

BLUE CRANE ROUTE MUNICIPALITY (EC102)



INTERGRATED DEVELOPMENT PLAN (IDP) 2013/2014

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BCDA	Blue crane Development Agency
BCRM	Blue Crane Route Municipality
CDM	Cacadu District Municipality
CGTA	Cooperative Governance and Traditional Affairs
DEDEA	Department of Economic Development and Environmental Affairs
DFA	Development Facilitation Act
DLG&TA	Department of Local Government and Traditional Affairs
DOH	Department of Health
DOT	Department of Transport
DRPW	Department of Roads and Public Works
DSRAC	Department of Sport, Recreation, Arts and Culture
DWA	Department of Water
ECDC	Eastern Cape Development Corporation
ESKOM	Electricity Supply Commission
GAMAP	Generally Accepted Municipal Accounting Policies
GDS	Growth and Development Summit
GGP	Gross Geographic Product
HIV	Human Immunodeficiency Virus
IDEA	Individuals with Disabilities Education Act
IDC	Industrial Development Corporation
IDP	Integrated Development Plan
ITP	Integrated Transport Plan
JIPSA	Joint Initiative on Priority Skills Acquisition

KPA	Key Performance Areas
KPI	Key Performance Indicators
LED	Local Economic Development
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MLL	Minimum Living Level
MTSF	Medium Term Strategic Framework
MSA	Municipal Systems act
NDP	National Development Plan
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
PGDP	Provincial Growth and Development Plan
PHC	Primary Health Care
PMS	Performance Management System
PSF	Provincial Strategic Framework
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SETA	Skills Education Training Authorities
SLA	Service Level Agreement
SMMEs	Small, Medium & Micro Enterprises
SONA	State of the Nation Address
SOPA	State of the Province Address
SPU	Special Programmes Unit
SWOT	Strengths, Weaknesses, Opportunities & Threats
TB	Tuberculosis

WC	Water Conservation
WDM	Water Demand Management
WESSA	Wildlife and Environment Society of South Africa
WWF- SA	World Wide Fund for Nature South Africa
WSA	Water Services Authority
WSDP	Water Services Development Plan
WSP	Water Services Provider

EXECUTIVE SUMMARY

Before 1994, local government was mainly concerned with the provision of services and the implementation of regulations. The new Constitution, the introduction of new legislative and policy frameworks necessitated a change of approach in that municipalities are now required to be developmental in approach. Following many years of planning efforts the question of why was it becoming difficult to deal with poverty, social equity, sustainable economic growth, remained unanswered.

The most relevant responses to these questions were the introduction of governance processes that make provision for inclusion. Integrated development planning then became a vital tool for planning and development. Inclusion of communities through consultation, sharing of information and participation, is a key ingredient in this approach. The integrated development planning process proposes efficient and effective measures for addressing issues affecting service delivery.

The Blue Crane Route (BCR) municipality, to ensure inclusivity and to respond to the service delivery issues identified, which range from responding more to issues of more concerted efforts on planning for the towns Cookhouse and Pearston respectively. Projects and budgets have been formulated in line with those priorities.

The strategic development of BCR municipality is driven through the Integrated Development Plan of Blue Crane Route municipality.

The BCR set five strategic development priorities for the five year IDP (2012/13- 16/17), namely:

- 1) Infrastructure**
- 2) Community services**
- 3) Local economic development**
- 4) Financial management**
- 5) Governance and institutional transformation**

The projects identified by the BCR are designed to attain the five development priorities. The current reviewed IDP responds to issues identified in the community consultation processes, in addition the plans and budgets are informed by the five strategic areas.

The municipality's budget constraints are a major challenge to the mammoth task of rendering effective service delivery, the budget at the municipality's disposal cannot satisfy the competing needs and problems which are all important.

The BCR has embraced the principles of the National Development Plan. Alignment to all these principles will remain a challenge for BCR municipality due to budget constraints.

Chapter one of the IDP outlines the process followed to review the IDP as requires by legislation. The IDP is not developed in isolation but in the context of national and provincial directives.

In Chapter two the situation analysis of BCR is outlined; the strengths and weaknesses of the municipality are analysed in order for the municipality to understand its operational environment better. Key issues covered are population, economy, institutional analysis, safety (crime and disaster management) and community needs). The key changes in this chapter relate to statistics. New information has been incorporated on unemployment figures, poverty and population utilising the 2011 Statistics South Africa (Statssa) Census data.

Chapter three covers the vision, mission, development priorities, projects and budgets.

Integration of municipal and government programmes is dealt with in Chapter four.

CHAPTER 1: THE PLANNING PROCESS

1.1 IDP OVERVIEW

The Municipal Systems Act requires municipalities to review Integrated Development Plans (IDPs) annually. Blue Crane Route (BCR) Local Municipality adopted its five year plan for 2012/13 -2016/17. This is the strategic tool which guides the municipality in running the BCR municipal area. In terms of the requirements of Chapter 5 of the Municipal Systems Act (Act 32 of 2000), Section 25,

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the development of the municipality”.

The Municipal Finance Management Act no 56 of 2003 further stipulates that the budget and the IDP should be aligned. A full public participation process was undertaken in line with Chapter 4 of the Municipal Systems Act. The Blue Crane Route Local Municipality has reviewed the five year IDP in line with legislative requirements. The municipality developed and adopted a Process Plan in line with the district’s Framework Plan to guide the review process. The process plan is incorporated into the IDP as Annexure 3.

1.2 POLICY GUIDELINES CONSIDERED BY BCR MUNICIPALITY DURING THE REVIEW OF THE IDP

South Africa is signatory to the Millennium Declaration signed in 2000 to work towards achieving economic and social development priorities which were subsequently termed eight Millennium Development Goals which range from poverty and hunger eradication through to BCR Local Municipality has embraced the goals in its development Agenda. There are National and Provincial guiding policies and frameworks in place, which the Blue Crane Route Local Municipality needs to consider in the review of the IDP. The municipality should embrace and align with the principles of these frameworks.

1.2.1 MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):

The MTSF is a five year framework adopted by National Government to guide planning, resource allocation and performance. Central to the MTSF is the reduction of high levels of unemployment and poverty as well as other social and economic challenges. The BCR municipality as a sphere of government has aligned its development priorities to the ten MTSF priorities.

1.2.2 THE 12 GOVERNMENT OUTCOMES APPROACH:

The MTSF priorities were translated into 12 Outcomes against which performance of government departments would be measured. The outcomes range from improved quality of basic education, a responsive local government system through to an effective development oriented public service.

1.2.3 THE NATIONAL DEVELOPMENT PLAN (NDP)

The following are the strategies of the NDP, a government plan to deal with poverty and unemployment by 2030. The local government sphere of government is encouraged to align its priorities with NDP principles and strategies.

- ⇒ Creating jobs and improving livelihoods
- ⇒ Expanding infrastructure
- ⇒ Transition to a low - carbon economy
- ⇒ Transforming human settlements and the national space economy urban and rural spaces
- ⇒ An integrated and inclusive rural economy
- ⇒ Improving education, training and innovation
- ⇒ Social protection
- ⇒ Promoting health care for all
- ⇒ Fighting corruption
- ⇒ Transforming society and uniting the community

1.7 MEC COMMENTS RECEIVED BY THE BCRM ON THE ASSESSED 2012/13 IDP

The BCRM IDP was assessed in April 2012 on its credibility. The six key performance areas were used as a guide for assessment. They are as follows:

- Basic service delivery
- Municipal transformation and organisation development
- Local economic development
- Municipal financial viability and management

- Good governance and public participation
- Spatial planning

The municipality was rated and allocated a score on the basis of the six key focal areas. The ratings ranged from low, medium to high.

COMMENT IN THE 2012-17 IDP(April 2012)	RESPONSE
SERVICE DELIVERY AND INFRASTRUCTURE PLANNING	
To what extent does the Comprehensive infrastructure Plan inform the above delivery Plan ?	The CIP which was developed in 2008 identifies and quantifies backlogs and clearly states the budget requirements
Does the IDP make provision for infrastructure reticulation?	Yes, the project lists and budgets have an allocation for water pumps
Has the municipality undertaken medium term IIP to determine affordable and sustainable multi – year targets and the capital and operating expenditure to meet those targets?	No
Does investment planning utilize the MIG grant over the next MTEF?	Yes, projects and budgets are included in the IDP
Are other vehicles being used to aid investment in infrastructure?	Yes, the Municipality has established the Blue Crane Development Agency The municipality has an Incentives policy in place.
Do the planned capital projects require EIAs and licenses?	All EIA's are in place.
Is there an integrated planning in place between the municipality and relevant sector departments?	Yes. Projects implemented by sector departments are incorporated into the IDP. The municipality has established an IDP Representative Forum. Sector department and government entities participate in the meetings to discuss and align projects and budgets. A schedule of meetings is included in the IDP.
Is there a functional ISD unit in place?	No. The municipality appoints on ad hoc basis community liaison officers for all the projects
Is the municipality having capacity (technical and financial) to deliver infrastructure services?	The infrastructure department does not have a Technical manager. The position has been advertised
• Water	
Is the WSDP adopted?	The WSDP was adopted in 2009 the information in the WSDP is outdated.
Has it been reviewed?	The WSDP is under review.
Does the IDP provide a proper project list that addresses all the needs as identified in the future plans and implementation	The IDP reflects needs analysis reports. Projects are provided but they do not address all the needs due financial constraints

strategies?	
Are there approved budgets in the MTREF allocations for all these projects	Budgets allocations are for prioritized projects only, and not for all the projects
Is the water services programme financially viable?	There is a budget for water related projects.
Does the IDP reflect the status of water quality monitoring?	Yes
<ul style="list-style-type: none"> • Sanitation 	
Does the IDP reflect multi - year projects to address the backlog?	Yes
Does the municipality have a sanitation implementation plan in place?	No
Does the municipality have the Capex Plan which indicates allocation for sanitation for the next three years?	Yes
Is there a plan to manage untreated effluent?	Yes
Is the sanitation service financially viable and is there a budget that is ring fenced?	Yes
Is the licensing / contractual arrangement i.r.o WWTW working?	Yes
Are there control mechanisms in place for land invasion?	The SDF has been reviewed and adopted by Council. A land use management system will be implemented and policies developed in line with SDF guidelines. The municipality will adopt a housing sector plan which will guide the use of land.
Are there any land claims that may hinder human settlements development?	No
Is there a plan to address land degradation and revitalization?	The municipality has appointed service provider to develop an Environmental Management Plan for the BCR area. A status quo report is available at the municipal offices
Is the IDP informal Settlements section aligned to the Migration plan of the municipality?	The municipality does not have a Migration Plan
Has budgetary provision been made for planned housing projects	Projects planned for the municipality by the Department of Human Settlements are included in the IDP
<ul style="list-style-type: none"> • Roads 	
Is there a Roads Master Plan in place and budgeted for?	The municipality does not have a Roads Master Plan
Is there a Stormwater Management Plan in place?	No
<ul style="list-style-type: none"> • Disaster Management 	
Is the Spatial Development Plan informed by vulnerability and risk assessment report?	In the reviewed SDF the assessment report was considered
How is the disaster management centre managing high risk development?	
Are emergency procurements measures	Yes

stipulated in the disaster management plan?	
Are funding arrangements specific in the plan?	Yes
Are disaster management by – laws adopted?	The municipality needs support in the development of by-laws
Is the Chief Fire Officer appointed?	The BCR organogram has provided for a Senior Fire Officer in its organogram
Is there a plan to address veld and forest fires?	The municipality needs assistance in the development of the plan
Has the municipality concluded cooperative agreements with the other relevant municipalities for the operation of the fire service?	The BCR municipality works closely with CDM on fire services related issues
<ul style="list-style-type: none"> • Environmental Management Plan Does the municipality have an Environmental Management Plan	The municipality is in the process of preparing an Environmental Management Plan. The service provider has provided a Status Quo Report
Is there a functional environmental unit in place to implement environmental plans	No.
<ul style="list-style-type: none"> • Safe and secure environment Does the municipality have an integrated safety forum?	No. The municipality official and councilor attend community safety forum meetings on a regular basis
Does the municipality have an integrated safety plan?	No
<ul style="list-style-type: none"> • Does the IDP talk to the National goals? Does the IDP talk to community needs?	Yes
Does the DM reflect their LM's budgets and do LMs reflect the DM's budget	The budget reflects projects planned and budgeted for by the CDM
<ul style="list-style-type: none"> • Were the recommendations of the previous year's IDP assessments taken into account? Do the municipality's Ward Committees contribute to the development priorities in the IDP?	Yes this table is a response to the comments
Social cohesion	The biltong festival is an activity that invite the BCR community
Is there a Council approved HR plan / strategy that respond to the long term development plans of the municipality as reflected in the IDP?	No. the municipality will develop an HR strategy in the 2013/14 financial year.

1.2.4 THE FIVE - YEAR LOCAL GOVERNMENT STRATEGIC AGENDA (2009 2014) (CGTA)

The Strategic Plan for the Department of Cooperative Governance and Traditional Affairs (CGTA) identified five strategic priorities for the period 2009 -2014:

- Build the Developmental State in Provincial and Local Government that is efficient, effective and responsive
- Strengthen Accountability and Clean Government
- Accelerating Service Delivery and supporting the vulnerable
- Improving the Developmental Capability of the Institution of Traditional Leadership
- Fostering Development Partnerships, social Cohesion and community mobilisation

The BCR Local Municipality's priorities are aligned directly align to the five Key performance areas in the strategic agenda.

1.2.5 PROVINCIAL STRATEGIC FRAMEWORK (PSP) AND PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The Provincial Strategic Framework adopted eight priorities in response to the MTSF. The PGDP is the long term growth plan of the Eastern Cape Province which seeks to deal with unemployment and poverty in the province. It is currently being translated from a strategic framework into an implementation plan.

1.2.6 THE STATE OF THE NATION AND THE STATE OF THE PROVINCE ADDRESS

The State of the Nation and the State of the Province address focused mainly on the implementation of the National Development Plan. Issues of renewable energy projects underway, infrastructure development, agro processing, and government commitment to grow the cooperative sector were also emphasised. Job creation for the young people through rural Youth hubs and Expanded Public Works and Community Works programmes.

1.3 THE BCR LOCAL MUNICIPALITY APPROACH

The municipality embarked on a process of involving communities and other stakeholders during the review of the IDP. The review focused more on the refinement of current strategies in order to ensure that projects that are planned contribute to the achievement of the five year development priorities and that they have greater impact on service delivery.

The priority issues are determined through a combination of participatory community based processes and analysis of status quo information, facts and figures through desktop studies, and other research undertaken or commissioned by the municipality. The outcome is a holistic and informed outlook of how and where the municipality should allocate scarce resources. This helps to improve municipal planning and budget processes. The most important aspects is that there is consensus among stakeholders. Ideally, these priority issues become the focal point for determining appropriate development strategies that meet priority issues, the needs of communities and / or stakeholders. On the other hand, it is acknowledged that priority issues do not only emerge by analysing the status quo information, but also through public participation processes.

1.4 THE IDP PROCESS PLAN

The BCR Local Municipality adopted an IDP/Budget Process Plan and the District Framework Plan to guide the review process. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process.

1.5 BLUE CRANE ROUTE LOCAL MUNICIPALITY IDP STRUCTURES

The following structures have guided the IDP process of the BCR municipality:

- Management / IDP Support Team
- IDP Steering Committee
- Alignment with Provincial Sector
Departments through Sector
Alignment Meetings
- IDP Representative Forum
- Council
- Ward Committees

The roles and responsibilities of the different role players

PERSON/STRUCTURE	ROLES & RESPONSIBILITIES
Mayor	<ul style="list-style-type: none"> • Manage the drafting of the IDP • Assign responsibilities in this regard to the Municipal Manager • Submit an IDP/Budget Schedule • Submit the IDP to the Council for adoption and approval • Chair the IDP Representative Forum
Municipal Manager	<p>The Municipal Manager had the following responsibilities, assigned to the Director: Infrastructure Services:</p> <ul style="list-style-type: none"> • Preparation of the IDP/Budget Schedule • Day-to-day management and co-ordination of the IDP process in terms of time, resources and people, and ensuring:

	<ul style="list-style-type: none"> ~ The involvement of all relevant role-players, especially officials ~ That time-frames are being adhered to ~ That the planning process is horizontally and vertically aligned and complies with national and provincial requirements ~ That conditions for participation are provided ~ That outcomes are documented ~ Chairing the IDP Steering Committee
PERSON/STRUCTURE	ROLES & RESPONSIBILITIES
IDP Steering Committee	<p>The Steering Committee comprised of a technical working team of dedicated officials to ensure a smooth planning process. The Municipal Manager was responsible for the process but often delegated functions to the officials that formed part of the Steering Committee. It must however be stated that the development and review of the IDP is a collective management effort and not the single responsibility of a particular manager.</p> <p>Chairperson: Mayor</p> <p>Members:</p> <p>Heads of Department</p> <p>Senior Officials</p> <p>The IDP Steering Committee was responsible for the following:</p> <ul style="list-style-type: none"> • Commission research studies • Consider and comment on: <ul style="list-style-type: none"> ~ Inputs from departments (internal) and provincial sector departments ~ Process, summarize and draft outputs • Make recommendations to the Representative Forum • Prepare, facilitate and minute meetings • Prepare and submit reports to the IDP Representative Forum and Mayoral Committee
IDP Representative Forum	<p>Participation took place through a number of related structures. The IDP Representative Forum which was used in the initial IDP was resuscitated for the purpose of review</p> <p>Chairperson:</p> <p>The Mayor or a nominee</p> <p>Membership:</p> <p>Invitations were submitted to the same members as the previous year, including the representatives of all structures in BCR municipality and Provincial Sector Departments.</p>

1.6 SCHEDULE OF IDP REVIEW MEETINGS

The BCR municipality held a series of meetings and other planning processes throughout the IDP review process in line with the activities outlined in the IDP/Budget Process Plan

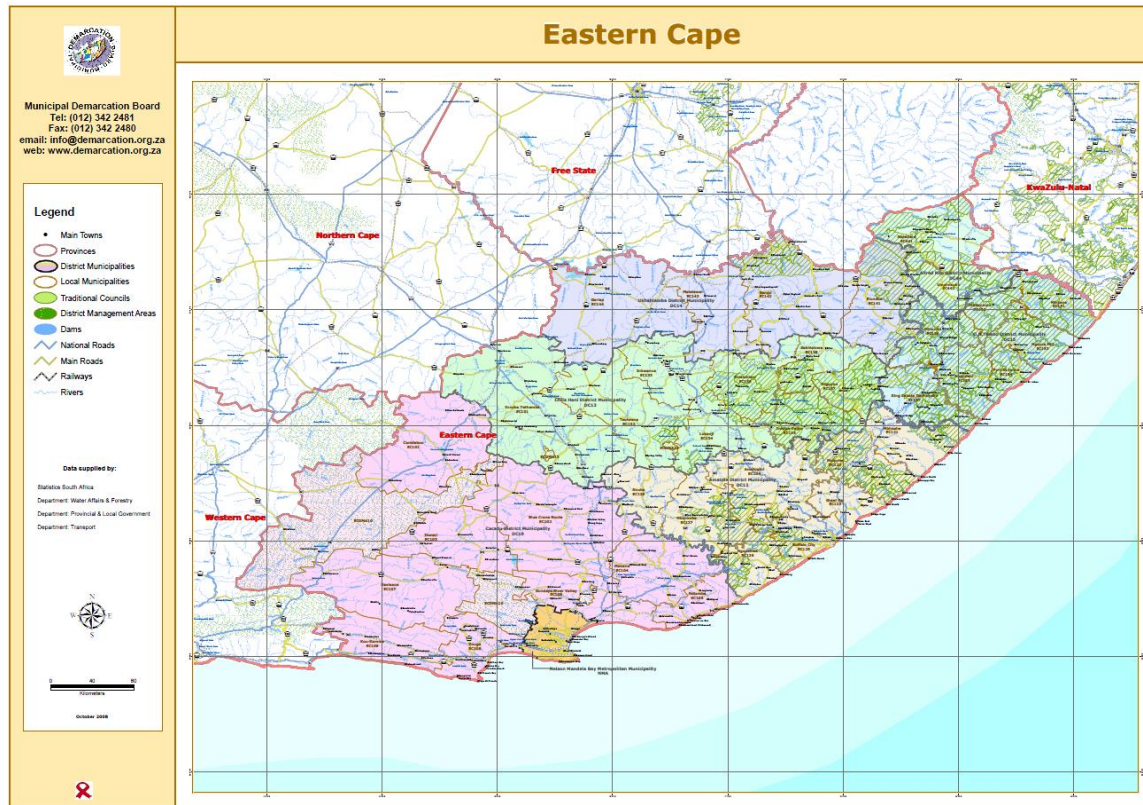
ACTIVITY	2012	2013
IDP - Budget Steering Committee	06 August 2012	
Council meeting to adopt BCR IDP Process Plan and Framework Plan	31 August 2012	
IDP Sector Alignment Meeting	October 2012	
IDP Representative Forum meeting	14 November 2012	
Public Participation meeting	15 – 27 November 2012	
Public Participation meeting		21 – 31 January 2013
IDP - Budget Steering Committee		15 March 2013
Council Approved Draft IDP and Budget		28 March 2013
IDP and Budget advertised for Public Comments		11 April 2013
Public Participation meeting to report back on comments		21 – 23 May 2013
Council approval of Final Draft IDP		31 May 2013

CHAPTER 2: SITUATION ANALYSIS

2.1. LOCATION OF BLUE CRANE ROUTE WITHIN THE CONTEXT OF CACADU DISTRICT MUNICIPALITY

The Cacadu District Municipality (CDM), is the largest (58 243 km²) of the six (6) District Municipalities in the Eastern Cape Province, as shown on Map no. 1 below.

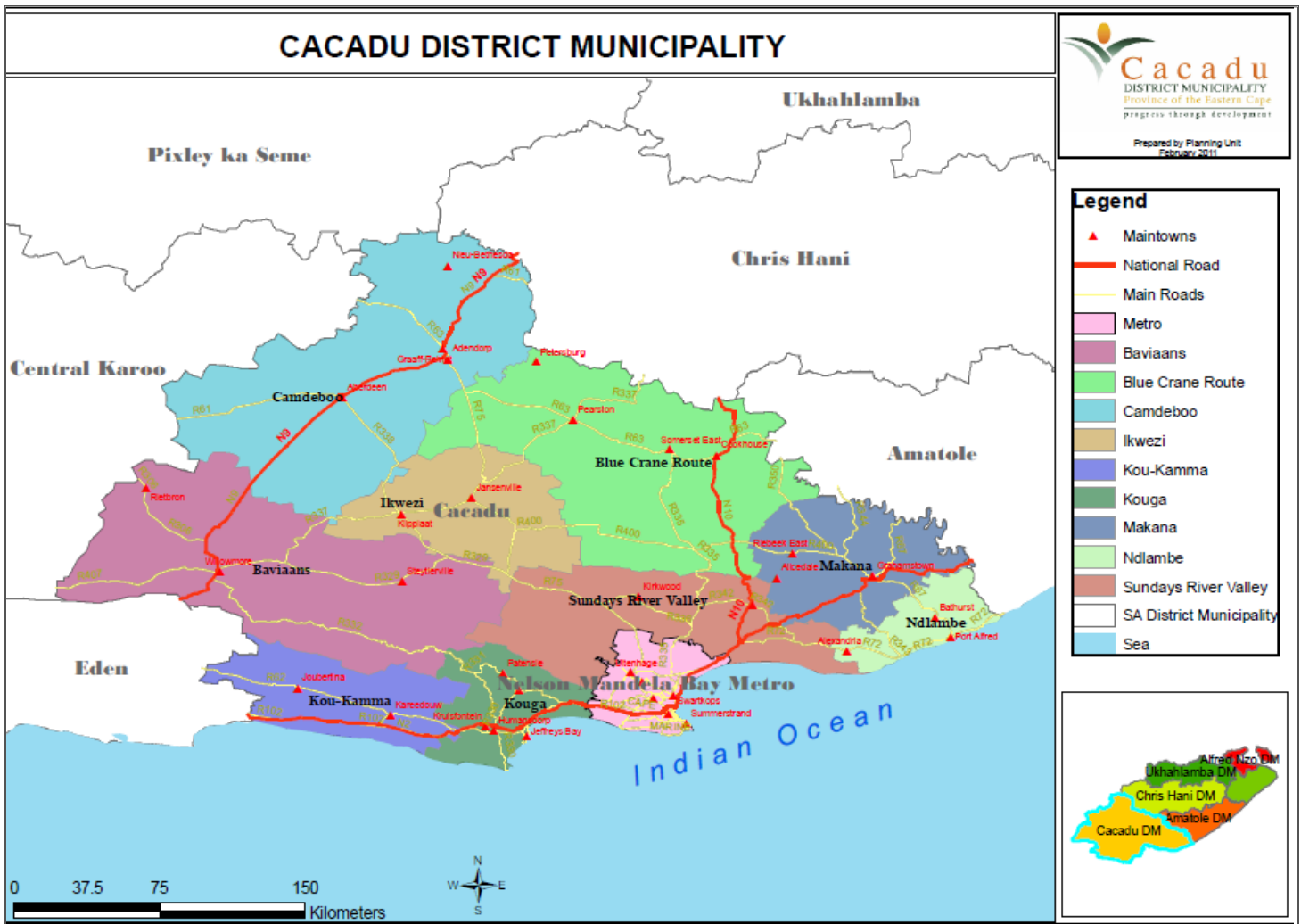
Map no. 1: Spatial Location of the Eastern Cape



Source: Municipal Demarcation Board, 2011

The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and Chris Hani and Amathole District Municipalities in the Eastern Cape. Nine local municipalities have been established within the jurisdiction of Cacadu DM, as reflected on Map no. 2 below.

MAP no. 2: Spatial Location of Cacadu District Municipal Area



Source: Cacadu District Municipality

2.2. THE STUDY AREA: (BLUE CRANE ROUTE LM)

The Blue Crane Route Municipality falls within the jurisdiction of the Cacadu District Municipality. The Municipality's area is bordered on the North-east by Amathole District Municipality, North-west by Blue Crane Route, the South by Makana Municipalities and the South-west by Sunday River Valley. The physical address is at 26 Nojoli Street, Somerset East. In 2011, the Blue Crane Route was delimited into six wards, as depicted in Map no. 3 below and the municipal area covers an area of 11 068.65km².

Eleven councillors have been elected and the seat of the municipality is situated in Somerset East.

The Blue Crane Route area comprises of rural commercial farms with rural centres and Somerset East is the main urban town. Rural nodes and settlements include:

- Somerset East
- Cookhouse
- Pearston

2.2.1. SITUATIONAL AND GAP ANALYSIS

This chapter includes an analysis of the demographic, socio-economic and infrastructure development dimensions. The statistical information was sourced from StatsSA 2001 to 2011. The district perspective is presented in order to provide a better understanding of the context within which the BCR municipality operates.

2.2.3. DEMOGRAPHIC TRENDS

Table 1: Population and extent of Area km²- EC, CDM and BLM

StatsSA 2011	Province of the Eastern Cape	Cacadu District Municipality	Blue Crane Route Local Municipality
Total Population	6 562 053	450 584	36 002
Area km ²	168 966 km ²	58 243.3 km ²	11 068.56 km ²

Source: StatsSA 2011

As indicated by the statistical information above, Blue Crane Route accounts for 8% of the Cacadu District and 0.5% of the Provincial population. Geographically Blue Crane Route makes up 19% of the District municipality's landmass with a population density of 3.25 per km².

⇒ The following demographic trends were identified:

Table 2: Age distribution, Gender, Population Grouping and Head of Household

DEMOGRAPHICS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Blue Crane Route Total Population	35407	36002		0.17
Age distribution	35 005	36 003		
0-14	10 293	10517	29.2	0.2
15-64	22 485	22962	63.8	0.2
65+	2 227	2524	7.0	1.3
Gender	35 003	36 002		
Male	16806	17680	49.1	0.5
Female	18197	18322	50.9	0.1
Population Grouping	35 003	36 001		
Black	20861	21247	59.0	0.19
Coloured	11515	11888	33.0	0.32
White	2606	2453	6.8	-0.6
Indian/Asian	21	118	0.3	46.2
Other	0	295	0.8	
Head of Household: Gender	9 595	9 761		
Male	6 486	5 927	60.7	-0.9
Female	3 109	3 834	39.3	2.3

Source: StatsSA

The population has increased by 595 people over the past 10 years. This is reflective of a 0.17% compound average population growth rate from 2001 to 2011. There is parity in the sex ratio with 9.6 males for every 10 females.

StatsSA 2011 reflects that 29% of the population are young and under 15 year of age, which requires intergovernmental planning efforts to jointly focus on improved education and providing sport and recreation facilities. Sport in particular plays an important part in youth development

and relevant role-players should form partnerships to promote sport initiatives and youth programmes in Blue Crane Route. The high number of children could also be an indication of a dependency on child support grants.

According to StatsSA a 7% increase has occurred, from 32% to 39%, in respect of female headed households between 2001 and 2011. The increase is relatively high considering that the population growth rate has been very low over a 10 year period and the male to female sex ratio has only risen marginally. This could be reflective of males migrating in search of employment opportunities outside of the municipal area or the occurrence of single mothers deciding to create a basis for their young with the option of marriage later in life.

A large segment (50.1% - StatsSA 2011) of the population speaks IsiXhosa, followed by 42.2% communicating in Afrikaans. Black South Africans account for 59% of the population, followed by 33% Coloured South Africans. Stats 2011 also indicates that 95.5% of the population were born in South Africa.

2.3. SOCIO ECONOMIC DIMENSION

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
No disability/Unspecified	32292	28152	87.85	-1.28
Sight	571	2294	7.16	30.18
Hearing	221	350	1.09	5.84
Communication	78	82	0.26	0.51
Physical / Walking	1118	465	1.45	-5.84
Intellectual / Remembering	133	265	0.83	9.92
Emotional / Self Care	298	438	1.37	4.70
Multiple disability	300	0	0.00	-10.00

Not applicable		3956		
	35 011	36 002		

Source: StatsSA

StatsSA indicates that there has been an overall decline of -1.28% p.a. in the number of population with disabilities. People with a sight disability have increased drastically by 5.6% from 1.6% in 2001 to 7.2 in 2011.

Table 4: Income Category

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
Income 15 to 65				
No Income	180	10 504	46.09	573.6
R1 – R400	3 454	1 254	5.50	-6.4
R401 – R800	1 557	1 198	5.26	-2.3
R801 - R1600	929	4 924	21.61	43.0
R1601 – R3200	794	1 582	6.94	9.9
R 3 201 - R 6 400	566	933	4.09	6.5
R 6 401 - R 12 800	239	763	3.35	21.9
R 12 801 - R 25 600	58	489	2.15	74.3
R 25 601 - R 51 200	27	101	0.44	27.4
R 51 201 - R 102 400	32	30	0.13	-0.6
R 102 401 - R 204 800	7	28	0.12	30.0
R 204 801 or more	3	12	0.05	30.0
Unspecified	0	973	4.27	
	7 846	22 791		

Source: StatsSA

StatsSA 2011 reflects that poverty levels are high with 46.1% of the population not receiving any income, and a further 10.8% earn less than R801 per month, therefore technically falling under

the poverty line. This is exacerbated by the fact that 65.7% of the potential labour force are not working. The population lack buying power which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and expedited to support poor communities.

The potential economic active labour force accounts for 60.2% of the total population which reinforces the need to boost the economy and stimulate job growth.

Table 5: Labour Status

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
Labour status 15 to 65				
Employed	7839	7434	34.3	-0.52
Unemployed	5355	3300	15.2	-3.84
Non economically active	9471	10935	50.5	1.55
	22665	21669		

Source: StatsSA

StatsSA indicates that 15.2% of the potential workforce is unemployed and a further 50.5% are not economically active in 2011. The remaining 34.3% of the labour force is employed. The overall dependency ratio is 56.8 persons per hundred population of working age. StatsSA 2011 also concludes that 1 953 of the youth in Blue Crane Route are unemployed.

Table 6: Education Levels 20 year +

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
Level of education 20 +				
No schooling	4 088	2 592	8.24	-3.7
Some primary	5 956	10 895	34.65	8.3
Complete primary	1 977	2 516	8.00	2.7
Some secondary	5 361	9 577	30.46	7.9
Std 10/Grade 12	2 437	4 420	14.06	8.1
Higher	1 075	1 392	4.43	2.9
Unspecified	0	49	0.16	

Source: StatsSA

Stats SA 2011 shows that 8.24% of the population over 20 years of age have not received any schooling. The figure is moderate and furthermore shows a decline or negative growth of -36.6% for the past decade (since 2001), when 4 088 or 19.6% of the population over 20 years had not undergone any schooling.

Schools profile					Comment
	Number of schools	Location of schools			
		Farms	Townships	Town	
	24	12	10	2	Pearston, Somerset East & Cookhouse
	0	0	0	0	
	0	0	0	0	
	5	0	4	1	Pearston, Somerset East and Cookhouse
	0	0	0	0	
	0	0	0	0	
	0	0	0	0	

Table 7: Crime Statistics for BCRM

The municipality does not have an integrated safety forum, but officials and councillors attend community safety forum meetings on a regular basis. There are plans to develop a community safety plan in the next financial year. The table below indicates the crime situation in the BCR.

CRIME STATISTICS	Somerset East	Cookhouse	Pearston	Total
Crime Category				
Assault with the intent to inflict grievous bodily harm	120	77	26	223
Stock theft	54	98	35	187
Burglary at residential premises	65	63	12	140
Malicious damage to property	40	33	12	85
Drug related crime	17	25	14	56
Theft out of, or from a motor vehicle	7	43	1	51
Burglary at non-residential premises	25	15	6	46
Shoplifting	33	0	0	33
All theft not mentioned	117	77	24	218
Other serious crimes not mentioned elsewhere	117	77	24	218

Crime statistics figures indicated on the table below are for the period April 2011 to March 2012. The list indicates crime in terms of prevalence from high to low. Assault, stock theft, burglary at residential premises and malicious damage to property appear to be the highest in all three towns. Stock theft in Cookhouse is very prominent. Somerset East and Cookhouse are dealing with high levels of crime in the burglary at residential premises category. On average the highest level of crime appears to be most prevalent in Cookhouse in all categories except in shoplifting.

2.4. INFRASTRUCTURE DEVELOPMENT DIMENSIONS

⇒ **Water and sanitation**

- The Blue Crane Route Municipality is the Water Services Authority (WSA) and the Water Services Provider (WSP).

Table 9: Sanitation and Water Provision

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households	9 595			
Sanitation	9 470	9 760		
Flush toilets	4439	7856	80.5	7.7
Flush septic tank	390	395	4.0	0.1
Chemical	244	25	0.3	-9.0
VIP	127	83	0.9	-3.5
Pit latrines without ventilation	752	327	3.4	-5.7
Bucket latrine	1921	277	2.8	-8.6
None	1597	617	6.3	-6.1
Other		180	1.8	
Water – Access to piped water	8 530	9 740		
Household	2289	5022	51.5	11.94
In yard	5027	3903	40.0	-2.24
Community stand <200 m	526	323	3.3	-3.86
Community Stand >200m	688	172	1.7	-7.50
No access to piped (tap) water		340	3.5	
Water – Source of water		9 760		
Water scheme operated by municipality or other WSP		7830	80.2	
Borehole	128	955	9.8	64.6

Spring	5	30	0.3	50.0
Rain tank	196	275	2.8	4.0
Dam/stagnant water	207	317	3.2	5.3
River/stream	201	53	0.5	-7.4
Water vendor	17	31	0.3	8.2
Water Tanker		132	1.4	-2.7
Other	180	137	1.4	

Source: StatsSA

The level of improvement of flush toilets shows a positive growth of 7.7% p.a. over a period of 10 years (2001 to 2011). The number of bucket latrines reflects a negative growth of -8.6% p.a. over the same period which in effect means that bucket toilets have been reduced by 85.6% from 20.3% in 2001 to 2.8% in 2011. The standard and provision of sanitation and water shows a significant improved from 2001 to 2011.

Operation and Maintenance is taking place and is being done in the BCR. The municipality does have documented plans and strategies do deal with procedures, protocols and controls. The BCR do have Blue drop or Green drop Status for their water and waste water services.

Water quality

The failure of the municipality to achieve blue drop status does not mean that the municipality does not comply with drinking water standards. Water quality monitoring is done on a regular basis.

⇒ **Roads and storm water**

- The provision and maintenance of roads covers the functional areas of the Department of Roads and Transport and the Local Municipality.

Table 10: Road Infrastructure and Transport Modes

BASIC SERVICE / INFRASTRUCTURE	Municipal Roads	Dept of Roads
Transport Modes	StatsSA 2001	%
On foot	14348	41.0
By bicycle	177	0.5
By motorcycle	36	0.1
By car as a driver	848	2.4
By car as a passenger	1093	3.1
By minibus/taxi	979	2.8
By bus	195	0.6
By train	26	0.1
Other	41	0.1
Not applicable	17264	49.3
	35007	

⇒ **Electricity and energy**

- Blue Crane Route is the licensed distributor of electricity and buys in bulk for distribution within its approved area of supply. Services in the rural areas are rendered by the municipality.

Table 11: Energy for Lighting

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households				
Energy (Access)	9 470	9 760		
Electricity	6 161	8 486	86.9	3.8

Gas	23	17	0.2	-2.6
Paraffin	2 135	306	3.1	-8.6
Candles	1 057	876	9.0	-1.7
Solar	34	36	0.4	0.6
Other	60	0	0.0	-10.0
None		39	0.4	

Source: StatsSA

Access to electricity has improved from 65.1% in 2001 to 86.9% in 2011. The dependency on paraffin and candles were reduced from 22.5% and 11.2% in 2001 to 3.1% and 9.0% in 2011.

⇒ **Solid waste management**

The municipality services more than 7000 properties in the Blue crane area. A regular waste removal service is provided to all households, except to households in rural areas. By laws are general and not specific to waste. Land fill sites do not have weighbridges and therefore quantities of waste disposal are not exactly known. Pearston uses an unpermitted landfill site. There are currently no waste minimisation activities taking place in the municipality.

Blue Crane Recycling is a private company which has been granted a five year contract to do recycling at the landfill site.

Table 12: Landfill site - Status quo Assessment

The municipality has three landfill sites. Two of the land fill sites are permitted. The Pearston landfill site is not licensed.

	Registration / permit status	Site suitability	Estimated lifespan	Infrastructure	Operation and Management
Somerset East	One, registered				
Cookhouse	1, registered				
Pearson	Not registered				

Table 13: Refuse Removal Services

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households				
Refuse Removal	9 467	9 761	%	
How often by municipality?				
a) At least once a week	6351	7842	80.3	2.35
b) Less often	28	51	0.5	8.21
How often is refuse bags provided		Every three (3) months		
Mode Disposal				
i) Communal dumping	59	78	0.8	3.22
ii) Own dump	2440	1444	14.8	-4.08
iii) No disposal	589	195	2.0	-6.69
Other	0	151	1.5	
No of Licensed Landfill sites		2		
No of un-licensed landfill sites		1		

Source: StatsSA

In 2011, 80.3% of households had access to a weekly refuse removal service as opposed to only 67.1% in 2001.

The overall improvement of service provision and development of bulk infrastructure should have a positive impact on economic growth and increase possibilities to attract new business opportunities. The municipality should focus on the maintenance and refurbishment of existing infrastructure.

⇒ **Human Settlement patterns**

Table 8: Dwelling type and Tenure status

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households				
Dwelling Type	9 468	9 761		
House or brick structure on a separate stand, yard or farm	8 219	8 537	87.5	0.39
Mud/Traditional Dwelling	221	64	0.7	-7.10
Flat in block of flats	93	145	1.5	5.59
Town/cluster/semi-detached house (simplex: duplex: triplex)	70	541	5.5	67.29
House/Flat in back yard	92	127	0.2	3.80
Informal shack in yard	317	90	5.2	-7.16
Informal shack not in back yard e.g. in an informal settlement	409	196	1.3	-5.21
Room/flatlet not in back yard but on a shared property	32	7	0.9	-7.81
Caravan or tent	11	4	2.0	-6.36
Private ship/boat/Other	4	50	0.1	115.00
Tenure Status		9 760		
Occupied rent-free		1 760	18.03	
Rented		2 550	26.13	

Owned and fully paid off		4 489	45.99	
Owned but not yet paid off		611	6.26	
Other		350	3.59	
Not applicable		0		

Source: StatsSA

The number of traditional dwellings significantly decreased, by -71%, over the last ten years (2001 to 2011). There has also been a significant decline in both the number of informal shacks in the yard and those not in the back yard since 2001. This could imply that the potential for spontaneous development of informal settlements are limited and that the urban housing demand is more than likely determined by backlogs and population growth factors rather than pressure from urban influx. The high number of rent-free occupation could signify that there is a still a growing need to address the provision of housing for farm workers.

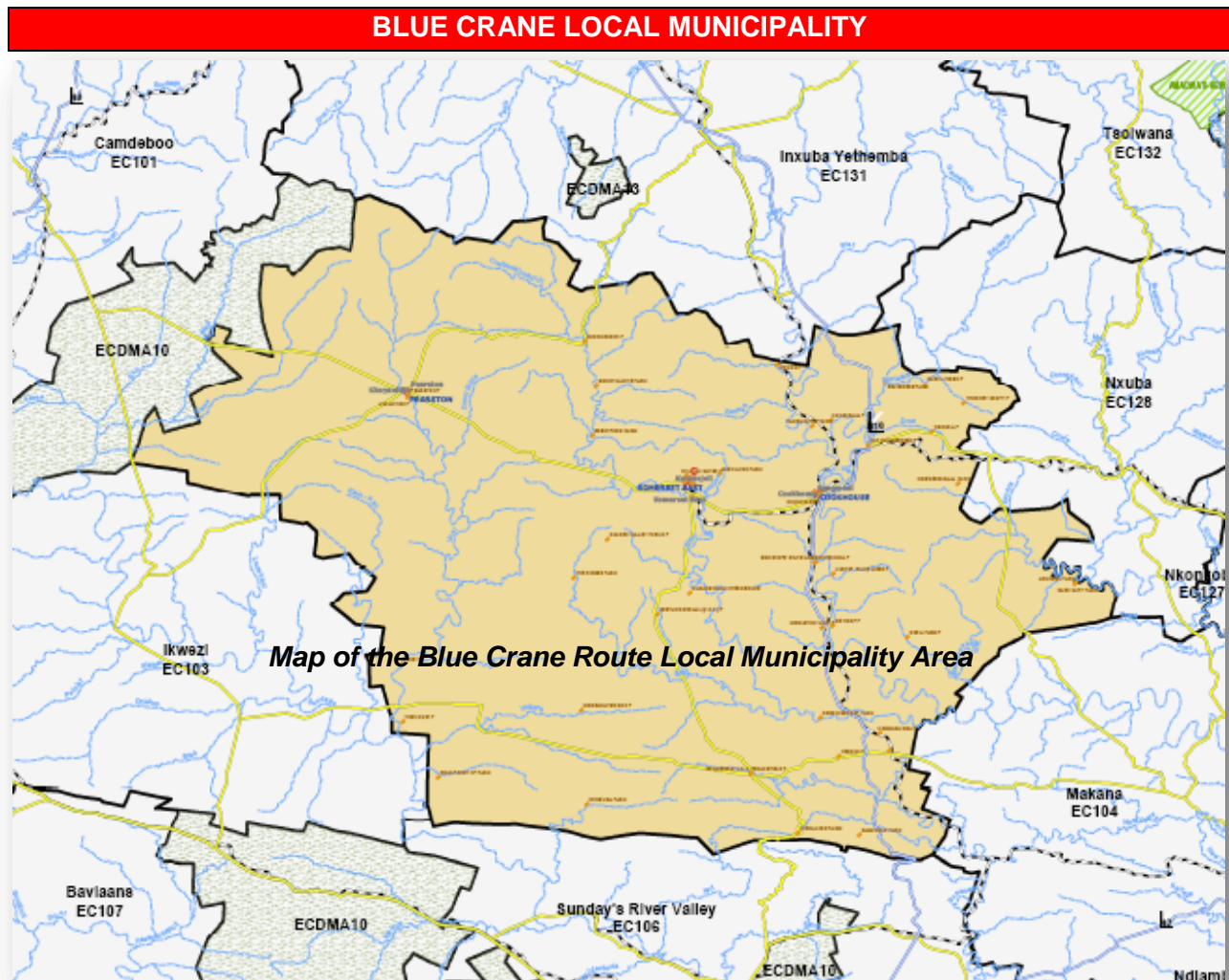
2.5. DISASTER MANAGEMENT, PUBLIC, SOCIAL, RECREATIONAL SERVICES AND AMENITIES

⇒ **Disaster Management and Fire Fighting**

Disaster management is the responsibility of Cacadu District Municipality. The BCR municipality has a responsibility to develop a disaster management plan based on the risks and vulnerabilities identified.

Fire Fighting

Local municipalities are responsible for fire services.



The estimated population is in the region of 36 798.

The most significant roads passing through the area are the;

- **N10, R61, R63, and R390,**

The approximate distance between the towns is;

- Somerset – East to Pearston : 50 Km.
- Somerset – East to Cookhouse : 25 Km.
- Cookhouse to Pearston : 25 Km.

Overview of Town Infrastructures

Cookhouse

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area		X
Light industrial area		X
Heavy industry		X
Hospitals / clinics		X
Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres		X
Railway lines	X	
National roads (e.g. N2)	X	
Airfields		X

Pearston

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area		X
Light industrial area		X
Heavy industry		X
Hospitals / clinics		X

Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres		X
Railway lines		X
National roads (e.g. N2)	X	
Airfields		X

Somerset - East

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area	X	
Light industrial area	X	
Heavy industry		X
Hospitals / clinics	X	
Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres	X	
National roads (e.g. N2)	X	
Airfields	x	

The towns and villages of Somerset East, Cookhouse and Pearston were visited. Discussions were held with the District Disaster Management Officer, Municipal Officials and random members of the public. There were no Councillors available during the visits to the area.

ECONOMIC BASE

The economy of this Municipality is based, as are other Municipalities in this District, primarily on agriculture. In essence the activities that dominate are:

- Agriculture
- Cattle and Goat Farming
- Game Farming; and
- Tourism

POTENTIAL DISASTER EVENTS

- Fire

There is no real effective fire service in The Blue Crane Route Municipal area of responsibility.

- Drought

Drought is a continuous threat in this area.

- Severe Wind Storms

High velocity winds are a regular occurrence in this region. Rain and hail storms are few and far between and are not regarded as threats.

- Epidemics

The game, cattle and goat industries in the area are exposed to Foot and Mouth and other animal diseases.

The poor living conditions of communities in this areas are conducive to the development of diseases such as Cholera and H.I.V.

- Hazmat – Road and Railway

Hazardous materials are transported to and through the area of The Blue Crane Route on a regular basis by both rail and road transportation.

AVAILABLE RESOURCES

There are a number of identified resources that can assist and be accessed with regard to assistance. The details of these contacts can be contained in Contingency Plans. Points of contact are:

- Appointed Disaster Management Officials
- Municipalities (District and Locals)
- National Departments
- Provincial Departments

- Organised Agriculture
- Organised Business

EMERGENCY RESPONSE SERVICES

The provision of Emergency Response Team rests with a number of entities in this Municipality.

These include:

- Protection Services (Fire and Traffic) – Stationed at Somerset East but available for Cookhouse and Pearston
- S.A.P.S. – Stations in all three towns
- Health Services
 - Hospitals – At Somerset East only
 - Ambulance – Somerset East only
 - Clinics – At all three towns
 - Epidemic Outbreak Response Team
- Farmers Unions

PROPOSED LOCATION FOR THE J.O.C.

The proposed locations of a Joint Operations Centre can be located at:

- Somerset East – Blue Crane Route Municipal Offices
- Cookhouse – Blue Crane Route Municipal Satellite Offices in Cookhouse
- Pearston – Blue Crane Route Municipal Satellite Offices in Pearston

EMERGENCY EVACUATION CENTRE

In most cases of emergency or disaster the identification of an Emergency Evacuation Centre will be in most cases be a central location that can service the needs of large numbers of people. In addition it is advisable to identify a location where community members feel safe.

These can be identified as:

- Town Halls
- Community Halls (including Farmers Halls)
- Churches
- Schools
- Sports Fields
- Hospital

IDENTIFIED VULNERABLE INFRASTRUCTURE

As in most Municipalities the following integral parts of the municipal infrastructure are vulnerable:

- Water reticulation and supply
- Sewerage treatment plants
- Electricity supply
- Storm water drainage
- Road infrastructure and bridges
- Railway infrastructure and bridges
- Communications

PREVENTATIVE MEASURES

- There are structures in place but they are fragmented and insufficient to effectively manage disaster incidents.

Table 14: Community Facilities and Public Amenities

COMMUNITY SERVICES AND FACILITIES	WARD /LOCATION	NAME	TOTAL IN BLUE CRANE ROUTE MUNICIPAL AREA
High Schools			5
Primary schools			12
Farm schools		Primary Rural and Primary (farm 160)	
Crèches (Government owned & Privately owned)			15
Libraries			5
Hospitals		1 public hospital in Somerset East	1
Clinics		4 Clinics in Somerset East 1 at Cookhouse 1 at Pearston	7
Mobile clinics		1 mobile clinic at Pearston	
Community Halls			
Taxi Rank			
Police stations		Somerset East, Cookhouse, Pearston, Middleton	4

GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

The municipality has the following committees:

- Ward committees, which are fully functional.
- MPAC
- Audit Committee
- A local labour forum
- Various Project Steering committees

Table 15: Powers & Functions

POWERS AND FUNCTIONS	Blue Crane Route
Air pollution	
Building regulations	Yes
Child care faculties	Yes
Electricity reticulation	No
Fire fighting	Yes
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Pontoons and ferries	Yes
Storm water	Yes
Trading regulations	Yes
Water (Potable)	Yes
Sanitation	Yes
Beaches and Amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes

Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisance	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Table 16 Good Governance issues

ISSUES	BLUE CRANE ROUTE	Comment
Staff Establishment	300	
Vacancies Organizational Structure	24	
Filled Positions	300	
Salary % of Total Budget	39,5%	
Free Basic Services (6k/ water, 50 KW Electricity)	√	
By-laws	√	
Internal Audit	√	
Audit Committees	√	
Revenue Collection	83%	
AFS	√	
Budget	√	
Audit Report	11/12	
Audit		
MFMA Implementation (Compliance Cost)	No Committee	MPAC is established and the committee holds meetings quarterly
GAMAP / GRAP Compliance	Yes , with use of Directive 4	
SCM Compliance	√	
Asset Register	Yes, being updated	
MM	No	The position has been advertised
CFO	No	The position has been advertised
Job Evaluation	97%	
Information Management System	Yes	The municipality has budgeted in 2013/14 for the improvement of the information system
Delegations	√	
PMS	√	
Skills Development Plan	√	

Employment Equity Plan	No	
Assistance Plan	√	
Occupational Health & Safety	√	
Website/Communication Plan	√	
Customer Care Strategy (Batho Pele)	√	
Indigent Policy	√	
HIV/AIDS Plan	√	
Focus Groups - Good Gov. Survey	√	
Programme (Youth, Gender, Disability)	No	The municipality has appointed a special Programmes Officer to deal with three issues
Financial Delegations	√	
Procurement Framework	√	
Audit Committees	√	
Disaster Management Plan	No	Awaiting the outcome of the CDM Disaster Management Plan Review. Cacadu District Municipality has developed a Disaster Manager plan which is still a draft document. The district advised that the plan will be reviewed in 2013/14 due to change in risks. Once the plan is reviewed the BCR Disaster management Plan will be developed.
Project Management Unit	No	
Organisational Structure	√	
Fin. Maintenance Budget	√	
Capital Expenditure Budget	√	
Number of Wards	6	

Cacadu District Municipality in accordance with Legislation is the Planning Authority in the region for the integration of transportation planning activities. The provincial department of Transport and Public Works is the custodian of all District and major roads in the District. The National

Roads are administered by the South African Roads Agency Limited (SANRAL). Local Municipalities are responsible for all internal and access roads.

Table 17: Length of Surfaced & Gravel Roads

Municipality	Gravel Length	Surfaced Length	Total Length
Blue Crane Route	1 127.1	154.7	1 281.8

Source: *Cacadu Database*

In 2007, the National Department of Transport compiled an assessment of the municipal road network throughout the entire country. It is of great concern to note that more than 20% of the surfaced road network is in a poor or very poor condition. It is a generally accepted norm that a good road network should not have more than 5% of the surfaced roads below a fair condition, which means that the provincial road network is in dire need of rehabilitation and maintenance.

Table 18: Condition Index: Surfaced Provincial Roads

Road Category	Condition	Length (km)	Percentage (%)
Surfaced Roads	Very Good	58.23	3.67%
	Good	219.0	13.79%
	Fair	988.55	62.26%
	Poor	322.04	20.28%
	Very Poor	0.0	-
Total		1 587.82	100%

Source: ECDRPW Road Asset Management System

Table 19: Condition Index: Gravel Provincial Roads

Road Category	Condition	Length (km)	Percentage (%)
Gravel Roads	Very Good	42.45	0.68%
	Good	717.69	11.54%
	Fair	3 000.66	48.26%
	Poor	1 863.86	29.98%
	Very Poor	592.62	9.53%
Total		6 217.28	100%

Source: ECDRPW Road Asset Management System

Table 20: Condition Index: Gravel Provincial Roads

Road Category	Condition	Length (km)	Percentage (%)
Gravel Roads	Very Good	42.45	0.68%
	Good	717.69	11.54%
	Fair	3 000.66	48.26%
	Poor	1 863.86	29.98%
	Very Poor	592.62	9.53%
Total		6 217.28	100%

Source: ECDRPW Road Asset Management System

NON-MOTORISED TRANSPORT

a. Animal-drawn transport

Animal-drawn carts are occasionally found in the rural areas, but no formal inventory of these vehicles has been made. These vehicles are not licensed and are not allowed on public roads, however, in certain areas, such as on the N2 and R67 near Grahamstown, owners ignore traffic rules and travel on the surfaced roadway, resulting in a major traffic safety problem.

b. Bicycle transport & facilities

There is generally no provision for bicycle travel within the BCR. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the district, but is predominantly a recreational sport activity.

c. Sidewalks and walkways

Visual assessments of the primary transport corridors in the BCR indicate a dire need for the provision of sidewalks and walkways. Given the limited income profile of the rural population, and the close proximity of residential townships to the business nodes in most of the towns, walking is one of the main transport modes in the BCR. Despite this, there is a distinct lack of suitable pedestrian facilities, and where sidewalks or walkways are present, these are often in a poor condition. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorized transport.

The length of sidewalks and walkways is as follows:

Length of sidewalks (km) - 17, 97

Length of walkways (km) - 6, 71

SCHOLAR TRANSPORT

The majority of scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural areas, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can probably be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

Table 21: Modal Split for Scholars per School Type (Urban/Rural)

Mode	Percentage of Scholars per School Type	
	Urban (within town or township)	Rural
Walking	80.2	69.1
Car	5.6	0.2
Bus	5.9	14.5
Taxi	5.9	11.3
Bicycle	1.1	1.5
Other	1.4	3.4
Total	100.0	100.0

Source: Integrated Transport Plan

PUBLIC TRANSPORT

- Mini-bus Services

There are nine registered taxi associations in the BCR. The OLAS indicates a registered membership of 749 persons, who operate a total of 473 vehicles that have operating licenses and are operating legally. The only location where bakkie taxis were identified is in Port Alfred, but the extent of bakkie taxi utilization has not been quantified.

Table 22: Taxi Associations and Membership

Association name	Abbreviated name	Claimed numbers	Members with OL's	Vehicles
Norwich Long Distance Taxi association	NOLDTA (Somerset East)	238	58	102

Source: Integrated Transport Plan

Table 23: Taxi facilities in the BCR

Municipality	Formal	Informal	Stops
BCR	2	1	0

Source: BCR Integrated Transport Plan

- Bus Services

No subsidized bus services are provided within the Cacadu district. Bus services in the district are therefore limited to long distance bus operations on the main routes through the district, and one private operator who is based in Jansenville and own seven buses that run from Jansenville via Uitenhage to Port Elizabeth three times per week.

The routes, stops and schedule for the long distance buses that operate within the Cacadu are indicated in table below.

Long distance buses stop at the entrance to Cookhouse Caltex Garage off the N10. These informal facilities at the Subway service station are in a fair condition.

- Somerset East

Long distance buses stop at the taxi rank on the corner of Francis Street and Worcester Street. There is no shelter available.

Table 24: Long Distance Bus Operations

Operator	Route	Road	Stops
City to City / Translux	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
	Johannesburg / Cape Town	N9(R57), R61	Graaff-Reinett, Aberdeen
	Cape Town / Johannesburg	R61, N9(R57)	Aberdeen, Graaff-Reinett
Greyhound	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town, Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
Intercape	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
	George / Johannesburg	N9(R57)	Willowmore, Aberdeen, Graaff-Reinett
	Johannesburg / George	N9(R57)	Graaff-Reinett, Aberdeen, Willowmore
	PE / Cape Town	N2	Humansdorp, Storms River
	Cape Town / PE	N2	Storms River, Humansdorp
SA Roadlink	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
DMJ Tours	Umtata / Cape Town	R63, N9(R57), R61	Cookhouse, Somerset East, Pearston, Graaff-Reinett, Aberdeen
	Cape Town / Umtata	R61, N9(R57), R63	Aberdeen, Graaff-Reinett, Pearston, Somerset East, Cookhouse

Source: ITP data surveys 2010

- Metered Taxi

There are no metered taxis operating licences that have been issued within the BCR.

- Train Authorisation Systems

Load: Track warrant Lines: Cookhouse – Blaney

The following low axle load branch lines have been abandoned for a number of years already and a lack of maintenance has led to a serious decline in the line infrastructure, invasions of the reserves and vandalism of the building structures.

- Cookhouse – Somerset East
Services
Cookhouse – Fort Beaufort – Blaney branch line

Between Blaney and Fort Beaufort, 11 wagon trains move in each direction at a frequency of 1,3 per day. Between Fort Beaufort and Cookhouse, the frequency drops to half this number. Only freight is transported.

- Roads

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. The upgrading of gravel roads to surfaced standard (and with suitable storm water drainage) in residential areas is one of the key priorities.

The IDP recognises that its adopted strategy for the upgrading of gravel roads is predominantly on target, but that its objective and strategies for the facilitation of an efficient and effective public transport system are lacking.

Weightings can be assigned to each of these factors, from which an algorithm is then generated and prioritization can then be done. Prioritization can therefore be determined for various scenarios, depending on the focus/aim of the exercise.

Figure 5.12: Significant Primary Linkages

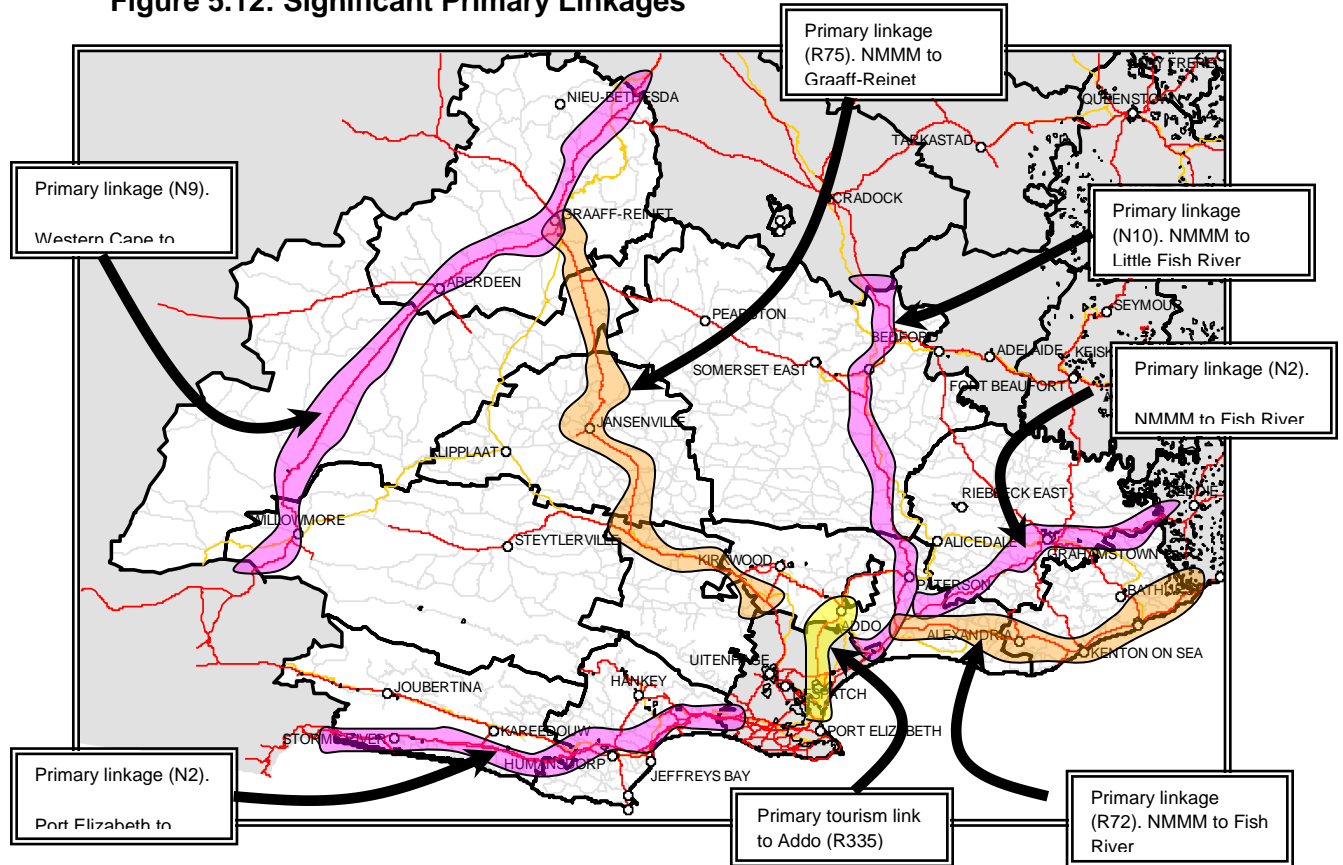
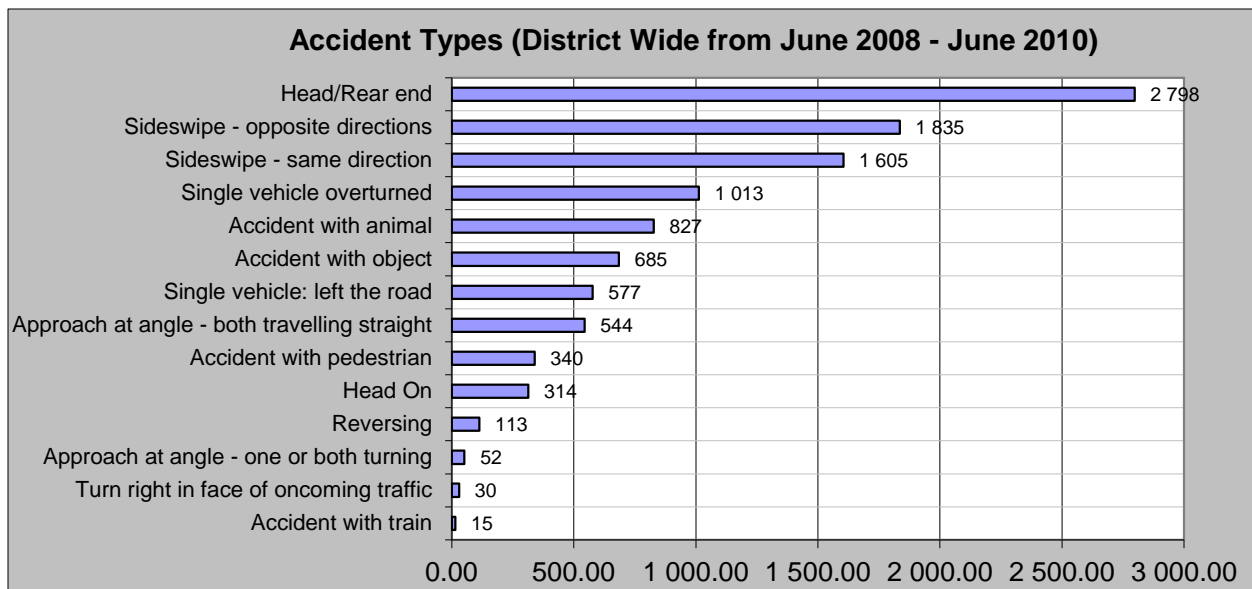


Figure 5.13: District Wide Accident Types: June 2008 to June 2010



- Rail Infrastructure

The rail network that used to be a vibrant back-bone to the economy of the District has been neglected and is in a state of dilapidation resulting in the collapse of towns like Cookhouse (Blue Crane Route).

The ECDOT recently completed a 10 Year Rail Plan which included a status quo assessment of rail infrastructure in the Eastern Cape. The data in this section has been extracted from the status quo assessment.

Shosholozameyl, the long distance rail passenger service, which is part of the South African Rail Commuter Corporation, currently operates four scheduled services to and from the Eastern Cape, of which only two services traverse the Cacadu District.

The following services are provided on the branch lines in the BCR:

- **Cookhouse – Fort Beaufort – Blaney branch line**
 Between Blamey and Fort Beaufort, 11 wagon trains move in each direction at a frequency of 1, 3 per day. Between Fort Beaufort and Cookhouse, the frequency drops to half this number. Only freight is being transported.

WATER RESOURCES

The acquisition and provision of water resources in the BCR is a challenge for Pearston. Pearston depends predominantly on ground water for human consumption and agricultural activity, which is one of the drivers of the economy in the area.

The low inland rainfall results in sporadic droughts consequently drying up supply boreholes to towns and villages. The water quality during these periods deteriorates to levels that are unsafe for human consumption. As a result of water being a scarce resource in Pearston, there are competing demands between servicing the community and servicing agricultural production.

Bulk services in the BCR are under pressure due to overloading and the lack of ongoing maintenance.

Table 25: Major Predominant Dams in BCR

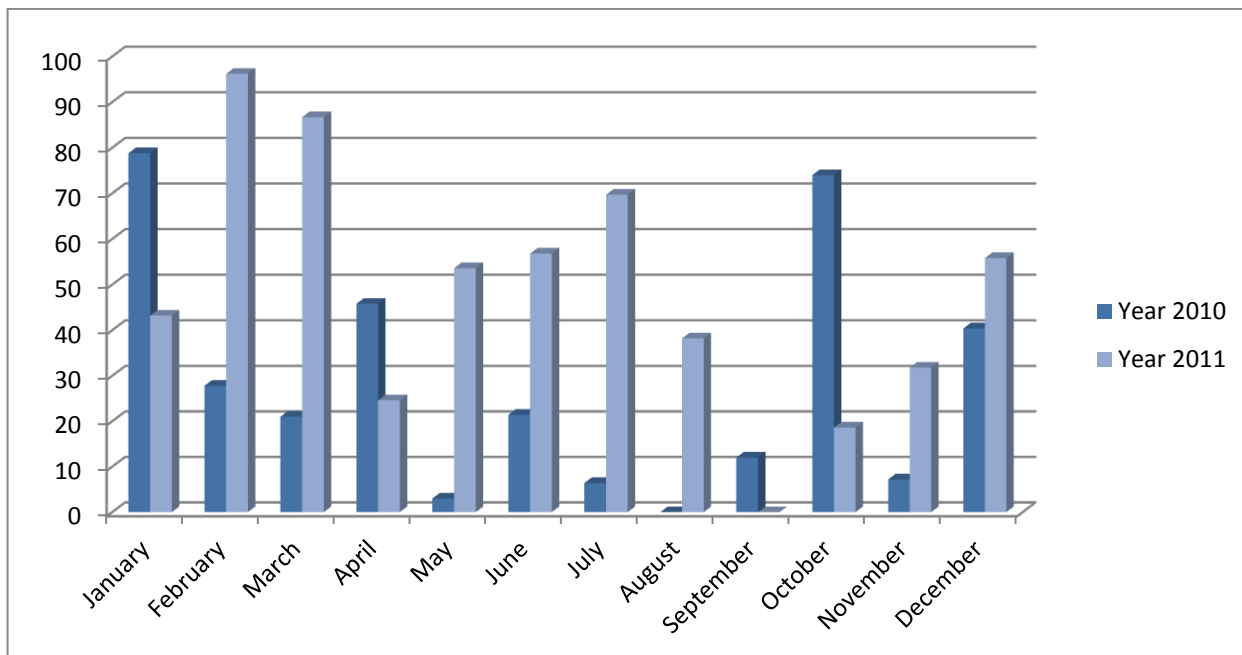
MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
TRANSFER SCHEME • UITKYK SCHEME • GLEN MELVILLE DAM	ORANGE RIVER via FISH RIVER INTO SUNDAYS RIVER	BLUE CRANE SUNDAYS RIVER VALLEY MAKANA	DOMESTIC & IRRIGATION DOMESTIC & IRRIGATION

Source: *Cacadu Database*

The table overleaf illustrate the rainfall figures per town as captured and recorded by the South Weather Services during the 2007 to 2011 period.

Funding is required to successfully implement the proposed Rainwater Harvesting Project discussed above.

Blue Crane Route Local Municipality:



Source: South African Weather Service

Table 26: Funding Requirements for Rainwater Harvesting

LOCAL MUNICIPALITY	FUNDING REQUIRED
Blue Crane Route	R31,049,000

Source: South African Weather Service

WATER & SANITATION

Municipalities in the Cacadu District have achieved marked improvements in both the provision of water and sanitation. The number of households with water on site is almost double the Eastern Cape provincial average.

Table 27: Access to water

Access to Water	Piped water inside dwelling	Piped inside yard	Piped tap water on community stand less than 200 m from dwelling	Piped distance 200 – 500	Piped on comm stand 500 – 1000	Piped stand on comm – distance-greater than 1000	No access to piped water
	%	%	%	%	%	%	%
Eastern Cape	32,8	16,6	18,6	6,3	2,2	1,3	22,2
Cacadu DC	51,0	35,0	7,8	1,6	0,5	0,3	3,8
Blue Crane	51,4	40,0	3,3	1,4	0,2	0,1	3,5

Source: Population Census 2011

Table 28: Access to Sanitation

Access to Sanitation	Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Chemical toilet		Pit latrine with ventilation (VIP)		Pit latrine without ventilation		Bucket latrine		None	
Cacadu DC	63,8		9,9		0,8		3,3		9,0		5,0		4,8	
Blue Crane	80,5		4,0		0,3		0,9		3,4		2,8		6,3	

Source: Censu2011:

PROVISION OF HOUSING

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

Table 29: Housing Delivery

Blue Crane Route Local Municipality

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

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

- The non-availability of the land to address current housing demand, available land is owned by private owners which are intensively used mainly for agriculture, SAN Parks and state land.
- The continued influx of migrants to the area in search of employment opportunities, some short term in the fishing and tourism industry and by farm workers after the fruit harvesting season is over which is the major concerns with regards to housing delivery.
- The isolated settlements and nodes classified as Rural Nodes that are located away from existing community services, often contain low population thresholds that cannot support the essential Community Facilities and are difficult and expensive to provide with bulk and internal services to a level equivalent to settlements in the bigger Urban Areas.
- There has been a rapid increase of informal settlements in and around small towns due to the changing pattern of labour utilisation on farms.

FREE BASIC SERVICES

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the BCR. Attempts are made to update their indigent register annually, but

this is not always feasible due to lack of funding. This ultimately results in questioning the credibility of the register and the associated credit control policy governing it.

A summary of free basic services within the BCR is illustrated by the table below.

Table 30: Free basic energy & refuse removal status quo report

FREE BASIC ENERGY & REFUSE REMOVAL STATUS QUO REPORT						
Oct –Dec. 2012						
Municipality	Total No. Of H/holds	Total No. Of Indigent H/holds	No. Of Indigent H/holds provided by Eskom	No. Of Indigent H/holds provided by Municipality	No. Of Indigent H/holds accessing Alternative Energy	No. Of Indigent H/holds accessing Refuse Removal
Blue Crane LM	7 824	3757	0	3757	0	3757

Table 31: Eastern Cape free basic water and sanitation status quo report

FREE BASIC WATER AND SANITATION STATUS QUO REPORT				
Oct – Dec. 2012				
Water Service Authority	Total No. of Households	Indigent Households	No. of Indigents Served with FBW	No. of Indigents served with Free Basic Sanitation
Blue Crane LM	7 824	3672	3672	3672

ACCESS TO SOCIAL GRANTS

Due to the high unemployment, a significant portion of the population is dependent on social grants. Dependency on social grants is reflected by the table below (as provided by SASSA, 2009) which are categorised per SASSA's sub-regions.

The predominant type of grant is for child support followed by old age and permanent disability. There has been a gradual increase in social grant expenditure in the Cacadu District increasing to R 59,736,423.00 in the 2009 financial year from R 59,068,286.00 in the 2007 financial year. The table below provides broad categories of information; it does not detail the grants per municipality.

Table 32: Social Grant expenditure in Cacadu 2007-2009

Source: SASSA, 2009

Office	2007			2008			2009		
	No. of Beneficiaries	No. of Children	Expenditure	No. of Beneficiaries	No. of Children	Expenditure	No. of Beneficiaries	No. of Children	Expenditure
Cacadu	88465	72693	R 59,068,286.00	88790	73370	R 59,297,900.00	89416	74227	R 59,736,423.00
Graaff-Reinet	28964	23928	R 19,915,345.00	29043	24070	R 19,963,502.00	29233	24316	R 20,094,643.00
Care Dependency	208	208	R 210,080.00	206	206	R 208,060.00	213	213	R 215,130.00
Child Support (0-15)	14051	22253	R 5,340,720.00	14087	22338	R 5,361,120.00	14203	22548	R 5,411,520.00
Foster Care	1051	1467	R 997,560.00	1085	1526	R 1,037,680.00	1098	1555	R 1,057,400.00
Grant in Aid	435		R 104,400.00	456		R 109,440.00	451		R 108,240.00
Old Age	7804		R 7,807,191.00	7826		R 7,824,148.00	7839		R 7,834,631.00
Permanent Disability	5177		R 5,215,348.00	5149		R 5,187,068.00	5186		R 5,222,646.00
Temporary Disability	230		R 231,806.00	227		R 228,776.00	236		R 237,866.00
War Veteran	8		R 8,240.00	7		R 7,210.00	7		R 7,210.00
Grahamstown	34253	24953	R 23,009,991.00	34337	25153	R 23,072,349.00	34548	25396	R 23,217,303.00
Care Dependency	353	357	R 360,570.00	346	350	R 353,500.00	346	351	R 354,510.00
Child Support (0-15)	16026	22771	R 5,465,040.00	16081	22892	R 5,494,080.00	16169	23052	R 5,532,480.00
Foster Care	1407	1825	R 1,241,000.00	1465	1911	R 1,299,480.00	1522	1993	R 1,355,240.00
Grant in Aid	764		R 183,360.00	754		R 180,960.00	762		R 182,880.00
Old Age	9942		R 9,951,232.00	9962		R 9,967,907.00	10000		R 9,996,870.00
Permanent Disability	5258		R 5,301,519.00	5247		R 5,290,481.00	5323		R 5,366,811.00
Temporary Disability	498		R 502,120.00	477		R 480,791.00	421		R 423,362.00

War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
Humansdorp	25248	23812	R 16,142,950.00	25410	24147	R 16,262,049.00	25635	24515	R 16,424,477.00
Care Dependency	137	138	R 139,380.00	136	137	R 138,370.00	134	135	R 136,350.00
Child Support (0-15)	14317	22489	R 5,397,360.00	14411	22716	R 5,451,840.00	14534	23007	R 5,521,680.00
Foster Care	849	1185	R 805,800.00	921	1294	R 879,920.00	975	1373	R 933,640.00
Grant in Aid	186		R 44,640.00	187		R 44,880.00	190		R 45,600.00
Old Age	5745		R 5,710,429.00	5771		R 5,732,692.00	5817		R 5,772,745.00
Permanent Disability	3724		R 3,755,126.00	3705		R 3,735,242.00	3710		R 3,739,669.00
Temporary Disability	285		R 285,065.00	274		R 273,955.00	270		R 269,643.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
District Total	88465	72693	R 59,068,286.00	88790	73370	R 59,297,900.00	89416	74227	R 59,736,423.00

SAFETY & SECURITY

- **Crime Statistics and Trend Analysis**

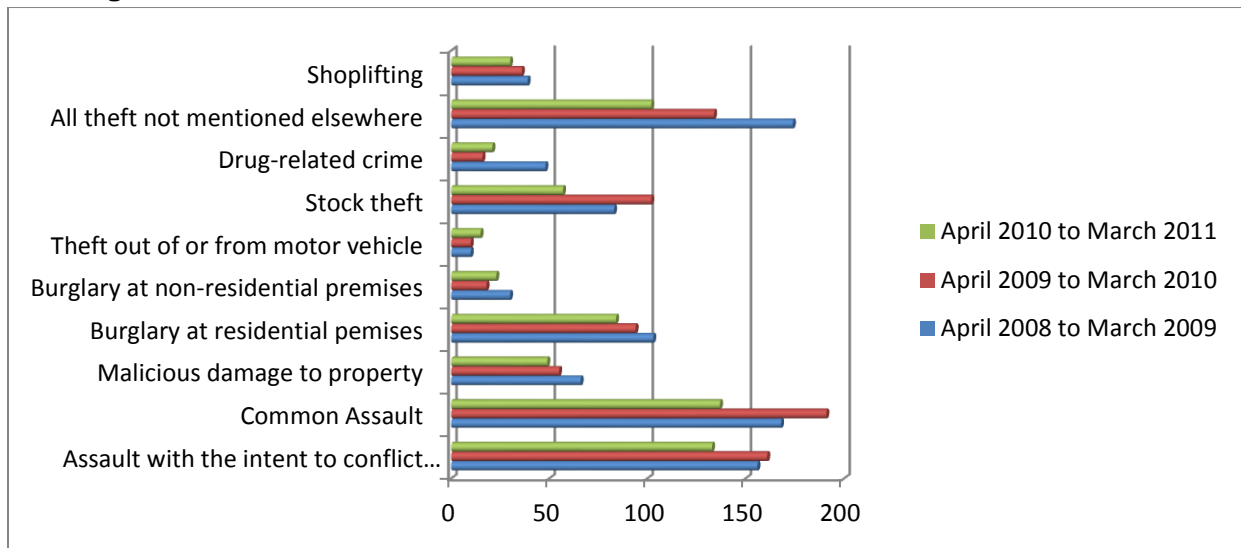
The following graphs represent the top 10 report crimes per town, per Local Municipality. The analysis will be written for each municipality below the graphs representing the towns or settlements. The analysis will identify the crime trend of the municipal area between the period of April 2008 to March 2011. The crimes listed below are totalled as follows in order to give an indication of the most prominent types of crime in the Cacadu District between April 2009 and March 2011.

Table 33: Crime Statistics per town and LM

Type of Reported Crime	Assault with the intent to inflict grievous bodily harm	Common Assault	Intoxicants damage to property	Burglary at non-residential premises	Burglary at residential premises	Theft out of or from a motor vehicle	Stock-theft	Drug related crime	All theft not mentioned	Shoplifting
BLUE CRANE ROUTE LOCAL MUNICIPALITY										
Somerset-East	161	191	55	18	94	10	102	16	134	36
Cookhouse	97	72	43	3	71	24	69	16	59	2
Pearston	20	28	12	4	21	1	47	18	16	0
Sub-Total:	278	291	110	25	186	35	218	50	209	38

Blue Crane Route Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

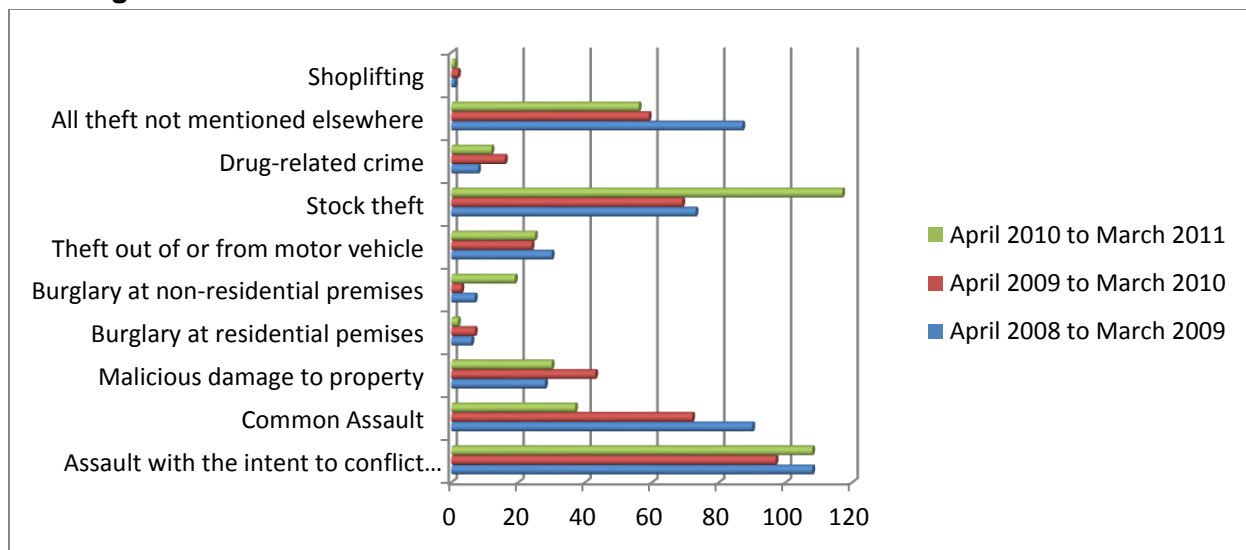
1. Figure 2.75: Somerset-East Crime Statistics



Source: SAPS, 2012

- Reported cases of Common Assault and Assault with the intent to inflict grievous bodily harm are indicated as being on the increase, in conjunction stock-theft and shop-lifting
- All theft not mentioned elsewhere remains high, but appears to be on the decrease along with Burglary at residential and non-residential premises

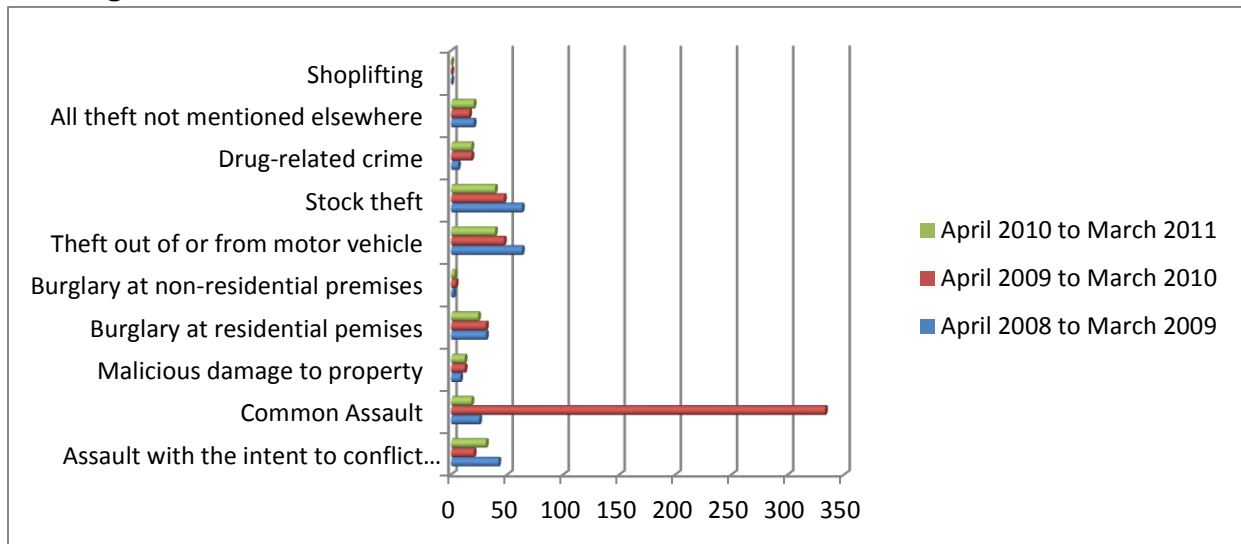
2. Figure 2.76: Cookhouse Crime Statistics



Source: SAPS, 2012

- Assault with the intent to inflict grievous bodily harm and Common Assault are documented as the most reported crimes in the study period. Both of these categories along with stock-theft and all theft not mentioned elsewhere demonstrate a marked decrease within the period of assessment
- Reported cases of malicious damage to property, Theft out of or from motor vehicle and Drug-related appear to be on the increase.

3. Figure 2.77: Pearston Crime Statistics



Source: SAPS, 2012

- Somerset-East area has the higher number of reported cases of crime in the Blue Crane Route municipal area, with common assault and assault with intent to inflict grievous bodily harm being the most reported, followed by burglary at residential premises. The municipality overall has low levels of crime that are on the decrease year-on-year.
- Crimes that are on the rise in the area include; stock theft, malicious damage to property and drug related crimes.
- The settlements of Cookhouse and Pearston crime levels are relatively low, reflect a relatively safe environment, this shows that there is a positive relationship between law enforcement and the community.

CONTACT OR VIOLENT CRIMES RECORDED IN APRIL 2008 TO MARCH 2011:

According to the Statistics released by the South African Police Services in September 2010, certain contact or violent crimes pose a more serious threat to communities than crime in general.

Contact or Violent Crimes such as Murder, Attempted Murder, Sexual Offences, Aggravated Robbery and Common Robbery are not ranked amongst the Top Ten Crimes committed in the Cacadu District. These crimes do however present a distinct threat to society and are an indication of social and socio-economic circumstances.

These crimes are thus reflected and recorded overleaf per Town per Local Municipality for the period from April 2008 to March 2011.

The crimes listed in the following table are totalled in order to give an indication of the most prominent types of contact crime committed in the BCR municipality between April 2008 and March 2011.

Type of Reported Contact Crime	Murder	Attempted Murder	Sexual Offences	Aggravated Robbery	Common Robbery
BLUE CRANE ROUTE LOCAL MUNICIPALITY					
Somerset East	16	2	40	2	15
Cookhouse	12	1	21	3	6
Pearston	3	0	10	1	1
Sub-Total:	31	3	71	6	22

Source: SAPS, 2012

RESPONSE TO CRIME

The establishment of community police forums was legislated in the South African Police Service Act of 1995. The role of local government and crime prevention delivery at local level was further explored in the 1998 White Paper on Safety and Security. While the White Paper focussed mainly on municipal police services, it nevertheless points to the key role of local government “*in ensuring an environment less conducive to crime*”. It further encourages municipalities to develop crime prevention strategies, both to ensure crime prevention interventions, “*but also to align local resources and development objectives within a crime prevention framework. Crime and crime prevention should be seen as central to the planning and functions of all municipal department line functions*”. The White Paper acknowledges that

the required resources and capacity may prove to be a constraint, but that local governments should attempt to provide a budget for this purpose, or leverage funding from other government spheres, the private sector and donors.

The White Paper presents several areas through which local government may play a role in crime prevention, ranging from working with the local police, the effective enforcement of by-laws, developing a crime prevention framework and allocating resources for its implementation, and generally mainstreaming crime prevention strategies in all development projects undertaken by the municipality. The role of community police forums and the need for local government to work closely with such forums are highlighted considering the crime rates per crime categories per Local Municipality as illustrated in the table hereafter.

FINANCIAL STANDING OF BCR

To provide an indication of the size of the municipal budget operating expenditure and the revenue sources the summaries of the 2013/14 budgets are detailed in the table below. The

Table 34: Revenue and expenditure

Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Total Revenue by Vote	2	91 549	152 185	147 018	178 222	197 036	197 036	189 938	184 412	192 867
Total Expenditure by Vote	2	87 070	126 331	150 004	149 446	183 486	183 486	182 016	191 611	202 971

Table 35: The equitable share of national revenues for BCR municipality in respect of the current financial year and outer years is detailed below.

	2013/2014	2015/2016	2017/2018
BLUE CRANE ROUTE	24,450	30,271	33,049

2.6. ECONOMIC ANALYSIS

- **BCR economic analysis**

Local economic development is vital to the future development of the BCRM

BCRLM has established the Blue Crane Development Agency, which is the economic development arm of the municipality. It has a fully-fledged staff component of nine (9) people. The main objectives of the Agency is to create opportunities and facilitate macro development projects in the Agriculture, Business, Tourism, Renewable Energy and Educational sectors with special emphasis on job creation and the expansion of the local rural economy. To expand the revitalization of small rural towns, the two smaller nodes (Cookhouse and Pearston) have been included in investments in the field of bulk infrastructure, food security and renewable energy initiatives. Preliminary findings have shown that an additional amount of R6m will be required to make an important impact to the revitalization of Pearston. It is expected that during the construction phase of the Wind Farm establishment at least 374 jobs will be created in the Cookhouse area.

Identified sector project are aligned to the local economic objectives and Provincial / National development outcomes as incorporated into the IDP. Likewise these projects are reflected in the updated 2013 Spatial Development Plan.

The Agency crafted a Master Development Plan in 2010 in support of the LED strategic objectives and feasibility studies have been conducted on identified development proposals. The main barrier to the successful implementation of the projects outlined below, are funding constraints. It is a major impediment and collective strategies must be developed to access funding, including the LED % segment of the total MIG allocations.

The Agency's Project Implementation Plan has been designed within a performance Framework which reflects progressive quarterly milestones with annual targets so that outcomes can be evaluated by predetermined measurable performance indicators. The following summary represents sector specific selected projects, including their implementation status and challenges. The municipality is expecting that Sector Departments will formulate interventions in their Operational Plans, to assist in addressing the constraints faced by the agency.

TOURISM HUB

In as far as the Tourism Hub initiative is concerned, the progress on the EPWP Paving Project consists of three phases

Phase 1: *(Construction of an entrance road to the Boschberg Tourism hub).* The paving of the entrance road is completed. Fifteen specialist artisans were appointed to construct the workshop and buildings. This finalization of the project has unlocked the commercial component of the Hub, making it safe to travel in wet conditions.

Phase 2: *(Construction of a Paving Manufacturing Business).* The construction of the Paving Plant is completed and the manufacturing of the first batch of pavers are in production and will undergo quality assurance testing. The office and toilets have also been completed.



Phase 3: *(Construction of the balance of the roads at the Boschberg Tourism hub).* Procurement is currently underway and the next paving project will commence in May 2013.

The Boschberg registered Public Private Partnership (PPP) is open for perusal by any interested parties to establish a Hotel / Wellness Centre.

LED SECTOR

The workshop component of the Tourism Hub will be launched early in May. SMMEs are expected to start with the manufacturing of goods and to produce adequate products for the official launch of the **Hub** in June 2013.

Many activities are hosted at the Activity Centre and the trails developed are used by hikers, nature lovers and for mountain biking etc. Usage by local schools children on their own and or on sponsored bicycles are just one of the positive spin offs from this project.

Mountain Biking

Mountain Biking is one of the activities that is managed at the Tourism Hub. The program started late in 2012 using the bikes that were donated by Mr Meurant Botha. There are many events that are in the pipeline, which includes Mountain Bike activities.

The Mountain Bike section is open during the weekends and many local people are also using the trails for cycling.

Boschberg Art Club

The Art Club will open the Art Gallery and exhibit local art at the official launch of the Tourism Hub.

Tourism SMME's

BCDA is working and assisting the local Co-Ops that are focusing on tourism production like creating crafts, traditional wear and art.

BCDA assisted the Local Women's Co-operative to develop a business plan and to registering the Co-op. The Co-op will sell their products at the Tourism Hub Craft Shop.

ESTABLISHMENT OF SMME's AT THE TOURISM HUB

The Agency held meetings with the community to promote self-employment and to assist budding entrepreneur. Potential SMME's were identified and arrangements were made for them to receive training to do what?? (Eastern Parks and Tourism Agency). These SMME's are in the process of registering their companies and compiling funding applications to relevant institutions.

PROPOSAL: Small Business Development and Management Resource Centre

The municipality and the Agency both have looked at a number of options to conceptualize and deal with the concept of supporting and facilitating the establishment of sustainable SMME's in a market environment that is very competitive and complex. Upon analysis it was concluded that a Resource Centre must be established at the offices of the BCDA that can assist candidates with the development of business proposals, training and advise. The main intention of the Centre will be to enroll potential business persons into a capacity building enterprise program as "*Business Operator Apprentices*". Entrepreneurs will be provided with extensive start up advice and assistance with institutional requirements. A mentoring programme is envisaged that will render day to day business management services and ensure a smooth transition of SMMEs into the broader business sphere.

Funding to establish a Small Business Development and Management Resource Centre must cater for NMMU (Department of Development Studies) as the implementing agent and create scope for BCDA to facilitate the project and manage the Centre for the benefit of entry level micro business people.

The functions of the Centre shall inter-alia include but will not be restricted to:

- Compilation of business plans
- Small Business Management Training
- Entrepreneurship training
- Networking and partnering with job seeking agencies
- Basic Bookkeeping services
- Assistance with marketing
- Institutional Registration and compliance
- Income Tax and VAT registration
- Registration of co-operatives, partnerships etc.
- Modular vocational training
- Tender population
- Fund sourcing
- Funding Incubator

The core team includes Prof Richard Haines, Prof Mel Gray (Newcastle University), Edward Russell, Vasu Reddy (HSRC), Prof Geoffrey Wood (Visiting Professor, NMMU, Professor of International Business, Warwick University and Visiting Professorial Chair, Griffith University), Mr Alan Young (Business Consultant), Mr John Kidson, Dr Ronney Ncwadi and Ms Adèle Bradfield.

AGRICULTURAL SECTOR:

Commercialization of the Farm Misty Mountains

An agreement was reached between the LM (through BCDA) and a commercial farmer to manage the operations on the farm in collaboration with black emerging farmers. The greenhouse and tunnels have been renovated and all the pumps and irrigation equipment repaired. The farm is now fully operational again. A Cooperative has been registered and the emerging farmers will be trained and share in profits. The existing fruit trees have been pruned and will again be in production by the end of 2013. Potatoes, melons, watermelons and various varieties of pumpkin have been planted and harvested in February.



Mentorship to Emerging Farmers

Blue Crane Development Agency facilitated a joint venture between farmers of *Die Vlakte* with a strategic and operational partner (Emvest) to establish maize and secure funding for stock. This farm is now operational.

EMVEST is a company that assists emerging farmers in the area and it has access to funding to assist with the purchase of livestock. With their intervention, peppadews have been planted

with success and marketed in Grahamstown. The initiative will be extended to the planning of maize and wheat. The Company is in the process to relocating one their factories to the Eastern Cape. They will require a suitable site and in the event that the industrial park is not realized, this plant and factory will be established in Cradock.



The Department of Land Reform has been informed that the tenants (emerging farmers) of the farm **Graig Gowan** abandoned the farm, without notice. The farm is not operational and the assets are being vandalized.

Likewise some buildings on the farm **Prinsloo** have been demolished and bricks and corrugated iron sold. The land is also being overgrazed.

It is recommended that the Department of Land Reform should develop an intervention strategy to salvage the situation on these farms.



NEW PROJECT: Houses for Farm workers

With the assistance of the Municipality, through BCDA, a rural housing project has been approved by the Department of Human Settlement and implemented by Agri Khaya for farm workers and especially farms acquired by government. The funding MTEF investment made by DHS MUST be included in the IDP with the number of beneficiaries and units.

SOMERSET EAST AIRPORT DEVELOPMENT

With the support of ECSECC positive results were achieved with the negotiations for funding at a national government level. The pledge made by DRDLR to provide funding to surface the R355 road from Somerset East to Addo and for the development of the airfield is a major breakthrough for the municipality. Many far reaching initiatives hinge on the surfacing of the Somerset East Airport's main runway. A contract has been signed with a Flying Academy in which an undertaking was made that the Academy would operate their business from the Somerset East Airport, subject to runway being completed in time.

A MOU has also been entered into between Michigan/Wits/BCDA to ensure pilot and aeronautical engineering training. In addition an agreement, in principal, was reached that will facilitate an extra curriculum flying training program for local school learners.

CONSTRUCTION OF A LIGHT INDUSTRIAL PARK IN SOMERSET EAST

The Municipality has undertaken to fund phase 1 of the Industrial Park Development as the industrial sector is one of the potential economic drivers that is not fully exploited in the area. It will add to the areas competitive edge as the municipality has an abundance of natural resources, high yielding agricultural soils, adequate water, renewable energy as well as the close proximity to the Nelson Mandela Bay Metropole and the Coega Development Zone. The development of the Industrial site area will cater for a variety of light industrial plant uses.

The BCRLM have committed R 2 million towards the construction of bulk services and roads in respect of the proposed industrial park. Check the MTEF allocation

The parallel development of the airfield and industrial park will improve sustainable job opportunities and investor interest.

RENEWABLE ENERGY

Wind Farms

Cookhouse Wind Farm: The developers have started with construction and the first turbines arrived at Coega harbor with the final shipment at the end of May and transportation to the site. By the end of May 2014 the last turbine will be erected and to commission the electricity into the grid. It is expected that at least 374 jobs will be created during construction.

The communities have been kept abreast of progress and the community will eventually own 25% of the project and a community trust will be established to govern the process.

Amakhala Wind Farm:

The project has reached financial closure and will commence operations in June 2013.

A number of proposed wind farms will bid during the next round in August. The BCRM is dealing with another four (4) rezoning applications from wind farms.

Solar Farms: Pearston

The developer, will submit a bid in August.

Hydro generation: Somerset East

It would have been nice to know status of this project and what the challenges are.

A meeting has been arranged with Department of Water Affairs and the Departments of Energy to get this project implemented.

Spekboom:

The Spekboom initiative is a pilot project which is operational and maintained by the developers. Further similar projects will depend on the success of this pilot and the results of which is expected to be available within the next year

EDUCATION

The maths and science program was successfully implemented during February in partnership with NMMU. Sixty learners from grade 10 to 12 attend classes every Friday from 14h00 to 16h00. The classes were well attended and as a result the project has been expanded to Graaff Reinet, Cradock and Humansdorp.



Fund raising for education:

BCDA, together with Sopkhama, assisted in fund raising for the construction of a classroom at the nursery school in Pearston and for the Hospice in Somerset East. **The total value to these 2 initiatives are R180 000.00. is this what was collected in total??**

Lovedale College

Lovedale College has indicated interest in establishing a Lovedale FET satellite campus in Somerset East. In July the Agency facilitated a meeting with representatives from DENEL and other participating stakeholders to formalize this project. Lovedale College has submitted a funding application to national government for funding for the new campus.

2.7. ARTS, CULTURE AND HERITAGE

A Heritage Plan has been developed.

The Agency has tried to initiative a special choir festival but due to lack of funding was shelved. The Department of Sports, Recreation, Arts and Culture play an important role in promoting cultural events and will be approached to assist in the 2013/14 financial year.

GENERAL

The municipality contribution to the local economy by sector equates to R27m in respect of renewable energy; R3m for social and Education and a further R4.7m for tourism

JOB CREATION

Considering that when the new Council was elected to office in 2011, 65.2% of the potential labour force were either unemployed or not economically active, job creation and labour intensive work opportunities were place very high on the development agenda.

The table below reflects the seriousness in which efforts were harnessed to create work opportunities for the community of the municipality

Jobs Created	July to Dec 2012		January to March 2013	
Project	Temporary	Permanent	Temporary	Permanent
Boschberg	85	13	2	15
Paving	40	40		
Wind farm	25	8	35	-
Cookhouse Offices (WF)			9	4
Misty Mountains	23	5	34	9
Maize and Peppa dews	64	9		
Choices (REEP)			35	-
Total	237	75	115	28

Hereunder is a reflection of the performance Framework which reflects milestones with annual targets so that outcomes can be evaluated and where necessary get sector support and interventions.

SECTOR	MILESTONES AND ANNUAL TARGET	OUTCOME / PROGRESS
Tourism		
Paving project (R2m)	Established and construction of paving project.	Activity centre and paving project are nearing completion stage.
Paving of Tourism hub	Implement the paving of the	Phase 2 nearing completion.

roads (R1.6m)	Tourism-hub road	
Caravan/ Camping site/ Wedding venue	To complete the designs/ plans for site development	The newly constructed buildings in the Hub are sufficient to accommodate the current demand. Project Mngt. fees will be used to construct a small camping/ caravan facility.
Establish phase 1 of Boschberg Residential area (R20m)	Construction of bulk services	Negotiations underway between potential developer and BCR LM to develop a retirement and residential initiative.
Management of the Total Waste Solution System for BCRM (R16.2m)		The waste recycling is operational. The municipality is in the process of fencing the area. The service providers are waiting for a final lease contract from the BCRM.
BUSINESS	ANNUAL TARGET	OUTCOME / PROGRESS
Completion of Somerset Airfield	Facilitate /project manage construction of runway	Positive funding responses on BPlan to surface the Somerset East Airport main runway and surfacing of the R 355 road from Somerset East to Addo. Negotiation on-going.
		R 3 million secured from Cacadu to construct a new Fire Station at the Somerset East Airport.
Commercialization of SkyWake Aircraft	Commence with prototyping	Application to the Employment Creation Fund was unsuccessful. Other options are being pursued.
Establishing a Flying school at Airfield	Establish a flying school	Tripartite MOU between the BCDA, Wits and Michigan to facilitate pilot and engineering training. The first thirty Wits students commence their intro pilot training program this December.
Development of a Light Industrial Park	Construct bulk services	The BCRM have committed R 2 million towards the installation of bulk services and roads for the industrial park.
Establishment of Provincial National Aerospace Centre	Facilitate program in EC as per NAC program	A weekly conference call is held between the NAC and its provincial satellite branches.
EDUCATION	ANNUAL TARGET	OUTCOME / PROGRESS
Establishment of an artisans training school	Facilitate development	Funding model submitted to National Minister. Waiting for outcome.
		This project was successfully completed. An engineering week was held During July and 30 learners attended. 90 Grade 10, 11 and 12 learners were assisted in during 2012 and the full curriculum was covered. This project will continue in 2013 and funds have been sourced and allocated. Lectures will start in February. 62 Teachers completed the Maths Up course and 38 teachers completed the science up course.
Lovedale Satellite	Facilitate operational	Funding application sent to national

Campus	implementation	government for the new campus in Somerset East. To date no formal response or acknowledgement received.
AGRICULTURE	ANNUAL TARGET	OUTCOME / PROGRESS
Misty Mountains Commercialization	Monitoring of commercial operations	The re-commercialization of the Misty Mountains formalized. Monthly meetings on-going to monitor the project.
Assist Emerging Farmers	Facilitate management	Assisted farmers with Business Management Plans at Fanis (Doornriver) and Allelengelaten in Pearston and funding for stock and infrastructure to continue with operations. Set up farmers of Die Vlakte with Emvest as a strategic and operational partner to establish maize and secure funding for stock. Farms Die Vlakte, Soutvlei and Krantzklouf are operational. A turn-around strategy is being developed for the farm Craig Gown.
Pearston Vegetable Project	Monitoring of project at 3 sites (3 Schools)	This project is still on hold as funding is pending.
Vegetable gardens at schools	Negotiate and sign funding agreement	Gardens have been established at all the nursery schools and schools in Pearston and are fully operational and supply in the demand for the schools. (Assisted Sopkham to successfully establish food gardens at the schools.
Herb project at Boschberg at the Tourism Hub	Facilitation of managements	In process of implementation
RENEWABLE ENERGY	ANNUAL TARGET	OUTCOME / PROGRESS
Facilitation of the establishment of a wind energy project in Cookhouse	ROD, Funding, plan, Identification, Rezoning Monitor financial closure Facilitation of project	The wind farm is progressing into implementation phase. Investors have established offices in Cookhouse.
Hydro project in Somerset East	Authorization and feasibility Implementation	No further progress. Council is in the assisting to lead a delegation to meet with authorities (DWA and DoE)
Facilitation of the establishment of a solar energy project in Pearston	EIA Process, Funding, Partners, Plans, Land identification Facilitation of project	Bids to be submitted.
Facilitation of the establishment of a renewable energy centre (Research and Training)	Sourcing of funding to implement project Facilitation of project	Future of the project depends on the implementation of the Renewable Energy Policy and the establishment of wind farms. Investors will be prepared to invest once this is done.
Expansion of current Spekboom planting	Facilitation of project	Project is operational and is managed by the developers. Expansion will depend on the

project to other areas in the BCRM region		success of the pilot project and its results will only be available within the next year.
Establishment of a business chamber for the BCRM region	Chamber to operate	The business chamber has been established, however attendance was poor and renewed efforts are planned to motivate businesses to joint and get involved.

New Projects:

Project:	Stage	CAPEX	Time frame	Potential jobs
Paving Business	Implementation	R3,5m	To be operational by Feb 2013	40
REEP	Implementation	R500,	“ Jan 2013	32
Fruit	Feasibility		60 days	500 at least

New Projects:

Project:	Stage	CAPEX	Time frame	Potential jobs
Paving Business	Implementation	R1m	To commence in May 2013	40
Airfield	Sign agreements	R12m	To commence in May 2013	80
R335 Road	BCDA facilitated	R144m	To commence in May 2013	500
Helicopter	BCDA facilitated		In final negotiations	50

In conclusion Blue Crane Route has much to offer its citizens and visitors. One of the biggest advantages of the region is that it has adequate water and electricity and these two commodities are the building block to grow industrial development.

The agricultural sector has some of the best extensive grazing land in the Country include approximately 8000 hectares of irrigation land available for the cultivation of high intensity crops. It is also one of the few municipalities that can benefit from a range of potential renewable energy sources namely hydro, wind and solar resources.

The close proximity to economic centre like Port Elizabeth, the good transport network and general location of the area leans itself to be developed as an add-on area of PE. Funding pledge to surface the R the R355 road from Somerset East to Addo and the development of the airfield is a major breakthrough for the municipality in terms of securing its competitive advantage.

The main economic node compares well with similar nodes in the surrounding area especially in terms of economic infrastructure and it is well placed between the Zebra and the Addo National Parks and supported by scenic and quite transport route.

The road network also offers an alternative inland rout from the Eastern to the Western Cape.

Apiculture (Beekeeping) for honey and related value added products as well as the “pollination industry”

- There is a definite market and demand for increased honey production for both local markets, as well as export markets. to provide training for new producers as per the above opportunity. An opportunity to exploit the production, harvesting and value adding of propolis for locally produced medicinal products on commercial scales should be investigated – a farmer between Cookhouse and Cradock BCR harvests propolis from his hives, and is investigating the move of this enterprise closer to Grahamstown – this and the development of infrastructure for the production and post harvest processing of propolis, could be the starting point for such a propolis research and medicinal production centre.

Exotic fruits (with specific reference to “arid commodities”, including pomegranate, fig and prickly pear)

- Based on the suitability for the production of exotic fruits in the Blue Crane Route geographical area, as well as the abundant water (compared to the rest of the CDM), the development of orchards in this area is proposed to supply local as well as export markets.

2.8. RURAL ECONOMIC DEVELOPMENT INITIATIVE (REDI) – BENEFITS FOR BCR

In response to this latent growth potential, the Development Bank of Southern Africa initiated The Rural Economic Development Initiative is a partnership between the CDM and the Development Bank of Southern Africa (DBSA) and other major stakeholders in the region aimed at identifying and unlocking economic potential to realize the latent economic growth potential of the district. The idea is to build a strong strategic relationship between the municipality and local and regional stakeholders aimed at enhancing economic turn-around.

Areas of intervention include (a) agri-innovation primarily in the areas of agro-processing, aquaculture, natural fibre beneficiation; renewable energy and agri-tourism and (b) strategy and institutional development. The REDI process has identified a number of catalytic factors that could accelerate economic growth in the District including renewable energy, fibre innovation,

the potential for agro-processing in key niches, tourism development and growing the education sector.

REDI in Cacadu has identified a wide range of opportunities in the district in these and other sectors linked to innovation, product diversification and expanding the value chain in key sectors. At end of January 2012 Cacadu Phase one of the REDI programme indentified more than 50 catalytic development projects, provided assistance to package more than 35 of these projects and referred more than ten to various financial institutions for finance. If the projects referred are approved more than R400 million will be invested in the Cacadu District. In addition from this more than R15 million was crowded in, to co-fund some of the projects.

The deliverables emanating from CDM REDI phase one are as follows which could benefit BCR:

- Implementation Study on the Generation of Hydro-electricity on mini/micro sites located within BCRM
- Preparation of a Project Plan for the Establishment of a Wind Research and Training Centre in BCRM
- Development of a Municipal Services Finance Model for BCRM

CHAPTER 3: DEVELOPMENT INTERVENTIONS WITHIN THE BCR

3.1. STRATEGIC DIRECTION

In order for Blue Crane Route Municipality to achieve its goals of effective and efficient service delivery, the municipality needs to respond to challenges identified through the situation analysis exercise. These challenges range from institutional capacity, economic as well as maintenance of new and existing infrastructure. Some issues emanate from the community consultation processes.

This chapter provides an overview of the various objectives and related strategies to be that have been reviewed in order to respond to the development challenges within the municipality. Each of the development priorities are presented along with their objectives and strategies.

3.2. COMMUNITY NEEDS

The community participation and consultation processes highlighted a wide range of issues.

Below are some of the issues raised:

- Upgrading and rectification of houses in Millenium Park
- Improve mechanism of communication with communities
- Enhance the capacity of Ward Committees
- The vacancy rate in the top management positions within the municipality is a concern for the communities since it directly impacts service delivery
- There is a need for a multi-purpose centre in Pearston
- Allocation of budget is skewed in of Somerset East
- Public ablution facilities are necessary in the city centre
- Potholes in some of the roads
- Unoccupied houses Vaalblok is omitted
- Shelter at the Pearston Taxi rank
- RDP houses not in good condition
- Verification of beneficiaries for the rain water harvesting project
- Location of the disaster management centre
- The status of the bulk water supply project refuse collection
- Cleanliness of the environment shortage of houses
- Clarity on Transnet land

3.3. MUNICIPAL VISION

The BCR municipality is “A municipality that strives to provide a better life for all its citizens”. The vision is aligned to the five development priorities and the national and provincial government strategic frameworks. The plans and budgets of the BCR are also designed /developed to achieve the 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. It is important to reflect on the vision and mission of the municipality as a reminder of the direction the municipality should take in deciding on programmes on projects.

The vision and mission of BCRM is

<p><u>VISION</u></p> <p><i>“A Municipality that strives to provide a better life for all its citizens.”</i></p> <p><u>MISSION</u></p> <p><i>Through responsible local government, zero tolerance for corruption and creating an environment for upliftment and sustainable economic growth.”</i></p>
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3.4. 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 issues were raised during the development of the five year IDP. The issues are still relevant for the present review.

3.4.1. 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

3.4.2. PRIORITY 2: BASIC SERVICE DELIVERY

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)

3.4.3. 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
- Tourism Hub (Camping Site, Caravan Grounds)
- Water / Renewable Energy Pipeline (Cookhouse)
- Installation of Solar Geysers in BCRM (Cookhouse, Pearston & Somerset East)
- Sports Car Manufacturing

3.4.4. 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

3.4.5. 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

3.5. ISSUES CONSIDERED IN REVIEWING THE BLUE CRANE ROUTE IDP – PROJECT LIST

This is the first review of the Blue Crane Route Local Municipality (BRC LM) 2012 -17 IDP. Five development priorities for a five year period were agreed upon, indicative of what the municipality would want to achieve during the five year political term (2012-13– 2016-17). The IDP review deals with gaps identified, performance of the municipality in the previous financial year, on the basis of the performance outcomes the IDP is reviewed to address the gaps. The priorities identified in the five year IDP were reconfirmed based on an updated analysis of the situation and community needs. The review process was used as an opportunity for the municipality to refine strategies in line with the achievement of the goals set in the five year IDP.

Targets and indicators in preparation for the annual implementation plan, the SDBIP were revised. The outcome is manifested in the budget and project list for the 2013/14 financial year as indicated below.

Project IDP Number	Project Description	Location	Total Cost (R000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
COMMUNITY SERVICES:										
COMP-2012/13-1	Disaster Management Centre - Fire Building	Ward 2	R4m	CDM / BCRM	-	R 4m	-	-	-	
COMP-2012/13-2	Oxygen Cylinders for School Awareness Programme	BCRM	Operational	BCRM	-	-	-	-	-	
COMP-2012/13-3	New Fire Vehicle for live saving equipment	BCRM	R350 000	BCRM	-	-	R350 000	-	-	
COMT-2012/13-1	Office Furniture / Equipment	BCRM	R227 000	BCRM	R32 000	R100 000	R45 000	R50 000	-	
COMT-2012/13-2	New Bakkie for Road marking	BCRM	R110 000	BCRM	-	-	R110 000	-	-	
COMT-2012/13-3	Street Names	BCRM	R55 000	BCRM	R15 000	R20 000	R20 000	-	-	
COMT-2012/13-4	Equipment	BCRM	R125 000	BCRM	-	R50 000	R50 000	R25 000	-	
COMCEM-2012/13-1	Cemetery Upgrading / Beautification	Ward 2	R755 000	BCRM EPWP	R225 000	R380 000	R150 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	R450 000	R450 000	R450 000	-	-	
COM-2012/13-3 (2009) (MIG/EC1967/CF/09/14)	Upgrading of Sports Facilities	Wards 1,2, 3,4,5 & 6	R8.9m	EPWP MIG	R2.4m	R2.9m	R3m	R2.2m	-	For outer years
COMPO-2012/13-1 (2009/2)	Upgrading of Parks	BCRM	R2m	EPWP MIG	R500 000	R500 000	R600 000	R400 000	-	
COMR-2012/13-3	Waste Management	Ward 2	R1,35m	EPWP BCRM	R350 000	R300 000	R300 000	R400 000	-	

Project IDP Number	Project Description	Location	Total Cost (R000)	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 Khalela 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
COM-2012/13-10	Revitalisation of small towns	BCRM								To be discussed with the
COM-2012/13-11	Public swimming pool	BCRM								
COM-2012/13-12	Clinic	Ward 1 & 6								To be presented to the
COM-2012/13-13	Ambulance Station	Ward 1&6	R70 000	BC R M	R70 000					
COMC-2012/13-1	Computer Equipment	BCRM		BC	-		-	-	-	
COMC-2012/13-2	New Pounds	Wards 1,2, 4	R850 000	BC	-	R850 000		-	-	
COMR-2012/13-1	Spray Pump	BCRM	R16 000	BC	R16 000	-	-	-	-	
COMR-2012/13-2	Compactor	BCRM	R1,5m	BCRM /	-	R1,5m	-	-	-	
COMENV-2012/13-1	Oil Tester	BCRM	R30 000	BC	R30 000	-	-	-	-	
COML-2013/14-1	New Vehicle – Library Services	BCRM	R130,000		R130,000					

Project IDP Number	Project Description	Location	Total Cost (R000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
COML-2012/13-1	New Aeroville Library with Furniture / Equipment	Ward 2	R1,73m	CDM	R1,73m	-	-	-	-	
COMB-2012/13-1	Furniture / Equipment	BCRM	R65 000	BCRM	R65 000	-	-	-	-	
COMR-2013/14-1	Trailers for Refuse removal	BCRM	R80 000	BCRM	R80 000					
COMP-2013/14-1	Office Furniture / Equipment for New Fire Station	Ward 2	R45,000	BCRM		R45 000				
COMP-2013/14-2	New Traffic Vehicles	BCRM	R280 000	BCRM		R140 000		R140 000		
COMENV-2013/14-1	Noise level meters	BCRM	R40 000	BCRM		R40 000				
COMCEM-2013/14-1	Wall fencing of Cemeteries	Ward 2,4	R100 000	BCRM		R100 000				
COM-2013/14-1	Greening Project	BCRM	R150 000	BCRM		R150 000				
TECHNICAL SERVICES										
TS-2012/13-1	Air Conditioners	BCRM	R200 000	BCRM	R50 000	R50 000	R50 000	R50 000	-	
TS-2012/13-2	Equipment	BCRM	R170 000	BCRM	R100 000	R70 000	-	-	-	
TS-2012/13-3	Computer Equipment	BCRM		BCRM	-		-	-	-	
TS-2012/13-4	Grader and Water Tanker	BCRM	R3m	BCRM / LOAN	-	R1,5m	-	R1,5m	-	
TSW-2012/13-1	Water Services Development Plan	BCRM	R950 000	BCRM	-	R400 000	R450 000	-	-	
TSW-2012/13-2	Khalela Reservoir (water supply)	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 &	R800 000	BCRM	R150 000	R250 000	R200 000	R200 000	-	
TSS-2012/13-1	Bucket System		To be costed	MIG / BCRM						
TSR-2012/13-1	Transport Plan		To be costed	CDM/ BCRM						
TSW-2012/13-5	Boreholes (Management)	Ward 4		OPEX						
TSE-2012/13-1	Electricity Master Plan	BCRM	To be costed	OPEX						
TSW-2012/13-6	Water Conservation Grant (WCWDM)	BCRM	R4.26m	BCRM / DWA	R2,5m	R1,76m				
TSW-2012/13-8	Cookhouse Bulk Pipeline (Phase 1)	Ward 1 &6	R8m	MIG	R7m	R500 000				
TSR-2013/14-1	Upgrade Mnandi Access Road	Ward 3	R4m	MIG	R1m	R3m				

Project IDP Number	Project Description	Location	Total Cost (R000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
TSE-2012/13-3	Upgrading of Urban network	BCRM	R0,6m	NER		R600 000			-	
TSE-2012/13-4	Street lights	BCRM	R480 000	BCRM	R200 000	R150 000	R130 000			
TSE-2012/13-2	Electricity (Spoornet)	Wards1 & 6	To be costed	BCRM						
(2009-2)				EPWP						
TSW-2012/13-9	Repair all Water Leaks and Sewer	BCRM	R600 000	EPWP BCRM	R300 000	R300 000				
TSW-2012/13-10	Rain Water Harvesting	Ward 4	R80 000	EPWP	-	R80 000				
TSW-2012/13-12	Water care	BCRM	R850 000	BCRM	R70 000	R80 000	R150 000	R150 000		
TSW-2012/13-13 (161/09)	Besterhoek New Bulk Water	Ward 2	R3.5m	MIG			-	-	-	Project Complete
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	ACIP	R9,5m	R5,8m	-	-	-	
TSS-2012/13-4 (Revised20) (MIG/EC0807/5/06/08)	Upgrade Sewer Plant	Ward 1 & 6	R7m	MIG	R3,4m	-	-	-	-	
TSW-2012/13-15	WWTW	Ward 2	R25,3m	MIG	R2m	R5,8m	R8,5m	R9m		
TSS-2012/13-5	Sewer Reticulation - Minor sewer lines	BCRM	R275 000	BCRM /	R50 000	R50 000	R75 000	R100 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-2013/14-1	New LDV for Water Services	BCRM	R151,000	BCRM	R151 000					
TSS-2013/14-1	Sanitation Tools & Equipment	BCRM	R220,000	BCRM	R50 000	R70 000	R50 000	R50 000		
TSB-2013/14-1	Extension of Traffic Building	BCRM	R300,000	BCRM			R300 000			
TSB-2013/14-2	Community Services Change Rooms	BCRM	R200,000	BCRM			R200 000			
TSB-2013/14-3	Community Hall / Council Chamber Equipment	BCRM	R550,000	BCRM		R350,000	R100,000	R100,000		

Project IDP Number	Project Description	Location	Total Cost (R000)	Source of Funding	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	General Comments
TSW-2012/13-17	Water Tanks	BCRM	To be costed	OPEX						
TSR-2012/13-3	Mountain Road	Ward 5	To be costed	BCRM OPEX						
TSR-2012/13-5 (2009/2012)-	Upgrading of gravel roads	BCRM	R22m	MIG EPWP	R3m	R3m	R3m	R2m	-	
TSS-2012/13-7	Public Toilets	BCRM	R240 000	BCRM	-	R90 000	R150 000	-	-	
TSS-2012/13-8	Construction of new Ablution Facility	BCRM	R200 000	EPWP BCRM						
TSS-2012/13-9	Waste Water Treatment - Office Facilities	BCRM	R800 000	EPWP BCRM	-		-	-	-	
TSE-2012/13-5	Electricity Connections (RDP Houses)	BCRM NER	R332 000	EPWP BCRM	R332 000	R100 000	-	-	-	
TSE-2012/13-6	Upgrading of Urban Network (Electricity)	BCRM	R1,05m	EPWP BCRM	R500 000	R150 000	R200 000	R200 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						
FINANCIAL SERVICES										
FS-2012/13-1	Indigent	BCRM	R60 000	OPEX EPWP	R60 000	R60 000	R60 000	R60 000		Annually
FS-2012/13-2	Financial System	BCRM	R2m	BCRM FMG	-		R1m	R1m	-	
FS-2012/13-3	GRAP conversion	BCRM	R800 000	BCRM FMG MSIG	R800 000	R200 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
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	R50 000	R50 000	
FS-2012/13-6	Full Scale Valuation Roll	BCRM	R2,5m	BCRM OPEX				R2.5m		
FS-2012/13-7	Supplementary Interim	BCRM	R150 000	BCRM	R100 000	R150	R150	R100 000	R100 000	
FS-2012/13-9	Computer Equipment	BCRM	R345 000	BCRM	R120 000	R100	R75	R50 000		
FS-2013/14-1	Scooters for Meter Reading	BCRM	R95,000	BCRM	-	R45,000	R50,00			
FS-2013/14-2	New Vehicle – LDV	BCRM	R160 000	BCRM	-	R160				
CORPORATE SERVICES										
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 / MSIG		R150 000				
CORH-2012/13-3	Electronic Leave Management System	BCRM		BCRM						
CORB-2012/13-6	New Office Buildings / Office Space	BCRM	R1m	BCRM			-	-	-	
CORH-2012/13-4	Employment Equity Plan	BCRM		BCRM OPEX						
CORH-2012/13-5	Needs Housing Register	BCRM	R120 000	DOHS		50,000				
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						

Project IDP Number	Project Description	Location	Total Cost (R000)	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	-	R100 000				
CORB-2012/13-6 (CORH10046) MIG/EC5077/CF/11/12	Construction of Multipurpose Centre in Aeroville	Ward 2	R312,9m	EPWP MIG	R1m	R2,6m				
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	BCRM	R45 000	BCRM		-	-	-	-	
COR-2012/13-11	Computers / Office Furniture	BCRM	R128 500	BCRM	R73 500	R100 000	R100 000	R100 000	-	
BLUE CRANE DEVELOPMENT AGENCY(BCDA)										
BCDA-2012/13-1	Youth Program (Aloe/Strawberries)		R1.5m	Agriculture and Land						
BCDA-2012/13-2	Assisting emerging farmers			Agriculture and Land						
BCDA-2012/13-3	Vegetable production		R1m	Agriculture and Land						
BCDA-2012/13-8	Fruit Production			Commercial						
BCDA-BOS2012/13-1	Infrastructure		R30m	Private						
BCDA-BOS2012/13-2	Residential		R4m	Cacadu & Econo						
BCDA-BOS2012/13-3	Tourism Hub	Boschberg	R25m	Private (Basholdings)						
BCDA-BOS2012/13-4	Caravan/Camping site		R5m	Private						
BCDA-BOS2012/13-5	Wedding/conference centre		R5m	Private						
BCDA-BOS2012/13-6	Reserve development		R2,5m	Department of						
BCDA-BOS2012/13-7	Community recreational		R4m							
BCDA-BOS2012/13-8	Establishment of fish Hatchery		R1,5m	Private (Martin						

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						
BCDA-BOS2012/13-10	BCDA Link with CSDCF on Cookhouse filling station		R7m	Private						
BCDA-BOS2012/13-11	Airport (Main & secondary runway)		R4m	Private						
BCDA-BOS2012/13-12	Aviation Projects (SkyWake/Flying)		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						
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		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 &						

Project IDP Number	Project Description	Location	Total Cost (R000)	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						
BCDA-2013/14-1	Tarring / paving of Road from Somerset East to Addo R335	BCRM		Rural Development						
BCDA-2013/14-2	Paving Road Pearston to Cradock R337	BCRM		Rural Development						
BCDA-2013/14-3	Tourism Hub: Paving	Somerset East	R3.6m	EPWP	R2.6m	R1m				
OFFICE OF MUNICIPAL MANAGER										
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	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	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	R800 000	BCRM			R800 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	R340 000	BCRM	R40 000	R150 000	R75 000	R75 000		

3.6. SECTOR ALIGNMENT PROJECTS

With the 2013/14 IDP Review, Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the district. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs. The tables that follow provide details of the projects/programmes planned by the various Departments in the district.

3.7. NATIONALLY / PROVINCIALY DRIVEN PROJECTS

3.7.1. DEPARTMENT OF HUMAN SETTLEMENTS

Running Projects

Table: 3.5.6

Project Name	Municipality	Planned Sites to be Serviced	Budget Allocation for 2013/14 Fin Year	Progress to date
Chris Hani 400	Blue Crane Route	0	R 2 352 000	PROCUREMENT
Aeroville 33	Blue Crane Route	0	R 150 000	
Old Location 200	Blue Crane Route	0	R 2 436 000	

Rectification of Defective Units

Table: 3.5.7

5	Old Mnandi 350	Blue Crane Route	25	R 490 000	
7	Cookhouse 150	Blue Crane Route	0	R 20 000	

3.7.2. DEPARTMENT OF ROADS AND PUBLIC WORKS

Gravel Road Maintenance

Table: 3.5.9

Municipality	Holding Measure (± R500 000)	Service Delivery Model	Commencement Date	Value R
BLUE CRANE	NO	CONTRACT	CURRENT	8851 000

NDLAMBE/MAKANA/BLUE CRANE	6453 000
TOTAL	37184 000

Note: Major Provincial Routes were transferred to SANRAL

R 63 Western Boundary to Cookhouse ± R13 million

Remaining provincial surfaced roads maintained by contracts:

Ndlambe/Makana/Blue Crane- 294 km: current

Contracts Completion Date for these contracts is May 2014.

Planned Output for 2013/14 Allocation

Table: 3.5.12

KPA	Output	Unit	Quantity
1) ROUTINE MAINTENANCE OF PAVED ROADS	1.1) Pothole-, Surface- and Base repairs	m ²	16 286
	1.2) Crack Sealing	Litres	3 363
	1.3) Edge break repairs	m	2 280
	1.4) Slurry Seal Treatment	m ²	76 000
	1.5) Gravel Shoulder Repairs	m	152 000

	1.6) Light rehab & seals	m ²	33 250
	1.7) Rest Area Maintenance	No.	456
2) ROUTINE MAINTENANCE OF GRAVEL ROADS	2.1) Blading	km	7 100
	2.2) Re-gravelling / Patch Re-gravel	km	35
3) ROAD SAFETY MAINTENANCE	3.1) Road Reserve Cleaning / Refuse Removal	km	2 400
	3.2) Grass Cutting	km	3 400
	3.3) Vegetation Control	km	385
	3.4) Road Marking	km	214
	3.5) Road Signs	No.	467
	3.6) Fencing Erection / Repair	m	6 300
	3.7) Guardrail Installation/Repair	m	500
	3.8) Km Marker Installation	No.	1 250
4) STORMWATER DRAINS AND STRUCTURES MAINTENANCE	4.1) Causeway Construction & Repairs	No.	3
	4.2) Bridges / Armco Maintained	No.	2
	4.3) Culvert cleaning	No.	875
	4.4) Box Culvert installation & repair	No.	1
	4.5) Pipe Culvert Installation & repair	No.	4
	4.6) Drainage Maintenance	m	81 345
	4.7) Gabions Construction & Repair / Erosion Control	m ²	480

3.7.3. DEPARTMENT OF SOCIAL DEVELOPMENT

Creation Of Decent Work And Sustainable Livelihoods

Table: 3.5.13

National Outcomes	Eastern Cape Strategic Priorities	2013/14 District Plans
Decent Employment through inclusive economic growth.	Speeding up growth and transforming the economy to create decent work and sustainable livelihood.	<ul style="list-style-type: none"> •The purpose is for the provision and expansion of integrated developmental social welfare services to the poor and vulnerable in partnership with stakeholders and civil society organisations. •100 Employment opportunities to be created quarterly within the EPWP Web base system from the funded NPO's.
A long and healthy life for all South African.	Improving the health profile of the province	13 HCBC's are providing care ; support and prevention programmes to Orphans; CHH and families targeting . Provision of developmental services welfare services to children in need of care and protection, people infected and affected by HIV & AIDS as well family preservation programmes
All People in South Africa are and feel safe	Intensify the fight against crime and corruption.	<p>In realizing this mandate the district has 34 Social Service Practitioners that are specializing in crime prevention and support services i.e. Probation Officers.</p> <p>Promote community based care programmes that facilitate the reduction of gender disparities, substance abuse, crime prevention and reduce incidence of violence</p>
Sustainable Human settlement and improved quality of household life.	Building cohesive; caring and sustainable communities	<ul style="list-style-type: none"> •In response to the enhance the independence and advance the skills development and mainstreaming of People with Disabilities; there is 03 Protective workshop whereby 86 PWD are actively targeted to participate. •In provision of care and support to Children with severe mental disabilities challenges; there are 08 special day care centre of which 150 children with disabilities are targeted to benefit. •02 Social Work Agency is funded which advocate for the rights of PWD and provide intensive professional support services. •05 Family preservation programmes benefiting 250 families are targeted which promote and advocate for community participation in the upbringing of children whilst contributing towards programmes that promote moral regeneration. •03 Family Organization that will be facilitating

		<p>programme that restore family unit as the basic foundation for communities are application for 4 Social Work Practitioner’s posts . Issues of professional pre-marital programmes; family therapy; family enrichment programme and counselling will be rendered.</p> <ul style="list-style-type: none"> •funded within the social relief programme.
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Fight Against Crime and Corruption

Table: 3.5.14

National Outcomes	Eastern Cape Strategic Priorities	2013/14 District Plans
All People in South Africa are and feel safe	Intensify the fight against crime and corruption.	<ul style="list-style-type: none"> •There are 02 CYCC two applicants this financial year; which are recommended to accommodated 65 Children & Youth at risk and re-unify them with families and or communities of origin. •8 Victim Support Centres applied for funding •03 Safe Homes for victims of violence and abuse •03 Home Community based programmes that would be addressing issues of drugs and substance abuse for youth out of school and community advocacy. •21 TADA Coordinators that will facilitate “Ke Moja Fit for life programme within schools; whereby 105 TADA targeting 14740 children
Sustainable Human settlement and improved quality of household life.	Building cohesive; caring and sustainable communities	There are 13 Homes for Older Persons applicants and 28 Service Centres which respond to the care support and protection of Older Persons. There are 1317 Older Persons that are benefiting in these services. 1588 Older Persons are targeted to participated in Area; District; Provincial and National Golden games; which promote active aging and the rights of Older Persons to live a decent life.

DOSD & SP Contribution towards Education

Table: 3.5.15

National Outcomes	Eastern Cape Strategic Priorities	2013/14 District Plans
Sustainable Human settlement and improved quality of household life.	Building cohesive; caring and sustainable communities	<ul style="list-style-type: none"> • In an effort to restore human dignity for families scavenging on the dumping sites; there is 1 programme applicant within the social relief programme. This programme is 12 families in the Graaff-Reinet Area. 10 Women are to participate in sewing and craft within the same programme and 2 men in the income generation programme within the dumping site. • In an effort to embrace all types of family units and deal with vulnerable families in crisis situations; there are 02 Single Parent Association programmes applicant in the district targeted to benefit 50 single parent families. • In support of families that experience undue hardship and threats of natural disasters the district is targeting to support 3330 families within its limited budget for 2013/14 through provision of material .
Quality basic education	Strengthen education; skills and human resource base	There are 108 ECDC's that are applicants for 13/14 targeted to benefit 5911 children. This programme prepares children between 0 – 5 years for school going age. This also provides opportunity for the provision of nutritious; physical; psychological and mental growth.

Allocation 2013/14

- **Youth Development: R 790 000.00**
- **Sustainable Livelihoods: R 2 000 000.00**
- **Women Development: R 1 750 000.00**

Programme 3 Funded Projects

Table: 3.5.19

High	Medium	Low
Storms River Arts and Culture	Ikhala Sewing Project	Sisakha Youth Project
Phezulu.com	Masizakhe Bakery	Makana Mobi-gym
Beauty-on-the-Move	Rockhurst Ostrich Project	Ezezwe ICT Centre
Impala Youth Project	Empilweni Youth Project	Patensie Juice Factory
Uphuhliso Lwabantu Agricultural Project	Ncedani Car Wash	Laphumi'langa WC
Masande WC	Isiqalo Waste Management Coop	Hlumani Ostrich Project
Nieu-Bethesda WC	Hardwood Tunnels	Bayahluma WC
Nieu-Bethesda Food Security	Fresh and Delicious Egg Production Project	Rise and Shine WC
Umthombo Youth	Siyaphakamisa Youth Project	Kouga Indigenous Creations

South African Social Security Agency Eastern Cape Region

Table: 3.5.20

District Office	Area Office	Local Office	Grant Type	Male	Female
CACADU	KAMDEBOO	GRAAFF REINET	0 OLDER PERSON'S GRANT	3 418	5 332
			1 WAR VETERAN'S GRANT	2	1
			3 DISABILITY GRANT	2 180	2 313
			5 FOSTER CHILD GRANT	44	1 036
			6 COMBINATION	1	27
			9 CARE-DEPENDENCY GRANT	9	215
			C CHILD SUPPORT GRANT	445	15 816
		GRAAFF REINET Total	6 099	24 740	
	KAMDEBOO Total	6 099	24 740		
	KOUKAMMA	HUMANSDORP	0 OLDER PERSON'S GRANT	2 396	3 652
			1 WAR VETERAN'S GRANT	1	0
			3 DISABILITY GRANT	1 489	1 577
			5 FOSTER CHILD GRANT	31	718
			6 COMBINATION	0	23
			9 CARE-DEPENDENCY GRANT	4	158
			C CHILD SUPPORT GRANT	283	14 592
		HUMANSDORP Total	4 204	20 720	
		JEFFREYS BAY	0 OLDER PERSON'S GRANT	327	486
			3 DISABILITY GRANT	140	92
			5 FOSTER CHILD GRANT	4	44
			6 COMBINATION	0	5
			9 CARE-DEPENDENCY GRANT	1	26

		C CHILD SUPPORT GRANT	48	1 223
	JEFFREYS BAY Total		520	1 876
	JOUBERTINA	0 OLDER PERSON'S GRANT	223	303
		3 DISABILITY GRANT	186	233
		5 FOSTER CHILD GRANT	10	208
		6 COMBINATION	0	7
		9 CARE-DEPENDENCY GRANT	0	16
		C CHILD SUPPORT GRANT	47	1 347
	JOUBERTINA Total		466	2 114
	KIRKWOOD	0 OLDER PERSON'S GRANT	536	680
		3 DISABILITY GRANT	281	442
		5 FOSTER CHILD GRANT	2	156
		6 COMBINATION	0	4
		9 CARE-DEPENDENCY GRANT	0	34
		C CHILD SUPPORT GRANT	60	2 602
	KIRKWOOD Total		879	3 918
	KOUKAMMA Total		6 069	28 628
MAKANA	GRAHAMSTOWN	0 OLDER PERSON'S GRANT	3 916	6 937
		1 WAR VETERAN'S GRANT	1	1
		3 DISABILITY GRANT	2 777	2 805
		5 FOSTER CHILD GRANT	63	1 716
		6 COMBINATION	0	87
		9 CARE-DEPENDENCY GRANT	11	411
		C CHILD SUPPORT GRANT	421	18 583

		GRAHAMSTOWN Total		7 189	30 540
	MAKANA Total			7 189	30 540
CACADU Total				19 357	83 908

Source: Dept: Social Development

3.7.4. DEPARTMENT OF SPORTS AND RECREATION

Table: 3.5.21

School Sport								
Municipality	Ward	Program/ Project	National Priority	Provincial Priority	Budget (R)	Responsible Manager	Time- frame	Is Project in IDP
Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River	All schools	Equipment and kit	Strengthen skills and human resource based	Strengthen skills and human resource based	400,000	SS Gamiet	April 2013 – March 2014	No
Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River	All schools	School tournaments, Leagues, Support			600,000			
Total budget					1,000,000			

Club Development								
Municipality	Ward	Program/ Project	National Priority	Provincial Priority	Budget (R)	Responsible Manager	Time- frame	Is Project in IDP
Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River	All	Leagues , tournaments and support (transport, equipment, kit)	Strengthen skills and human resource based	Strengthen skills and human resource based	500,000	A Ngcebetsha	April 2013 – March 2014	Yes
Total budget					500,000			
Siyadlala								
Municipality	Ward	Program/ Project	National Priority	Provincia l Priority	Budget (R)	Responsible Manager	Time- frame	Is Project in IDP
Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River	All	Equipment and kit, Festivals, Support	Strengthen skills and human resource based	Strengthen skills and human resource based	300,000	L Ngxoweni	April 2013 – March 2014	No
Baviaans, Blue Crane Route, Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River	All	Mayoral Cup, Sport against Crime, Women in Action, Children's Day, Indigenous Games	Intensify the fight against crime and corruption	Intensify the fight against crime and corruption	600,000	L Ngxoweni	April 2013 – March 2014	No
Baviaans, Blue Crane Route,	All	Capacity Building (Outdoor	Strengthen skills and human	Strengthen skills and	50,000	L Ngxoweni	April 2013 – March	No

Camdeboo, Ikwezi, Kouga, Koukamma, Makana, Ndlambe & Sundays River		Training)	resource based	human resource based			2014	
Total budget					950,000			

3.7.5. DEPARTMENT OF WATER AFFAIRS

Table: 3.5.22

Programme & Responsible person official	BCRM
RRU, P.Oberholzer'	-
Mrs. A. Gidana RBIG	-
Capacity Building & Support, Ms.B.Ndibongo	Drinking Water Safety Plan R300 000.00
Capacity Building Support – Supervisor Training – R600 000.00 Ms.B.Ndibongo	Supervisor training
WSS Programmes, Mr. Ntsika Matana	-
Accelerated Community Infrastructure Programme- WCDM projects 2012/2013	Replacement of old meters – R2m
ACIP – WCDM 2013/2014	WCDM replacement of old meters – R2.266m
ACIP – Waste Water Treatment Works 2012/2013	Upgrade WWTW – R5,3m
ACIP – Waste Water Treatment Works 2013/2014	WWTW upgrade – R10m

3.8. OTHER PROJECTS PLANNED FOR THE 2013/2014 FINANCIAL YEAR

Institutional Arrangements	Institutional Arrangements	Institutional Arrangement
IDP Phases	Phase Description	Focus Area
This would spelled by the Approved Organogram by the Council that is called the protocol or Reporting lines and functions		Prescribed powers and functions.
The Appointment of the service Provider to write Job Description is in the process therefor. Approval of the organogram to be in place the HR plan will follow immediately		National, Provincial Directives and Policy Issues. Status and content of HR Plan.
	All contracts are signed and available on the HR Clerk's office for Filling	Contractual HR Agreements: Signed Employment Contracts of Top Management and Performance Agreements;
The Council is to Approve the Organogram since the proposed Organogram is not yet in place we are unable to appoint on for the critical position impact on service delivery		Overview of the organisational structure including constraints impacting on the implementation of the IDP.
All training concerning Employment Equity plan have been accomplished. The Analysis have been done we await the analysis Report from the Consultant so as to develop Employment Equity plan		Employment equity plan status including equity targets for the institution into the plan.
After the Employment Equity Analysis of all the HR Policy and procedures, it was concluded that we		Functionality of the Recruitment plan?

prioritize the Recruitment processes including the Recruitment policy (Re-formulate the Recruitment policy		
We are to be assisted by DGLTA to develop the Retention Strategy as well as the succession plan after the Organogram have been approved by the Council.		Retention strategy for scarce skills? Succession plan for key positions

CHAPTER 4: INTEGRATION OF STRATEGIES AND SECTOR PLANS

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

4.1. THREE YEAR FINANCIAL PLAN

4.1.1. 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, 59, 66 and 67). This plan has been prepared taking in consideration the priorities and direction established by municipality during the 2013/2014 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 financial plan is segmented into five (5) sections:

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

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

4.1.2. FINANCIAL SYSTEM

This financial plan provides an outline of the financial system, the municipal budget process, financial principles and policies, and the operating and capital budgets of the Blue Crane Route Municipality. Municipal finance must follow certain practices and conventions set out by the accounting profession and provincial government legislation. This includes the practice of GRAP accounting and the use of capital reserves and self-funding utilities. These terms are discussed below to provide readers of the Financial Plan with a general understanding of municipal finance and the roles and responsibilities of the parties involved.

The financial plan includes a budget projection for at least the next three (3) years in line with Section 26(h) of MSA and Treasury regulations.

4.1.2.1 BUDGET AND TREASURY OFFICE

The Blue Crane Route Municipality do have an effective internal control system in place. The Budget and Treasury Office has the following objectives:

- Implementation of MFMA
- Implementation of the Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Management of Municipal Revenue
- 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 a Clean Audit Report
- Internal Audit

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.

4.1.2.2. INFORMATION AND COMMUNICATION TECHNOLOGY

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

Company	Programme / Software	Application / Operating
Bytes Technology	SAMRAS	Application System interfacing with the

		following below:
		<p>Consolidated Billing</p> <ul style="list-style-type: none"> • Receipting • Accounts • Debt Collection • General Ledger • Cashbook <p>Consolidated Expenditure</p> <ul style="list-style-type: none"> • Creditors • Stores • Assets • Supply Chain Management • General Ledger • Main Ledger • Trail Balance <p>Payroll</p> <ul style="list-style-type: none"> • Payroll • Cash Focus • Third Parties • SARS • Human Resource <ul style="list-style-type: none"> ○ Leave ○ Equity
Bytes Technology	SAMRAS	Caseware
Itron	Vending	Pre-paid Electricity
Deeds Office website	Title Deeds	Extracting Title Deed information electronically
ABSA Bank	Internet Banking CashFocus	Electronic payment • Creditors, Salaries
Synapsis	Cemetery Register	Cemetery Register
TGIS	GIS	Mapping areas, size of erven, etc
SITA	eNatis	Motor Vehicle Registration
Microsoft	MS Office	Word; Excel; PowerPoint; Adobe; Publisher

Nuance	PDF Converter Professional	PDF
SARS	Easy File	PAYE – IRP5's
Pastel	SAGE Evolution	Fixed Asset Register

4.1.2.3. VALUATION ROLL

In terms of Section 49(1)(a)(i) of the Local Government Municipal Property Rates Act 2004 (Act 6 of 2004), the General Valuation Roll for the Financial years July 2012 – June 2016 was made open for public inspection at the Municipal Offices, from 30th May 2012 to 30 June 2012.

Any owner of property or other person who so desired were given the opportunity to lodge an objection with the Municipal Manager in respect of any matter reflected in, or omitted from the valuation roll within the abovementioned period. Attention was specifically drawn to the fact that, in terms of Section 50(2) of the Act an objection had to be in relation to a specific individual property and not against the valuation roll as such. No objections were received thereon.

A supplementary valuation has been conducted during 2012/2013 financial year and the Supplementary Valuation Roll will be implemented by the end June 2013.

The Valuation Rolls are available on the municipal website www.bluecraneroute.co.za.

All residential houses valued for up to R15, 000 receive a 100% rebate.

4.1.2.4. SUPPLY CHAIN MANAGEMENT UNIT

The Blue Crane Route Municipality do have a Supply Chain Management Unit as reflected in the Financial Services Organogram.

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

There are nine (9) posts within the Supply Chain Management Unit; they have been filled except for the Chief: Supply Chain Management; Accountant: Asset & Liability Management and Asset clerk that are still vacant.

The following three (3) Bid Committees have been established and do have the relevant meetings when tenders/bids, etc. is placed as per MFMA and Supply Chain Regulations:

- 1) Specification Bid Committee
- 2) Evaluation Bid Committee

3) Adjudication Bid Committee

The Supply Chain Management Policy that was adopted and implemented by the Cacadu District Municipality (CDM) has been adopted by the Blue Crane Route Municipality (BCRM) after the relevant changes were made to comply with the Blue Crane Route Municipality's requirements, keeping the SCM regulations in mind. The policy is reviewed annually.

The municipality appointed a person during the 2012/2013 financial year within the Disposal/Risk Management/Contracts section of the Supply Chain Management Unit. The municipality do have a Risk Management Register in place and risks identified are addressed accordingly.

4.1.2.5. AUDIT OUTCOMES

The following table reflects the three (3) year audit outcomes for the following financial book-years.

2011/2012	2010/2011	2009/2010
<u>Qualified Audit Report received - Consolidated</u>	<u>Unqualified Audit Report received - Consolidated</u>	<u>Qualified Audit Report received - Consolidated</u>
PPE of R331 million are disclosed in note 5. Sufficient appropriate audit evidence was not available to support the cost, accumulated depreciation and related	Restatement of corresponding figures	Property, plant and equipment
The municipality did not disclose material losses for water and electricity as required by section 125(2)(d)(i). Distribution losses for electricity was not disclosed resulting in Electricity losses to be understated by R18 million. Water losses was not calculated and the full extent of understatement is not known.	Provision for environmental rehabilitation – Landfill sites	Investment property
The municipality did not have adequate systems in place to identify and disclose all	Irregular expenditure	Change in accounting policy – conversion to GRAP

<p>unauthorised expenditure as required by section 125(2)(d)(i) of the MFMA. Consequently the unauthorised expenditure of R13 million was not identified and disclosed.</p>		
<p>Contingent liabilities of R5.4 million are disclosed in note 39. The municipality disclosed contingent liabilities that did not meet the definition in GRAP 19. This resulted in an overstatement of R4.1 million. The municipality recognised, as contingent liabilities, amounts that meet the definition of a liability as per GRAP 1. This resulted in contingent liability being overstated, with a corresponding understatement of general expenditure and trade payables of R1 million.</p>		<p>Financial instruments disclosure</p>
<p>Investment Property of R26 million is disclosed in note 4. The municipality uses the fair value model as described in GRAP16. The municipality did not perform a fair value calculation for all financial periods in the AFS. Sufficient appropriate audit evidence could not be provided to support the prior carrying value.</p>		<p>Prior period errors and changes in accounting policy disclosures</p>
<p>The irregular expenditure of R3.6 million was disclosed in note 47. The municipality did not include irregular expenditure of R2.7 million, which was not incurred in accordance with the supply chain management requirements. This note is contingently understated by</p>		<p>Cash and cash equivalents disclosures</p>

R2.7 million.		
As disclosed in notes 12, 13 and 32, material losses to the amount of R178, 572; R2,409,983 and R3,296,139 were incurred as a result of a write-off of irrecoverable trade debtors.		Minimum lease payments disclosures
		Contingent liabilities disclosure

Source: Office of Auditor-General Reports

An action plan was drawn up on the audit outcomes and the municipality has taken action thereon to ensure that the shortfalls are addressed and that all relevant procedures have been put in place.

4.1.3 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.

4.1.3.1 NATIONAL CONTEXT

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

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:

LOCAL GOVERNMENT MTEF ALLOCATIONS: 2013/14 - 2015/16

B EC102 Blue Crane Route	2013/14	2014/15	2015/16
	R thousands	R thousands	R thousands
Direct transfers			
Equitable share and related Infrastructure	40 796	42 411	44 607
Municipal infrastructure grant	19 315	15 891	14 304
Integrated national electrification programme (municipal) grant	600		
Capacity building and other current transfers	3 440	2 534	2 617
Local government financial management grant	1 550	1 600	1 650
Municipal systems improvements grant	890	934	967
Expanded public works programme integrated grant for municipalities	1 000		
Sub total direct transfers	64 151	60 836	61 528
Indirect transfers			
Infrastructure transfers	-	-	5 000
Integrated national electrification programme (Eskom) grant			5 000
Capacity building and other current transfers	-	-	-
Sub total indirect transfers	-	-	5 000
Total	64 151	60 836	66 528
Transfers from Provincial Departments			
Municipal Allocations from Provincial Departments	2 314	2 309	2 307
<i>of which</i>			
Local Government and Traditional Affairs	117	112	110
Local Economic Development (LED) Capacity	117	112	110
Department of Sport, Recreation, Arts and Culture	2 197	2 197	2 197
Library Subsidies	2 197	2 197	2 197
Total: Transfers from Provincial Departments	2 314	2 309	2 307

Source: DoRA

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 CPI forecast for 2012/2013 is 5.6%, 2013/2014 is 5.6%, 2014/2015 is 5.4%, and 2015/2016 is 5.4%. However these figures can change very fast due to external factors as recently experienced.

These growth parameters apply to tariff increases for property rates, user and other charges raised by municipalities and municipal entities, to ensure that all spheres of government support the national macroeconomic policies, unless it can be shown that external factors impact otherwise. 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 CPI 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 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 31% of total budget.

National, Provincial, District and local priorities for service delivery must be aligned and this is to a large degree achieved through the IDP process, whereby communities give input into service needs and which is being incorporated into the IDP. The different spheres of government then allocate resources to these requirements, but we must emphasis again that it is only to the extent that resources are available. Our infrastructure development objectives are clearly to have services to acceptable levels to all.

While we recognise the need for the extension of services through infrastructure development, we must also recognise the need for the maintenance of these infrastructures and to this end we provide in the capital program for replacement of some of our aging vehicles and equipment. However, to provide for the capital is probably not that problematic, but to find the funds to maintain our infrastructure and other assets properly in the operating budget, without overburdening our consumers and ratepayers, is the big concern. It is common knowledge that the first place where funds are cut when other expenditure items increase to such an extent that a reduction in expenditure is necessary, is on maintenance votes. In this budget our maintenance expenditure equates to 2% of operating expenditure, which is in line with national averages, but the pressure on this type of expenditure is increasing every year.

The BCRM 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.

4.1.3.2. OVERVIEW OF IDP

IDPs are required to be undertaken by all District and Local Municipalities. The IDP's set out the development vision for the municipality and allies this to dedicated projects to be undertaken over the life span of the IDP (5 years). IDPs are constructed to a five year plan but are required to be reviewed periodically.

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.

The Tables SA4, SA5 and SA6 that reflects under Section 5, Operating and Capital Budget, point 5.1.11 clearly reflects the linkage between the budget and the IDP.

4.1.3.3. 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.

In January 2010, Cabinet adopted 12 outcomes within which to frame public service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities.

Blue Crane Route Municipality is expected to take the 12 outcomes into consideration when reviewing the IDP and developing the annual budget for the 2013/2014 MTREF.

Hereunder follows the 12 outcomes:

- 1) Improve the quality of basic education
- 2) Improve health and life expectancy
- 3) All people in South Africa protected and feel safe
- 4) Decent employment through inclusive economic growth
- 5) A skilled and capable workforce to support inclusive growth
- 6) An efficient, competitive and responsive economic infrastructure network
- 7) Vibrant, equitable and sustainable rural communities and food security
- 8) Sustainable human settlements and improved quality of household life
- 9) A response and, accountable, effective and efficient local government system
- 10) Protection and enhancement of environmental assets and natural resources
- 11) A better South Africa and safer Africa and world
- 12) A development-orientated public service and inclusive citizenship

4.1.3.4. 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.

4.1.3.5. GENERAL INFLATION OUTLOOK AND ITS IMPACT ON THE MUNICIPAL ACTIVITIES

General inflation (CPI) is estimated 5.6% for the 2013/2014 financial year. This of course lends to expectations that municipal tariffs should increase by more or less the same percentage, which is set at 6%.

Description	MTREF Budget 2013/2014	MTREF Budget 2014/2015	MTREF Budget 2015/2016
General Inflation	6%	6%	6%

Source: MFMA Circular 66 & 67

4.1.3.6. INTEREST RATES FOR BORROWING AND INVESTMENTS OF FUNDS

The following assumptions are built into the MTREF:

Description	MTREF Budget 2013/2014	MTREF Budget 2014/2015	MTREF Budget 2015/2016
Average Interest Rate – New Borrowing	9%	9%	9%
Average Interest Rate - Investments	5%	5%	5%

Source: 2013/2014 MTREF Budget

4.1.3.7. RATES, TARIFFS CHARGES AND TIMING FOR REVENUE COLLECTION

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

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

Description	MTREF Budget 2013/2014	MTREF Budget 2014/2015	MTREF Budget 2015/2016
Rates	6%	6%	6%
Water	6%	6%	6%
Sewerage	6%	6%	6%
Sanitation	6%	6%	6%
Refuse	6%	6%	6%
Electricity – monthly consumption tariff	8%	8%	8%

Source: 2013/2014 MTREF Budget

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

4.1.3.8. COLLECTION RATES FOR EACH REVENUE SOURCE AND CUSTOMER TYPE

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

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

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

The average collection rate for all municipal debtors accounts are currently 86.67%.

4.1.3.9. TRENDS IN POPULATION AND HOUSEHOLDS (GROWTH, DECLINE, STABLE)

When the 2011 census were held by South African Statistics it was counted that the total population within the Blue Crane Route Municipal (BCRM) area (11, 068.56km²) are 36, 002. Within the Cacadu District Municipal (CDM) area the BCRM accounts for 8% of the CDM and 0.5% of the Eastern Province population. Geographically BCRM makes up 19% of the CDM landmass with a population density of 3.25 people per km².

There are a total of 8,030 households within the BCRM area.

4.1.3.10. CHANGING DEMAND CHARACTERISTICS (DEMAND FOR SERVICES)

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

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

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

4.1.3.11. 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.

4.1.3.12. 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.

4.1.3.13. 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%

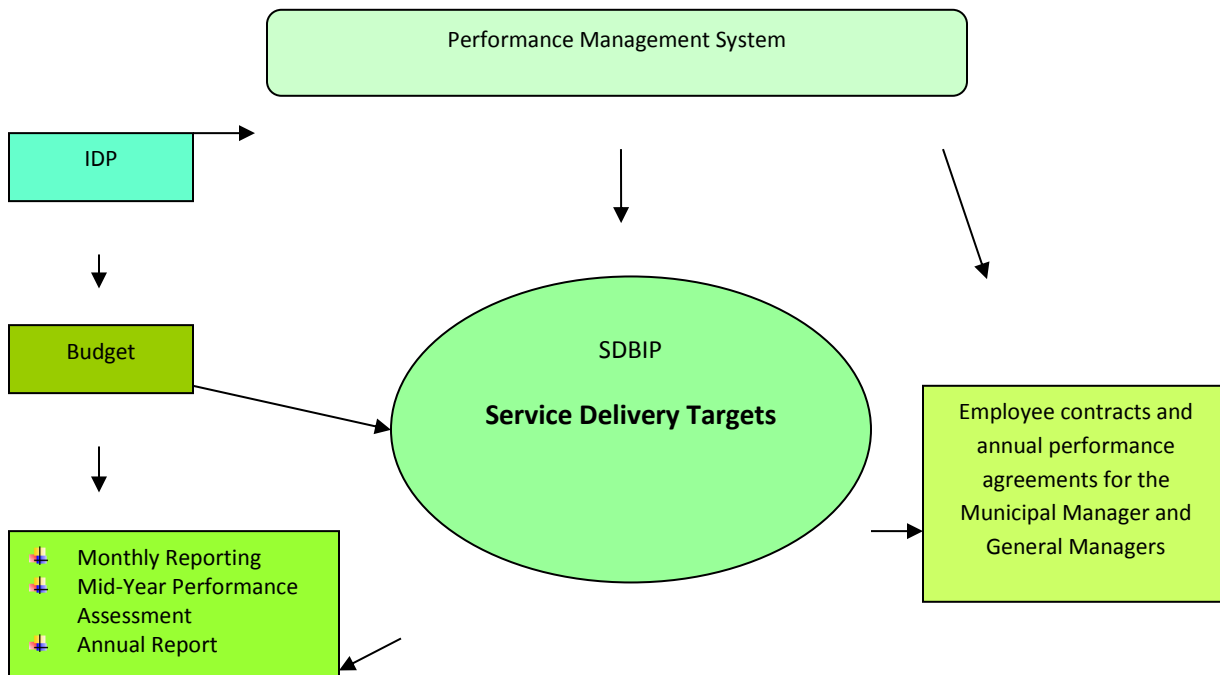
Source: 2013/2014 MTREF Budget

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.

4.1.3.14. 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. See the following diagram.



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 talk to IDP strategic objectives and budget and there is a clear reflection of Provincial and National allocations in the IDP.

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

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.

The 2013/14 SDBIP is a separate document that accompanies the 2013/2014 MTREF Budget document.

4.1.3.15. FUNDING COMPLIANCE

The budget is cash funded which is 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 an increase in tariffs above CPI 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.

4.1.3.16. OVERVIEW OF BUDGET FUNDING

Sections 18 and 19 of the MFMA include the following requirements:

- An annual budget may only be funded from:
 - realistically anticipated revenues to be collected;
 - cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
 - borrowed funds, but only for the capital budget referred to in section 17(2).

Revenue projections must be realistic taking into account:

- projected revenue for the current year based on collection levels to date; and
- actual revenue collected in previous financial years.

A municipality may spend money on a capital project only if the sources of funding have been considered, are available and have not been committed for other purposes.

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.

4.1.3.17. A 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.

4.1.3.18. 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.

4.1.3.19. 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 2013/2014	MTREF Budget 2014/2015	MTREF Budget 2015/2016
Investment Interest received	9%	9%	9%
Loan Interest paid	5%	5%	5%

Source: 2013/2014 MTREF Budget

4.1.3.20. SALES OF ASSETS

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.

4.1.3.21. 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.

4.1.3.22. 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.

OPERATIONAL GOVERNMENT GRANTS:	46 550 000
FMG	1 550 000
MSIG	890 000
Equitable Share	40 796 000
EPWP	1 000 000
Local Government & Traditional Affairs - LED capacity	117 000
Dept. Sport, Recreation, Arts and Culture - Library subsidies	2 197 000
CAPITAL GOVERNMENT GRANTS	19 915 000
DoRA - MIG Infrastructure upgrade	19 315 000
DoRA - INEP(municipal) Infrastructure upgrade	600 000
TOTAL BUDGETED GRANTS FOR 2013/2014:	66 465 000

Source: DoRA

4.1.3.23. ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

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

4.1.4 FINANCIAL PRINCIPLES AND POLICIES

The Blue Crane Route Municipality have implemented the prescribed statutory policies and they are reviewed on an annually basis. The Financial Policies and By-Laws of the Blue Crane Route Municipality are to provide sound, secure and fraud free management of financial services.

The detailed adopted Policies and By-Laws 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 and By-Law that was adopted by Council:

4.1.4.1. TABLE – 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 and 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 and /or losses 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.
7	Financial Framework Policy	The 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

		<p>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.</p>
12	Tariff ex Revenue By-Law	<p>The object of this by-law is to ensure that – Tariffs are determined in order to facilitate and ensure sustainable and affordable services.</p>
13	Rewards, Gifts and Favours Policy	<p>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.</p>
14	Recruitment Policy	<p>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.</p>
15	Supply Chain Management Policy	<p>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.</p>
16	Fraud Prevention Policy	<p>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</p>

		investigations.
17	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.
19	Capital Infrastructure Investment Policy	This policy sets out the process and methodology for capital infrastructure investment regardless of the funding source.
20	Fruitless Wasteful Expenditure Policy	To prevent and detect unauthorised, irregular, fruitless and wasteful expenditure, and to see to that this policy implement effective, efficient and transparent processes of financial and risk management.
21	Borrowing Policy	The purpose of this policy is to ensure that borrowing forms part of the financial management procedures of the Municipality and to ensure that prudent borrowing procedures are consistently applied in a prudent and accountable manner.
22	Funding and Reserve Policy	This policy sets out the assumptions and methodology for estimating the following:- (a) Projected billings, collections and all direct revenues; (b) The provision for revenue that will not be collected; (c) The funds the Municipality can expect to receive from investments; (d) The proceeds the Municipality can expect to receive from the transfer or disposal (sale) of both its fixed and movable assets; (e) The Municipality's borrowing requirements; and (f) The funds to be set aside in reserves.
23	Policy related to Long-Term Financial Planning	The Policy on Long-Term Financial Planning is aimed at ensuring that the Municipality has sufficient and cost-effective funding in order to achieve its long term objectives through the implementation of the medium term operating and capital budgets.

24 EPWP Policy

The purpose of this policy document is to provide a framework for the implementation of the Expanded Public Works Programme (EPWP) within the Blue Crane Route Municipality (BCRM), which include the operations of all the municipal entities. The policy framework seeks to create work opportunities for the unemployed using BCRM expenditure in the short-to medium term (next 5 years), in line with the government's directive.

Source: Adopted Policies - Council Resolutions

The Blue Crane Route Municipality is in the process of adopting and implementing the EPWP Policy.

The Blue Crane Route Municipality do not have a financial recovery plan in place as the municipality do not experience a cash flow problem as the municipality is running a sound financial system.

The Blue Crane Route Municipality does have a GRAP compliant Asset Register in place and are in the process to address the problems that was experienced with the Fixed Asset Register by implementing Pastel software, SAGE Evolution.

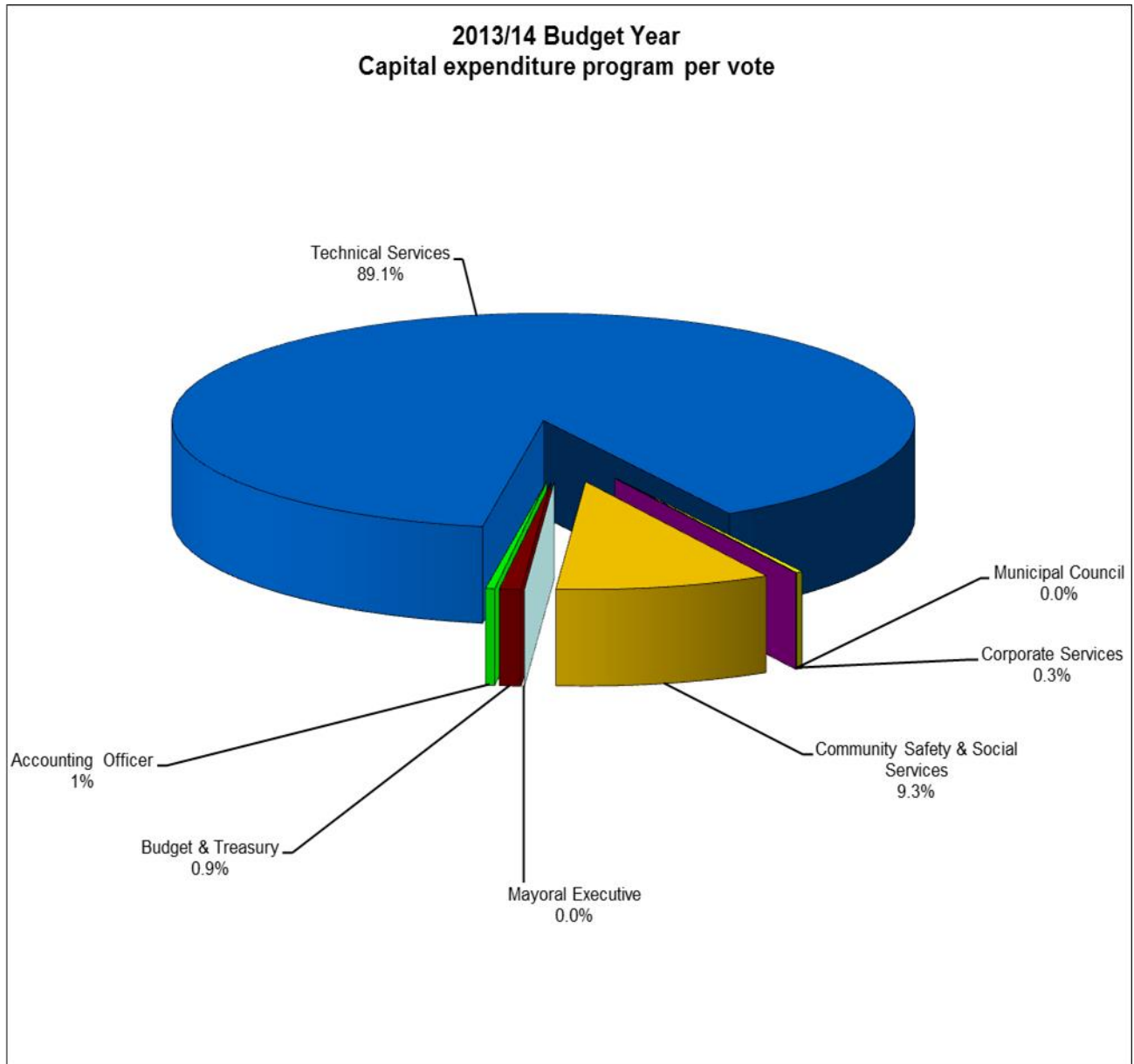
4.1.5. OPERATING AND CAPITAL BUDGETS

The projected forecasted expenditure and revenue for the three (3) relevant years are reflected in the following Tables A1 to A10, as well as Tables SA4 to SA6, that reflects that the consolidated IDP strategic objectives, and budget for revenue, operating and capital expenditure, are linked with the Consolidated MTREF Budget.

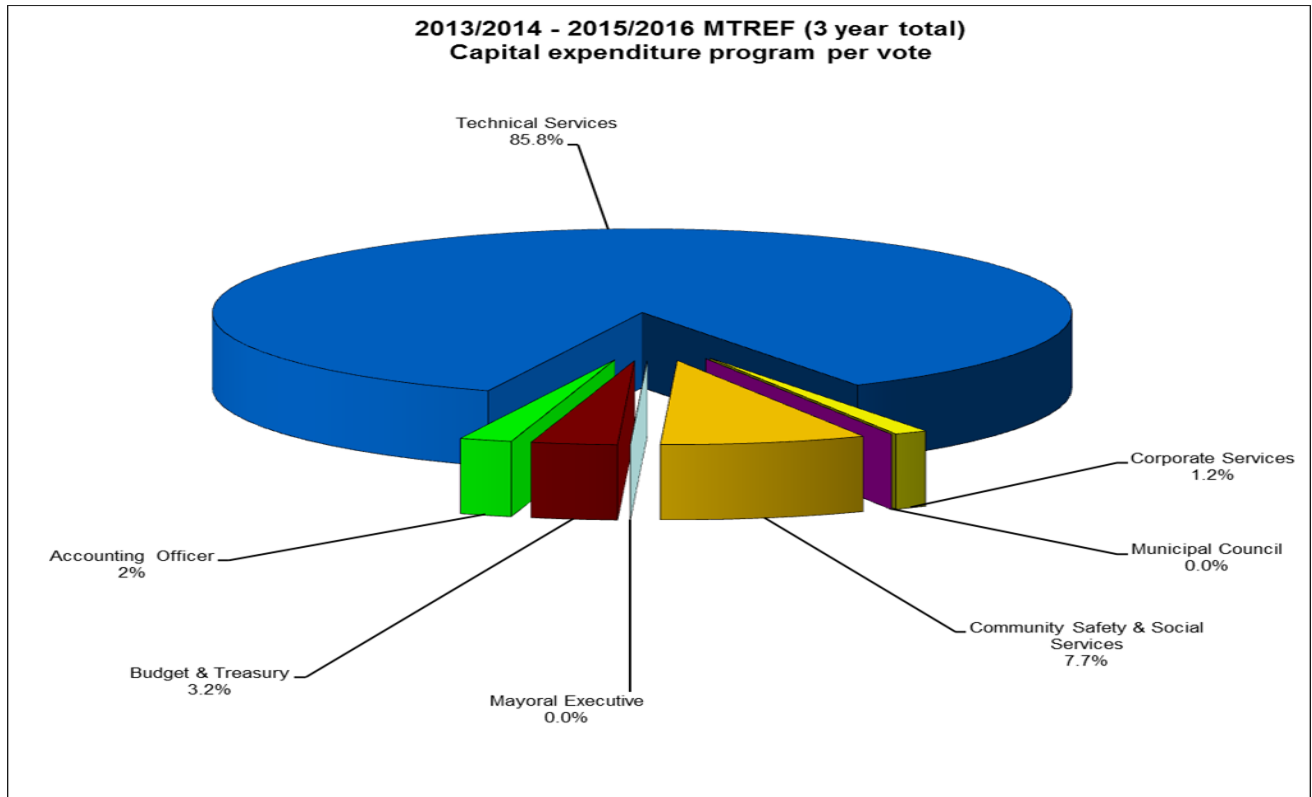
Table SA36 reflects the consolidated detailed capital budget.

The following charts be noted:

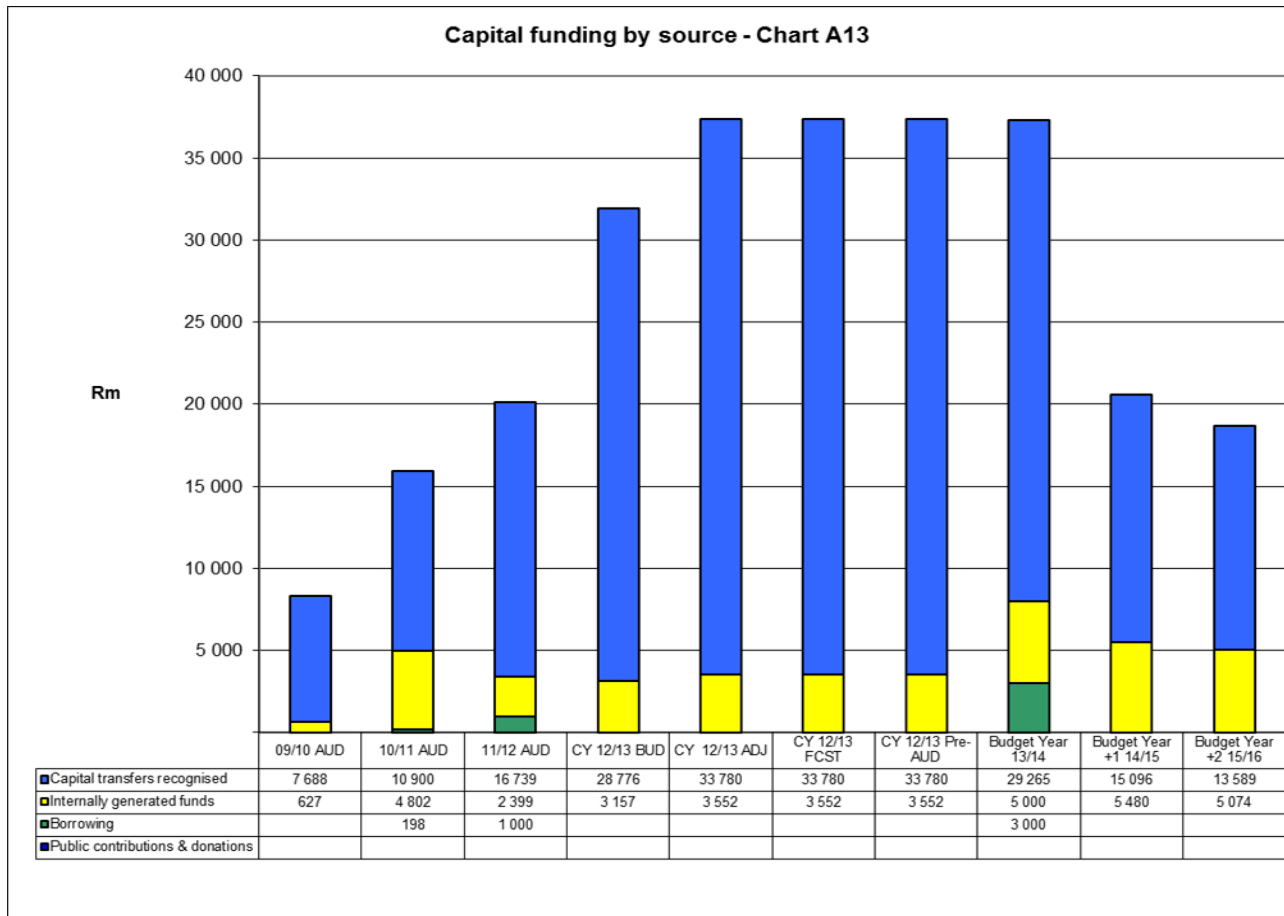
- 2013/2014 Budget Year Capital Expenditure Program per Vote
- 2013/2014 – 2015/2016 MTREF (3year total) Capital expenditure program per vote
- 2013/2014 – 2015/2016 Capital funding by source



Source: 2013/2014 MTREF Budget



Source: 2013/2014 MTREF Budget



Source: 2013/2014 MTREF Budget

4.1.5.1. TABLE A1 – BUDGET SUMMARY:

EC102 Blue Crane Route - Table A1 Consolidated Budget Summary

Description	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Financial Performance										
Property rates	4 804	5 943	7 557	8 016	8 146	8 146	8 146	8 594	9 058	9 547
Service charges	49 314	71 232	68 634	85 390	87 783	87 783	87 783	93 898	100 075	106 663
Investment revenue	929	1 645	1 430	1 200	1 200	1 200	1 200	1 200	1 265	1 333
Transfers recognised - operational	22 639	56 771	61 544	44 531	56 561	56 561	56 561	49 087	49 075	51 336
Other own revenue	13 863	16 594	7 854	10 309	9 565	9 565	9 573	7 894	9 842	10 398
Total Revenue (excluding capital transfers and contributions)	91 549	152 185	147 018	149 446	163 255	163 255	159 663	160 673	169 316	179 278
Employee costs	33 131	45 669	49 161	54 356	53 945	53 945	53 945	58 327	62 258	66 189
Remuneration of councillors	1 806	2 191	2 462	2 565	2 780	2 780	2 780	2 932	3 105	3 260
Depreciation & asset impairment	-	-	19 350	2 845	19 030	19 030	19 030	20 477	21 583	22 749
Finance charges	41	2 089	1 198	278	332	332	332	285	427	421
Materials and bulk purchases	20 905	35 828	44 421	50 357	47 210	47 210	47 210	56 063	60 345	66 129
Transfers and grants	-	-	-	-	-	-	-	-	-	-
Other expenditure	31 188	40 553	33 411	39 045	60 190	60 190	56 598	43 932	43 893	44 224
Total Expenditure	87 070	126 331	150 004	149 446	183 486	183 486	179 894	182 016	191 611	202 971
Surplus/(Deficit)	4 479	25 854	(2 986)	-	(20 231)	(20 231)	(20 231)	(21 343)	(22 296)	(23 693)
Transfers recognised - capital	149 459	-	-	28 776	33 780	33 780	33 780	26 265	15 096	13 589
Contributions recognised - capital & contributed	-	-	-	-	-	-	-	3 000	-	-
Surplus/(Deficit) after capital transfers & contributions	153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)
Capital expenditure & funds sources										
Capital expenditure	8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675
Transfers recognised - capital	7 688	10 900	16 769	28 776	33 780	33 780	33 780	29 265	15 096	13 589
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	198	1 000	-	-	-	-	3 000	-	-
Internally generated funds	627	4 802	2 399	3 167	3 562	3 562	3 562	5 011	5 491	5 086
Total sources of capital funds	8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675
Financial position										
Total current assets	24 255	38 846	39 097	36 901	40 921	40 921	40 921	33 038	23 716	21 393
Total non current assets	282	53 333	356 882	112 522	418 098	418 098	418 098	380 593	382 005	378 695
Total current liabilities	15 073	22 811	22 559	22 628	18 128	18 128	18 128	24 764	24 102	23 195
Total non current liabilities	103	15 158	17 799	16 250	18 250	18 250	18 250	20 200	20 150	25 530
Community wealth/Equity	9 361	54 211	355 621	110 545	422 641	422 641	422 641	368 667	361 469	351 363
Cash flows										
Net cash from (used) operating	14 685	19 800	13 806	29 241	67 379	67 379	67 379	36 011	27 102	20 918
Net cash from (used) investing	(11 970)	(17 479)	(18 611)	270	(37 062)	(37 062)	(37 062)	(34 276)	(20 587)	(18 675)
Net cash from (used) financing	40 124	(167)	1 435	(750)	(750)	(750)	(750)	2 500	(550)	(750)
Cash/cash equivalents at the year end	21 500	23 654	20 283	29 199	30 005	30 005	30 005	34 240	40 204	41 697
Cash backing/surplus reconciliation										
Cash and investments available	12 267	23 682	20 309	16 964	20 434	20 434	20 434	16 934	5 934	7 434
Application of cash and investments	(4 866)	4 462	2 253	390	(2 336)	(2 336)	(2 940)	(16 848)	(20 028)	(21 897)
Balance - surplus (shortfall)	17 133	19 220	18 056	16 574	22 770	22 770	23 374	33 782	25 962	29 331
Asset management										
Asset register summary (WDV)	79	53 309	360 622	112 522	418 076	418 076	380 593	380 593	382 005	378 695
Depreciation & asset impairment	-	-	19 350	2 845	19 030	19 030	20 477	20 477	21 583	22 749
Renewal of Existing Assets	-	-	-	1 070	885	885	885	2 270	695	375
Repairs and Maintenance	2 257	4 394	2 906	4 257	4 172	4 172	3 877	3 877	4 087	4 308
Free services										
Cost of Free Basic Services provided	366	447	-	5 902	5 902	5 902	13 816	13 816	14 700	15 641
Revenue cost of free services provided	3 844	37 216	-	8 746	8 746	8 746	10 071	10 071	10 704	11 377
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	0	0	0	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

Source: 2013/2014 MTREF Budget

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

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

Standard Classification Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue - Standard	1									
Governance and administration		25 068	21 244	21 411	20 896	25 532	25 532	21 586	22 003	23 043
Executive and council		1 007	1 696	1 955	2 503	10 461	10 461	6 531	6 172	6 411
Budget and treasury office		24 056	18 959	18 769	18 363	14 539	14 539	14 696	15 452	16 233
Corporate services		5	589	688	30	532	532	359	378	399
Community and public safety		3 405	5 769	5 757	6 447	12 266	12 266	8 215	5 441	5 616
Community and social services		73	177	753	1 040	4 239	4 239	2 536	2 555	2 574
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		1	2 044	1 833	3 550	1 939	1 939	4 844	1 943	2 048
Housing		216	992	2 270	1 073	5 273	5 273	-	-	-
Health		3 115	2 556	901	784	815	815	835	942	993
Economic and environmental services		8 257	22 983	17 770	23 529	25 423	25 423	22 803	20 035	18 697
Planning and development		7 134	6 000	1 752	1 199	3 592	3 592	2 362	4 011	4 252
Road transport		689	16 983	16 018	22 330	21 831	21 831	20 441	16 024	14 445
Environmental protection		434	-	-	-	-	-	-	-	-
Trading services		54 820	102 188	102 080	127 350	133 815	133 815	137 334	136 934	145 511
Electricity		36 016	61 721	63 374	74 770	75 280	75 280	81 084	85 937	91 761
Water		8 361	17 074	17 080	20 440	21 243	21 243	21 618	20 608	21 721
Waste water management		4 842	10 955	10 621	17 877	22 653	22 653	19 305	14 234	15 002
Waste management		5 601	12 438	11 005	14 263	14 639	14 639	15 327	16 155	17 027
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	2	91 549	152 185	147 018	178 222	197 036	197 036	189 938	184 412	192 867
Expenditure - Standard										
Governance and administration		20 702	31 771	38 700	35 318	42 933	42 933	42 603	47 094	49 825
Executive and council		5 992	6 508	13 745	10 450	15 345	15 345	7 717	10 172	10 785
Budget and treasury office		10 730	18 724	19 254	19 000	21 325	21 325	22 640	23 936	25 269
Corporate services		3 980	6 539	5 701	5 868	6 263	6 263	12 246	12 986	13 771
Community and public safety		5 473	11 431	13 020	15 581	21 431	21 431	11 676	12 391	13 151
Community and social services		2 374	3 849	4 481	5 826	5 895	5 895	6 977	7 409	7 869
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		216	1 255	2 273	3 785	3 955	3 955	3 772	3 998	4 238
Housing		216	3 962	5 479	5 212	10 727	10 727	-	-	-
Health		2 667	2 365	787	758	854	854	927	984	1 044
Economic and environmental services		18 813	12 943	9 200	12 043	23 855	23 855	25 347	23 281	23 671
Planning and development		18 213	6 000	1 752	3 151	6 942	6 942	7 765	5 132	5 440
Road transport		600	6 943	7 448	8 892	16 913	16 913	17 582	18 149	18 231
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		42 082	70 186	89 084	86 504	95 267	95 267	102 390	108 846	116 325
Electricity		26 489	40 522	63 030	56 408	60 711	60 711	65 897	70 823	76 123
Water		6 082	11 778	11 062	11 230	13 816	13 816	15 196	15 416	16 283
Waste water management		3 910	5 633	4 093	5 762	7 216	7 216	7 475	7 900	8 350
Waste management		5 602	12 253	10 899	13 104	13 524	13 524	13 823	14 706	15 569
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	3	87 070	126 331	150 004	149 446	183 486	183 486	182 016	191 611	202 971
Surplus/(Deficit) for the year		4 479	25 854	(2 986)	28 776	13 550	13 550	7 922	(7 199)	(10 105)

Source: 2013/2014 MTREF Budget

4.1.5.3. TABLE A3 – BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE BY MUNICIPAL VOTE):

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

Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue by Vote	1									
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		493	759	795	1 753	6 171	6 171	6 414	6 172	6 411
Vote 3 - ACCOUNTING OFFICER		5 465	6 938	2 911	1 951	7 883	7 883	2 479	4 011	4 253
Vote 4 - BUDGET & TREASURY		24 056	18 959	18 769	18 363	14 539	14 539	14 696	15 452	16 232
Vote 5 - TECHNICAL SERVICES		50 776	107 726	109 364	136 490	146 280	146 280	142 799	137 173	143 319
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		10 754	17 215	14 491	19 636	21 630	21 630	23 542	21 596	22 643
Vote 7 - CORPORATE SERVICES		5	589	688	30	532	532	8	8	9
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]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	91 549	152 185	147 018	178 222	197 036	197 036	189 938	184 412	192 867
Expenditure by Vote to be appropriated	1									
Vote 1 - MAYORAL EXECUTIVE		192	232	242	263	286	286	284	302	321
Vote 2 - MUNICIPAL COUNCIL		2 321	2 954	4 165	3 957	4 581	4 581	4 678	4 958	5 256
Vote 3 - ACCOUNTING OFFICER		8 431	9 321	11 090	9 381	17 420	17 420	10 521	10 044	10 649
Vote 4 - BUDGET & TREASURY		10 730	18 724	19 254	19 000	21 325	21 325	22 640	23 935	25 269
Vote 5 - TECHNICAL SERVICES		45 300	68 837	91 112	87 505	109 384	109 384	112 004	118 493	125 561
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		16 117	19 723	18 440	23 472	24 228	24 228	25 499	27 097	28 719
Vote 7 - CORPORATE SERVICES		3 980	6 539	5 701	5 867	6 263	6 263	6 391	6 782	7 197
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]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	87 070	126 331	150 004	149 446	183 486	183 486	182 016	191 611	202 971
Surplus/(Deficit) for the year	2	4 479	25 854	(2 986)	28 776	13 550	13 550	7 922	(7 199)	(10 105)

Source: 2013/2014 MTREF Budget

4.1.5.4. TABLE A4 – BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE):

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

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Revenue By Source											
Property rates	2	4 804	5 943	7 557	8 016	8 146	8 146	8 146	8 594	9 058	9 547
Property rates - penalties & collection charges											
Service charges - electricity revenue	2	33 559	49 580	52 630	61 950	64 343	64 343	64 343	69 169	74 011	79 191
Service charges - water revenue	2	7 283	10 056	7 893	10 600	10 600	10 600	10 600	11 183	11 787	12 423
Service charges - sanitation revenue	2	3 975	4 830	3 482	5 470	5 470	5 470	5 470	5 771	6 082	6 411
Service charges - refuse revenue	2	4 498	6 482	4 422	7 370	7 370	7 370	7 370	7 775	8 195	8 638
Service charges - other		-	284	206		-	-	-			
Rental of facilities and equipment		-	84	158	282	436	436	436	342	361	380
Interest earned - external investments		929	1 645	1 430	1 200	1 200	1 200	1 200	1 200	1 265	1 333
Interest earned - outstanding debtors		2 022	2 480	2 075	2 000	2 000	2 000	2 000	2 110	2 224	2 344
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		105	92	140	200	100	100	100	106	111	117
Licences and permits		796	1 157	832	710	800	800	800	844	890	938
Agency services		412	737	584	600	600	600	600	633	667	703
Transfers recognised - operational		22 639	56 771	61 544	44 531	56 561	56 561	56 561	49 087	49 075	51 336
Other revenue	2	10 514	12 044	3 053	6 517	5 629	5 629	2 037	3 814	5 542	5 865
Gains on disposal of PPE		14	-	1 012	-	-	-	-	45	47	50
Total Revenue (excluding capital transfers and contributions)		91 549	152 185	147 018	149 446	163 255	163 255	159 663	160 673	169 316	179 278
Expenditure By Type											
Employee related costs	2	33 131	45 669	49 161	54 356	53 945	53 945	53 945	58 327	62 258	66 189
Remuneration of councillors		1 806	2 191	2 462	2 565	2 780	2 780	2 780	2 932	3 105	3 260
Debt impairment	3	6 045	10 482	10 189	5 656	6 298	6 298	6 298	6 674	7 003	7 381
Depreciation & asset impairment	2	-	-	19 350	2 845	19 030	19 030	19 030	20 477	21 583	22 749
Finance charges		41	2 089	1 198	278	332	332	332	285	427	421
Bulk purchases	2	20 905	32 922	41 377	46 100	47 210	47 210	47 210	51 806	55 923	60 368
Other materials	8	-	2 906	3 044	4 257	(0)	(0)	(0)	4 257	4 422	5 761
Contracted services		-	-	544	677	822	822	822	-	-	-
Transfers and grants		-	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	25 142	30 071	22 678	32 712	53 070	53 070	49 478	37 259	36 890	36 844
Loss on disposal of PPE											
Total Expenditure		87 070	126 331	150 004	149 446	183 486	183 486	179 894	182 016	191 611	202 971
Surplus/(Deficit)		4 479	25 854	(2 986)	-	(20 231)	(20 231)	(20 231)	(21 343)	(22 296)	(23 693)
Transfers recognised - capital		149 459			28 776	33 780	33 780	33 780	26 265	15 096	13 589
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	-
Contributed assets									3 000		
Surplus/(Deficit) after capital transfers & contributions		153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)
Taxation											
Surplus/(Deficit) after taxation		153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		153 939	25 854	(2 986)	28 776	13 550	13 550	13 550	7 922	(7 199)	(10 105)

Source: 2013/2014 MTREF Budget

4.1.5.5. TABLE A5 – BUDGETED CAPITAL EXPENDITURE BY VOTE, STANDARD CLASSIFICATION AND FUNDING:

EC102 Blue Crane Route - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework			
					Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14
Capital expenditure - Vote												
Multi-year expenditure to be appropriated	2											
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		-	-	-	-	-	-	-	-	-	-	-
Vote 4 - BUDGET & TREASURY		-	-	-	-	-	-	-	-	-	-	-
Vote 5 - TECHNICAL SERVICES		-	-	-	-	-	-	-	-	-	-	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-	-
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]		-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2											
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		17	29	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		41	271	147	410	350	350	350	161	1 286	87	
Vote 4 - BUDGET & TREASURY		284	119	217	50	120	120	120	350	1 075	1 050	
Vote 5 - TECHNICAL SERVICES		7 777	14 982	18 503	29 988	34 055	34 055	34 055	33 185	16 551	15 939	
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		163	465	1 301	1 421	2 743	2 743	2 743	3 480	1 175	1 255	
Vote 7 - CORPORATE SERVICES		33	33	-	74	74	74	74	100	500	344	
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]		-	-	-	-	-	-	-	-	-	-	
Capital single-year expenditure sub-total		8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675	
Total Capital Expenditure - Vote		8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675	
Capital Expenditure - Standard												
Governance and administration		375	453	334	524	534	534	534	600	2 850	1 469	
Executive and council		58	271	117	400	340	340	340	150	1 275	75	
Budget and treasury office		284	119	217	50	120	120	120	350	1 075	1 050	
Corporate services		33	62	-	74	74	74	74	100	500	344	
Community and public safety		-	463	564	1 035	6 167	6 167	6 167	11 705	4 475	3 455	
Community and social services		-	31	402	913	3 150	3 150	3 150	1 330	300	600	
Sport and recreation		-	-	-	-	2 900	2 900	2 900	6 025	3 600	2 600	
Public safety		-	431	162	122	117	117	117	4 310	575	215	
Housing		-	-	-	-	-	-	-	-	-	-	
Health		-	1	-	-	-	-	-	40	-	40	
Economic and environmental services		-	9 528	4 617	21 108	4 763	4 763	4 763	7 571	3 011	2 012	
Planning and development		-	-	397	1 710	150	150	150	11	11	12	
Road transport		-	9 528	4 220	19 378	4 583	4 583	4 583	7 560	3 000	2 000	
Environmental protection		-	-	-	20	30	30	30	-	-	-	
Trading services		475	2 906	14 653	9 276	25 879	25 879	25 879	16 850	9 601	11 589	
Electricity		475	1 842	3 614	1 032	1 032	1 032	1 032	1 000	330	200	
Water		-	781	9 450	2 423	8 894	8 894	8 894	2 296	350	1 850	
Waste water management		-	282	509	5 455	15 507	15 507	15 507	11 754	8 621	9 139	
Waste management		-	2	1 081	366	446	446	446	1 800	300	400	
Other		7 465	2 549	-	-	-	-	-	550	650	150	
Total Capital Expenditure - Standard	3	8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675	
Funded by:												
National Government		7 213	10 900	13 916	26 628	19 328	19 328	19 328	18 949	15 096	13 589	
Provincial Government		-	-	-	-	12 367	12 367	12 367	7 316	-	-	
District Municipality		-	-	2 795	2 148	2 086	2 086	2 086	3 000	-	-	
Other transfers and grants		475	-	59	-	-	-	-	-	-	-	
Transfers recognised - capital	4	7 688	10 900	16 769	28 776	33 780	33 780	33 780	29 265	15 096	13 589	
Public contributions & donations	5	-	-	-	-	-	-	-	-	-	-	
Borrowing	6	-	198	1 000	-	-	-	-	3 000	-	-	
Internally generated funds	7	627	4 802	2 399	3 167	3 562	3 562	3 562	5 011	5 491	5 086	
Total Capital Funding		8 315	15 900	20 168	31 942	37 342	37 342	37 342	37 276	20 587	18 675	

Source: 2013/2014 MTREF Budget

4.1.5.6. TABLE A6 – BUDGETED FINANCIAL POSITION

EC102 Blue Crane Route - Table A6 Consolidated Budgeted Financial Position

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
ASSETS											
Current assets											
Cash		2 618	23 655	20 283	1 934	5 404	5 404	5 404	1 934	934	2 434
Call investment deposits	1	10 034	3	4	15 030	15 030	15 030	15 030	15 000	5 000	5 000
Consumer debtors	1	6 656	8 778	9 822	12 400	12 400	12 400	12 400	11 667	13 245	9 472
Other debtors		3 942	5 589	3 080	6 487	6 487	6 487	6 487	2 737	2 737	3 286
Current portion of long-term receivables		95				-	-	-			
Inventory	2	910	822	5 907	1 050	1 600	1 600	1 600	1 700	1 800	1 200
Total current assets		24 255	38 846	39 097	36 901	40 921	40 921	40 921	33 038	23 716	21 393
Non current assets											
Long-term receivables		203	-	-		22	22	22	-	-	-
Investments			24	21					-	-	-
Investment property			0	25 911					25 911	25 911	25 911
Investment in Associate											
Property, plant and equipment	3	79	53 305	330 950	112 522	418 076	418 076	418 076	354 683	353 647	349 561
Agricultural											
Biological											
Intangible			5	0		-	-	-	-	2 448	3 224
Other non-current assets											
Total non current assets		282	53 333	356 882	112 522	418 098	418 098	418 098	380 593	382 005	378 695
TOTAL ASSETS		24 537	92 180	395 979	149 423	459 019	459 019	459 019	413 631	405 721	400 088
LIABILITIES											
Current liabilities											
Bank overdraft	1	386									
Borrowing	4	91	1 302	1 851	750	750	750	750	500	550	750
Consumer deposits		1 105	1 584	1 713	1 764	1 764	1 764	1 764	1 764	1 852	1 945
Trade and other payables	4	9 567	19 157	16 151	19 314	14 814	14 814	14 814	19 500	17 200	14 000
Provisions		3 924	768	2 844	800	800	800	800	3 000	4 500	6 500
Total current liabilities		15 073	22 811	22 559	22 628	18 128	18 128	18 128	24 764	24 102	23 195
Non current liabilities											
Borrowing		103	1 104	2 801	2 750	2 750	2 750	2 750	5 200	4 650	4 030
Provisions		-	14 054	14 997	13 500	15 500	15 500	15 500	15 000	15 500	21 500
Total non current liabilities		103	15 158	17 799	16 250	18 250	18 250	18 250	20 200	20 150	25 530
TOTAL LIABILITIES		15 176	37 969	40 358	38 878	36 378	36 378	36 378	44 964	44 252	48 725
NET ASSETS	5	9 361	54 211	355 621	110 545	422 641	422 641	422 641	368 667	361 469	351 363
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		(5 323)	54 211	355 621	110 545	422 641	422 641	422 641	368 667	361 469	351 363
Reserves	4	14 684	-	-	-	-	-	-	-	-	-
Minorities' interests											
TOTAL COMMUNITY WEALTH/EQUITY	5	9 361	54 211	355 621	110 545	422 641	422 641	422 641	368 667	361 469	351 363

Source: 2013/2014 MTREF Budget

4.1.5.7. TABLE A7 – BUDGETED FINANCIAL POSITION

EC102 Blue Crane Route - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Ratepayers and other		90 824	84 390	83 078	95 679	95 679	95 679	95 679	94 765	107 491	120 503
Government - operating	1	27 573	57 737	59 730	44 531	56 561	56 561	56 561	48 429	49 075	51 336
Government - capital	1	19 368		-	28 776	33 781	33 781	33 781	26 265	15 096	13 589
Interest		1 122	1 704	1 430	1 200	1 200	1 200	1 200	1 200	1 265	1 333
Dividends		-	-			-	-	-			
Payments											
Suppliers and employees		(124 197)	(54 493)	(74 440)	(140 667)	(119 564)	(119 564)	(119 564)	(134 364)	(145 398)	(165 423)
Finance charges		(5)	(1 783)	(1 198)	(278)	(278)	(278)	(278)	(285)	(427)	(421)
Transfers and Grants	1	-	(67 754)	(54 794)		-	-	-			
NET CASH FROM/(USED) OPERATING ACTIVITIES		14 685	19 800	13 806	29 241	67 379	67 379	67 379	36 011	27 102	20 918
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		48	42	1 032	250	250	250	250			
Decrease (Increase) in non-current debtors					20	20	20	20			
Decrease (increase) other non-current receivables			2 440	3		-	-	-			
Decrease (increase) in non-current investments			177	1	-	-	-	-			
Payments											
Capital assets		(12 019)	(20 138)	(19 647)	-	(37 332)	(37 332)	(37 332)	(34 276)	(20 587)	(18 675)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(11 970)	(17 479)	(18 611)	270	(37 062)	(37 062)	(37 062)	(34 276)	(20 587)	(18 675)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		20 112				-	-	-			
Borrowing long term/refinancing		23 106	813	2 325		-	-	-	3 000		
Increase (decrease) in consumer deposits		(2 994)				-	-	-			
Payments											
Repayment of borrowing		(100)	(979)	(890)	(750)	(750)	(750)	(750)	(500)	(550)	(750)
NET CASH FROM/(USED) FINANCING ACTIVITIES		40 124	(167)	1 435	(750)	(750)	(750)	(750)	2 500	(550)	(750)
NET INCREASE/ (DECREASE) IN CASH HELD		42 838	2 155	(3 371)	28 761	29 567	29 567	29 567	4 235	5 964	1 493
Cash/cash equivalents at the year begin:	2	(21 339)	21 500	23 654	438	438	438	438	30 005	34 240	40 204
Cash/cash equivalents at the year end:	2	21 500	23 654	20 283	29 199	30 005	30 005	30 005	34 240	40 204	41 697

Source: 2013/2014 MTREF Budget

4.1.5.8. TABLE A8 – CASH BACK RESERVES/ACCUMULATED SURPLUS RECONCILIATION

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

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Cash and investments available											
Cash/cash equivalents at the year end	1	21 500	23 654	20 283	29 199	30 005	30 005	30 005	34 240	40 204	41 697
Other current investments > 90 days		(9 233)	4	4	(12 235)	(9 571)	(9 571)	(9 571)	(17 306)	(34 270)	(34 263)
Non current assets - Investments	1	-	24	21	-	-	-	-	-	-	-
Cash and investments available:		12 267	23 682	20 309	16 964	20 434	20 434	20 434	16 934	5 934	7 434
Application of cash and investments											
Unspent conditional transfers		-	3 539	1 750	3 500	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	(4 866)	923	503	(3 110)	(2 336)	(2 336)	(2 940)	3 629	1 555	852
Other provisions									(20 477)	(21 583)	(22 749)
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		(4 866)	4 462	2 253	390	(2 336)	(2 336)	(2 940)	(16 848)	(20 028)	(21 897)
Surplus(shortfall)		17 133	19 220	18 056	16 574	22 770	22 770	23 374	33 782	25 962	29 331

Source: 2013/2014 MTREF Budget

4.1.5.9. TABLE A9 – ASSET MANAGEMENT

EC102 Blue Crane Route - Table A9 Consolidated Asset Management

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CAPITAL EXPENDITURE										
Total New Assets	1	8 315	15 900	20 168	30 872	36 457	36 457	35 006	19 892	18 300
Infrastructure - Road transport		-	5 969	3 920	3 000	4 483	4 483	5 990	3 000	2 000
Infrastructure - Electricity		475	2 246	3 614	532	532	532	1 000	330	200
Infrastructure - Water		88	109	9 450	10 623	8 593	8 593	1 966	-	-
Infrastructure - Sanitation		-	654	509	9 228	15 407	15 407	11 684	8 571	9 089
Infrastructure - Other		7 213	2 700	-	350	350	350	200	300	400
Infrastructure		7 776	11 678	17 492	23 733	29 364	29 364	20 840	12 207	11 689
Community		163	18	344	4 768	5 870	5 870	10 505	3 900	2 600
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	375	4 204	2 332	2 072	1 223	1 223	3 661	1 191	3 011
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	300	-	-	-	2 600	1 000
Total Renewal of Existing Assets	2	-	-	-	1 070	885	885	2 270	695	375
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	500	500	500	-	-	-
Infrastructure - Water		-	-	-	300	150	150	-	-	-
Infrastructure - Sanitation		-	-	-	155	50	50	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	955	700	700	-	-	-
Community		-	-	-	115	-	-	350	100	100
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	-	-	-	185	185	1 920	595	275
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	-	-	-	1 070	885	885	2 270	695	375
Infrastructure - Road transport		-	5 969	3 920	3 000	4 483	4 483	5 990	3 000	2 000
Infrastructure - Electricity		475	2 246	3 614	1 032	1 032	1 032	1 000	330	200
Infrastructure - Water		88	109	9 450	10 923	8 743	8 743	1 966	-	-
Infrastructure - Sanitation		-	654	509	9 383	15 457	15 457	11 684	8 571	9 089
Infrastructure - Other		7 213	2 700	-	350	350	350	200	300	400
Infrastructure		7 776	11 678	17 492	24 688	30 064	30 064	20 840	12 207	11 689
Community		163	18	344	4 883	5 870	5 870	10 855	4 000	2 700
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	375	4 204	2 332	2 072	1 408	1 408	5 581	1 786	3 286
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	300	-	-	-	2 600	1 000
TOTAL CAPITAL EXPENDITURE - Asset class	2	8 315	15 900	20 168	31 942	37 342	37 342	37 276	20 587	18 675
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Infrastructure - Road transport					15 417	65 417	65 417	67 437	66 310	64 060
Infrastructure - Electricity					21 782	71 782	71 782	68 736	65 020	61 162
Infrastructure - Water					14 145	41 334	41 334	40 881	38 475	36 068
Infrastructure - Sanitation					9 931	54 931	54 931	62 912	67 295	71 632
Infrastructure - Other				330 848	20 849	55 849	55 849	52 933	50 114	47 371
Infrastructure				330 848	82 124	289 373	289 373	292 898	287 274	280 294
Community					4 905	4 905	4 905	14 884	17 778	19 204
Heritage assets					-	-	-	-	-	-
Investment properties			0	25 911	-	-	-	25 911	25 911	25 911
Other assets		79	53 305	3 864	25 493	123 858	123 858	46 900	48 655	50 063
Agricultural Assets					-	-	-	-	-	-
Biological assets					-	-	-	-	-	-
Intangibles			5	0	-	-	-	-	2 448	3 224
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	79	53 309	360 622	112 522	418 076	418 076	380 593	382 005	378 695
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment				19 350	2 845	19 030	19 030	20 477	21 583	22 749
Repairs and Maintenance by Asset Class	3	2 257	4 394	2 906	4 257	4 172	4 172	3 877	4 087	4 308
Infrastructure - Road transport		370	1 119	915	551	551	551	580	612	645
Infrastructure - Electricity		710	1 976	843	700	800	800	844	890	938
Infrastructure - Water		341	305	334	350	350	350	369	389	410
Infrastructure - Sanitation		80	281	315	110	110	110	60	63	67
Infrastructure - Other		176	132	289	-	-	-	-	-	-
Infrastructure		1 678	3 812	2 696	1 711	1 811	1 811	1 854	1 954	2 059
Community		184	115	128	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	395	466	82	2 546	2 361	2 361	2 024	2 133	2 249
TOTAL EXPENDITURE OTHER ITEMS		2 257	4 394	22 256	7 102	23 202	23 202	24 354	25 670	27 056
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	3.3%	2.4%	2.4%	6.1%	3.4%	2.0%
Renewal of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	37.6%	4.7%	4.7%	11.1%	3.2%	1.6%
R&M as a % of PPE		2856.5%	8.2%	0.9%	3.8%	1.0%	1.0%	1.1%	1.2%	1.2%
Renewal and R&M as a % of PPE		2857.0%	8.0%	1.0%	5.0%	1.0%	1.0%	2.0%	1.0%	1.0%

Source: 2013/2014 MTREF Budget

4.1.5.10. TABLE A10 – BASIC SERVICE DELIVERY MEASUREMENT

EC102 Blue Crane Route - Table A10 Consolidated basic service delivery measurement

Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Household service targets	1									
Water:										
Piped water inside dwelling			8 000		7 000	7 000	7 000	7 166	7 170	7 180
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		7 000	7 000	7 000	7 166	7 170	7 180
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>										
Total number of households	5		11 000		7 000	7 000	7 000	7 166	7 170	7 180
Sanitation/sewerage:										
Flush toilet (connected to sewerage)			7 000		5 852	5 852	5 852	9 136	9 140	9 150
Flush toilet (with septic tank)			3 000		561	561	561			
Chemical toilet										
Pit toilet (ventilated)										
Other toilet provisions (> min.service level)										
<i>Minimum Service Level and Above sub-total</i>			10 000		6 413	6 413	6 413	9 136	9 140	9 150
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			
Total number of households	5		10 000		6 782	6 782	6 782	9 136	9 140	9 150
Energy:										
Electricity (at least min.service level)			7 000		750	750	750	750	800	820
Electricity - prepaid (min.service level)			7 000		6 664	6 664	6 664	6 696	6 760	6 760
<i>Minimum Service Level and Above sub-total</i>			14 000		7 414	7 414	7 414	7 446	7 560	7 580
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
<i>Below Minimum Service Level sub-total</i>										
Total number of households	5		14 000		7 414	7 414	7 414	7 446	7 560	7 580
Refuse:										
Removed at least once a week			11 000		7 250	7 250	7 250	7 361	7 370	7 380
<i>Minimum Service Level and Above sub-total</i>			11 000		7 250	7 250	7 250	7 361	7 370	7 380
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>										
Total number of households	5		11 000		7 250	7 250	7 250	7 361	7 370	7 380
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		2 000	2 000		2 494	2 494	2 494	3 790	3 790	3 790
Sanitation (free minimum level service)		2 000	2 000		2 585	2 585	2 585	3 070	3 070	3 070
Electricity /other energy (50kwh per household per month)		2 000	2 000		3 380	3 380	3 380	3 400	3 400	3 400
Refuse (removed at least once a week)		2 000	2 000		2 740	2 740	2 740	3 220	3 220	3 220
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)		126	147		1 272	1 272	1 272	5 170	5 480	5 809
Sanitation (free sanitation service)		100	111		1 231	1 231	1 231	1 380	1 463	1 550
Electricity /other energy (50kwh per household per month)		51	74		3 130	3 130	3 130	2 736	2 955	3 192
Refuse (removed once a week)		89	115		269	269	269	4 530	4 802	5 090
Total cost of FBS provided (minimum social package)		366	447		5 902	5 902	5 902	13 816	14 700	15 641
Highest level of free service provided										
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		61	61	61	65	68	73
Electricity (kwh per household per month)		50	50		50	50	50	50	50	50
Refuse (average litres per week)					100	100	100	100	100	100
Revenue cost of free services provided (R'000)	9									
Property rates (R15 000 threshold rebate)										
Property rates (other exemptions, reductions and rebates)			31 126		866	866	866	615	652	691
Water		1 168	1 762		2 300	2 300	2 300	3 567	3 781	4 008
Sanitation		911	1 299		1 660	1 660	1 660	1 357	1 439	1 525
Electricity /other energy		629	1 096		1 420	1 420	1 420	1 427	1 541	1 665
Refuse		1 136	1 933		2 500	2 500	2 500	3 104	3 290	3 488
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of free services provided (total social package)	6									
		3 844	37 216		8 746	8 746	8 746	10 071	10 704	11 377

Source: 2013/2014 MTREF Budget

4.1.5.11. TABLE SA4 – RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (REVENUE)

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

Strategic Objective	Goal	Goal Code	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure of the city			50 776	107 726	109 364	136 490	146 280	146 280	142 799	137 173	143 319
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.			10 754	17 215	14 491	19 636	21 630	21 630	23 542	21 596	22 643
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME development, alternative energy.			5 465							4 011	4 253
Financial Management	Implement fully compliant GRAP annual financial statements, updating indegent register, revenue enhancement strategies for financial sustainability, operational efficiency.			24 056	18 959	18 769	18 363	14 539	14 539	14 696	15 452	16 232
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals, create a culture of service delivery and improve public participation.			498	8 286	4 394	3 733	14 587	14 587	8 901	6 180	6 420
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	91 549	152 185	147 018	178 222	197 036	197 036	189 938	184 412	192 867

Source: 2013/2014 MTREF Budget

4.1.5.12. TABLE SA5 – RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (OPERATING EXPENDITURE)

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

Strategic Objective	Goal	Goal Code	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Infrastructure	Provision of Electricity, Water, Sanitation, Roads & Stormwater, and maintaining infrastructure of the city			45 300	68 837	91 112	87 505	109 384	109 384	112 004	118 493	125 561
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.			16 117	19 723	18 440	23 472	24 228	24 228	25 499	27 097	28 719
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME development, alternative			1 464	1 833	5 489	2 401	6 400	6 400	2 103	1 121	1 188
Financial Management	Implement fully compliant GRAP annual financial statements, updating indegent register, revenue enhancement strategies for financial sustainability, operational efficiency.			10 730	18 724	19 254	19 000	21 325	21 325	22 640	23 935	25 269
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals, create a culture of service delivery and improve public participation.			13 460	17 214	15 709	17 068	22 149	22 149	19 770	20 965	22 234
Allocations to other priorities												
Total Expenditure				87 070	126 331	150 004	149 446	183 486	183 486	182 016	191 611	202 971

Source: 2013/2014 MTREF Budget

4.1.5.13. TABLE SA6 – RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (CAPITAL EXPENDITURE)

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

Strategic Objective	Goal	Goal Code	Ref	2009/10	2010/11	2011/12	Current Year 2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Infrastructure	Provision of Electricity, Water, Sanitation, Roads & Stormwater, and maintaining infrastructure of the city			7 777	14 982	18 503	29 988	25 879	25 879	33 185	16 551	15 939	
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and			163	465	1 301	1 421	6 167	6 167	3 480	1 175	1 255	
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME development, alternative energy.			–	–	30	9	4 762	4 762	–	–	–	
Financial Management	Implement fully compliant GRAP annual financial statements, updating indigent register, revenue enhancement strategies for			284	119	217	50			350	1 075	1 050	
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals,			91	333	117	474	534	534	261	1 786	431	
Allocations to other priorities				3									
Total Capital Expenditure				1	8 315	15 900	20 168	31 942	37 342	37 342	37 276	20 587	18 675

Source: 2013/2014 MTREF Budget

4.2. 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.

The Department of Water Affairs and Forestry (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

4.3. LED/PROJECT INTERVENTION STRATEGY

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

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

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

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

A) Alignment to government Policies:

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

Linking to BCRM Planning Framework:

- 1- Integrated Development Plan (IDP).

BCDA alignment:

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

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

Linking to CACADU Planning Framework:

- 1- CACADU IDP (district Municipality).
- 2- CACADU Spatial Development Plan.
- 3- CACADU Economic Growth and Development Strategy (EGDS).

Linking to Province Planning Framework:

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

Linking to National Planning Framework:

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

- National Framework for Local Economic Development in S.A.
- National Spatial Development Perspective.
- Accelerated & Growth Initiative for S.A.

IPAP (2) & Etc

All BCDA projects are aligned to IPAP(2)

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

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

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

B) LED Implementation Strategies:

TOURISM SECTOR:

Strategy - BCRM as a Tourism Destination:

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

The objective to grow market share and lengthen periods of stay through product development, strategic marketing and positioning implies that the emphasis must be placed on a mass of activities, attracting overnight stays and increasing average length of stay. This means offering a concentrated and diversified experience that builds upon and reinforces the culture and environment of the Somerset East area. It also implies positioning the Somerset East area together with other destination/product itineraries.

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

Promoting a destination needs ample product (Product ranges from an outdoor activity to specific events) to attract people to the area. We need to increase the number of people visiting our towns to be able to develop product. Product in terms of diverse activities is the main attraction for visitors. The more products available, the more people will be attracted, and in conjunction with establishing

product, comes the establishing of good quality accommodation and restaurants. If the area has sufficient activities to keep tourists in our towns and encourage them to stay overnight, the next development will be the need for specific tourism related businesses; and this affords an opportunity to promote Black Economic Empowerment initiatives.

Focus areas for a Destination development plan:

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

- ❖ Activity creation
- ❖ Overnight facilities for tour groups
- ❖ Events development
- ❖ Quality country living

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

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Boschberg	R80m	Commercial/ Government	350	550
Tarring of road to ADDO	R65m	Government		250

BUSINESS SECTOR:

Strategy – (Developing the Aerospace & Industrial Sectors)

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

This project was specifically designed to serve as an economic growth catalyst and a development node that can exploit the growing regional investment and tourism opportunities in this unique area.

Somerset East is situated only sixty kilometers from the Addo Elephant Park and the project offers an ideal business nucleus project to many small downstream entrepreneurial businesses such as tour operators and other support services.

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

- The project has the long term potential to create in excess of 1000 jobs.
- Opportunities will be created for specialised and scarce skills training.
- Job creation
- Training of pilots.

Projects:

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Light Industrial park	R2 -5m	Government	150	150
Tarring of runway	R8m	Government	35	40
Developing SkyWake	R8 - 18m	Commercial/ Govern	20	
Cookhouse Petro Port	R12m	Commercial	20	85
Paving projects Pearston/ S. East & Cookhouse	R2m each	Government	15 each	
SMME Business & resource development centre				

AGRICULTURAL SECTOR:

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

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

From these studies it was clear that a wide range of crops could be established. From these studies it is clear that the water is of good quality and more than sufficient to grow these crops. The water comes from the Gariiep dam and since 1974 there is permanent water available for irrigation

purposes. The studies also confirmed that the soils are of exceptional good quality and leans it to all the different crops. Research was done on the climate over the past 20 years and it is also clear that the climate suits all the crops. Because of the climate fruit ripens 10- 14 days earlier in our region than in any other area.

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

Projects:

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Pearston Vegetables	R2,5m	Government	35	
Cookhouse Vegetables	R2,5m	Government	35	

RENEWABLE ENERGY SECTOR:

Strategy – (Developing Wind/ Hydro & Solar Energy in the region)

Introduction:

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

Projects:

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Hydro	R75m	Commercial	15	110
Wind	R5,5b	Commercial	100	900
Solar	R120m	Commercial	35	120
Solar factory – Pearston	R3,5m + R4m	Government/ Commercial	65	

General Sector:

Strategy – (Developing education in the region)

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

Projects:

NAME	CAPEX	SOURCE	JOBS	
			Perm	Temp
Establishing a satellite of Lovedale + Denel artisans training	R35m	Government	25	60

C) INTERVENTION STRATEGY

Government grant funding is urgently required In order to unlock these projects.

The BCDA has secured a world class and internationally approved Flying Academy to contractually commit to utilizing the Somerset East Airfield providing the new main runway is tarred. Equally important is the requirement for funding the bulk services of the Somerset East Light Industrial Park.

The tarring of the runway together with the installation of these bulk services will enable this catalytic project to kick start the proposed new Aerospace and advanced manufacturing industry in Somerset East. These projects together with the many downstream opportunities that will be created are designed to create a substantial number of jobs over the shorter to medium term.

We will greatly appreciate it if the Honourable Minister/Premier/MEC could engage the respective MECs and Ministers, particularly those that will not find time to come to the Blue Crane Region, to provide strategic advice on matters raised relating to each MEC & Minister

The focus areas are:

<i>Ministry</i>	<i>Focus Area of Interest to Blue Crane & Surrounds</i>
<p><i>Minister G. Nkwinti (Rural Development and Land Reform)</i></p> <p><i>DLGTA</i></p> <p><i>MEC Qoboshiyane</i></p> <p><i>MEC for Public Works</i></p>	<p>Co-ordinator of Small Town Revitalization – CRDP Programme.</p> <ul style="list-style-type: none"> • Sugarbeet / Biofuel : Empowering rural farmer workers and communities to use land in economically sustainable manner. <ul style="list-style-type: none"> ○ Value chain analysis and commercial exploitation opportunities. <p>Tarring of road between Addo & Somerset East</p>
<p><i>Minister R. Davies (Trade & Industry)</i></p> <p><i>MEC Jonas - DEDEA</i></p>	<p>Development of light manufacturing industrial zone</p> <ul style="list-style-type: none"> • Light Aerospace manufacturing (SkyWake) • Renewable energy component manufacturing <p>Development of Airfield</p> <ul style="list-style-type: none"> • Runway

<p><i>MEC Marawu - DPW</i> <i>MEC Qoboshiyane</i></p>	
<p><i>Minister B. Molewa –</i> <i>Department of Energy</i></p> <p><i>MEC Jonas- DEDEA</i></p> <p><i>MEC Qoboshiyane</i></p>	<p>Community owned (through municipality and agency) energy generation initiative using water canal for hydro-energy generation.</p> <ul style="list-style-type: none"> • Licence for hydro-energy generation and provision of technical support by the department to the municipality and agency.
<p><i>Minister T. Nxesi-</i> <i>Department of Public Works</i></p> <p><i>Premier of EC</i> <i>MEC Marawu - DPW</i></p>	<p>Make available of buildings owned by public works for technical skills development purposes:</p> <ul style="list-style-type: none"> • Lovedale FET College focused on Agriculture Development • Denel Artisan Skills Training
<p><i>Minister B. Nzimande-</i> <i>Department of Higher Education</i></p> <p><i>Premier of EC</i> <i>MEC Jonas & Makupula</i></p>	<p>Approval of Lovedale FET satellite establishment at Blue Crane Municipality.</p>
<p><i>Minister E. Patel-</i> <i>Department of Economic Affairs</i></p> <p><i>Premier of EC</i></p> <p><i>MEC Jonas- DEDEA</i></p> <p><i>Minister Nkwinti- DRDLA</i></p> <p><i>DLGTA</i></p> <p><i>MEC Qoboshiyane</i></p>	<p>Provision of technical support from the department on due diligence studies on:</p> <ul style="list-style-type: none"> • Declaration of the Karroo corridor as SAs renewable corridor and exploring of all value add chain associated with each renewable energy platform. Renewable energy opportunities include: <ul style="list-style-type: none"> ○ Wind energy farm (Blue Crane & Nxuba Municipalities); ○ Solar farm (Ikwezi, Blue Crane and Camdeboo Local Municipalities); ○ Biofuel (Inxuba Yethemba) ○ Hydro-energy (Blue Crane) • Information regarding Shale Gas Exploration in the Karroo and all up-downstream value add opportunities. • Economic zone-tourism hub funding

We do not expect that all the Ministers and MEC's listed above will be available simultaneously to attend this important meeting which we plan to form part of the ANC's Centenary Celebrations to communicate a message to the electorate that despite the ANC will hold its elective conference it has not forgotten about the economic development of its people, particularly the black majority.

Thanking you in anticipation for your kind consideration in this regard and we will extend the invitation to the relevant provincial political heads to form part of this meeting.

4.4. 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.

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

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

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

- Development of the LED strategy, including a situational analysis report and a development framework report
- LED training for LED practitioners and other relevant stakeholders involved in local economic development

- Development of an appropriate institutional model for the implementation and monitoring and evaluation of the BCRM LED strategy

The 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

Unique selling points identified

- Along primary linkage route (N10) linking coastal areas to hinterland areas of the province
- Situated between N10 and R75 linking Graaf – Reinetadn Camdeboo National Park
- Situated in close proximity to Port Elizabeth

- Sunny dry climate
- Clear skies at night
- Cultural and historical heritage and sites well maintained
- Number of escarpment ridges, high peaks
- Fossil bearing gology Boschberg mountain with critically endangered species.

4.5. 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.

4.6. 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.

The following **projects** have been identified 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.

4.7. BCRM FIRE AND DISASTER MANAGEMENT PLAN

Based on the Risk and Vulnerabilities identified for BCR, the municipality needs to develop a plan to 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

4.8. BCRM TRAFFIC SECTOR PLAN

The current Organogram of the BCRM Traffic is out date and do not make provision for the needs of the Community of BCRM 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

OBJECTIVES / GOALS

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

4.9. 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

4.10. COMMUNICATION STRATEGY

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

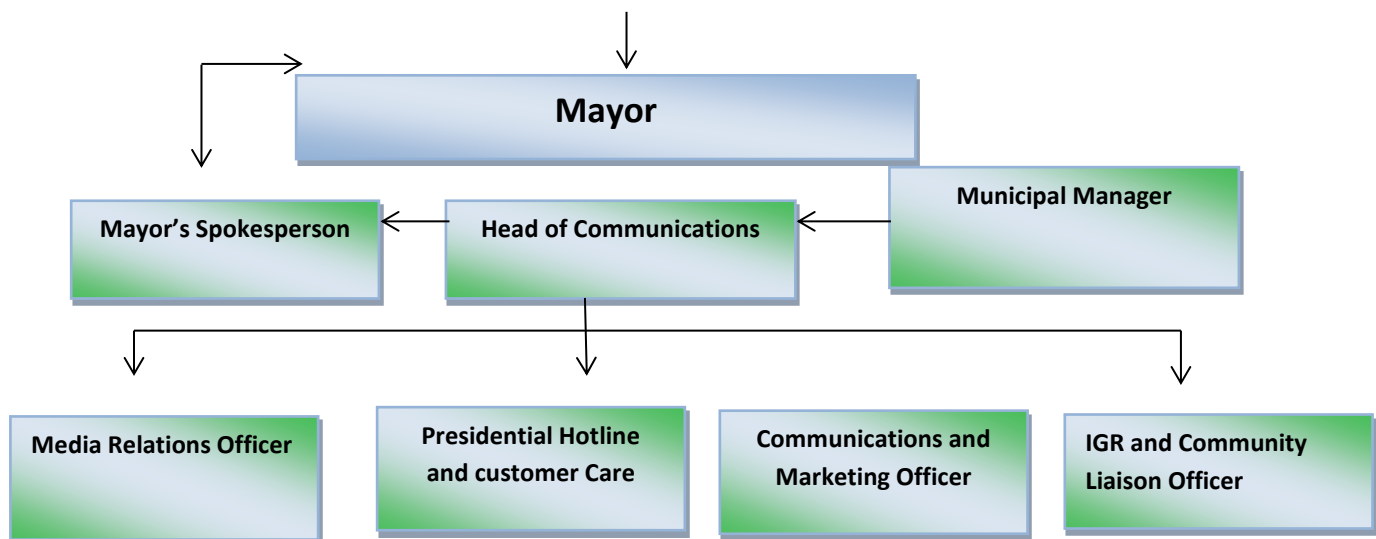
External

- ❖ 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.

4.11. SPATIAL DEVELOPMENT FRAMEWORK

The municipality has adopted a reviewed Spatial Development Framework.

4.11.1 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.

4.11.2 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.

4.11.3 Land Use Management Policies and Guidelines

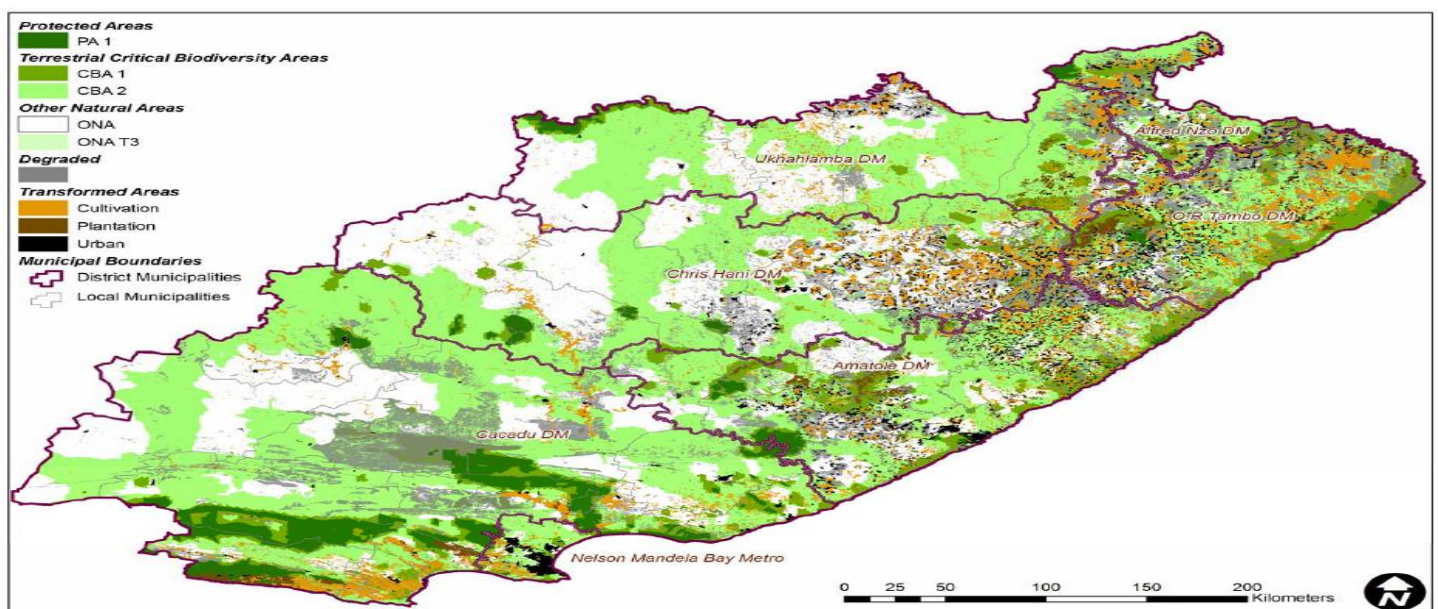
The land use management policies identified in the SDF deal with the following sectors:

- **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.



- **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, dairy, cattle, sheep and game. Large portions of Blue Crane Route Municipal area are under irrigation and subject to intensive commercial farming.

The SDF outlines the following objectives 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.

4.11.4 Vision, Planning & SDF Objectives

The following planning principles were identified:

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

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

4.11.5 Poverty Reduction/Gender Equity Programme

4.11.5.1 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.).

4.12. Environmental Management Plan.

The municipality has appointed service providers to develop an Environmental Management Plan(EMP). The first phase of the plan, the status quo report is complete. The development of the plan is progressing well with the stipulated timeframes. The EMP will be tabled to council in the 2013/14 financial year.

- 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.

4.13. Integrated HIV/AIDS Programme

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

4.14. 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.

4.15 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.

4.16. INTEGRATED SECTOR PLANS

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

4.16.1 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.

4.16.2 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.

4.16.3 Safety and Security

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

4.16.4 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.

4.16.5 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 Municipality is the Water Service Authority and the Water Service Provider. The Water Service Development Plan was adopted by Council in 2012 and is still relevant as a planning tool. Recent progress made in the water and sanitation programme will have to be included in an updated version but funding will be required.

The study undertaken in 2011 and the WSDP strategically positioned the municipality to prioritize bulk water infrastructure at Cookhouse and Somerset East, which will support future sector expansion demands. It now becomes imperative to address relief measures at Pearston. To this end it is recommended that a feasibility study be conducted on the option to pump water from the Orange Fish Canal to Pearston.

The findings of the Study also enabled the municipality to carry out repairs, maintenance and upgrading measures at targeted plants. Some of these improvement measures are listed hereunder:-

- Westview Reservoir: Fountain water feeds into the reservoir. Coloration and water purification improved.
- Hill Reservoir: Replaced dilapidated roof.
- Reservoir at Pearston was resealed and roof replaced.
- Replaced the obsolete asbestos pipes (65 year old) in Somerset East, which has reduced water losses.
- The SE bulk water was upgraded (MIG funding R18m – 2011/12fy)

Dairy Belle is one of the major industries in Cookhouse which serves as a huge economic contributor and the largest job provider. The milk intake is 87 million litres per annum and the salary bill is approximately R11.2 m. The availability of water and electricity are commodities that is obviously high on the agenda not only for existing production but even more so for expansion possibilities. In addition some of the best grazing land is found in the Blue Crane Route area including roughly 8000 hectares of irrigation land suitable for high intensity crops, which makes the Agricultural sector very reliant on water and electricity. BCR has made some progress in investigating the possibility of creating a bulk irrigation scheme and proposals for a bulk water pipeline from *Uitkeer* to Cookhouse. To reinforce the findings it will be necessary to carry out an in depth investigation into the merits of the project and to optimise various future options.

A conservation and demand management strategy that the Municipality applies is to negotiate with business and other users to use water sparingly when the Cookhouse area experiences dry periods. As part of the strategy arrangements are put in place to supply *Dairy Belle* with bulk water from Somerset East to ease the pressure on the water reserves at Cookhouse. Operational and maintenance to deal with leaks and water care issues have been catered for and the rain water harvesting initiative will continue in Pearston.

The water services programme is financially viable as the credit control policy is enforced and water leaks and reported wastages are followed up promptly. The budget forms part of the clustered infrastructure budget.

Over the next three year (2013 to 16) R659,000 has been earmarked for the upgrading of pump stations. Cookhouse bulk pipeline will also receive R500,000 this financial year.

The biggest development constraint in the electricity, water and sanitation services is the lack of sufficient funding. Many projects have been identified, costed (not funded) and implementation ready. The main strategy undertaken by the municipality is to undertake internal investigations and to lobby for funding to get projects implemented.

SANITATION SERVICES

Although the municipality does not have a Sanitation Implementation Plan, funding is however allocated on a year to year basis as influenced by the availability of Grant funding. The lack of a SIP has not prevented the municipality from addressing bulk and capital sanitation demands in the Somerset East area. Over the 2012 - 2015 MTEF period an amount of R40,6 million has been earmarked for sanitation capital projects in Ward 2 and 5. The Bulk Sewer Pipeline servicing Ward 2 and 5 commenced in 2012/13 at a cost of R9.5m and a further 5.8m is set aside for 2013/14. An allocation of R5,8 million has been set aside for the Waste Water Treatment Works in Ward 2 during 2013/14 and a further R8.5M in the next financial year.

The original bulk sewer (insufficient capacity, clogged up and was polluting the Visriver) was enlarged and replaced. (ACER Funding)

An activated sludge plant is urgently required at the Somerset East WWTW to enable the treatment of 2ml effluent per day. An amount of R46m is required for this project and this is a challenge that needs collaborative efforts.

The sanitation service is financially viable at this stage although not ringfenced in the budget. It must however be noted that should the shortfall of R46m be obtained for the sludge plant then the sanitation programme will no longer be viable for obvious reasons.

Blue Crane Route manages three Waste Water Treatment Works; The plant at Somerset East and Cookhouse is fully licensed. The Pearston WWTW is not licensed. Five trained staff members are responsible for the day to day operations at the WWTWs in Somerset East and these workers are monitored on a daily basis to ensure that licensing conditions are adhered to. Management and process control training and enforcement is required.

The BCRLM has set aside approximately R500,000.00 for the operation and maintenance of the sanitation services. The main focus for 2013/14 will be on repairs to water leaks and sewer backlogs and the maintenance of minor sewer lines. A small amount has also been allocated for tools and equipments.

INFRASTRUCTURE PLANNING AND FINANCIAL RESOURCES

The budget and Infrastructure investment planning, out of necessity, caters for a minimum span of 3 years and likewise within a MTEF implementation cycle. The municipality's Infrastructure Department prescribes to a planning approach where outputs are measurable against milestones and annual targets. It must be noted that project scenarios' have been crafted to accommodate changing circumstances. The investment outlay of the MIG grant (DORA of 2013) also supports the MTEF planning window and BCRLM will received an indicative figure of just under the R50 million mark of the next 3 years. The proclaimed allocation for 2013/14 amounts to 19m which will drop to R15,89m in 2014/15 and again in 2015/16 to R14,3m.

Additional funding was obtained through the Accelerated Capital Infrastructure Programme, Managed by the Department of Water Affairs.

BCRLM has established the Blue Crane Development Agency, which have entered into a number of Public Private Partnerships', the most promising of which is the Wind Farms at Cookhouse. In addition the BCRLM has entered into a PPP dealing with the Recycling of Waste. There are challenges with this initiative and all stakeholders should strengthen and support the partnership.

Environmental Impact Assessment Studies were carried out and approved in respect of the enlargement of the Somerset East and Cookhouse Sewer Ponds, but lapsed and the BCRLM is taking steps to renew it. In cases where Environmental Impact Assessment Studies are required, these are catered for within the project scope funding. Basic Assessments have been conducted for Cookhouse and Somerset East Bulk Water and the Main Bulk Sewer Line.

BCRLM undertakes and or in some cases facilitates Project Steering Meetings with DWA and their Rapid Response Unit has provided important training to officials of the municipality on Operational Procedures for Water and Sanitation. As part of the planning, integration and project management the municipality also participates in meetings with the Department of Human Settlement; Department of Local Government and Traditional Affairs and the Cacadu District Municipality's Roads Forum. The BCRLM and Cacadu DM IDP Representative Forum meetings that were held

during 2012/13 in preparation of the 2013/14 planning cycle also contributed to the integration and alignment of sector projects into the IDP.

TECHNICAL SUPPORT

Blue Crane Route is a relatively small local municipality that does not have the financial resources to run sector specific units (ISD officers) nor to appoint dedicated technical professionals. In an effort to circumvent these constraints hands-on technical support was provided, with the placement of an experienced Engineer on a part-time basis through an initiative run by the Municipal Infrastructure Support Agency. In addition Cacadu DM has also seconded a technician to assist the municipality. With the existing personnel and the hands-on technical support referred to above, the municipality has managed to handle the most pressing infrastructure issues

EXPANDED PUBLIC WORKS PROGRAMME

Council has adopted an EPWP Policy in 2013. The municipality has also engaged in a short to medium term intervention to address the high rate of unemployment through the EPWP. Two labour intensive projects have been implemented to further stimulate work opportunities. One is an internal funded tree cutting project and the other is a MIG driven gravel road project. Approximately 42 people have benefitted from these two projects since July 2012.

WASTE MANAGEMENT SERVICES

The municipality is responsible for waste management which includes street sweeping, collection, transportation and the disposal of solid waste in Somerset East, Cookhouse and Pearston.

The municipality has an operational landfill site in each of the three (3) towns (SE; CH and Pearston). The landfill site in Pearston is not licensed. The remaining two solid waste sites are licensed but both are operating outside of the permit parameters.

The municipality has sufficient waste infrastructure and machinery like bakkies, trailers, and bull dozers that are used for maintenance and operations. Black bags are also provided to consumers. Over the next three year (2013 to 2016) an amount of R1 million has been earmarked for waste management (EPWP).

A Public Private Partnership exists between BCRLM and a private operator to recycle waste. At this stage the recycling is done on a small scale and there is a need for support to ensure its sustainability.

The municipality has by-laws to deal with illegal dumping but it is not effectively enforced.

ENVIRONMENTAL MANAGEMENT

The municipality does not have an Environmental Unit although the Infrastructure department oversees environmental issues in terms of industry standards. A very small amount (R150,000 own funding) has been allocated for greening and beautifying our towns. With the support of the BCDA, a pilot spekboom project was launched and is operational.

ENERGY

BCR makes provision for bulk infrastructure and reticulation and services are rendered in the rural and urban areas. After ESKOM the Municipality is the biggest network provider in terms of area. The municipality does not have a preventative maintenance plan in place and maintenance is done on an ad hoc basis. NEP grant funding has been secured to upgrade the urban electrical network in 2013/14.

The municipality provides Free Basic Services and renders a higher level of service to all sectors. One of the competitive advantages of the area is its potential to optimize a number of renewable energy sources namely hydro, wind and solar resources. The Cookhouse Wind Farm is the largest project to date and it is envisaged to commission electricity into the grid by June 2014. Planning for the hydro generation project is ongoing and renewed efforts are being undertaken to get this project on track.

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%

The WSDP indicated the following with regards 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

COOKHOUSE	The water is supplied to the town from the Orange River canal and by Hougham Abrahams Irrigation Board.
PEARSTON	The town is supplied from four boreholes located within and around Pearston Town.
SOMERSET EAST	The town is supplied from the Gariep 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
- Applicable educational strategies in terms of 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

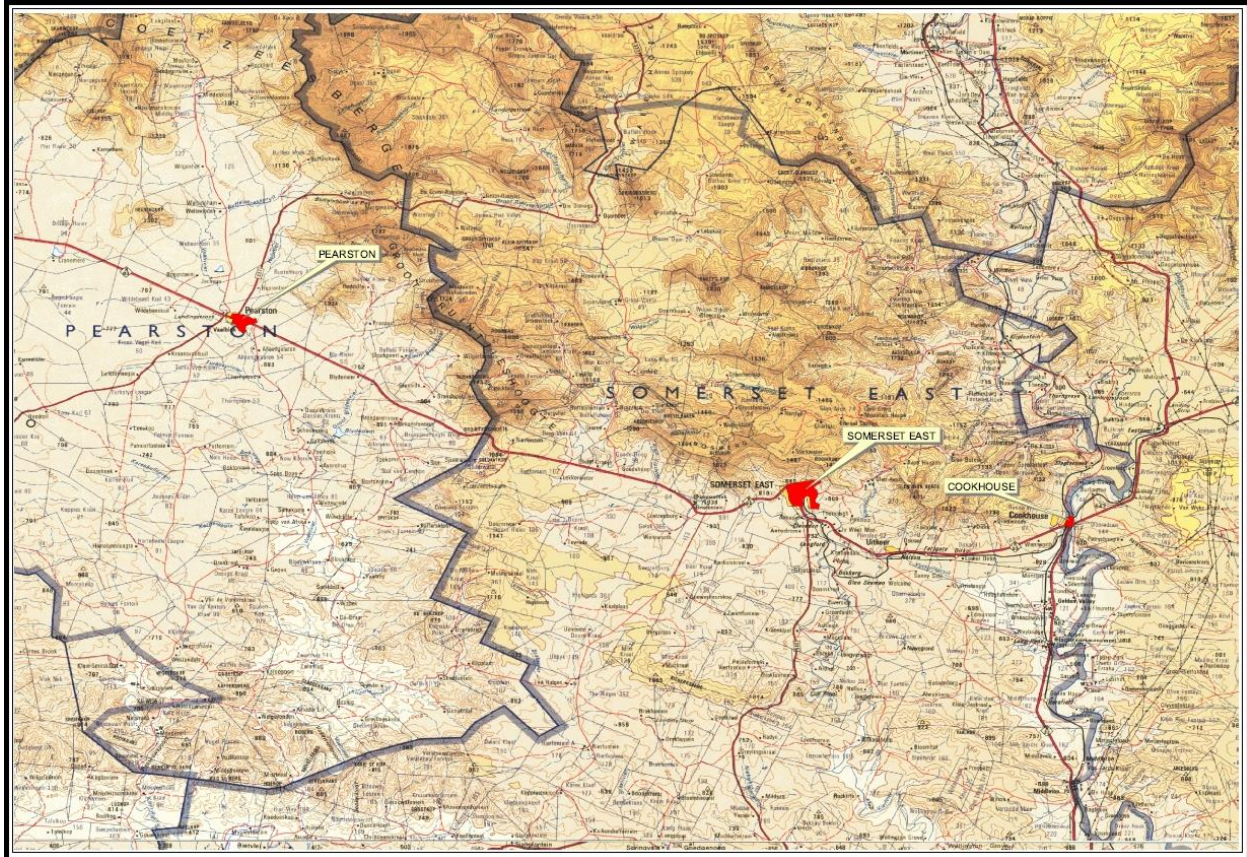
With respect to the financial profile of BCRM all the capital related water and sewerage infrastructural projects that are being implemented by the WSA to achieve the Municipalities objective of providing every consumer with water and sanitation services are mainly funded through the government MIG programme. 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.

4.17. Basic Service Delivery Mandate



The Municipality is the Water Service Authority and the Water Service Provider for the entire Blue Crane Route area.

When the new Council was elected to office in 2011, the political leadership of Municipality wanted to be extensively briefed on the status of the existing service infrastructure assets in the area. A study was commissioned to determine the status quo of the existing infrastructure used to provide basic services, which included Water, Sanitation and Roads

The scope of the investigation included a small % sample of Water & Sewer reticulation & Roads (\pm 11% gravel and \pm 18% surfaced) inspected. Approximately 25% of the sewer manholes and \pm 1,2 km Sewer CCTV inspection, sight lines pipe survey services. Visions inspection of 20 water valves and four (4) hydrants were opened and tested in the old part of Somerset East to check flow rate.

Every WTW and WWTW were inspected including all of the water and sewerage pump stations and reservoirs.

WATER INFRASTRUCTURE

The study incorporated water infrastructure like dams, canals, water treatment works (WTW), reservoirs, pump stations, boreholes and, bulk and distribution reticulation, including valves, meters and pipes.

Based on the findings, the **Water Treatment Works** are generally in a fair to good condition although the building maintenance has been neglected. The concrete structures at the WTW in Somerset East required only minor repairs. However, the **pump station** at Somerset East (Orange Fish) WTW is in need of rehabilitation. The pump station buildings are generally in a fairly poor condition due to lack of maintenance. The small brick/concrete dam/reservoir at Pearston is in need of rehabilitation. Mechanical and electrical equipment is in a fair to poor condition and needs much rehabilitation.

Fifteen (15) valves were opened in Somerset East, three (3) in Cookhouse and 2 in Pearston. Sixty six percent (66%) of the valves opened in Somerset East could not be closed and were generally in a very poor condition. *All of the* valves checked in the old (\pm 20yrs) section of Aeroville, were not functional and could not be closed, probably due to broken spindles. The maintenance of valves and hydrants have been seriously neglected. No regular air valve maintenance is done. Hydrants tested/opened in the old part of Somerset East reflected a very poor flow and pressure rate, this is possibly due to corrosion of the old CI pipes.

Many water meters were found buried under soil which is an indication that some meters have not been read over a long period of time. Meters were tested in accordance with SABS 1529-1:1994 and 27% of meters that were tested, failed. Also Blue Crane Route Municipality does not have a Meter Replacement Programme and faulty meters are replaced on an ad hoc basis. (The norm followed by the Metro (NMBM) was to replace used meters every ten years). Fifteen water meters were replaced in Somerset East.

The mechanical and electrical **equipment** was found to be in a fair state in Somerset East to good in Cookhouse.

The overall condition of the **reservoirs** was reportedly, fair to good. The improvement of security fencing accounts for approximately 50% of the backlog. The concrete structures showed no signs of

Alkali Aggregate Reaction and only nominal corrosion of reinforcing in the structures. The bulk of remedial work required, is due to poor maintenance.

The most important water status quo findings are summarized below including the current replacement cost of infrastructure assets;

WATER	NO / LENGTH / CAPACITY	CURRENT REPLACEMENT COSTS	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Dams (Earth)	4	Dams (Earth)	13,040	-	1,450	14,490
Canal	3	Canal	0,875	-	-	0,875
WTW	3	WTW	7,428	-	4,280	11,708
Reservoirs	13 & 11,5Ml m ³	Reservoirs	14,700	5,620	5,300	25,620
Water Pump Stations & Boreholes	16	Water Pump Stations & Boreholes	2,090	0,550	0,812	3,452
Pipelines	149,5km	Bulk supply & Reticulation Pipelines	32,731	8,242	8,980	49,953
		TOTAL	R70,864	R14,412	R20,822	R106,098

The routine maintenance backlog costs for water infrastructure assets are reflected hereunder;

WATER	NO / LENGTH / CAPACITY	Water: routine maintenance Backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Dams (Earth)	4	Earth Dams	0,033	-	0,004	0,037
Canal	3	Canals	0,018	-	-	0,018
WTW	3	Water Treatment Works	0,222	-	0,042	0,264

Reservoirs	13 & 11,5MI m ³	Reservoirs	0,986	0,457	0,051	1,494
Water Pump Stations & Boreholes	16	Water Pump Stations & Boreholes	0,396	0,115	0,043	0,554
Pipelines	149,5km	Bulk supply & Reticulation Pipelines	1,530	0,320	0,219	2,069
		TOTAL	R3,185	R0,892	R0,359	R4,436

WATER	NO / LENGTH / CAPACITY	Water: Rehabilitation backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Pipelines	149,5km	Bulk supply & Reticulation Pipelines				3,545
Valves		Valves				0,134
		TOTAL				R3,679

Service Components	Remedial Cost Backlog (R million)			Total
	Somerset East R,000	Pearston R,000	Cookhouse R,000	
Water	6,864	0,892	0,359	8,115
TOTAL REMEDIAL COST	R24,415	R2,793	R3.181	R30,389

Percentage Remedial Work / Town	80,3%	9,2%	10,5%	100%
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SANITATION INFRASTRUCTURE

The study incorporated wastewater treatment works, pump stations and sewer reticulation, including manholes.

The Somerset East and Cookhouse **WWTW** are in a poor state of repair and is not coping with the inflow, which is resulting in pollution. The buildings at the Somerset East WWTW is in a poor condition and needs to be refurbished. Electrical and mechanical equipment is in a very poor condition and lastly H&S matters are neglected.

The condition of **sewage pump stations** has been refurbished accept the Boshriver station. The Pearston station, is still virtually new. The Boshrivier Pump Station in Somerset East is in the worst condition and needs to be rehabilitated. The remaining three pump stations in Somerset East and the one in Cookhouse are in a fair condition.

Sewers and Manholes

Many **manhole** covers are missing which poses a safety risk that must be addressed urgently. The **sewers** in the old part and central area of Somerset East are very dirty and a programme should be developed for these sewers to be dredged / cleaned. CCTV inspections were undertaken in respect of 1,2 km (total length) at 25 different sections. However, sewers were often found to be bogged down in sludge making it impossible for the camera to get access at 13 mhs

It was also found that the old clay pipes were causing many problems because of root intrusion. The SE Bulk outfall sewer line is presently under refurbishment and will serve the town satisfactory for the next 25 years.

The most important sanitation status quo findings are summarized below including the current replacement cost of infrastructure assets;

SEWERAGE	NO / LENGTH / CAPACITY	CURRENT REPLACEMENT COSTS	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
WWTW	30	WWTW	7,217	1,448	1,926	10,591
Pump Stations	6	Pump Stations	2,626	0,735	1,513	4,874
Sewers	112,7km	Bulk & Reticulation Sewers	54,864	12,761	10,779	78,404
		TOTAL	R64,707	R14,944	R14,218	R93,869

SEWERAGE	NO / LENGTH / CAPACITY	Sewerage : routine maintenance Backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
WWTW	30	Wastewater Treatment Works	1,043	0,046	0,387	1,476
Pump Stations	6	Pump Stations	0,116	0,015	0,030	0,161
Sewers	112,7km	Bulk & Reticulation Sewers	0,486	0,119	0,121	0,726
		TOTAL	1,645	0,180	0,538	2,363

SEWERAGE	NO / LENGTH / CAPACITY	Sewerage: Rehabilitation backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
WWTW	30					
Pump	6					

Stations						
Sewers	112,7km	Sewers (Relining of ± 7,7km clay sewers)				8,461
		TOTAL				8,461

Service Components	Remedial Cost Backlog (R million)			Total
	Somerset East R,000	Pearston R,000	Cookhouse R,000	
Sewerage	10,106	0,180	0,538	10,824
TOTAL REMEDIAL COST	24,415	2,793	3,181	30,389
Percentage Remedial Work / Town	80,3%	9,2%	10,5%	100%

ROADS AND STORMWATER

Surfaced and unsurfaced / gravel roads were included in this exercise. The assessment of the **surfaced roads** was based on an overall sample of **18,6 %** of the total road length with 0,98 km assessed in Pearston, 5,37 km in Somerset East and 2,33 km in Cookhouse. The **Unsurfaced roads** assessment was based on an overall sample of **11,9 %** of the total road length with 3,04 km assessed in Pearston, 4,56 km in Somerset East and 2,05 km in Cookhouse.

ROADS	NO / LENGTH / CAPACITY	CURRENT REPLACEMENT COSTS	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Surfaced	46,6 km	Surfaced	75,937	5,192	11,119	92,248
Unsurfaced	80,7 km	Unsurfaced	19,020	13,554	7,809	40,383
		TOTAL	R94,957	R18,746	R18,928	R132,631

ROADS	NO / LENGTH / CAPACITY	Roads : Routine Maintenance Backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Surfaced	46,6 km	Surfaced	1,554	0,118	0,250	1,922
Unsurfaced	80,7 km	Unsurfaced	0,227	0,155	0,091	0,473
		TOTAL	R1,781	R0,273	R0,341	R2,395

ROADS	NO / LENGTH / CAPACITY	Roads: Rehabilitation backlog	Somerset East R,000	Pearston R,000	Cookhouse R,000	Total R,000
Surfaced	46,6 km	Surfaced Roads				6,781
Unsurfaced	80,7 km	Unsurfaced Roads				2,274
		TOTAL				R9,055

Service Components	Remedial Cost Backlog (R million)			Total
	Somerset East R,000	Pearston R,000	Cookhouse R,000	
Roads and Stormwater	7,445	1,721	2,284	11,450
TOTAL REMEDIAL COST	R24,415	R2,793	R3.181	R30,389
Percentage Remedial Work / Town	80,3%	9,2%	10,5%	100%

Maintenance Backlog comprises of routine maintenance backlog (RMB), rehabilitation backlog and replacement backlog

Maintenance comprise three elements namely routine maintenance, rehabilitation and refurbishment, and lastly replacement. Combined all three elements account for the remedial work to keep infrastructure functional to sustain a service

Service Components	Remedial Cost Backlog (R million)			Total
	Somerset East R,000	Pearston R,000	Cookhouse R,000	
Water	6,864	0,892	0,359	8,115
Sewerage	10,106	0,180	0,538	10,824
Roads and Stormwater	7,445	1,721	2,284	11,450
TOTAL REMEDIAL COST	24,415	2,793	3.181	30,389
Percentage Remedial Work / Town	80,3%	9,2%	10,5%	100%

Proposed Annual Maintenance Budget vs. Historic Average Budget

SERVICE	HISTORIC AVERAGE	PORPOSED BUDGET	SHORTFALL (AMOUNT)	Shortfall / Gap (%)
Water Infrastructure	R155 000	R1 292 000	R1 137 000	88,0%
Sewerage Infrastructure	R69 000	R543 000	R474 000	87,3%
Roads and Stormwater	R130 000	R2 393 000	2 263 000	94,6%
Total	R354 000	R4 228 000	R3 874 000	91,6%

CHAPTER 5: 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.

The function of performance management 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

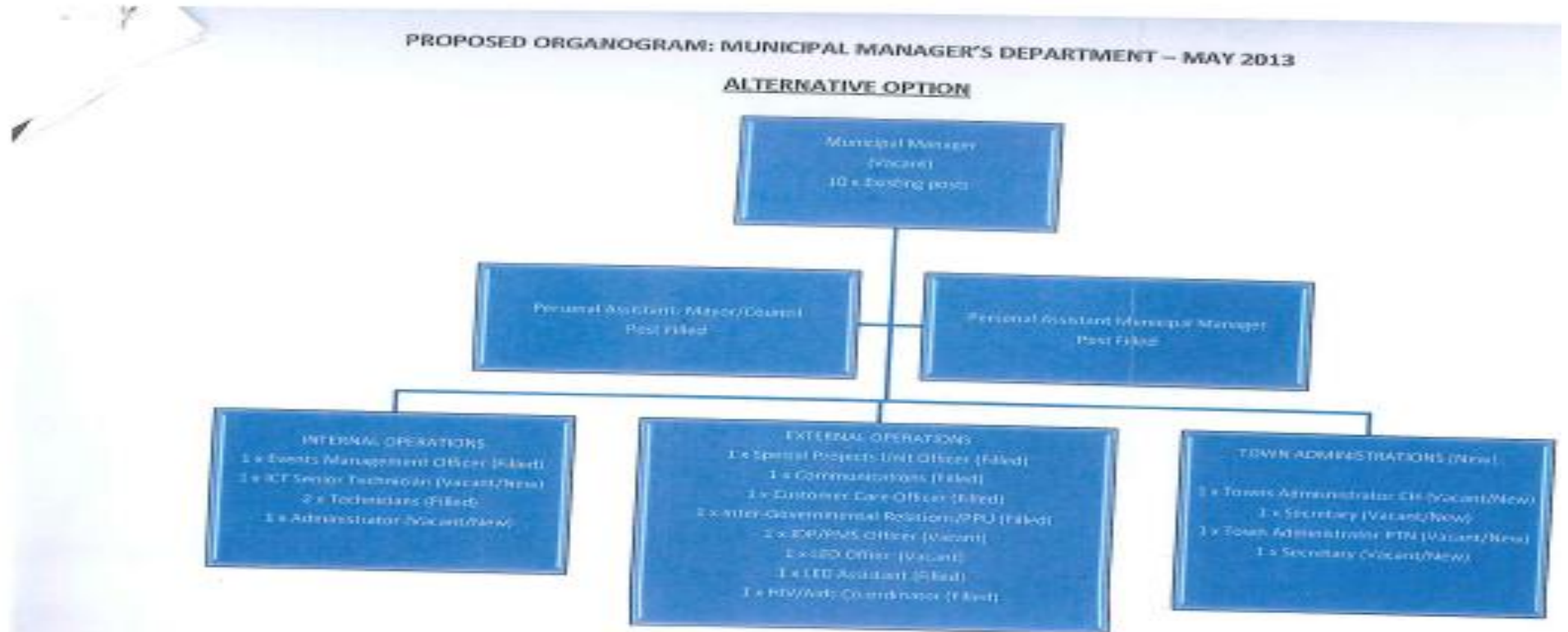
Once approved, the IDP is aligned with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. 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.

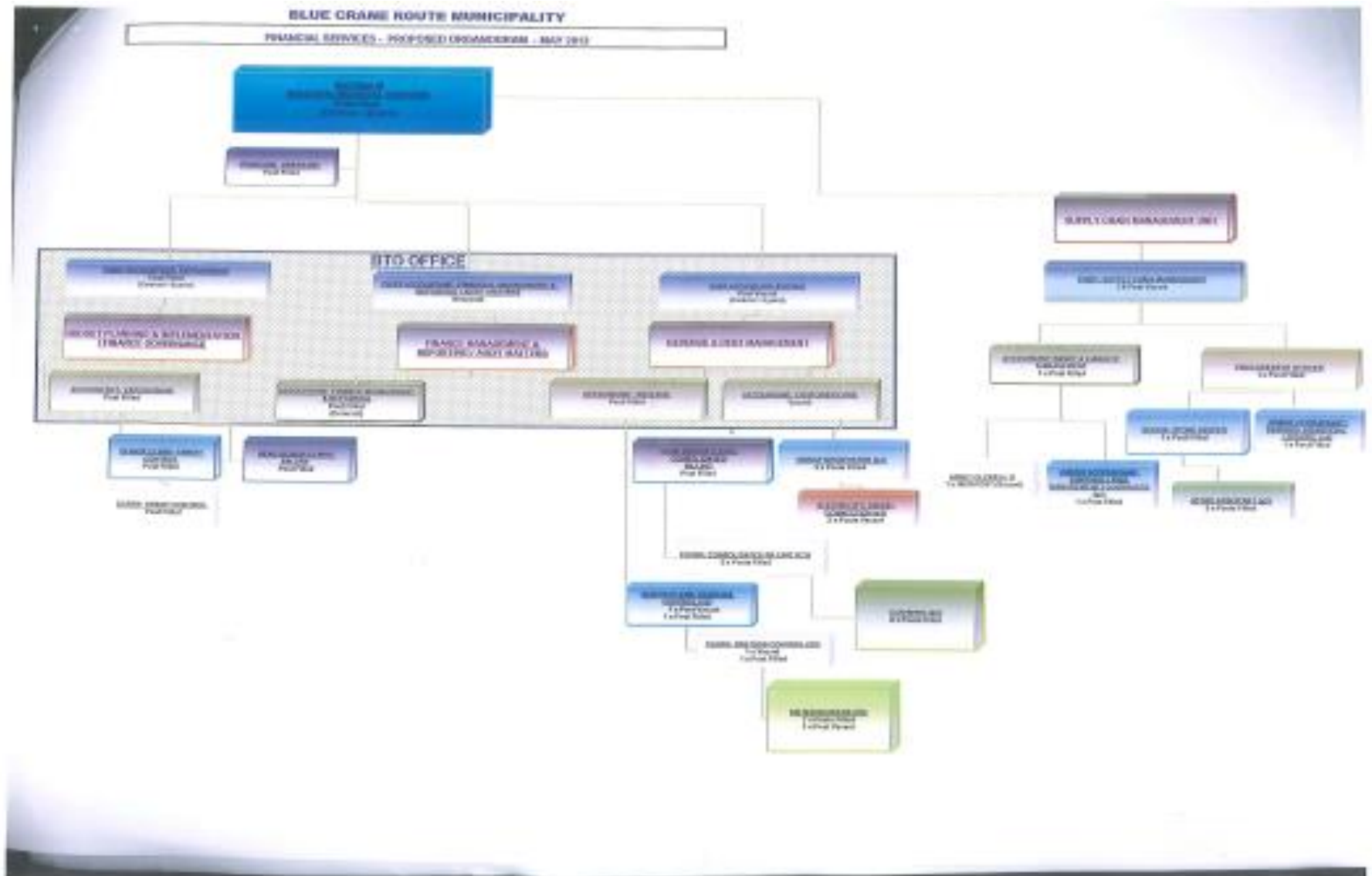
The municipality's PMS needs to be relooked at. The municipality plans to cascade performance management and review to all levels. The main challenge is that the institution does not have skilled and experienced human resource capacity to manage the PMS. The municipality will develop a PMS system supported by the CDM.

ANNEXURE 1 : BLUE CRANE ROUTE MUNICIPALITY ORGANOGRAM

Office of Municipal Manager

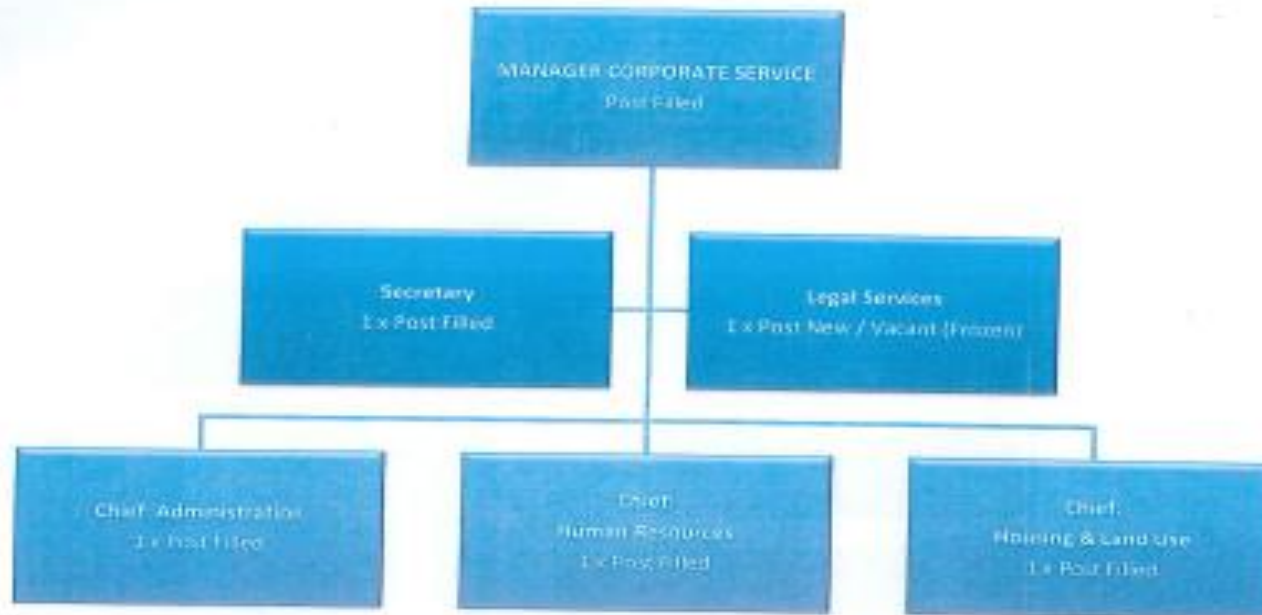


Office of Financial Services



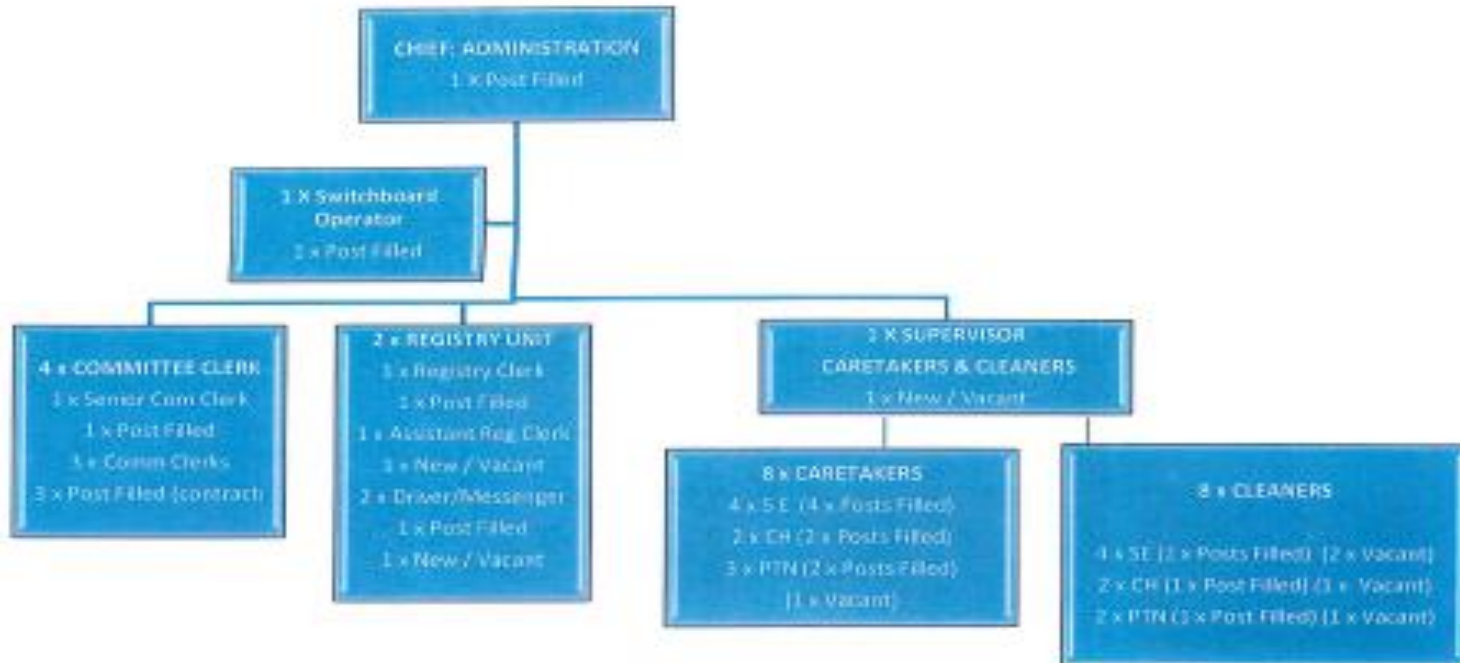
Office of Corporate Services

PROPOSED ORGANOGRAM: CORPORATE SERVICE DEPARTMENT – MAY 2013



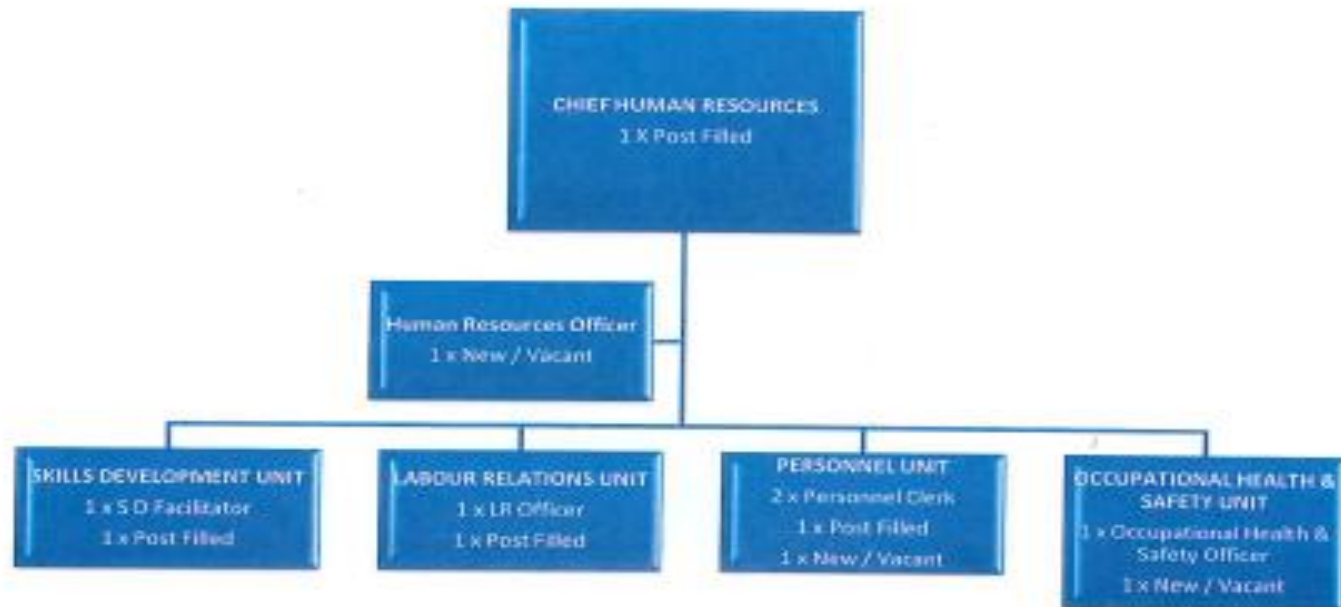
PROPOSED ORGANOGRAM: CORPORATE SERVICE DEPARTMENT – MAY 2013

ADMINISTRATION SECTION



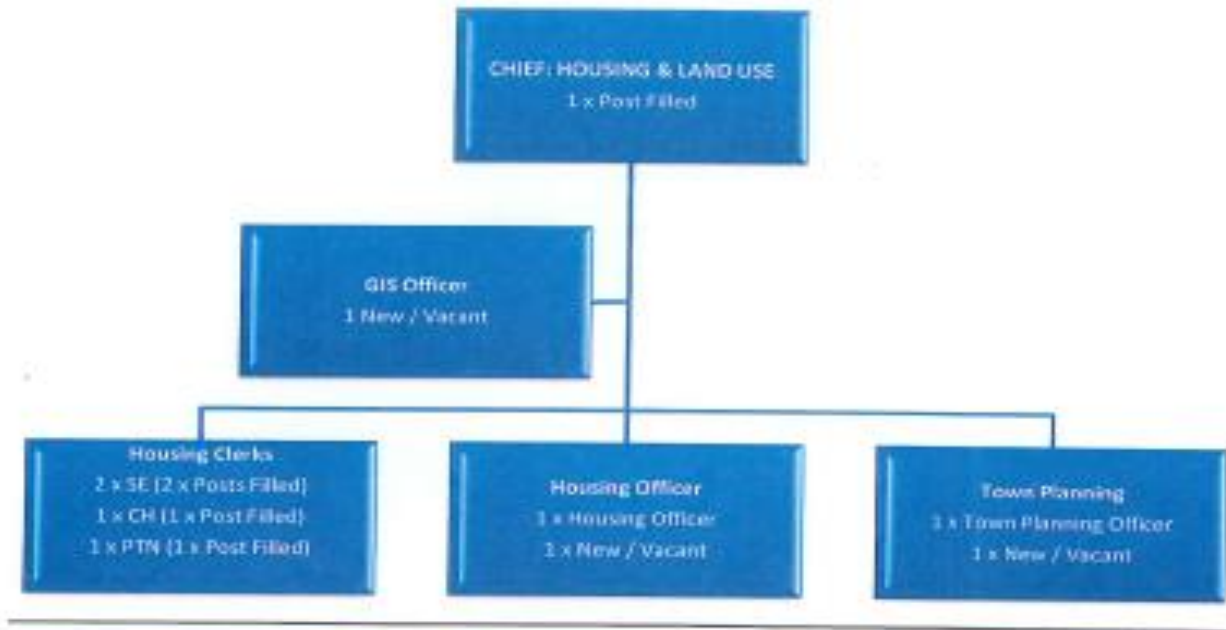
PROPOSED ORGANOGRAM: CORPORATE SERVICE DEPARTMENT – MAY 2013

HUMAN RESOURCES SECTION



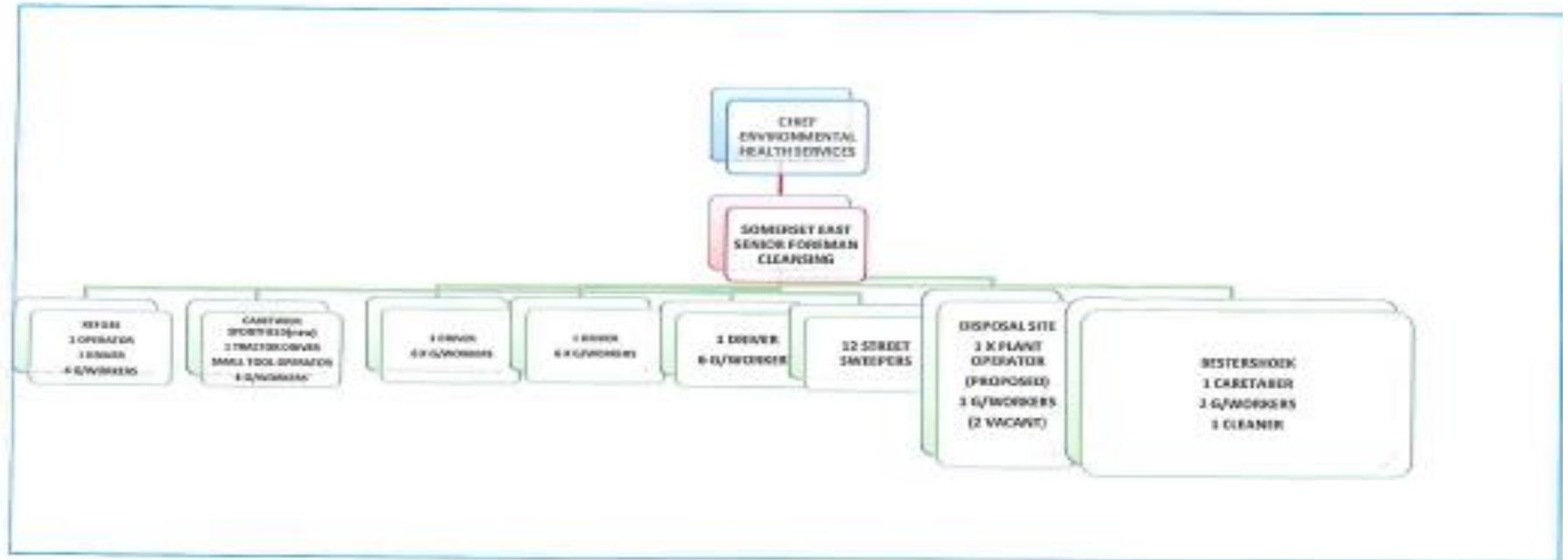
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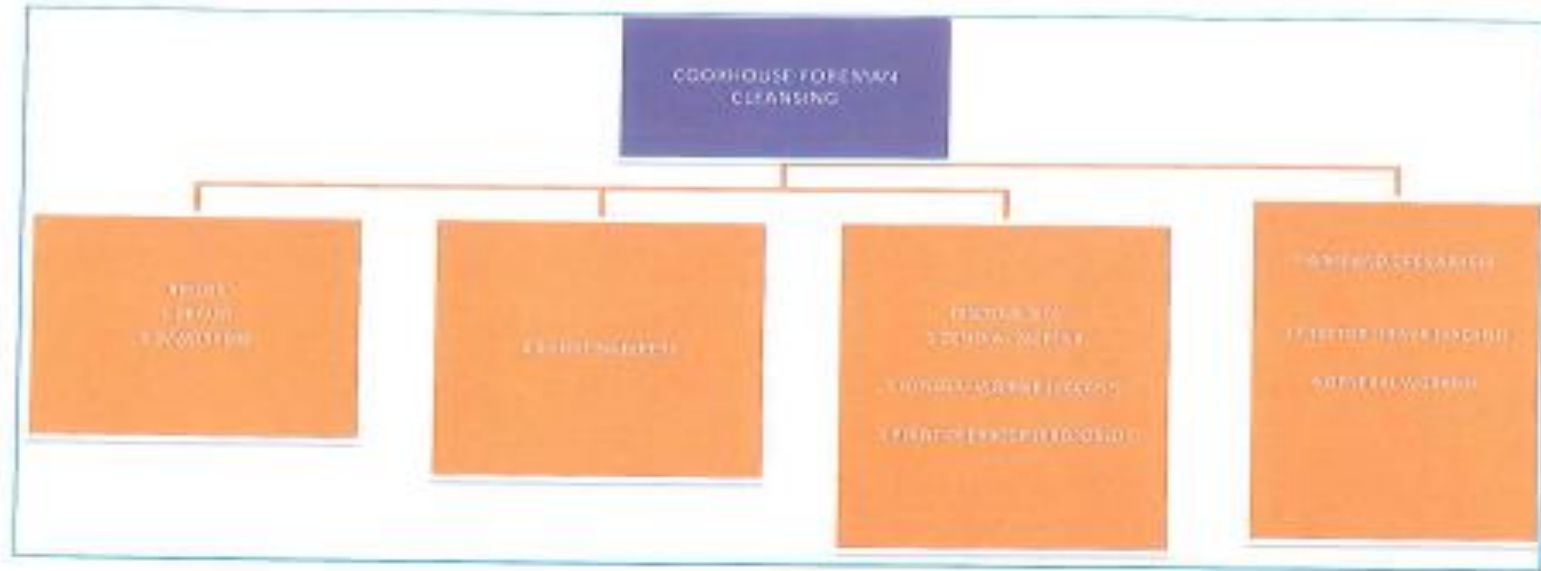
HOUSING AND LAND USE

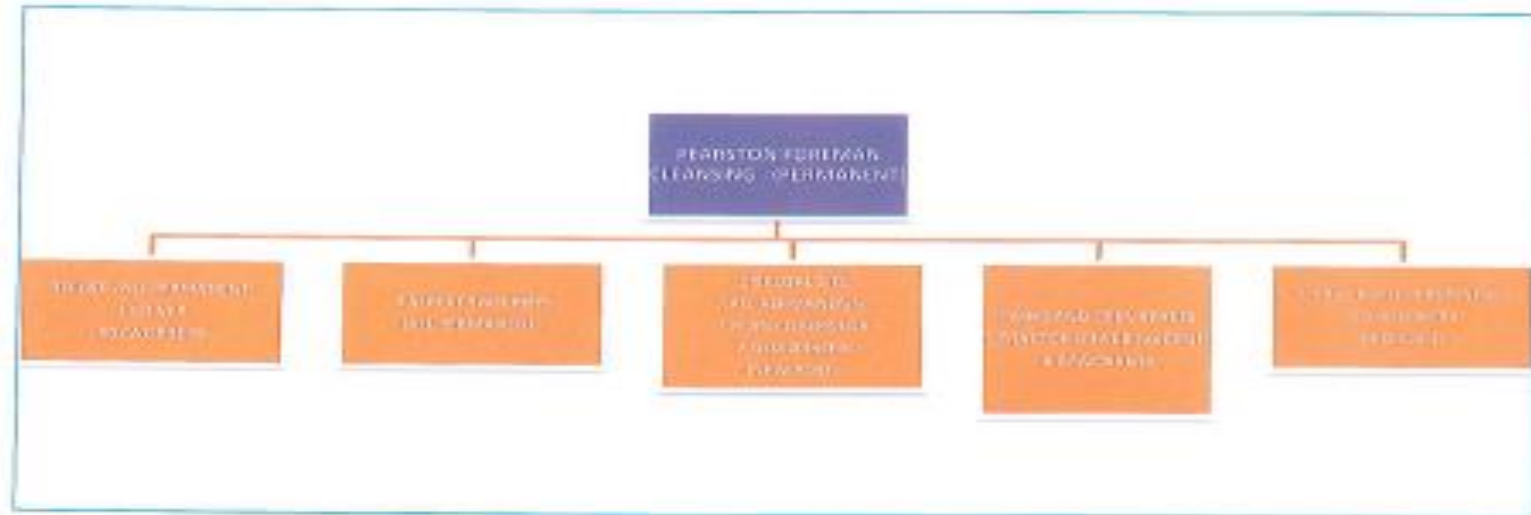


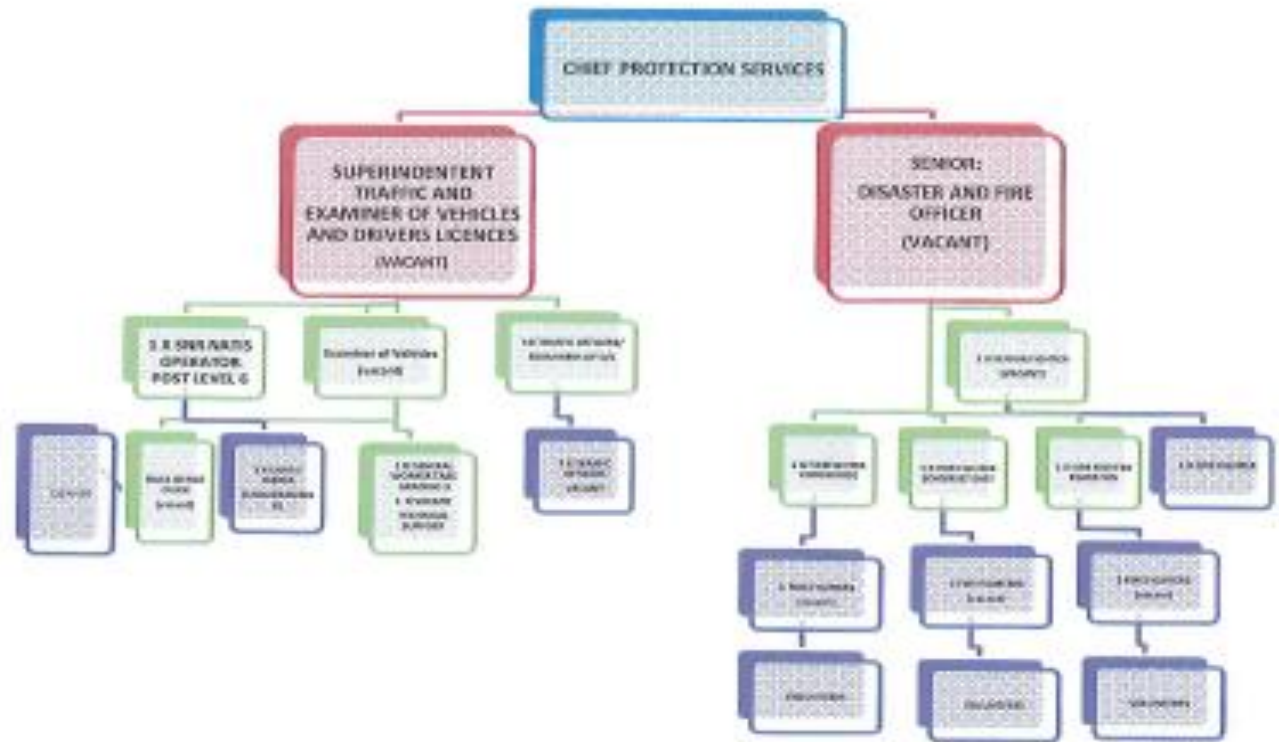
Office of Community Services

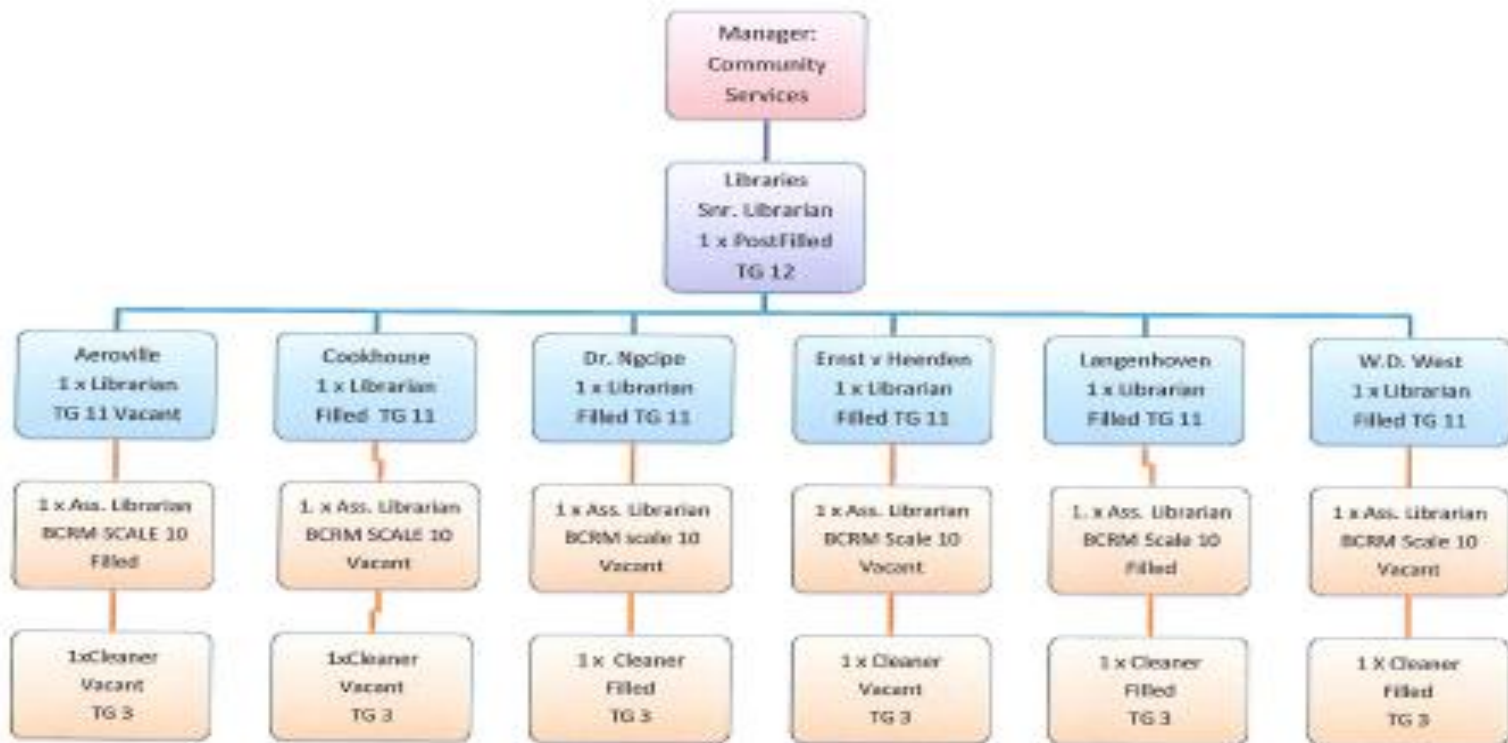




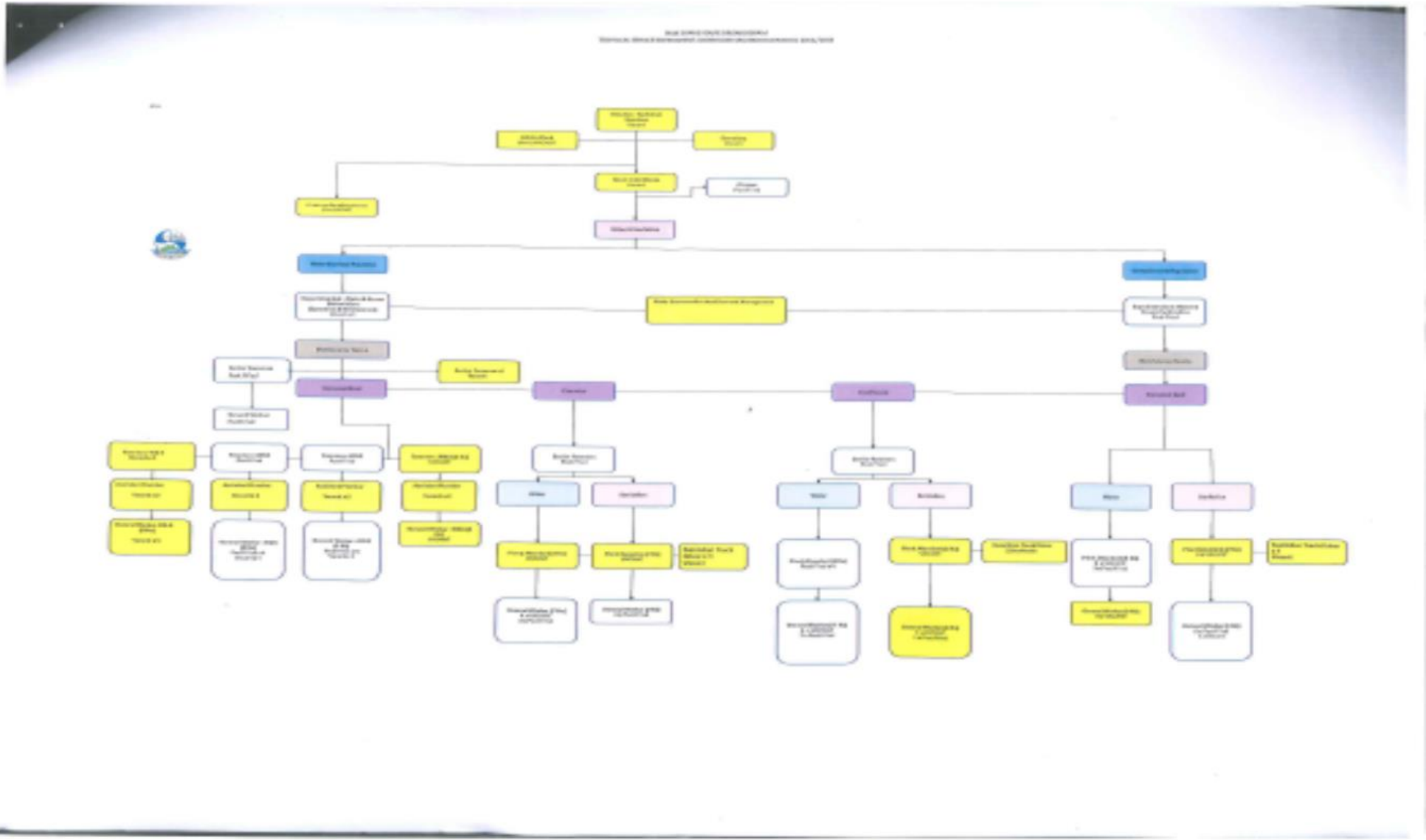






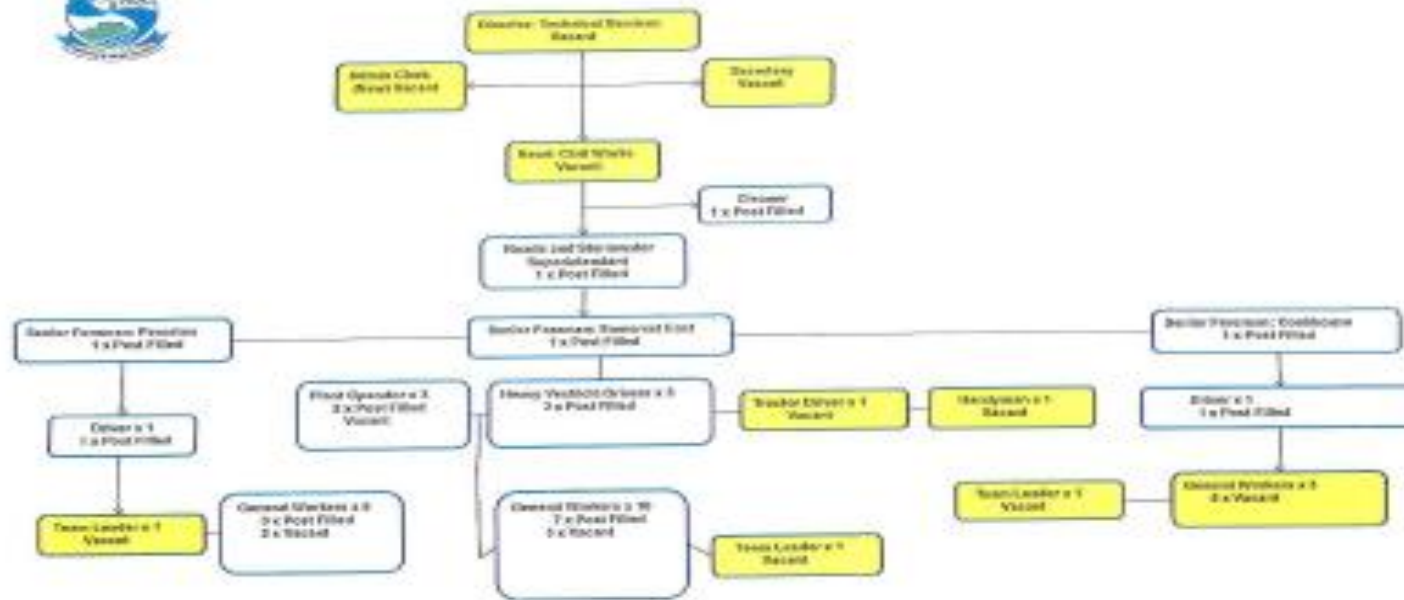


Office of Technical Services

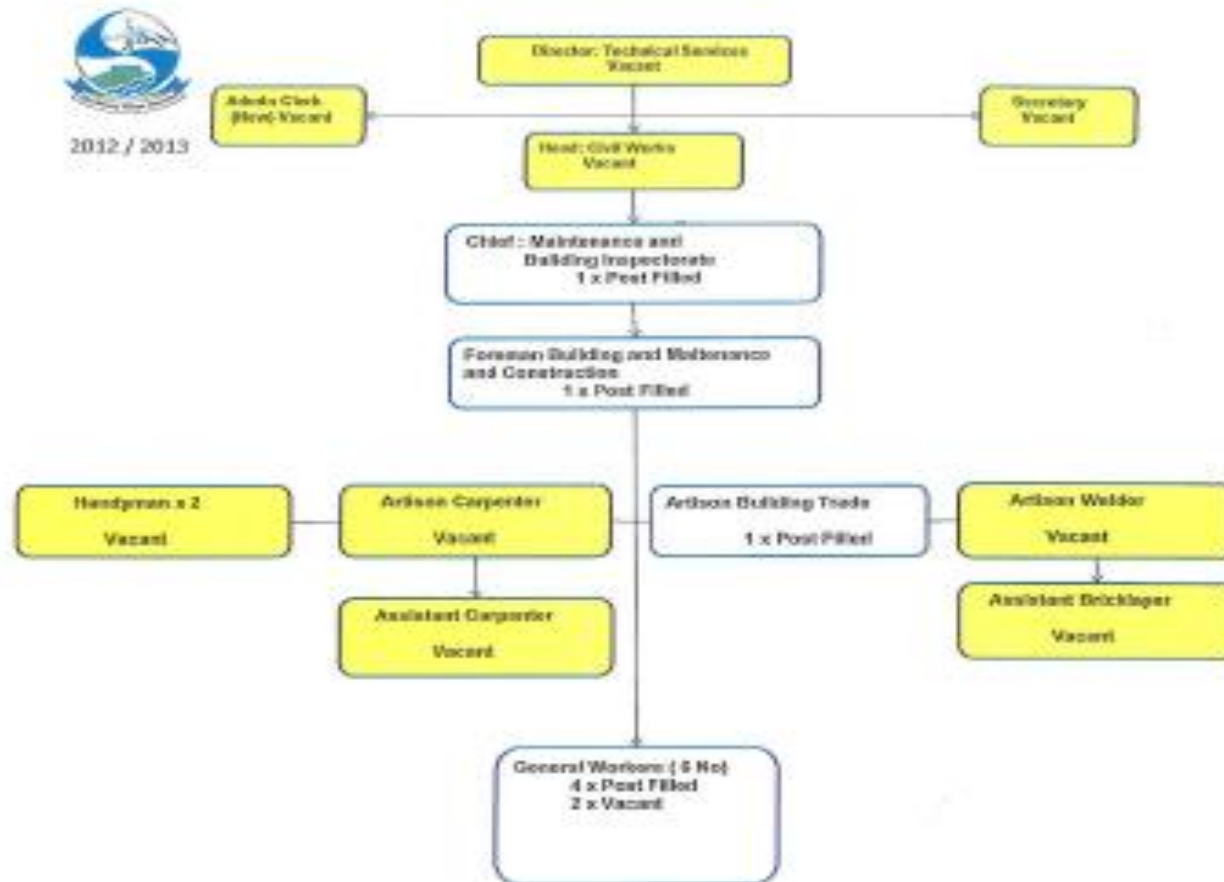




BLUE CRANE ROUTE IRRIGATION
TECHNICAL SERVICE DEPARTMENT: ROADS AND STORMWATER DIVISION: 2002 / 2003

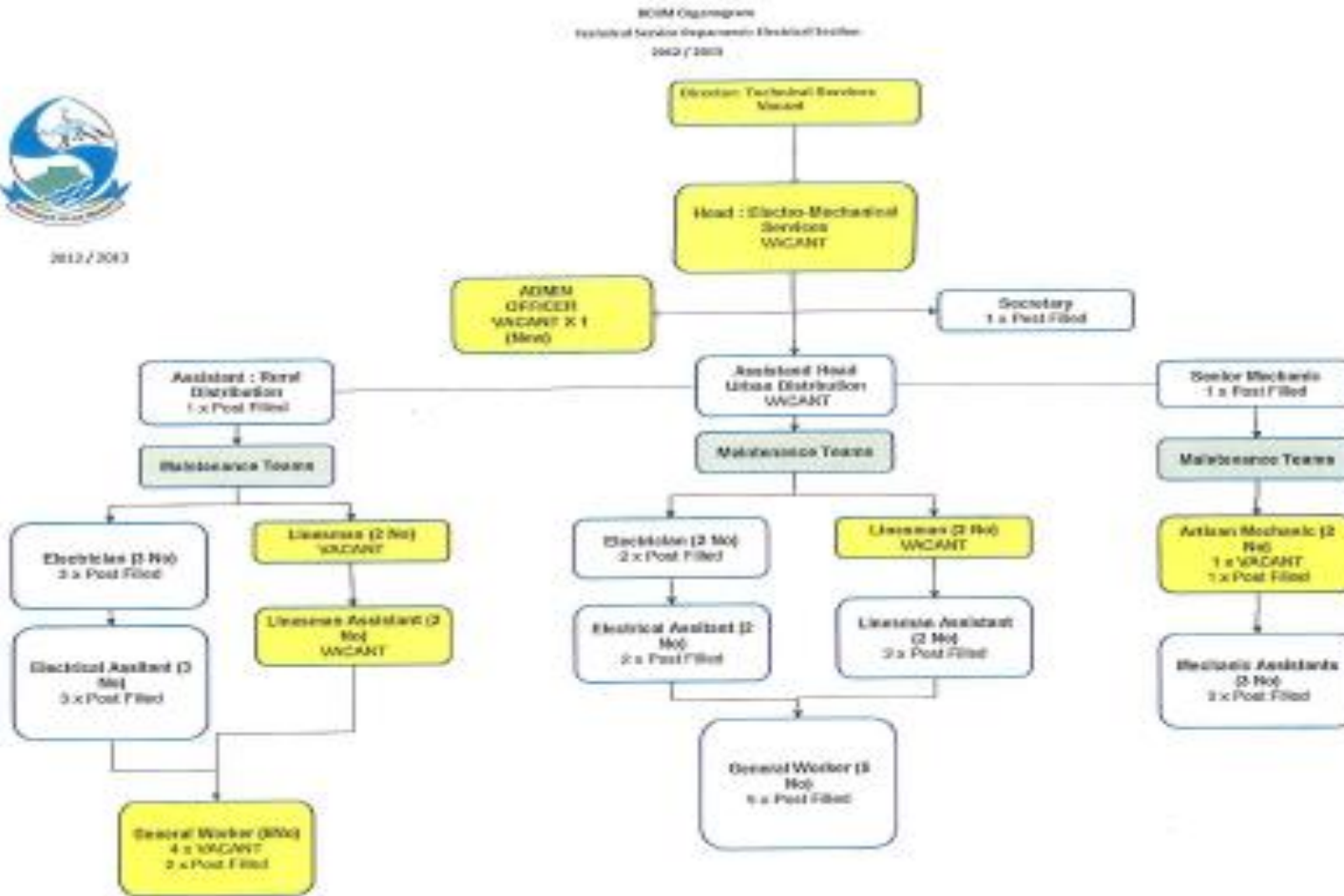


BLUE CRANE ROUTE ORGANIGRAM
TECHNICAL SERVICE DEPARTMENT: BUILDING CONTROL AND MAINTENANCE DIVISION: 2012 / 2013





2012/2013

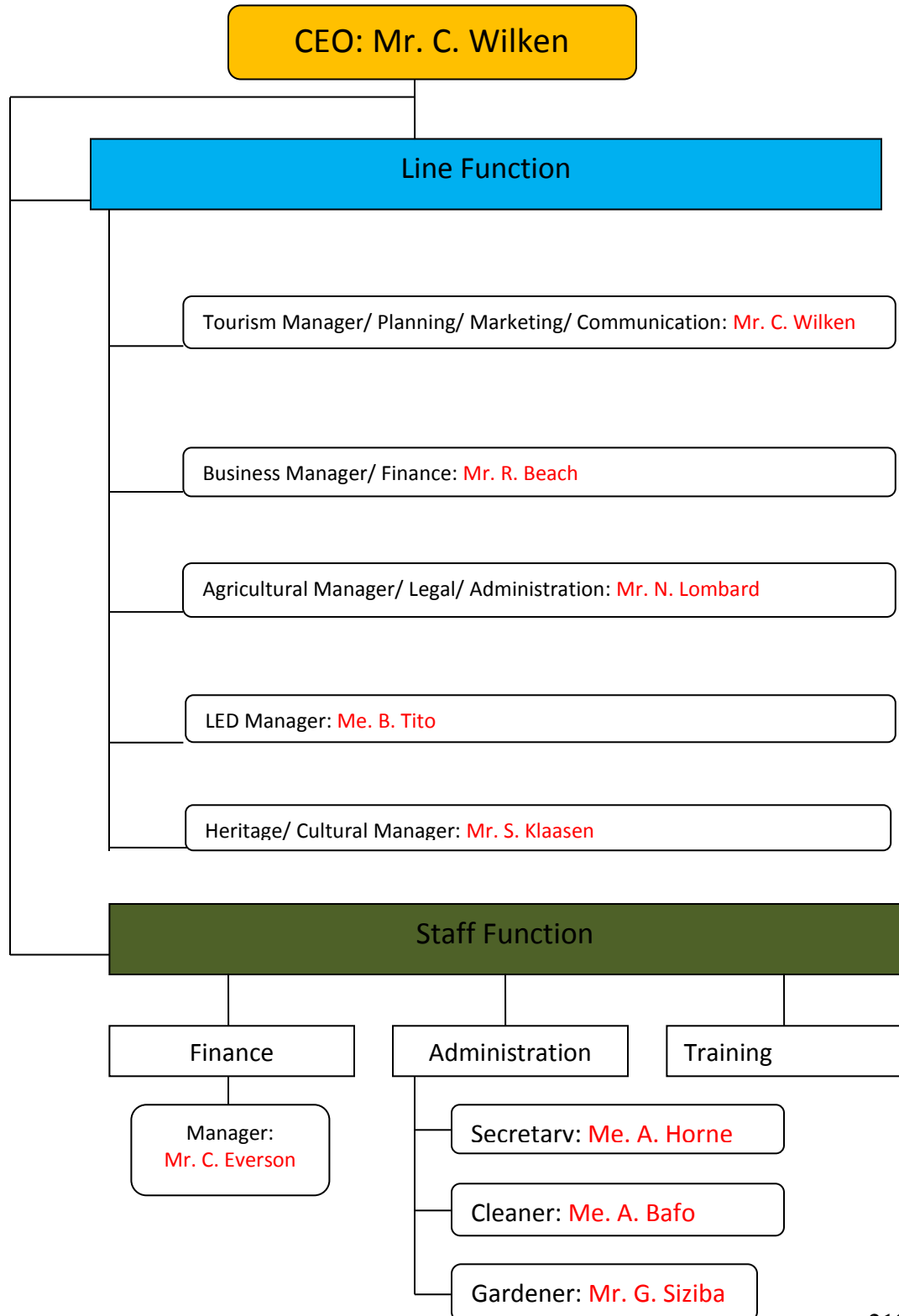




BLUE CRANE ROUTE ORGANIGRAM
TECHNICAL SERVICES DEPARTMENT: PMU DIVISION 2012 / 2013



Office of Entity (Blue Crane Development Agency)



ANNEXURE 2: PUBLIC PARTICIPATION PROCESS

Community Needs that were raised during Consultative meetings (2013/14 IDP Review process)

One of the main features about the planning process undertaken by the Blue Crane Route Municipality is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties ensures that the IDP addresses the real issues that are experienced by the citizens of a municipality. To further strengthen community engagement the Municipality has established 6 functional Ward Committees. In collaboration with the Ward Councillors, Ward Committee Members, and CDWs, the following issues were identified:

Ward 1: Councillor NG Mjkelo

No.	Scope of Project	Issues and Action Plan
01.	Sewer Pipeline – Phase 3	Project added to IDP list for planning
02.	Bursaries to Further Studies	There is a Dr Craig Bursary Trust Fund but there are only limited funds available. BCRM in process of establishing Educational Trust Fund
03.	Transfer of Land from Transnet	Application has been done
04.	Rectification of vandalised houses	There are three (3) vandalised houses in Newtown that needs to be rectified
05.	Cemeteries	Project Added to IDP, challenges with land availability
06.	Disaster Centre	A decision has been taken that it will be built in Ward 2
07.	Swimming Pool	Project added to IDP list for planning
08.	Tree Felling	Felling of problematic trees in progress
09.	Bulk Water Supply	Phase 1 construction in progress, phase 2 approved by MIG
10.	Land Audit	Rezoning for purpose of residential zoning
11.	Ablution Facilities	Upgrading of ablution facilities at the Bus and Truck stop area. Project on Budget.
12.	Streetlights need upgrading	Budget for streetlights on both Operating and Capital Budgets.
13.	Sewer Connections – Septic Tanks	Costing completed, Funding to be identified
14.	Proclamation of Streets	Project in progress
15.	Fencing of WWTW	Project in progress
16.	Housing	Housing needs being provided to Department of Human Settlements
17.	Multi-purpose centre in Newtown	Project to be costed and funding application to be submitted to MIG
18.	Unit Manager in Cookhouse	Included in organogram, budget to be made available
19.	Waste Management	The refuse site requires fencing, a caretaker and

		upgrading. Department to develop implementation plan.
20.	Needs Register	Project in progress
21.	Informal Housing	Housing needs being provided to Department of Human Settlements
22.	Housing (Land availability)	Housing needs being provided to Department of Human Settlements
23.	Roads Network	Implementation plan of paving of gravel roads to be developed.
24.	Recycle Program	Private developer identified by BCDA to assist with recycling efforts.
25.	Parks	Park to be developed through MIG Budget in 2013/14
26.	Bucket system eradication	Buckets being eradicated as housing delivery occurs
27.	Rural Road Maintenance	We have budgeted for a New Grader to assist with the demand of levelling of gravel roads. Department to consider request and develop an implementation plan.
28.	Electricity Master plan	Project will be implemented based on recommendations by appointed service provider
29.	Electricity (Alternative Energy)	Wind farm projects in planning phases, construction to commence in 2016
30.	BCDA Link with CSDCF on Cookhouse Filling Station	Project still in planning and consultation phase.

Ward 2: RM Bradfield

No.	Scope	Issues
31.	Aeroville Housing Project	Project currently in final stages of completion
32.	Shopping Mall	Project is on IDP, construction to commence July 2013 and scheduled for completion in July 2014
33.	Ward Committee & Meetings	Ward committee system to be improved overall
34.	Upgrading of Sport Facilities	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.
35.	Multi-purpose Centre	Project in Progress, construction to commence
36.	Disabled people	Project to be added to IDP for investigation.
37.	Paving project	Implementation plan of paving of gravel roads to be developed.
38.	Upgrading of park	Project has been budgeted for, upgrading to commence June / July 2013
39.	Streets in Town require upgrading	Project to be added to IDP and investigated further
40.	Build Speed humps while doing paving	Project to be added to IDP and investigated further
41.	Storm water control	Storm water is a problem and no separate funding is available. Currently being addressed while paving.
42.	Taxi shelter on R63 at Aeroville	Project to be added to IDP and forwarded to the

	turnoff towards Cookhouse	relevant Government department
43.	Satellite Police Station	Project to be added to IDP and forwarded to the relevant Government department
44.	Upgrade pavements in town	Project to be added to IDP and investigated further
45.	Designated sites for refuse	Fencing, Management, Road to actual dumping site. 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
46.	Ablution facilities	Implementation plan to be reviewed
47.	Burnt & Abandoned houses	Project currently in progress
48.	Housing	Housing needs being provided to Department of Human Settlements
49.	Tree Felling	Project currently in progress
50.	Rural Road Maintenance	We have budgeted for a New Grader to assist with the demand of levelling of gravel roads. Department to consider request and develop an implementation plan.

Ward 3: NP Yantolo

No.	Scope	Issues
51.	Filling of vacant posts	In the process of finalisation of the organogram - All Management posts to be filled before 30 June 2013
52.	LED Committee	This is still under investigation for implementation.
53.	Sports field – Astro Turf being damaged	Awaiting the finalisation of the organogram - Caretakers; Contractor appointed to install new concrete palisade fencing.
54.	Streetlights – No implementation	Audit of Hot-Spot complete, identifying areas complete, implementation still outstanding
55.	Toilet leaks – when is phase 2 going to start	Phase 2 study complete, awaiting funding approval from DWA. Project to start July 2013.
56.	Tree Felling – some trees still not cut	In the progress of outsourcing the project - New procurement being finalised.
57.	Align planning, evaluation and monitoring	SDBIP is the monitoring tool for this. Process will improve once all managers are in place.
58.	Office Equipment – Ward Councillors	Budgeted for in both years 2012/13 and 2013/14: Needs analysis underway, then procurement & implementation.
59.	Cemeteries	No graveyard upgrading or development is going to take place until the Environmental Management Plan (EMP) is developed. EMP is near completion, strategic plan to follow.
60.	Quality of Water – water treatment should be prioritised	Budget was available for water equipment, staff needs to be trained and monitored.
61.	Sewer Reticulation	The installation of the new Bulk Sewer line to reduce the pressure on the existing sewer lines.

62.	Rectification of Houses	Waiting for temporary structures and signing of the contract between the Province and the Contractor
63.	Shopping Mall – not on list	This is only year 1, other projects are still in IDP and outer years of budget. Shopping Mall will start with construction later this year and be completed by July 2014
64.	Community Hall – not on list	This is only year 1, other projects are still in IDP and out years of budget. Hall is in IDP and must still be costed for MIG Allocation / Budgeting.
65.	New Brighton Houses	Application submitted to DoHS - Battling for years to get Rectification funds
66.	Dumping Sites	Educate community not to dump; Refuse containers provided for in budget.
67.	Dangerous Electrical lines – exposed live wires	Electricity Department to address dangerous situations.
68.	Street poles and names – poor quality product	Currently being addressed by trying to source improved projects.
69.	Levelling of gravel roads	We have budgeted for a New Grader to assist with the demand of levelling of gravel roads. Department to consider request and develop an implementation plan.
70.	Burnt and Abandoned houses	Temporary houses in Izinyoka
71.	Informal Housing	Rectification of houses in New Brighton and Mnandi
72.	Parks	Need parks, monitoring and manage parks, Budget available end 2013/14 and 2014/15
73.	Sports facilities	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.
74.	Roads Network	Implementation plan of paving of gravel roads to be developed.

Ward 4: MK Mali

No.	Scope	Issues
75.	Rectification in Millennium Park	Housing needs being provided to Department of Human Settlements
76.	Short notice of public meetings	Proper communication of meetings will be done, BCRM bought loudhailers in April 2013
77.	Ward Committee	Ward committee system to be improved overall
78.	Filling of Vacant Posts	In the process of finalisation of the organogram - All Management posts to be filled before 30 June 2013
79.	Multi-purpose centre in Millennium Park	Part of IDP project listing. Needs to be costed for MIG approval / Budgeting
80.	Allocation of funds – More money allocated to other towns	Plans to introduce ward-based budgets with proper implementation plans being introduced. Too many generic project descriptions with no indication of where funds will be spent.

81.	Ablution Facilities	Currently being built at the Park; additional needs to be assessed.
82.	Potholes	In progress – on-going implementation
83.	Speed humps	In progress – on-going implementation
84.	Poor condition of RDP houses	Housing needs being provided to Department of Human Settlements
85.	Unoccupied houses in Millennium Park	Audit of all unoccupied houses within BCRM
86.	Vaalblok not on map	Currently being surveyed
87.	Taxi Rank shelter	Project to be added to IDP and forwarded to the relevant Government department
88.	Rainwater harvesting tanks – outstanding houses	Focusing on the basis of indigent people, but still under investigation, trying to secure more funding from DWA
89.	Septic Tanks	Part of list of IDP Projects – requires investigation and costing
90.	Streetlights	Audit of Hot-Spot complete, identifying areas complete, implementation still outstanding
91.	Upgrading of Bridges: Khanyiso	To be assessed and report back on project requirements. Currently lobbying for funding.
92.	Town & Nelsig connecting bridge	To be assessed and report back on project requirements. Currently lobbying for funding.
93.	Effective Water treatment	Currently Chlorinators being installed at reservoirs under WCWDM (DWA) Grant. Request for treatment plant to be assessed.
94.	Electricity Network: Problems during storms	Investigation and funding. Currently we need to clear objects interfering with lines.
95.	Upgrading of Access Road to Nelsig and Khanyiso	To be assessed and report back on project requirements
96.	Storm water Draining	Storm water is a problem and no separate funding is available. Currently being addressed while paving.
97.	Community Works Projects	Application for funding to be submitted to CoGTA - municipality to assist.
98.	Upgrading of Streets	Part of the paving programme
99.	Sports facilities	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.
100.	Water Gravitation from Canal	Supplying of Water be upgraded
101.	Replacement of Asbestos Roofs in Nelsig	All asbestos roofs needs to be replaced immediately as it is a health risk to the community. Funding applications to be submitted.
102.	Revitalisation of Small Towns	All sidewalks within the towns need to be upgraded. Project added to IDP
103.	Geyser projects	Project being managed by BCDA.
104.	Dumping Site – Alternative site	Identification of legal Waste disposal sites
105.	Banking Services	As the nearest bank is 50km from Pearston and most of the community are pensioners it is of vital

		importance that it be considered to erect a permanent bank or mobile bank
106.	Swimming Pool	The community need the facility. Project to be assessed.
107.	Recycling	The project has been given to BCDA to develop with private company
108.	Deal with RDP Houses that have been converted into business	This matter must be addressed immediately as most of the houses that is involved do have a 99 year leasehold in place
109.	Upgrading of Municipal Offices	Councillor's office to be cleaned and adequately equipped in 2012/13 and 2013/14. Municipal offices to be upgraded in future depending on departmental plans.
110.	Ambulance Services	To be discussed with Department of Health
111.	Tree Felling	Tree felling project in progress
112.	Commonage upgrading and fencing	Project included in 2013/14 Budget
113.	Unit Manager in Pearston	A dedicated Unit Manager for Pearston to oversee all functions in Pearston as well as staff management. Post included in Organogram.
114.	Needs Register	Project in progress
115.	Burnt and Abandoned houses	Attend to burned houses
116.	Human Settlement approach to communities	Register people who still do not have title deeds, rectification of pre- 1994 houses
117.	Housing (Land Availability)	Millenium park has avialable land for building houses
118.	Roads Network	Implementation plan of paving of gravel roads to be developed.
119.	Cemetery	Land availability, Fencing and Caretaker
120.	Tree Felling	Impacts cables (need felling). Project is in progress, done in phases
121.	Parks	Availability of parks, playground, finish park left outstanding from 2010
122.	Sport Facilities - Upgrade Kit room and Caretaker needed	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.

Ward 5: M Nontyi

No.	Scope	Issues
123.	Paving Project	Implementation plan to be provided to determine which streets will be paved under MIG. Cacadu funding for Francis Street / 1st Avenue to be spent by 30 June 2013.
124.	Filling of Vacancies	In the process of finalisation of the organogram - All Management posts to be filled before 30 June 2013
125.	Building of Walkway	Part of the IDP project list
126.	Bursting water pipes in Belgravia	In progress, Operational matters to be addressed.

127.	Houses in Ezinyoka	Rectification is done on the pre - 1994 houses
128.	Felling of Trees	In the progress of outsourcing the project - New procurement being finalised.
129.	Burnt and Abandoned houses	Attend to uninhabited houses
130.	Human Settlement approach to Communities	No sewerage system – Problems to be identified and addressed.
131.	Roads Network	Old Location needs paving (no paving has been done), Storm water drainage
132.	Parks	Chris Hani and Westview need park, beautification of town monuments
133.	Upgrading of Sport Facilities - Westview - availability of land or sport facilities, upgrade tennis court	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.
134.	Upgrading of Kalela Reservoir	Perimeter fencing required. Insufficient budget was previously made available
135.	Replacement of AC pipes	Project to be costed and funding applications must be submitted
136.	Eradicate Bucket System	Provide running water to some households
137.	Boschberg Project	Tourism Hub , residential development, community recreational area, fish hatchery, caravan/ camping, wedding/conference venue, hotel
138.	Housing in Stones Hill Area	Housing projects added to IDP and applications are made to Department of Human Settlements

Ward 6: Z Funiselo

No.	Scope	Issues
139.	Multi-purpose centre	Part of the IDP project list; To be costed for MIG Allocation / Budgeting
140.	Shortage of Houses	Land locked. Transnet issue. Alternatives being investigated
141.	Cleaning Campaign	Cleaning campaign was done but will have future projects
142.	Bulk water supply	Phase 1 construction in progress, phase 2 approved by MIG
143.	Renovation of Sport field	A revised implementation plan to be developed in consultation with Ward representatives. MIG funding available for sport facilities.
144.	Disaster centre	A decision has been taken that it will be built in Ward 2
145.	Identification of Land	Application has been done
146.	Electricity Network	Project will be implemented based on recommendations by appointed service provider
147.	Ambulance station	A place has identified and funding been allocated. Construction to commence.
148.	Sports field	A revised implementation plan to be developed in

		consultation with Ward representatives. MIG funding available for sport facilities.
149.	Public Ablution blocks	Need to identify a place or utilised the public toilets erected by CDM
150.	Title deeds	Programme was developed to issue Title Deeds
151.	Sewerage	Part of the maintenance programme
152.	Streetlights	Audit of Hot-Spot complete, identifying areas complete, implementation still outstanding
153.	Housing Waiting list	Project in progress - People are being registered
154.	Tree Felling	Damaging houses (need felling). In progress, done in phases
155.	Parks	Fencing, upgrading And maintenance

Institutional Projects

No.	Scope	Issues
156.	Human Resource Policy Review	Although New HR policies have been approved, the existing policies need to be reviewed.
157.	Office space for employees	The BCRM is not having sufficient office space for the various departments' employees
158.	Review of all Financial policies	The Financial policies are reviewed on an annually basis
159.	Electronic system to Manage Leave	The current electronic system that the municipality has in place is not windows operated and is still a DOS/Unix based system
160.	Electronic Filing System: Deeds	Is currently busy to upgrade the system
161.	Fill key positions in organogram	The municipality is in the process of reviewing the current organogram and are budgeting to fill all vacant position thereon.
162.	Employment Equity	The municipality has put an employment equity plan in place and it is currently being work shopped with all BCRM employees
163.	Information and Communication Technology (ICT) Strategy	An ICT strategy needs to be developed to assist effective ICT management. Budgeted for in 2014/15

Tourism Sector Projects

Provincial IDP Listing

No.	Scope	Issues
164.	Tarring / Paving of Road from Addo to Somerset East	This Project is currently in finalisation stages and is likely to be implemented from 2013/14 financial year over a 5 year period.
165.	Improved Signage on N2 at Nanaga to indicate Somerset East exists inland.	This project will be added to IDP list and forwarded to the relevant Government Department.

166.	Improve signage on N10 at Cookhouse and R63 / R75 Road junction	This project will be added to IDP list and forwarded to the relevant Government Department.
167.	Review of Tourism Sector Plan	This project will be added to IDP list and investigated internally for a way forward.

Local IDP Listing

No.	Scope	Issues
168.	Public Toilets: Cookhouse and Pearston in IDP, but Somerset East removed	The municipality has built a new public toilet in Somerset East and is currently constructing an ablution block in Pearston. Cookhouse will be dealt with in 2013/14 and thereafter a revised plan to expand the project will be developed.
169.	Signage to the entrances of Somerset East	Council has requested that signage to entrances to all 3 towns need to improved. A plan is yet to be developed.
170.	Trimming and Planting of trees; maintaining and beautifying parks	Trimming of trees has commenced, Community Services still in process of developing a plan for beautification. Sufficient funding not available in 2013/14
171.	Upgrading of facilities at Victoria Park	Sporting Projects will be dealt with collectively to determine the way forward.
172.	Repair & maintenance of Mountain Drive	We have budgeted for a New Grader to assist with the demand of levelling of gravel roads. Department to consider request and develop an implementation plan.
173.	Rumble strips and signage to entrance of town area	The Community services department is in the process of evaluating traffic calming measures. No clear way forward as it is still in development stages.
174.	Opening of and maintenance of hiking routes to hiking hut	Project will be added to IDP list for further investigation.
175.	Cleaning Town in afternoons, after month end, pension days, all-pay days, etc.	The municipality has already implemented a similar project and will explore expanding it to all towns.
176.	Municipal By-laws	Review of Municipal By-Laws are on the 2013/14 Budget
177.	Training of Enforcement Officers	Will be investigated further for a response

ANNEXURE 3: 2013/2014 MTREF BUDGET AND IDP PROCESS AND ACTION PLANS

2013/2014 IDP & BUDGET PROCESS AND ACTION PLANS



ADOPTED ON 31 AUGUST 2012

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1. INTRODUCTION

The Blue Crane Route Municipality need to ensure that good planning and budgeting principles established through recent reforms (MFMA, Chapter 4, Section 21(1) read together with the Budget and Reporting Regulations) are not forgotten. When set out our plans for the next three-year period, including our budget proposals, we need to keep in mind our Integrated Development Plan and key objectives established via National Mandates.

First, the budget that we prepare should fit the macroeconomic and fiscal framework. Second, the process should allocate resources in line with the Structures Act and allocated functions. Third that the process provides the conditions for increased service delivery, and fourth, these objectives will mean that all of us will need to make hard choices and trade-offs.

In terms of MSA 2000, (28) (1) requires that the BCRM to adopt a process plan that would guide the planning, drafting, adoption and review of the IDP.

The Local Government Municipal Systems Act of 2000, Section 27 (1) delegates the responsibility for preparing an IDP Framework Plan to the District municipality:

“Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole.”

Section 27 (2) suggests: A framework referred to in subsection (1) binds both the district municipality and the local municipalities in the area of the district municipality and must at least:

- a) Identify plans and planning requirements binding in terms of national and provincial legislation on the district and local municipality.
- b) Identify the matters to be included in the IDP's of the district municipality and the local municipality that need alignment.
- c) Specify principles for co-ordination.
- d) Determine procedures and principles of monitoring the planning process and amendments of the framework.

Formulating this MTREF will require a team effort, and it is for this purpose that the enclosed *IDP and Budget Process & Action Plans* have been prepared. The plans serves to strengthen the working partnerships between the Council; Budget and Treasury Office and all Departments, so that together we can tackle the formulation of a IDP and MTREF Budget that embodies a three-year outlook, is reflective of Council's commitment to its social and economic goals, and is the outcome of rigorous debate and analysis.

The *IDP and Budget Process & Action Plans* will, ensure enhanced accountability in the use of public resources and improving service delivery to our communities.

2. ORGANISATIONAL STRUCTURE (MECHANISMS)

The organisational structure comprises, amongst others, the following committees:

- Mayor
- Municipal Manager
- IDP Steering Committee
- Budget Steering Committee
- Representative Forum
- IGR
- Council

3. ROLES AND RESPONSIBILITIES OF ROLEPLAYERS AND STRUCTURES FOR PARTICIPATION

STRUCTURE / ROLE-PLAYERS	ROLE AND RESPONSIBILITY
Council	<ul style="list-style-type: none"> • Approval of the Reviewed IDP and MTREF Budget
Mayor	<ul style="list-style-type: none"> • Manage the drafting of the IDP • Assign responsibilities to the Municipal Manager • Submit the District Framework Plan to Council for approval • Submit the draft process plan for the MTREF Budget and review of IDP to Council for approval • Chairs the IDP Steering Committee and IDP Representative Forum and Budget Steering Committee
Municipal Manager	<ul style="list-style-type: none"> • Preparation of IDP Process Plan • Day-to-day management and co-ordination of the IDP process • Ensures that timeframes are adhered to
IDP Steering Committee	<ul style="list-style-type: none"> • To help to harness common understanding between political and administrative component before the IDP reports are considered at Council meeting • Process, summarise and draft outputs • Makes recommendations to the IDP Representative Forum • Consider and comment on inputs from internal departments before these are discussed in the IDP Representative Forum
IDP Representative Forum	<ul style="list-style-type: none"> • This forum represents all stakeholders to ensure their participation throughout the IDP Review process
IGR	<ul style="list-style-type: none"> • To provide information on projects • Align their projects, programmes and budget with the IDP • To provide technical / professional support • Forward Planning • Advice on National / Provincial Targets

4. IDP PROCESS PLAN TIMEFRAMES / MILESTONES

The target date for completion of the Draft IDP is the Mid March 2013, which implies that the IDP of Blue Crane Route Municipality will be completed by the end of May 2013.

The IDP Review Process will follow the phases contained in the DPLG IDP Guide packs:

Phase 1 - Analysis

Phase 2 - Strategies

Phase 3 - Projects

Phase 4 - Integration

Phase 5 - approval

The Revised IDP must be approved in the third week of March 2013 and advertised for public comment for a period of 21 Calendar days at the end of March 2013. (Section 3 (4) (b) of the Local Government: Municipal Planning and Performance Regulations, promulgated under Notice R796 dated 24 August 2001.

The final draft must be tabled to Council in the last two weeks of May 2013. Community participation through the Community Based Planning (CBP) will form an integral part of the IDP Review Process.

DATE	ACTIVITY	RESPONSIBILITY
Early / Med August 2011	Drafting of the Process Plan aligned to District Framework Plan	Municipal Manager IDP Officer
End August 2011	Adoption of District Framework Plan & BCRM IDP Process Plan	Council
Mid August and Mid September 2011	Status quo reports by Managers	IDP Steering Committee
End August 2011	Heads of Departments to submit Action Plans on addressing / responding to 2012/13 IDP Assessments	All HOD's IDP Steering Committee
End September 2011	Proposed IDP Projects from Local Departments	IDP Steering Committee

End November 2011	IDP Representative Forum and Sector alignment meeting	IDP Steering Committee
End November 2011	Prioritization of projects	IDP Steering Committee
Early January 2012 Mid February 2012	IDP Representative Forum and Section alignment meeting: Finalization of projects & programmes	IDP Steering Committee IDP Representative Forum Stakeholders
Mid February 2012	Draft approved by Steering Committee: Alignment of Budget/IDP	IDP Steering Committee / Mayor
Mid March 2012	Draft tabled to Council for approval	Council
End March 2012	Draft advertised for Public comment and distributed to all municipal offices and Government departments. Submit to CDM & DLG&TA	Municipal Manager IDP Officer
Early April 2012	Consultation with community per ward on draft IDP / Budget	Mayor / Ward Councillors / MM & Managers
End April 2012	IDP Representative Forum presenting comments	IDP Steering Committee
Mid May 2012	Consolidation of comments for IDP Final Draft	IDP Steering Committee
End May 2012	Final Draft approved by Council	Mayor Council
End May 2012	Distribute to CDM / DLG&TA / Treasury	Municipal Manager IDP Officer CFO

5. PROCEDURES FOR MONITORING THE IDP REVIEW PROCESS

The IDP Steering Committee will:

- 5.1.** Monitor the process and compliance with the IDP Process Plan.
- 5.2.** Facilitate planning workshops.
- 5.3.** Assist in the drafting and documentation of the outcome of the planning activities.
- 5.4.** Will perform quality assessment on the content of all documents and plans.

6. MTREF PROCESS PLAN TIMEFRAMES / MILESTONES

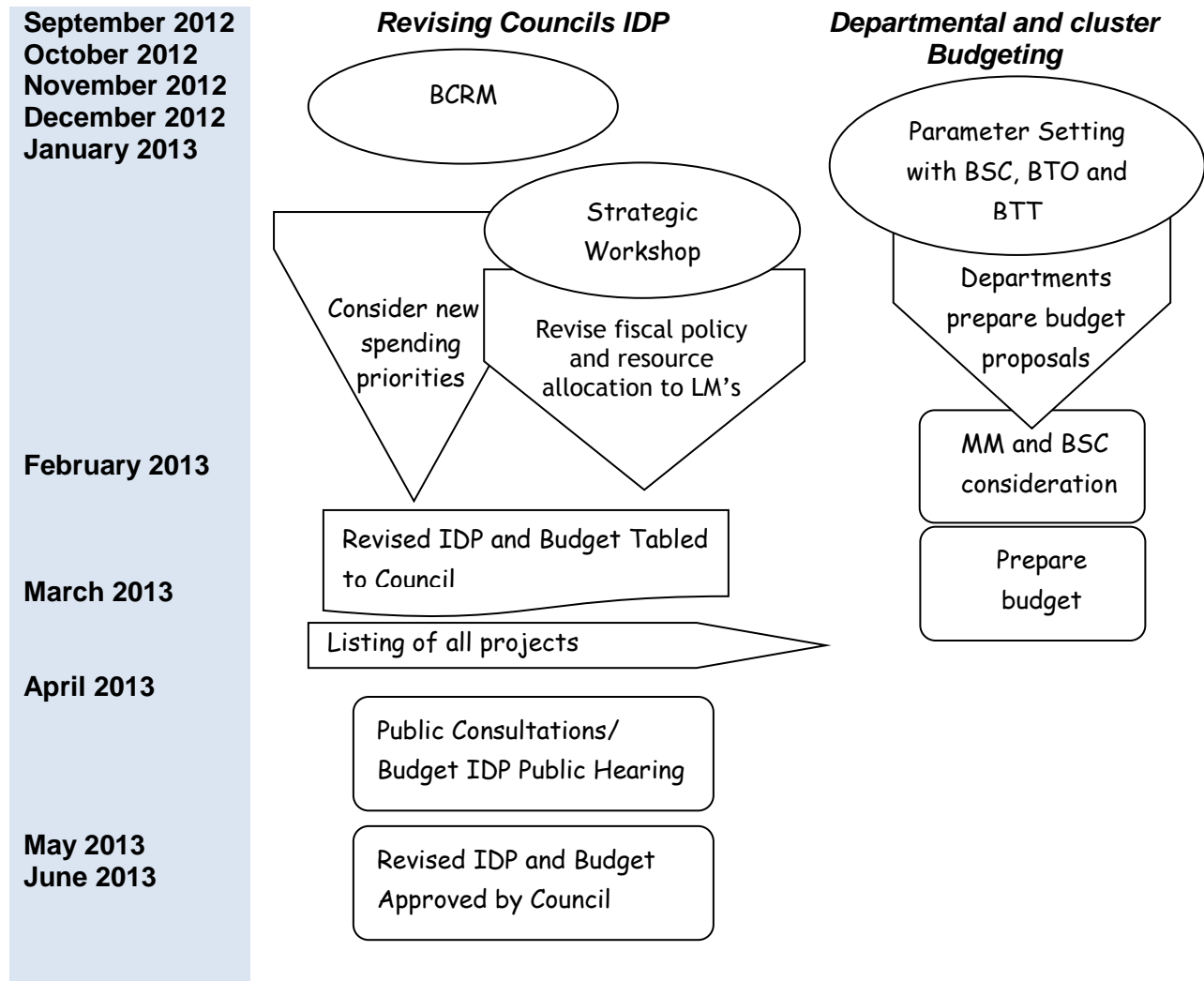
The Medium Term Revenue Expenditure Framework (MTREF) details 3-year rolling expenditure and revenue plans for Blue Crane Route Municipality. The MTREF budget process is designed to match the overall resource envelope, estimated through 'top-down' macroeconomic and fiscal policy processes, with the bottom-up estimation of the current and medium-term cost of existing departmental plans and expenditure programmes

The budget process allows Council to:

- Strengthen and evaluate the alignment between medium and long-term plans and funding proposals
- Revise its policy priorities, macroeconomic framework and resource envelope
- Evaluate departmental plans and allocate available resources in line with policy priorities
- Obtain the required authority from Council to spend [service delivery]
- Align parameter setting with budget outcomes and resource allocations.

The purpose of the 2013/14 budget process will be the completion of a medium-term revenue expenditure framework that apportions resources in line with Council's policy priorities for the next three years.

Deciding and agreeing on the best allocation of scarce resources to fund Council's many social, economic and political goals is the main purpose of the budget process.



Formulating an MTREF differs from annual budgeting. In annual budgeting, the amount allocated to spending programmes is adjusted incrementally, with hardly any alignment to policy priorities. An MTREF provides the “linking framework” that allows expenditures to be “driven by policy priorities and disciplined by budget realities”. – refer IDP.

A Strategic Session [February] consisting of the Councillor’s and senior management is recognised as the key gathering to decide and guide the process of developing a revised IDP and budget. The budget and IDP are to be presented for approval on or before 31 May 2013.

Additional resources for funding new priorities arise from a review of the overall budget framework, including fiscal policy considerations, overall spending growth, inflation assumptions, and debt interest projections [if applicable at this stage].

The allocation of resources to the different clusters will be largely determined by Council’s funding formula, which is reviewed during the process of developing the

MTREF/budget and will take into account the various clusters responsibilities for service delivery.

The timeline for critical budget decisions in the policy review stage of the process is outlined in the following table:

DATE	ACTIVITY	RESPONSIBILITY
Early / Mid August 2012	Drafting of the BUDGET Process Plan aligned to Circular 54 of MFMA	Municipal Manager Chief Financial Officer & Acc: BTO
End August 2012	Process Plan aligned to Circular 54 of MFMA	Council
Mid August and Mid September 2012	Status quo reports by Managers	BUDGET Steering Committee
End August 2012	Heads of Departments to submit Business Plans on addressing / responding to 2013/2014 DRAFT Budget Inputs	All HOD's BUDGET Steering Committee
End September 2012	Proposed Capital inputs from Local Departments	BUDGET Steering Committee
End November 2012	IDP Representative Forum and Sector alignment meeting to "marry" DRAFT budget to IDP	BUDGET Steering Committee
End November 2012	Prioritization of projects with the IDP for Draft Budget	BUDGET Steering Committee
Early January 2013 Mid February 2013	IDP Representative Forum and Section alignment meeting: Finalization of projects & programmes	BUDGET Steering Committee IDP Representative Forum Stakeholders
Mid February 2013	Draft approved by Steering Committee: Alignment of Budget/IDP	BUDGET Steering Committee / Mayor
Mid March 2013	Draft tabled to Council for approval	Council
End March 2013	Draft advertised for Public comment and distributed to all municipal offices and Government departments. Submit to CDM & DLG&TA	Municipal Manager Chief Financial Officer & Acc: BTO
Early April 2013	Consultation with community per ward on	Mayor / Ward Councillors / MM &

	draft IDP / Budget	Managers
End April 2013	IDP Representative Forum presenting comments	BUDGET Steering Committee
Mid May 2013	Consolidation of comments for IDP Final Draft	BUDGET Steering Committee
End May 2013	Final Draft BUDGET/ IDP approved by Council	Mayor Council
End May 2013	Distribute to CDM / DLG&TA / Treasury and all other stakeholders	Municipal Manager Chief Financial Officer & Acc: BTO CFO

7. COMPILING MTREF BUDGET PROPOSALS

7.1. BUDGET PRINCIPLES

Budgeting within the Medium Term Revenue Expenditure Framework is based on a set of core principles that relate to:

- Fiscal policy and the budget framework
- Policy priorities and public expenditure
- Political oversight of the budget process
- Budgeting for service delivery

7.2. FISCAL POLICY AND THE BUDGET FRAMEWORK

Medium-term spending plans of the various clusters for the period 2012/2013 to 2014/2015 will be prepared within the context of Council's macroeconomic and fiscal framework.

As part of a three-year rolling budget process, the budget framework is revised each year. Additional resources for new expenditure will form part of the macroeconomic forecast. Growth in the MIG allocation is important if Council is to meet the objectives established in the IDP. The success of the formalisation of the Water Service Authority is largely dependent on the Equitable share allocation noting the complex subsidy policy to be approved, the policy being dependent of financial resources to meet basic needs and for formalise Councils need to provide free basic services and to make a contribution to the indigent.

The MTREF set out in the 2011/12 budget will define the budget baseline for the 2012/2013 MTREF. The various role-players will have to examine the fiscal implications of new spending pressures and match them to available resources.

7.3. POLICY PRIORITIES AND PUBLIC EXPENDITURE

Strengthening the link between Council policy priorities and expenditure is at the core of medium-term budgeting. Expenditure allocation translates policy priorities into the

delivery of services to communities, and is therefore a key tool for accomplishing Council's goals.

7.4. POLITICAL OVERSIGHT OF THE BUDGET PROCESS

The key to strengthening the link between priorities and spending plans lies in enhancing political oversight of the budget process. The Mayor established a budget technical team that is chaired by the portfolio Councillor for finance; the committee consists of the chairpersons of each of the standing committees and chairpersons of each cluster.

Political oversight of the budget process is essential to ensure that:

- The Council is responsible for policy and prioritisation
- Policy priorities are linked to cluster spending plans and the delivery of quality services

The Budget process commences with parameter and policy assessment and formulation.

Budgeting is primarily about the choices and trade-offs that Council has to make in deciding how to meet the agreed set of policy objectives through better service delivery. Political oversight of the budget process allows Council to manage the tension between competing policy priorities and fiscal realities.

7.5. BUDGETING FOR SERVICE DELIVERY

Strengthening the link between Council's priorities and spending plans is not an end in itself. The goal is to improve delivery of services and ultimately the quality of life of people throughout the municipal area.

Better budgeting at mentioned in the introduction leads to enhanced service delivery. In particular, integrated planning, budgeting and monitoring of service delivery performance strengthen the link between the services that departments provide and the benefits and costs of these services. It is important to emphasise the role of performance management, which serve to monitor performance against measurable performance objectives that are informed by service delivery targets as captured in the various sector plans and subscribed to by the four clusters.

Measurable objectives are defined as specific, quantifiable results or outcomes that can be achieved within a foreseeable time period. They serve as a roadmap for achieving the institutions goals and define the actual impact on the district rather than focussing on the level of effort that is expended. They are tools to assess the effectiveness of an institutions performance and the value added to the district.

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
JULY / AUGUST	
Accounting officers and senior officials of municipality and entity begins planning for next three-year budget in accordance with co-	

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
<p>operation role of budget process. MFMA s 53, 68, 76 – 81</p>	
<p>Based on financial statements of the previous year and performance Review, determine the financial position of the municipality and entity, and assess its financial capacity and potential impacts on future strategies and budgets.</p> <p>Budget Team established and representative by each department.</p> <p>Present the budget process plans to the HOD and Council MFMA s 21,22,23; MSA s 34, Ch 4 as amended</p>	<p>Review the framework plan and make adjustments from previous experience if necessary.</p>
SEPTEMBER	
<p>Budget team to make suggestions on any structural changes to the budget.</p> <p>Advertise the budget process and schedules - no later than 1 September 2012.</p> <p>The Council to establish the future directions and priority areas for the municipality to guide the budget allocations.</p> <p>Set parameters for the next 3 years based on market trends and other information available:</p> <ul style="list-style-type: none"> ➤ Tariff increases ➤ Salary increases ➤ General expenses ➤ Repairs and Maintenance ➤ Key Changes to be reflected considering all strategies and studies (including institutional study) ➤ Develop priority areas ➤ Reflect on all factors that could potentially impact on future budgets <p>Confirm existing and set new policy priorities for next three years.</p> <p>Determine the funding / revenue envelope potentially available for next three years.</p> <p>Each Cluster Champion to submit to the finance department all funding available to the cluster for the next three years, from both National and Provincial (DORA). This could for example include:</p> <ul style="list-style-type: none"> ➤ Infrastructure Grants MIG/DWAF/(Cmip/Cbwp) 	<p>Present the Framework Plan to the HOD meeting.</p> <p>Present the Framework Plan to the Mayoral Committee.</p> <p>Advertise the Framework plan by 1 September.</p>

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
<ul style="list-style-type: none"> ➤ Recurrent Grants (Fmg/Msig/Msp) ➤ Equitable Share ➤ Other (Disaster Management/LED/HIV-aids) <p>NB – funding identified is to be as per local government financial year and not National financial year.</p> <p>Determine the most likely financial outlook and identify need for changes to fiscal strategies.</p> <p>Refine funding policies including tariff structures, if necessary.</p>	
OCTOBER	
<p>National Regulators (e.g. NER, DWAF, DME) review and update pricing strategies for next three years.</p> <p>National Government determines co-ordinated pricing regime for next three years.</p>	
<p>Municipalities receive other inputs from National and Provincial Government and other bodies on factors influencing the budget – reference to legislation and completed studies</p> <p>Prepare drafts for IDP and the capital and operational plans with cost and revenue estimates.</p> <p>HOD's to assess the Human Resource component of the operating budget for the next year and for the two following years and make submissions to the finance department. Submissions would include full motivations for each post and assessments must take into consideration all known studies, establishment plan [organogram] and any other future developments over the next three years that would require a provision for costing.</p> <p>The Municipal Manager in consultation with each HOD would then consider the submissions on HR, to be facilitated by the finance department.</p> <p>The submissions on the HR component of the budget to be provided to the HR department. The HR department would then be responsible for determining the costs associated with the submissions. This information is then be captured by the team.</p> <p>HR to also calculate required budget amount for the Leave Gratuity Fund</p> <p>Analyse current budget in anticipation of an adjustments budget for</p>	

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
<p>the current year.</p> <p style="text-align: center;">MFMA s 35,36,42; MTBPS</p>	
NOVEMBER	
<p>Departments are to scientifically determine operating income/costs linked to the budget for the next three years under the budget categories:</p> <ul style="list-style-type: none"> General expenses; Repairs and maintenance; Capital outlay; Financing charges; <p>The finance department will be instrumental in determining budget figures for:</p> <ul style="list-style-type: none"> Insurance; Interest and Redemption; Entertainment Allowances; Provision for Bad Debts; <p>These costs are to be submitted to the finance department for inclusion in a line item budget designed for three years, the templates will be provided by the finance department.</p> <p>Departments to consider projections on past performance and adjusted for known factors, known commitments (eg backlogs) and asset maintenance requirements.</p> <p>Adjust plans to align with resources available and policy priorities.</p> <p>Finalise preliminary options for IDP and budget for next three years.</p> <p>Departments to submit text summaries for each cost/functional centre on what is contained in the operating budget and, what the key objectives/measurable outputs are. A generic format for submissions will be suggested by the finance department, which will be in line with national prescriptions.</p> <p>Clusters are also to reflect on any other funding, which is to be received during the remaining 7 months of the year.</p> <p>The financial model is to be cleared in order to allow for future year inputs.</p> <p>Budget Office to confirm dates for Council meetings for the next calendar year in order to ensure legislative compliance</p>	<p>IDP Preparation phase/pre-planning.</p> <p>IDP Monitoring phase.</p> <p>Rollout of performance management system.</p> <p style="text-align: center;">MSA s 34</p>

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
DECEMBER	
<p>The submissions are to be consolidated by the finance department with all working papers that would have been submitted in support of the proposed operating budget.</p> <p>The finance department will keep a central file on all budget assumptions.</p> <p>Council finalises tariff (rates and service charges) policies for next financial year. MFMA s 74 & 75</p>	<p>IDP evaluation phase (including additional analysis)</p> <p>Rollout of performance management system.</p>
JANUARY / FEBRUARY	
<p>Submit adjustments budget to Council.</p> <p>Continue finalisation of detailed plans and budgets.</p> <p>Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year. MFMA s 87(1)</p> <p>Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendation to the entity. MFMA s 87 (2)</p>	<p>IDP evaluation phase (including additional analysis)</p> <p>Rollout of performance management system.</p>
<p>National and Provincial accounting officers finalise any adjustments to projected allocations for next three years. Cluster champions to be aware of this in case of changes to funding windows</p>	
<p>Conduct and assess mid-year review of current budget for impacts on budgets for next three years. Also, incorporate any changes from National and Provincial governments on three-year allocations.</p> <p>Review tariffs and charges and develop options for changes to be included in draft budget.</p> <p>Incorporate changes in preliminary budget and IDP proposals to</p>	

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
<p>take account of assessment from mid-year review and consultations on tariffs.</p> <p>The finance department to determine the allocations for projects to be financed from the different funding envelopes becomes available eg. BCRM priority funding. Refer IDP process for project identification. Projects are to be linked to strategies.</p> <p>Document all material changes in allocations from the previous financial year budget.</p>	
FEBRUARY	
<p>Finalise detailed draft budget in uniform formats. MFMA s 87(2)</p>	<p>IDP evaluation phase (including additional analysis)</p> <p>IDP [refined] objectives, strategies and projects phase</p> <p>Rollout of performance management system.</p>
MARCH	
<p><i>COUNCIL receives budget and IDP updates.</i></p> <p>The budget presented to the Finance Committee includes a high-level summary and is supported by the budget-forecasting model and reflects over a period of three years.</p> <p>Submit tabled budget to National Treasury.</p> <p>Forward copy of budget and updates to IDP to National and Provincial Governments and Cacadu District Municipality for review, both electronically and in printed format.</p> <p>Integrate and align the budget and IDP documentation.</p> <p>Finalise budget for next three years in prescribed formats. Council adopts budget.</p> <p>Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of March 2013.</p> <p><i>Mayor tables the municipal budget, budget of entity and proposed revisions to IDP in Council by 29 March 2013. [Legislative compliance] MFMA s 16,22,23, 37,42 & 87;</i></p>	<p>IDP [refined] objectives, strategies and projects phase</p> <p>Rollout of performance management system.</p>

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
MSA s 34, Ch 4 as amended	
APRIL	
<p>Council debates budget and updated IDP.</p> <p>Advertise budget and IDP, inviting comments and undertake community consultation on budget and updated IDP.</p> <p>Receive and analyze additional inputs from community and National, Provincial Governments and Cacadu District Municipality.</p> <p>Incorporate feedback from community and national and provincial governments, and if required revise the budget previously tabled to Council.</p> <p>Assess impacts on budget from third quarter results of the current financial year and if necessary revise the budget and IDP updates tabled in Council.</p>	<p><i>Mayor tables the draft IDP in Council by 1 April. [Legislative compliance]</i></p> <p>Rollout of performance management system.</p>
MAY	
<p><i>Municipal Council approves budget and IDP by 31st May 2013. [Budget for current year and notes budget projections for the two years thereafter]</i></p> <p>Complete the Annexures required by National Treasury and submit in flat file format to the National Data Base for Local Government Budgets.</p> <p>Advise National & Provincial Treasury & Auditor General of banking details</p> <p>Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality. MFMA s 87</p>	<p>IDP: Review IDP document (integration/programme implementation and operation plans)</p> <p><i>Municipal Council approves budget and IDP by 31st May 2013.</i></p> <p>Rollout of performance management system.</p>
JUNE	
<p>Publish tariffs for 2013/2014 Local Newspapers.</p> <p>Publish budget and IDP and forward copy of approved budget to National and Provincial Government.</p> <p>Budgets are to be sent to the relevant National and Provincial Departments for noting.</p>	<p>Rollout of performance management system.</p>

ACTIVITIES RELATING TO NEW BUDGET FOR THE NEXT 3 YEARS	INTEGRATED DEVELOPMENT PLAN FOR NEXT YEAR
Publish the Budget on the Councils Official website.	

Key Milestone	Main Activities	Responsible Parties	Role Players & Relevant Structure	Jul '12				Aug '12				Sep '12				Oct '12				Nov '12				Dec '12				Jan '13				Feb '13				Mar '13				Apr '13				May '13				Jun '13			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Quarterly progress review (Gap analysis and identification)	Monitoring session with LM's. Progress Report submitted to the CDM Planning, IDP steering Committee Meeting.	DM & LMs	DM & LM, Sector Departments, OTP and DLG&TA																																																
Community needs analysis	CBP in all LM's	LMs	CDM PU, CDW's and IDP Managers																																																
Review objectives and strategies.	Reconfirmation & incorporation of new (if any) information resulting from the analysis phase	DM; LM	MM & Senior Management																																																
	Development Strategies are reconfirmed and / or reviewed (where applicable) by all LMs and by the DM	DM; LM;	MM & Senior Management																																																
Integration of development strategies, projects and budgets	Alignment of MTREF Budget and IDP	DM, LM	DM, LM & Senior Management																																																
	Institutional monitor and SDBIP	DM; LMs	DM, LM & Senior Management																																																
District level Sector & PGDP alignment	Sector alignment workshop/IDP Rep. Forum	DM; LMs	MM & Senior Management																																																
Alignment of LM & DM strategies, projects	All LMs submit information on Development strategies and projects to CDM	DM; LMs	MM & Senior Management																																																
Project Registers are available in draft	Projects are listed in a register with funding source-total budget	DM; LMs	MM & Senior Management																																																
	Consider Gazetted information and any other sources in order to update the projects register	DM; LMs	MM & Senior Management																																																
	IDP Steering Committee meeting	DM; LMs	DM; LMs																																																
Final consultation on alignment of plans with sector departments	Second sector alignment/IDP Rep forum meeting	Sector Dept, DM & LMs	DM & LM																																																
Alignment of LM & DM strategies, projects	All Sector Plans are developed as per national; provincial & sector guidelines (where applicable)	DM; LM	MM & Senior Management																																																

