010-11)	R10 000 per ward committee in Q1	R10 000 per ward committee in Q2	R15 000 per ward committee in Q3	R15 000 per ward committee in Q4	R50 000 per ward committee (R300 000 across 6 wards for the year)	H. Hendricks and M. Blouw	R300 000	BCRM Operational Expenditure	N/A

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IMPLEMENTATION PLAN (SDBIP)

Priority Area 5: Governance & Institutional Transformation

Development Strategy	Key Performance Indicator	Baseline	Milestones Quarterly				Annual Target	Responsible Person(s)	Budget	Source of Funding	Projects
			Quarter 1	Quarter 2	Quarter 3	Quarter 4					
IDP Objective 5.3 BCRM will have effective & efficient intergovernmental relations with sector departments, district and neighbouring municipalities											
No quarterly projections of service delivery targets set for this objective at this time.											
IDP Objective 5.4 Skills development levels in the BCRM will be increased by 2012 through targeted training programmes											
To assess & improve skills level within BCRM	Number Senior and Middle Managers benefitting from Workplace Skills trainings	15 Senior and Middle Managers identified for training in 2011-12 Workplace Skills Plan	15 Senior and Middle Managers completed Integrated Development Plan training	15 Senior and Middle Managers completed Labour Relations training	15 Senior and Middle Managers completed Computer Literacy training	15 Senior and Middle Managers complete Legal training	15 Senior and Middle Managers benefitting from Workplace Skills trainings	H. Hendricks and P. January	R80 000	BCRM Operational Expenditure	N/A
	Number of Supervisors and benefitting from Workplace Skills trainings	All Supervisors identified for training in 2011-12 Workplace Skills Plan	10 or more Supervisors completed Integrated HIV/AIDS and TB Management training	10 or more Supervisors completed Occupational Health training	10 or more Supervisors completed Supervisor Capacity Building training	15 or more Supervisors completed Vehicle Care training	At least 15 Supervisors benefitting from Workplace Skills trainings	H. Hendricks and P. January	R200 955	BCRM Operational Expenditure; SETAs	N/A
	Number of Learnerships completed through Phase 2 of 18 month cycle (Civil Engineering, Electrical Engineering, Municipal Finance Management, Water Reticulation and Purification, ABET, and Roads & Stormwater in 18 month, 3 phase learnership cycle)	All Learnerships areas based on needs of Skills Audit and Workplace Skills Plan 2011-12	60 or more Learnerships initiated spread across all areas	60 or more Learnerships completed through Phase 1	N/A	60 or more Learnerships completed through Phase 2	60 or more Learnerships completed through Phase 2 spread across all Learnership areas	H. Hendricks and P. January	External funding	SETAs	N/A
To have in place an Employment Equity Plan in order to adequately accommodate designated groups	Employment Equity Plan	No existing Employment Equity Plan for BCRM	Service provider appointed to facilitate development of Employment Equity Plan	Draft Employment Equity Plan	Employment equity plan is finalized and approved by Council	N/A	Employment Equity Plan for 2012-16	H Hendricks and P. January	External funding	CDM	N/A
	Number of appointments in line with Employment Equity Act and regulations	Female Africans underrepresented in first three levels of Management (0 Senior Managers)	1 African female appointed as Senior Manager in Q1	1 African female appointed to second level of Management in Q2	1 African female appointed to third level of Management in Q3	1 African female appointed to third level of Management (Disabled inclusive) in Q4	4 African females (Disabled inclusive) appointed across Management tiers	H Hendricks and P. January	N/A	BCRM Operational Expenditure	N/A
	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;	7 black males, 5 black females, 4 white males, 1 white female	7 black males, 6 black females, 4 white males, and 1 white female	7 black males, 7 black females, 4 white males, and 1 white female	7 black males, 8 black females, 4 white males, and 1 white female	7 black males, 9 black females, 4 white males, and 1 white female (Disabled inclusive)	7 black males, 9 black females, 4 white males, and 1 white female (Disabled inclusive) across three highest levels of management				