

BLUE CRANE ROUTE LOCAL MUNICIPALITY (EC102)



FINAL INTEGRATED DEVELOPMENT PLAN

2017-2022

TABLED ON 31 MAY 2017

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative for South Africa
CDA	Cacadu Development Agency
BCRM	Blue Crane Route Municipality
SBDM	Sarah Baartman District Municipality (Cacadu District)
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

CHAPTER 1: FOREWORD BY THE MAYOR

It is my great honour and privilege to table the 2017-2022 Integrated Development Plan (IDP) for the current term of the new administration. This IDP represents a social contract between Council, Administration and the Community of the Blue Crane Route Municipality (BCRM). It represents a broad mandate and the aspirations of our people and community. The tabling of the 5 Year IDP, which is the Strategic Plan and Vision of the municipality is a key milestone in strengthening governance and delivery of basic services to our community.

The tabling of the IDP takes place against the background of declining grants from national fiscus to meet infrastructure requirements. The current term of this administration commits to focus and strengthening of Local Economic Development. It is through local economic initiatives that can generate new revenue streams to supplement the national grants.

The 5 Year IDP is a culmination and product of extensive consultation process. During the month of September/October 2016 I together with all councillors held public and community meetings at all wards of BCRM. The input from the community was further refined with concrete plans during a strategic planning session held during March 2017. The draft IDP was also tabled during the IDP Representative Forum meeting constituted of government departments and community stakeholders. I therefore table the IDP for your consideration and approval



B.A. MANXOWENI
MAYOR/SPEAKER

MUNICIPAL MANAGER'S STATEMENT

It is my great honour to present the Five (5) year Integrated Development Plan (2017- 2022) of the new Blue Crane Route Municipal Council. The presentation of this IDP to Council today is a culmination of various engagements with local, district, provincial and national spheres of government. It is also a product of consultations and engagements with local communities through the ward planning outreach programmes. These inputs were subsequently refined in a strategic planning session held between Councillors and senior management.

The IDP as presented here represents the needs and aspirations of the local community and stakeholders. It constitutes a mandate by the local community to the new BCRM Council on how they would want to see their lives improved for the better. The tabling of this 5-year strategic plan takes place in the context of declining grants from national fiscus and shrinking internal revenue to finance these needs and aspirations. It also takes place in the context of high levels of unemployment and low levels of investments in the local economy. This places an opportunity for the municipality to embark on aggressive lobbying of funds from other agencies of government or Entities and strong focus on strengthening Local Economic Development. The tabling of this IDP is the beginning of the journey of how we can mobilise resources to meet these community needs and aspirations.

I wish to thank all Councillors, Senior Management and all BCRM employees who have contributed to the to the development, compilation and finally to the tabling of this 5-year Strategic Plan and Vision of the new democratically elected Council. The journey has begun!



THABISO KLAAS
MUNICIPAL MANAGER
BLUECRANE ROUTE LOCAL MUNICIPALITY

1.2. EXECUTIVE SUMMARY

This document sets out the Blue Crane Route Local Municipality's Draft Integrated Development Plan for the 2017-2022 financial year, containing key municipal goals and priorities. The IDP is a strategic document of Council and guides all planning and development in the municipality. Preparation of the IDP followed an approved process plan that incorporated extensive stakeholder consultations and public participation.

This document is structured into 7 Chapters:

CHAPTER 1: Contains the executive summary and opening remarks by the Mayor /Speaker and Municipal Manager. It further reflects the vision, mission and values of the municipality. The chapter also sets the scene by noting the legal context of the IDP and the processes followed to develop the IDP

CHAPTER 2: This chapter highlights the most salient socio-economics, developments and the backlogs of the municipality, and the institutional status quo.

CHAPTER 3: States the municipal strategic direction in terms of the Vision, Mission, and Values and contains the developmental objectives, strategies and projects to address the growing challenges of the community.

CHAPTER 4: Provides for the brief overview of policies, strategies and sector plans.

CHAPTER 5: Summary of the Spatial Developmental Framework in terms of maps outlining the developmental initiatives and potential development nodes within the municipal area of jurisdiction.

CHAPTER 6: Provides a brief overview of the performance management framework which will be reviewed towards the end of the current financial year.

CHAPTER 7: Provides a brief overview of the municipality's financial position and financial management implementation plan of the municipality.

1.3. BLUECRANE ROUTE MUNICIPAL VISION, MISSION AND VALUES:

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:

VISION

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

MISSION

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

Values

- Good governance;
- Accountability;
- Public Participation;
- People Development;
- Team work;
- Integrity;
- Tolerance;
- Honesty;
- Responsibility; and trust

1.4. THE LEGISLATIVE AND POLICY FRAMEWORK

The Integrated Development planning process is highly regulated and the municipality is guided by the following important legislation;

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996, SECTION 152-MANDATES LOCAL GOVERNMENT TO:

Provide democratic and accountable government for local government

Ensure provision of services to communities in a sustainable manner

Promote social and economic development

Promote safe and healthy environment

Encourage the involvement of communities and community organization in matters of local government

THE WHITE PAPER ON LOCAL GOVERNMENT, 1998:

Introduced a notion of a developmental local government:

Defined as: "Local government that is committed to working with its citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives."

MUNICIPAL SYSTEMS ACT 32 OF 2000, as amended

Chapter 5, Section 25 states that:

Each Municipal Council must adopt a single, inclusive strategic plan

The IDP must be a 5-year strategic plan that provides a road map for the municipality

The IDP must be reviewed annually to adapt to changing circumstances

The IDP must identify all projects, plans and programs to be implemented within the municipality by any organ of state

The IDP should be aligned to national and provincial strategic plans and also integrate various projects within the municipality

The community must be given at least 21 days to comment on the draft IDP/Budget before it is submitted to Council for adoption by 31 May.

In terms of the Annual Review and Amendment of the IDP, Chapter 5, Section 34 states that:

A Municipal Council –

(a) must review its integrated development plan –

(i) annually in accordance with an assessment of its performance in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process

PERFORMANCE MANAGEMENT

Municipal Systems Act Chapter 6, Section 38

Establishment of a performance management system:

A municipality must—

(a) establish a performance management system that is—

(i) commensurate with its resources;

(ii) best suited to its circumstances; and

(iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;

(b) promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and

(c) administer its affairs in an economical, effective, efficient and accountable manner.

1.5. IDP PLANNING PROCESS

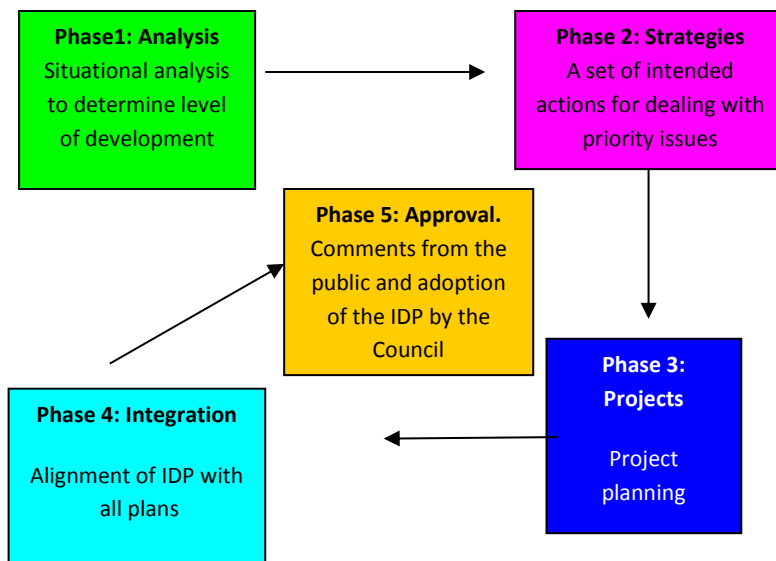
Integrated Development Planning (IDP) is a planning tool for promoting developmental local government. It enables the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process is a consultative process which requires of the Municipality to engage with its citizens and other stakeholders in the development thereof.

IDP's must be reviewed and amended together with the Budget on an annual basis and adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances.

The integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

These phases are illustrated graphically below:



The analysis phase aims to assess the existing level of development within the Municipality through analysis of the prevailing environment and impact thereof on the inhabitants of the Municipality. The analysis process facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritize these challenges.

The ensuing phases of the integrated development planning process build on the analysis phase, and it is therefore imperative that the analysis phase be compiled accurately. Planning, budgeting, decision-making and service delivery are largely informed by the existing environment and its

inherent challenges. A plan that is not based on an accurate understanding of the current environment will lack credibility and efficacy.

The BCR Local Municipality adopted its IDP/Budget/PMS Process Plan on the 25 August 2016 as informed by the Sarah Baartman District Framework Plan to guide the review process and also outline the roles and responsibilities of the role-players in the review process.

The Blue Crane Route Municipality Integrated Development Plan (IDP) has been prepared in accordance with Section 34 of the Municipal Systems Act which prescribes that, a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurement; and to the extent that changing circumstances so demand.

The municipality embarked on a process of involving communities and other stakeholders through ward based planning to allow the communities to participate in the review process. The review focused more on the refinement of current strategies 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 are 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.

1.6. ORGANISATIONAL STRUCTURE (MECHANISMS)

To ensure smooth and well organized Integrated Development Planning processes for 2017/18 - 2021/2022 financial year, the municipality has identified role players to assist and inform the planning process as well as the roles and responsibilities attached. The following is the list of role players and their responsibilities.

1.6.1. Roles and Responsibilities of Role Players and Structures

STRUCTURE / ROLE-PLAYERS	ROLE AND RESPONSIBILITY
Council	<ul style="list-style-type: none"> • Prepares, decides on and adopt an IDP/Budget Process Plan. • Undertake the overall management and co-ordination of the IDP/PMS/Budget Process.
Ward Councilors	<ul style="list-style-type: none"> • Major link between the municipal government and the residents.

	<ul style="list-style-type: none"> • Links the IDP /Budget/PMS processes to their constituencies and / or wards; • Responsible for organizing public consultation and participation; • Ensure the annual business plans and municipal budget are linked to and based on the IDP.
Municipal Manager	<ul style="list-style-type: none"> • Responsible and Accountable for the implementation of the municipality's IDP, • Monitors progress with implementation of the plan. • Responsible for championing the Integrated Development Planning process.
IDP/PMS/Budget Steering Committee	<ul style="list-style-type: none"> • Ensures a smooth compilation and implementation of the IDP. • Compiles the terms of reference and criteria for members of the IDP/PMS/Budget Representative Forum ; • Facilitates the terms of reference for the various planning activities; commissions studies necessary for the compilation of the IDP; • Processes and documents inputs from the public concerning IDP and Budget • Processes, summarizes and documents outputs; • Makes content recommendations; • Facilitates control mechanisms regarding the effective and efficient implementation, monitoring and amendment of the IDP; • Ensures the co-ordination and integration of sectoral plans and projects; and • Ensures that the municipal budget is in line with the IDP.
IDP/PMS/Budget Representative Forum and IGR	<p>The IDP/PMS/Budget Representative Forum is the structure which facilitates and co-ordinates participation in the IDP/Budget/PMS Process.</p> <p>The role of the IDP/PMS/Budget Representative Forum is to—</p> <ul style="list-style-type: none"> • Represents the interests of the constituents in the IDP process;

	<ul style="list-style-type: none"> • Forms a structured link between the municipality and representatives of the public; • Ensures communication between all the stakeholder representatives including the municipality; • Provides an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal governance; • Integrates and prioritize issues, strategies, projects and programmes and identify budget requirements; and • Monitors the performance of the planning and implementation process. <p>Composition:</p> <ul style="list-style-type: none"> ○ all Councillors ○ the Chairperson and one selected representative of each of the organised structures or associations within the community; ○ the officials who serve in the Steering Committee; ○ Sector departments ○ Ward committees and Community Development Workers
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1.7. PROCESS PLAN TIMEFRAMES / MILESTONES

TIMELINES: 2017/2018		
IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
Preparation Phase	IDP/PMS/BUDGET Steering committee meeting	17 August 2016
	IDP/Budget/PMS Rep Forum	29 August 2016
	Tabling of the IDP and Budget Process Plan to Council for approval and adoption	31 August 2016
	Draft Annual Report 2015/2016	
	Annual Performance Report 2015/2016	
	Advertisement of IDP and Budget Process Plan	08 Sept 2016
Analysis Phase	Mayoral roadshow	12 -15 Sept 2016
	IDP/PMS/Budget steering committee meeting: Report back from the community	21 Sept 2016
	Status of the implementation progress: 1 st quarterly review	10-14 Oct 2016
	IDP/PMS/Budget Steering Committee: Consideration, review and inclusion of any relevant and new information and report back from department on the review of situational analysis	19 Oct 2016
	IDP/PMS/Budget Representative Forum & IGR Meeting	17 Nov 2016
Strategies Phase	Departmental IDP Strategic Session: Preparing for the development of strategies ,policies ,plans and organogram	22-25 Nov 2016
	IDP/Budget Steering Committee: Preparation of budget framework to provide parameters and request budget inputs from department and preparation for IDP Strategic session	01 December 2016
	Consolidation of the Mid-year budget and performance assessment report and present to council for approval	Jan 2017
	2 nd quarter review and progress report Amend 2015/2016 SDBIP where necessary	09 -13 Jan 2017
	IDP/PMS/Budget Steering Committee: Discussions : IDP Strategic session (update on	18 Jan 2017

TIMELINES: 2017/2018

IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
	the progress of preparations , Mid-year budget and performance assessment report)	
	Strategic Planning Session: development of municipal Strategies, Objectives, KPA's, KPI's and targets	1-3 Feb 2017
	IDP/PMS/Budget Steering Committee: Confirm contents of the IDP and Drafting of Service Delivery and Budget Implementation Plan(SDBIP)	09 Feb 2017
	IDP/PMS/Budget Representative Forum & IGR	28 Feb 2017
	Project Prioritization	01 March 2017
	Tabling of the Draft IDP and Budget	30 March 2017
	Advertise for public to comment on the Draft IDP/Budget	06 April 2017
	Submit to MEC :DLGTA	03 April 2017
Integration/Approval Phase	Status of the implementation progress: 3 rd quarter review	10-14 April 2017
	IDP/Budget Steering Committee: preparations for IDP /Budget Public Hearings	17 April 2017
	IDP /Budget Public Hearings	18-20 April 2017
	IDP/Budget Steering Committee: Consider inputs preparing for final adoption of IDP/Budget	05 May 2017
	IDP/PMS/Budget Representative Forum: Present IDP /Budget	16 May 2017
	Tabling of the Final Draft IDP and Budget and Draft SDBIP	31 May 2017
	Advertise the adopted documents :IDP, Budget & SDBIP	08 June 2017
	Status of the implementation progress: 4 th quarter review	10-14 July 2017

TIMELINES: 2017/2018		
IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
	Consolidation of the Annual Performance report and Annual Report	July 2017

1.8 Powers and Functions of the Municipality

The municipal mandate stems from the section 152 and 156 of the constitutions (Act 108 of 1996) which assigns powers and functions drawing from the schedules 4b & 5b. In terms of the schedules part B 4 and 5 of the constitution, local government has the following functions.

Schedule 4 Part B	Schedule 5 Part B
Powers exercised by the BCRM	Powers exercised by the BCRM
<ul style="list-style-type: none"> • Air pollution • Building regulations • Child care facilities • Electricity and gas reticulation • Firefighting services • Local tourism • Municipal airports • Municipal planning • Municipal health services • Municipal public transport • Municipal public works • Stormwater management systems in built-up areas • Trading regulations • Water and sanitation services 	<ul style="list-style-type: none"> • Beaches and amusement facilities • Billboards and the display of advertisements in public places • Cemeteries, funeral parlours and crematoria • Cleansing • Control of public nuisances • Control of undertakings that sell liquor to the public • Facilities for the accommodation, care and burial of animals • Fencing and fences • Licensing of dogs • Licensing and control of undertakings that sell food to the public • Local amenities • Local sport facilities • Markets • Municipal abattoirs • Municipal parks and recreation • Municipal roads • Noise pollution • Pounds • Public places • Refuse removal, refuse dumps and solid waste disposal • Street trading • Street lighting • Traffic and parking
Powers not exercised by the BCRM	Powers not exercised by the BCRM
Pontoons, ferries, jetties, piers and harbours,	

1.9 MEC COMMENTS RECEIVED BY THE BCRM FROM 2012-2017 PERIOD

The six key performance areas were used as a guide for assessment. They are as follows:

- Spatial Development Framework
- Service Delivery
- Financial Viability
- Local Economic Development
- Good Governance and Public Participation
- Institutional Arrangements

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

KPA	Rating 2012/2013	Rating 2013/2014	Rating 2014/2015	Rating 2015/2016	Rating 2016/2017
Spatial Development Framework	High	High	High	High	High
Service Delivery	Medium	High	Medium	Medium	Medium
Financial Viability	High	High	High	High	High
Local Economic Development	High	High	High	High	High
Good Governance & Public Participation	Medium	High	High	High	High
Institutional Arrangements	Low	Low	High	High	High
OVERALL RATING	MEDIUM	HIGH	High	High	High

CHAPTER 2: SITUATION ANALYSIS

2. 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 as well as the Community Survey 2016. The district perspective is presented to provide a better understanding of the context within which the BCR municipality operates.

2.1 LOCATION OF BLUE CRANE ROUTE WITHIN THE CONTEXT OF EASTERN CAPE

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

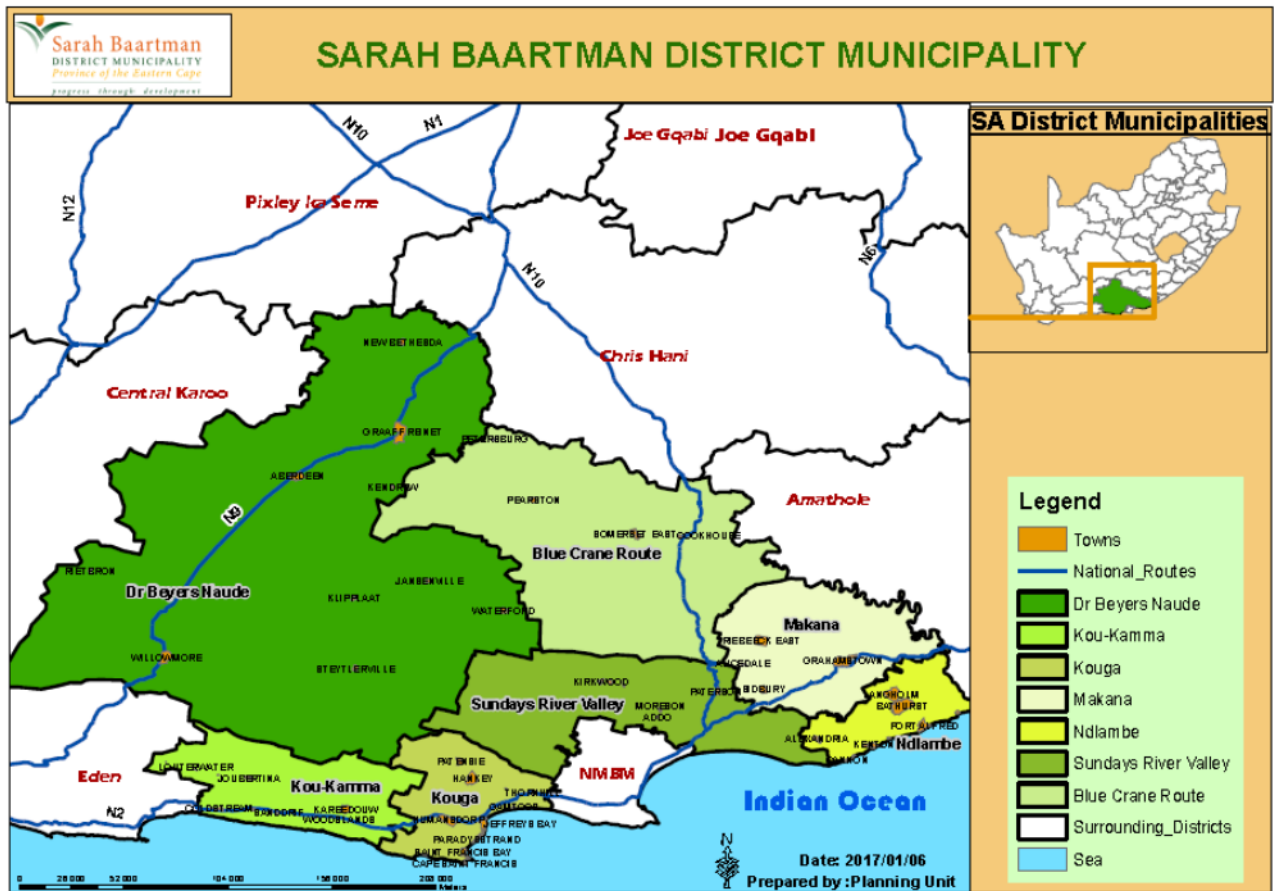
Map no. 1: Spatial Location of the Eastern Cape



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. Seven local municipalities have been established within the jurisdiction of Sarah Baartman DM, as reflected on Map no. 2 below.

MAP no. 2: Spatial Location of BCR in the Sarah Baartman District Municipal Area



Source: Sarah Baartman District Municipality

2.2. THE STUDY AREA: (MAP 3: BLUE CRANE ROUTE LM)



The Blue Crane Route Municipality falls within the jurisdiction of the Sarah Baartman District Municipality. The Municipality's area is bordered on the North-east by Nxuba Municipality, North-west of Inxuba Yethemba municipality, South of Makana Municipalities and the South-west of Sundays River Valley municipality. The Blue Crane Route Municipality is located at 67 Nojoli Street, Somerset East.

The Blue Crane Route area comprises of the primary node of Somerset East which is the main commercial hub, two secondary service centres, two rural settlements and vast rural commercial farmlands. Per the Community survey that was conducted 2016, the municipality's population has moved from 36002 to 36 063 ,1.7% growth rate.

The figures below reflect the findings per Census 2011, the community survey 2016 reflects the overall growth of the area not at ward level

- Somerset East (Wards 2, 3 and 5 = 19172)
 - Aeroville, Clevedon, Mnandi, Old Location, New Brighton, Westview and Uitkeer.
- Cookhouse (Wards 1 and 6 = 10 898)
 - Bhongweni and Newtown
 - Golden Valley and Middleton rural nodes.
- Pearston(Ward 4 = 5 933)
 - Nelsig and Khanyiso
 -

Somerset East is the administrative seat of the municipality and situated at the foot of the Boschberg Mountain. Eleven councillors have been elected and the seat of the municipality is situated in Somerset East.

2.2.1. Demographic Profile

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

StatsSA 2011	Province of the Eastern Cape	Sarah Baartman District Municipality	Blue Crane Route Local Municipality
Total Population	6 562 053	450 584	36 002
Total Population (Community Survey 2016)	6 996 976	479923	36063
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 Sarah Baartman 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.

According to StatsSA -Census 2011, the total population of Blue Crane Route is 36 002, however as per the Community Survey conducted 2016, the population figures have increased from 36002 to 36063. This then therefore indicates that the growth rate of the population is very slow due to number of issues flowing from migration, death and birth rate.

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 - Pearston : 75km.

2.2.2. Demographics per ward

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

DEMOGRAPHICS								
Age distribution	00 - 04	05 – 09	10 – 14	15 – 34	35 - 64	65 - 85+	Ward Total	%
Ward 1	549	454	422	1555	1566	203	4749	13.2
Ward 2	814	583	591	1882	2265	611	6747	18.7
Ward 3	705	671	601	2185	2320	498	6979	19.4
Ward 4	661	668	570	1788	1817	428	5933	16.5
Ward 5	542	526	475	1628	1804	470	5446	15.1
Ward 6	686	550	449	2068	2083	313	6148	17.1
Grand Total BCR	3956	3453	3108	11106	11856	2523	36002	100
Gender	Male	%	Female	%	Total			
Ward 1	2390	50.3	2359	49.7	4749			
Ward 2	3289	48.7	3458	51.3	6747			
Ward 3	3311	47.4	3668	52.6	6979			
Ward 4	2938	49.5	2995	50.5	5933			
Ward 5	2547	46.8	2899	53.2	5446			
Ward 6	3206	52.1	2943	47.9	6149			
Grand Total BCR	17680	49.1	18322	50.9	36002			
Population Group	Black	Coloured	White	Indian/Asian	Other	Ward Total		
Ward 1	3278	1143	289	10	28	4749		
Ward 2	3169	2370	1128	37	44	6747		
Ward 3	6493	378	68	19	21	6979		
Ward 4	2211	3365	287	26	43	5933		
Ward 5	1813	3387	203	15	28	5446		
Ward 6	4283	1246	479	10	131	6148		
Grand Total BCR	21247	11888	2453	118	295	36002		

Head Household: Gender	Male	%	Female	%	Total Ward			
Ward 1	823	70.1	351	29.9	1174			
Ward 2	1048	56.8	797	43.2	1845			
Ward 3	1161	57.5	859	42.5	2019			
Ward 4	914	57.6	671	42.3	1586			
Ward 5	769	51.7	719	48.3	1488			
Ward 6	1212	73.5	436	26.4	1649			
Grand Total BCR	5927	60.7	3834	39.3	9761			

Source: StatsSA 2011

2.2.3. Demographics Trends

Table 3: Age distribution, Gender, Population Grouping and Head of Household

DEMOGRAPHICS	STATSSA 2001	STATSSA 2011	%	GROWTH % p.a.	COMSURVEY 2016	GROWTH %
Blue Crane Route Total Population	35407	36002		0.17	36063	1.7%
Age distribution	35 005	36 003				
0-14	10 293	10517	29.2	0.2	11825	2.34
15-64	22 485	22962	63.8	0.2	21892	-0.96
65+	2 227	2524	7.0	1.3	2347	-1.45
Gender	35 003	36 002			36063	
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	-	-

DEMOGRAPHICS	STATSSA 2001	STATSSA 2011	%	GROWTH % p.a.	COMSURVEY 2016	GROWTH %
Blue Crane Route Total Population	35407	36002		0.17	36063	1.7%
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

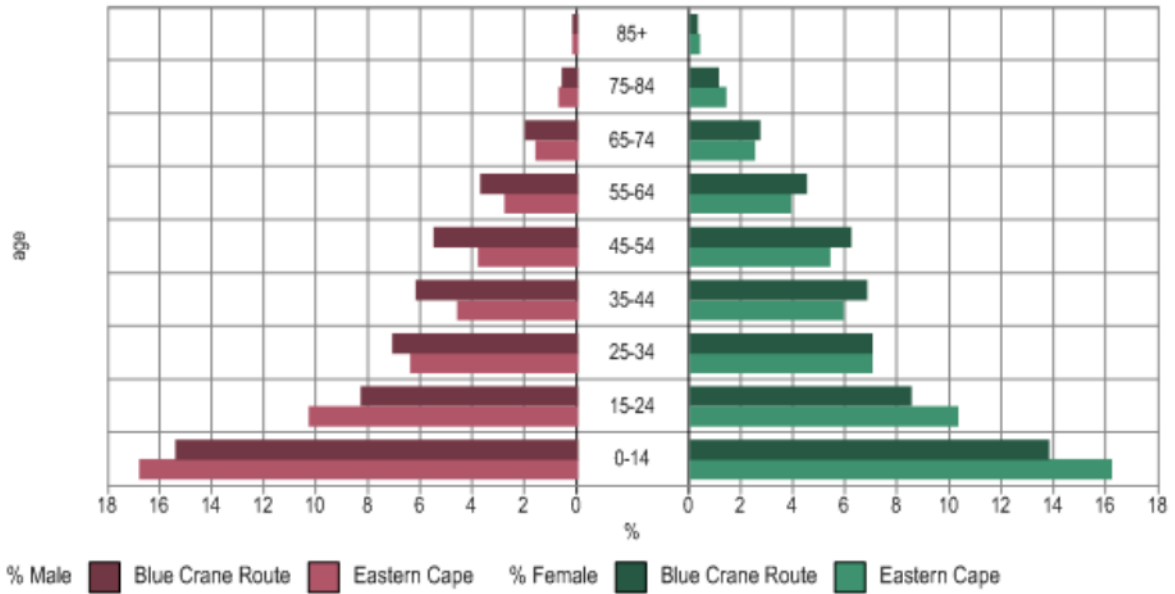
The population has increased by 595 people over the past 10 years. This is reflective of a 0.17% compound average population growth rate from 2001 to 2011. There is parity in the sex ratio with 9.6 males for every 10 females.

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 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.

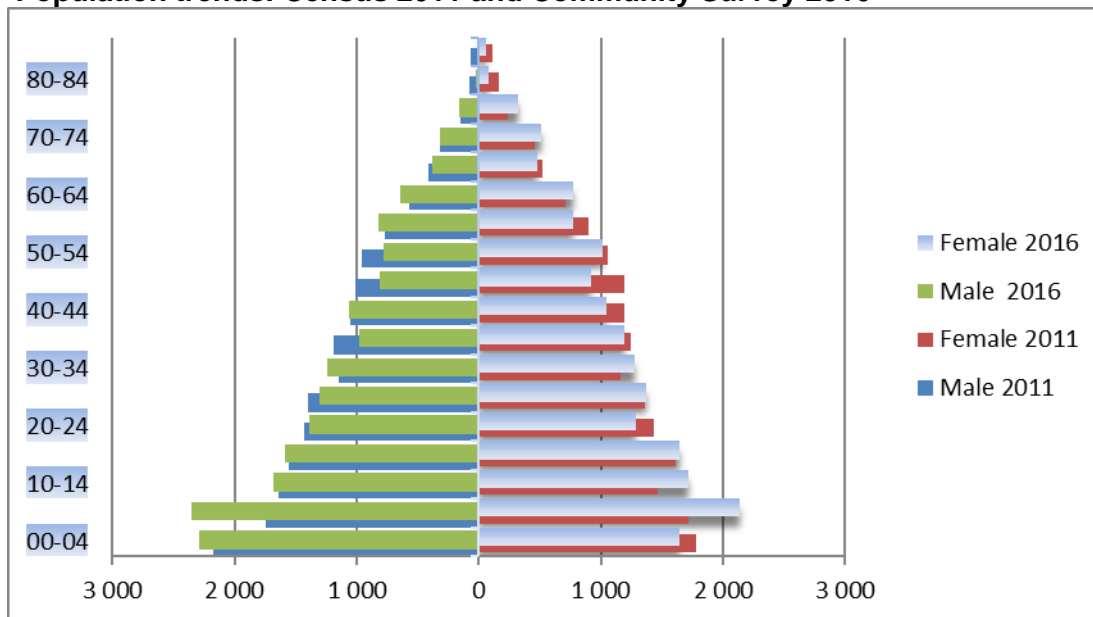
According to StatsSA a 7% increase has occurred, from 32% to 39%, in respect of female headed households between 2001 and 2011. The increase is relatively high considering that the population growth rate has been very low over a 10-year period and the male to female sex ratio has only risen marginally. 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.

Figure 1. Population by gender and age in 2011 (% of total population).



Population trends: Census 2011 and Community Survey 2016



Source: Statistics South Africa 2011 and Community Survey 2016

2.3 Socio Economic Dimension

Table 4. Socio Economic

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 5: 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 6: 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 7: Education Levels 20 year +

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (Community Survey 2016) %
Total Population					
Level of education 20 +					
No schooling	4 088	2 592	8.24	-3.7	6.3
Some primary	5 956	10 895	34.65	8.3	21.7
Complete primary	1 977	2 516	8.00	2.7	9.9
Some secondary	5 361	9 577	30.46	7.9	38.9
Std 10/Grade 12	2 437	4 420	14.06	8.1	20.7
Higher	1 075	1 392	4.43	2.9	2.5
Unspecified	0	49	0.16		0

Source: StatsSA and CS 2016

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.

The following is the breakdown of schools per town within the municipality:

School name	Location
1. Johnson Nqonqoza High School 2. Aeroville High School 3. Gilbert Xuza Primary School 4. St' Teresa Primary School 5. Nojoli Junior Primary School 6. Nonzwakazi Primary School 7. William Oates Primary School 8. W.G Olivier Primary School 9. Gill Primary School 10. Gill College	Somerset East
1. Cookhouse Primary School 2. Visrivier Primary School 3. Msobomvu Junior Primary School 4. Cookhouse High School	Cookhouse
1. Pearston High School 2. Pearston Primary School	Pearston

3. Lukhanyiso Primary School	
1. De Hoop Primary School 2. Lushof Primary School 3. Braaifields Primary School 4. Golden Valley Primary School	Farm Area

Table 8: Crime Statistics for BCRM

CRIME STATISTICS	Somerset East	Cookhouse	Pearston	Total
Crime Category				
Assault GBH	113	84	49	246
Common Assault	119	65	21	205
Common Robbery	20	10	0	30
Murder	8	0	3	11
Attempted murder	3	0	2	5
Sexual crimes	42	20	9	71
All Theft not categorised	88	55	27	170
Domestic violence	39	0	2	41
Robbery aggravating	8	5	1	14
House robbery	61	41	14	130
Business robbery	29	0	11	40
Robbery in farms	0	4	2	6
Stock theft	65	65	40	170
Drug related crime	32	32	12	246

Source: CrimeSA and Somerset East SAPS

Crime statistics in the table above indicate the levels of crimes from the period of 2014 to the beginning of 2015. The list above indicates crime in terms of frequency from high to low. Common assault, assault with intent to inflict grievous bodily harm and Stock theft seem to be the dominating crime in all three areas. Domestic violence is dominating in Somerset East followed by House robbery in Cookhouse and drug related crimes in all areas. On average the highest level of crime appears to be most prevalent in Cookhouse in all categories except for robbery in farms, domestic violence, robbery in farms and business robbery.

Table 9: HIV/AIDS Statistics for BCRM

Facility	Population
Aeroville Clinic	7,933
B Ngwentle Clinic	6,294
Bedford Mobile	959
Bhongweni Clinic	5,778
Gracey Clinic	6,098
Pearston Mobile	1,235
Somerset East Mobile 2	1,104
Union Street Clinic	4,900
Vera Barford Clinic	5,529
Andries Vosloo Hosiptal	39,830

Source: ECDoH: 2014/2015

Table 10: HIV Positivity Rates - All Facilities

Indicator Name	2013/14	2014/15
Antenatal client HIV 1st test positive rate	12.8	7.3
Antenatal client HIV re-test positive rate	2.6	1.0
Infant 1st PCR test positive around 6 weeks rate	5.6	5.6
HIV prevalence amongst client tested 15-49 years rate	9.4	6.2

Source: ECDoH: 2014/2015

The table above depicts the kind of services offered pertaining to HIV/AIDS in health facilities and the trends in terms of the results.

There are different NGO'S supporting households affected by HIV/AIDS, these include:

- Hospice
- ACVV

Currently the Municipality interacts with these special groups through Local Aids Council. The Local Aids Council is a forum coordinated in the Mayor's office where all organisations/stakeholders of BCRM have a voice to address all issues related to HIV/AIDS. The forum is made up of NGOs, CBOs & civil society and other sectors. It is chaired by the Mayor of BCRM. The Municipality has recently appointed a coordinator/secretariat to ensure proper function of the council. The council meet on a quarterly basis to discuss progress in terms of its programmes.

2.4 INFRASTRUCTURE DEVELOPMENT DIMENSIONS

The Blue Crane Route Municipality received R 2 880 000 for the 2015/16 Financial year from the Department of Water and Sanitation through the Accelerated Community Infrastructure Programme (ACIP) to address the challenge of community water supply in Pearston as the town only relies on borehole water and previously had 3 boreholes which were used at capacity and sometimes beyond their designed safe yield.

Objectives of the project is to establish a sustainable raw water supply from the three existing boreholes, investigate possible sites/ well fields to augment the available water supply to ensure an adequate drinking water supply to the community of Pearston for the foreseeable future. The project will be implemented in the following manner:

- Sighting of possible boreholes/ well field
- Drilling of new boreholes and testing of the new and existing boreholes for sustainable (for the new boreholes, this is much dependent on the results of the sighting of boreholes)
- Develop, equip new boreholes and connect to the BCRM reservoir: Pearston water supply (dependent on whether there are any successful boreholes upon drilling on the sighted areas)
- Establish a treatment method to meet the minimum requirements for drinking water quality (This will be governed by the quality of raw water from the existing and new boreholes). The current method of treatment is only direct chlorination and is working very well as the quality of raw water from the existing boreholes is very good.

Plans to address water interruptions, non-revenue water and reduce water losses

The Blue Crane Route Municipality received R3 Million for 2014/15 financial year from the Department of Water and Sanitation through the Accelerated Community Infrastructure Programme (ACIP) Grant to address the problem of ageing infrastructure and Water Conservation and Demand challenges that the BCRM face.

The main objective of the project was to do an assessment of the of the bulk water Network in BCRM and compare it with the billing information in order to determine water balance, assessment of consumer meters in the entire BCRM and installation of new meters and replacement of severely damaged meters.

It was through this project that the need for improving the following was identified:

- Accurate billing - number of houses were not metered, had faulty meters and some with old meters beyond their useful life span which might give incorrect readings.
- Bulk metering – Bulk metering also improves response time to water losses. Often, dependent on the soil type, a leak can take hours or even days to show on the surface. But with bulk meters you can always take the difference between the meters as an indication of a leak on a particular line.
- Retro-fitting.

The municipality then applied for funding implement the next phase of the project as the approved amount could not cover every fault established during the water loss audit.

2.4.1. Water and Sanitation

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

Pearston is the only town in BCRM that depends fully 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. Because 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 (needs upgrading) and the lack of on-going maintenance.

2.4.1.1. Water Loss Audit:

The BCRM launched a water loss audit project to establish non-revenue water, water leaks which contribute greatly to water losses. The following tasks were also done under the project:

- Installation of bulk meters
- Retro-fitting in Pearston (With training of plumbers)
- Installation of strainers

2.4.1.2. Augmentation of Pearston Water Supply:

Pearston solely depends on borehole water and previously only had three boreholes which are used at full capacity with no back up. The project seeks to boost water supply in the town of Pearston and provide sustainable (security) water supply for a foreseeable future. The project is under construction as discussed in 2.4 above.

2.4.1.3. Upgrading of Somerset East Waste Water Treatment Works:

The BCRM had non-compliance of sewerage effluent in all three towns namely Somerset East, Cookhouse and Pearston which hampered development in the areas, it was important to implement the project to unlock housing developments in the area. Somerset East was a priority due to the severity of non-compliance of the sewerage effluent.

The project has been implemented in three different phases with different scope of works as follows:

- Phase 1: Comprising the essential works to achieve an activated sludge plant capable to produce effluent which will be to the General Limit Standard by DWS such that the effluent can be fed into the Little Fish River.
- Phase 2: Comprising the construction of sludge drying beds and the Rehabilitation of the existing ponds/ lagoons.

- Phase 3: Comprising the installation of an Irrigation Water Supply.

Phase 1 of the project is now practically complete. The physical completion of the Phase 1 depends on the completion of the 28 day trial period of the upgraded treatment plant (which is in progress) to determine the efficiency of the plant as per the required standards by the DWS. Thereafter, a training will be provided to staff for the operations and maintenance of the upgraded facility.

2.4.1.4. Upgrading of Cookhouse Waste Water Treatment Works (WWTW)

Cookhouse effluent is discharged back to the river. This has resultant to a need for Cookhouse WWTW to be upgraded and the project is still at design stage. The project requires an Environmental Impact Assessment (EIA) which has been done and a Record of Decision (RoD) was obtained from the Department of Environmental Affairs.

Aims and objectives of the planned upgrading of the Cookhouse WWTW are:

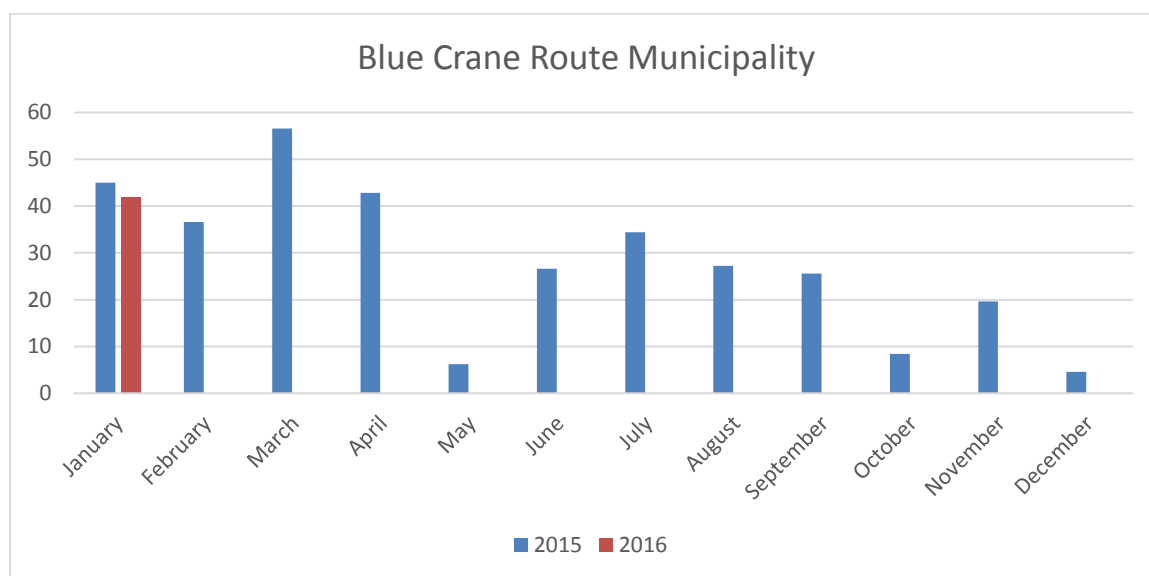
- To provide a wastewater treatment facility for the town of Cookhouse with sufficient capacity to accept flow from existing, medium and long term developments and expected future housing schemes.
- To treat all the Cookhouse waste water to the required DWS standard.
- To support the DWS initiative to eliminate the sanitation backlog in Cookhouse.
- To create job opportunities:
- During construction – training in labour based construction techniques will assist emerging contractors.
- After completion staff will be required for operation and maintenance of the upgraded facility.
- To promote a culture of reconstruction and development through community participation in the planning and implementation of the project.

Table 11: Major Predominant Dams in BCR

MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
<ul style="list-style-type: none"> • Van Der Walt Dam • Bestershoek Dam • Cookhouse Dam • Lake Bertie • Berg Dam 	ORANGE RIVER via FISH RIVER INTO SUNDAYS RIVER	BLUE CRANE	DOMESTIC & IRRIGATION

The table overleaf illustrate the rainfall figures per town as captured and recorded by the South Weather Services.

Blue Crane Route Local Municipality:



Source: South African Weather Service

Table 12: Water and Sanitation Provision

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (CS 2016) %
Total number of households	9 595	9 761		1.7%	
Sanitation	9 470	9 760		3.06%	
Flush toilets	4439	7856	80.5	7.7	88.4
Flush septic tank	390	395	4.0	0.1	-
Chemical	244	25	0.3	-9.0	0.1
VIP	127	83	0.9	-3.5	-
Pit latrines without ventilation	752	327	3.4	-5.7	4.1
Bucket latrine	1921	277	2.8	-8.6	2.9
None	1597	617	6.3	-6.1	3.5
Other		180	1.8	-	-

Water – Access to piped water	8 530	9 740		12.4%	91.2
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		8.8
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 2011 and CS 2016

The level of waterborne system/connection shows a 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 improvement from 2001 to 2011. The BCRM has a total of 8929 houses which has access to drinking water and basic level of sanitation. Three hundred and fifty (350) households which make (4%) of the households are people living in the informal settlements, their access to sanitation is in a form of bucket system and have access to drinking water in a form of community stand pipes which are within 200m walking distance from the households.

Water and Sanitation Provision

Cookhouse (Ward 1 & 6)

No. of House Holds Serviced = 1546

Bongweni 3 – 523

Bongweni 4 – 653

Business – 22

Cradock Place – 57

Newtown – 153

Station – 138

Pearston (Ward 4)

No. of House Holds Serviced = 1944

Pearston Town – 1022

Nelsig – 433

Khanyiso – 489

Somerset East (Wards 2, 3 & 5)

No. of House Holds Serviced = 5068

Somerset East Town – 971

Aeroville – 1174

New Brighton – 323

Old Location – 354

Glen Avon – 23

Mnandi – 1169

Chris Hani – 416

Francisvale – 245

Vosloodal – 39

West View – 354

2.4.2. 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 13: Energy for Lighting

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (CS 2016) %
Total number of households	9 595	9 761			
Energy (Access)	9 470	9 760		3.06%	
Electricity	6 161	8 486	86.9	3.8	88.9
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	11.1
None		39	0.4		-

Source: StatsSA

Access to electricity has improved from 65.1% in 2001 to 86.9% in 2011. Community survey conducted in 2016 also shows a slight from 86.9% to 88.9%. The dependency on paraffin and candles were reduced from 22.5% and 11.2% in 2001 to 3.1% and 9.0% in 2011.

Electricity Supply:

No. of HH supplied with electricity

Cookhouse (Ward 1&6) = 1614

Bongweni 3 – 523

Bongweni 4 – 653

Business – 22

Cradock Place – 57

New Town – 153

Station – 138

Noxolo Kiviet (informal settlements) – 68

Pearston (Ward 4) = 2027

Pearston Town – 1022

Nelsig – 433

Khanyiso – 489

Millenium Park – 83

Somerset East (Ward 2, 3 & 5) = 5131

Somerset East – 971

Aeroville – 1174

New Brighton – 323

Old Location – 354

Glen Avon – 23

Mnandi – 1169

Chris Hani – 416

Francisvale – 245

Vosloodal – 39

Westview – 354

Nkqantosi – 63

BCRM also supply farming community that is >100km radius. The current backlog in those different lines are the rotten / old network, with falling poles due to its life span. Regular routine maintenance is done but due financial constraint this exercise is not improving in most areas but in some areas, it is improving. There are constant power failures occurring in those lines.

Electricity is supplied to all schools, hospital (Andre Vosloo and Somerset East correction services).

2.4.3. Roads and Stormwater

- The provision and maintenance of roads covers the functional areas of the Blue Crane Route Municipality.

Table 14: Length of Surfaced & Gravel Roads

Municipality	Gravel Length (km)	Surfaced Length (km)	Total Length (km)
Blue Crane Route	40, 446	26, 964	67, 410

Source: Sarah Baartman DM Database

The general condition of the road networks in the Blue crane route municipal jurisdiction is summarised in the following table:

Table 15: Condition Index: Surfaced Provincial Roads

Condition	Paved Percentage (%)	Unpaved Percentage (%)
Very good	10%	10%
Good	40%	30%
Fair	30%	40%
Poor	10%	10%
Very poor	10%	10%
Total	100%	100%

According to the latest version of the Sarah Baartman/ Cacadu Intergraded Transport Plan (2011/12), the maintenance of roads throughout the entire Blue Crane Route Municipal Area is inadequate due to lack of funding. Urgent attention and funding is required. The upgrading of gravel roads to surfaced standard (and with suitable stormwater drainage) in residential areas is one of the key priorities.

As much as the BCRM is on target in implementing its strategy (Upgrading of Gravel Roads), the objective and strategies for facilitation of an efficient and effective public transport system are still lacking (Cacadu ITP 2011/12).

⇒ **Road Infrastructure and Transport Modes**

Table 16: 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	

⇒ **Non-motorised transport**

a. Bicycle transport & facilities

There is a minimal 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 BCRM, but is predominantly a recreational sport activity.

b. Sidewalks and walkways

Visual assessment was done on the primary transport corridors in the BCR which indicated a dire need for the provision of sidewalks and walkways. Given the limited income profile of the rural population, and the proximity of residential townships to the business nodes in most of the towns, walking is one of the main transport modes in the BCR. Based on the above, sidewalks and a pedestrian bridge have been constructed from Somerset East town to Aeroville. In Somerset East town, sidewalks have been constructed in Nojoli and Charles Streets.

The length of sidewalks and walkways constructed is as follows:

- Length of sidewalks (km)
From Somerset East (Nojoli Street) to Aeroville – 2.8 km
Nojoli Street – 1.7 km
- Length of walkways (km)
Aeroville – 450 m
- Length of the pedestrian bridge constructed from Somerset East to Aeroville is 35m long.

⇒ **Scholar transport**

Most 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 17: 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**

- Taxi 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 18: 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*

There is one registered taxi association in the BCRM. The OLAS indicates a registered membership of 238 persons, who operate a total of 102 vehicles that have operating licenses and are operating legally. BCRM has a functional transport forum which is championed by the Portfolio Head of the Technical Services Department. This forum is co-ordinated by the Department of Public Works for the implementation of projects in the area. Councilors and farmers also form part of the steering committee where all roads related projects for farmers and national roads are addressed as well as the needs of the community.

This forum sits by-monthly due to the nature of projects implemented in the area. In this financial year of 2017/18 BCRM has received R12.7 Mil for general maintenance. Project is divided into the following aspects for implementation:

- RRM – R11 717 517.00
- RMC – R982 423.00

Currently, there are no construction of roads to be implementation due to financial constraints.

Table 19: Taxi facilities in the BCR

Municipality	Formal	Informal	Stops
BCR	2	1	0

Source: *BCR Integrated Transport Plan*

Table 20: Summary of taxi routes operated in BCRM

Municipality	Local/Commuter	inter-town (within CDM)	Inter-town (Outside CDM)	Total
Blue Crane Route	6	1	6	13

Source: *BCR Integrated Transport Plan*

- **Bus Services**

No subsidized bus services are provided within the Sarah Baartman 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 Sarah Baartman 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 20: 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

Table 21: Long Distance Bus Operations per Route/corridor

Route/ Corridor	Average No of Buses/ day (both directions)
Corridor 2 (PE, Cookhouse, Johannesburg)	4

- **Bus Transport Infrastructure**

Long distance bus operators operates from areas close to a service station where parking is available for persons who are dropping off or picking up passengers, and where passengers can disembark during stop overs to use cafeteria facilities.

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

Route/ Corridor	Weekly Boarding Pax	Weekly Pax Alignment
Corridor 2 (PE, Cookhouse, Johannesburg)	4	4

⇒ **Maintenance of Roads**

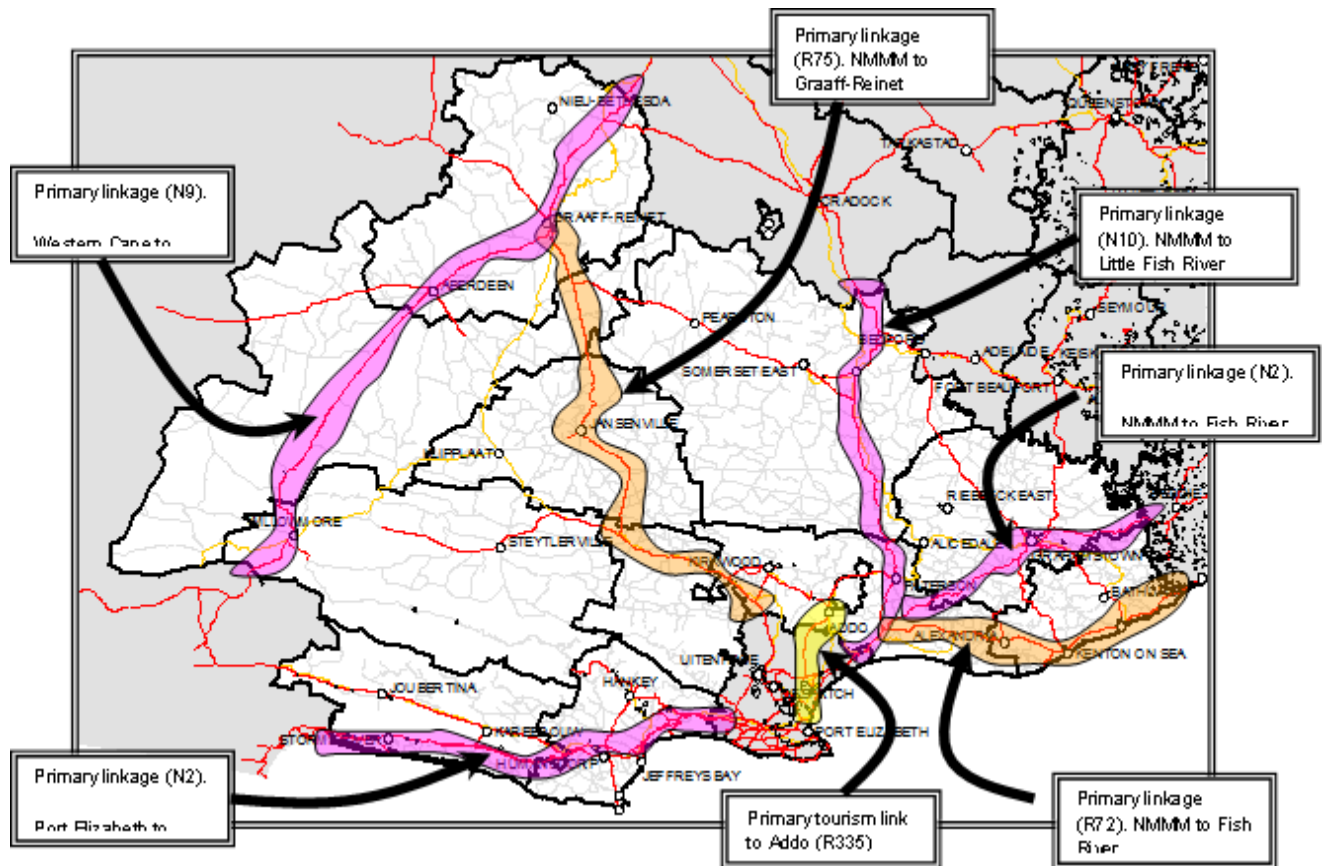
The maintenance of roads throughout the entire Blue Crane route Municipal Area (urban and rural) is not ideal due to the lack of sufficient funding. Urgent attention and funding is needed to address this problem. The upgrading of gravel roads to surfaced standard (and with suitable storm water drainage) in residential areas is one of the key priorities.

There is a huge challenge within the BCRM of no suitable quarry available to source the materials in a commercial quarry for the maintenance of roads. Priority needs to be given to obtaining a licensed quarry where suitable materials will be obtained.

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.

Map 4: Significant Primary Linkages



⇒ **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 following services are provided on the branch lines in the BCR:

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
- 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.

2.4.4 Solid Waste Management

Table 22: Refuse Removal Services

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (CS 2016) %
Total number of households	9 595	9 761			
Refuse Removal	9 467	9 761	%	3.10%	
How often by municipality?					
a) @ least once a week	6351	7842	80.3	2.35	86.1
b) Less often	28	51	0.5	8.21	0.4
How often is refuse bags provided	Once in 3 months	Once in 3 months			
Mode Disposal					
i) Communal dumping	59	78	0.8	3.22	4.3
ii) Own dump	2440	1444	14.8	-4.08	6.4
iii) No disposal	589	195	2.0	-6.69	2.6
Other	0	151	1.5		0.1
No of Licensed Landfill sites		3			

No of un-licensed landfill sites		0			
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Source: StatsSA 2011 and CS 2016

In 2011, 80.3% of households had access to a weekly refuse removal service as opposed to only 67.1% in 2001. In 2016 it has increased to 86.1.

In BCRM all residential areas have access to refuse removal services. There is a fixed schedule for household and business refuse collection. Both household and business refuse is collected once a week while garden refuse is collected at least once in three - four weeks even though there are instances where collection of garden refuse takes longer than the stipulated timeframes due to aging fleet or mechanical breakdowns. During those instances it gets collected once a month. A partnership has been developed with Community Works Programs (CWP) to conduct on-going clean up campaigns and beautification of spots where illegal dumping has been identified. Seventy (70) casuals have been appointed for this financial year for a period of 6 months under the EPWP grant to assist with the cleaning of towns. Since this partnership was formed, there has been a significant reduction of illegal dumping and in all spots where beautification had been done there is improvement in environmental awareness amongst the residents as they no longer dump on those spots.

2.4.5 Human Settlement

Table 23: 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	9 595	9 761		
Dwelling Type	9 468	9 761		3.10%
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 2011

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.

2.4.6 Land Information System

Blue Crane Route Municipality has entered into exploratory interaction with Sarah Baartman Municipality in order to acquire the expertise knowledge, resources and expertise that currently exist at District level which is not available at Local Municipality in this instance. The exploratory discussions are intended to design land information system that will assist the municipality to effectively manage its land resources focusing on;

- a. Location
- b. Services required
- c. Land use schemes applicable
- d. Zoning and valuation details

This will ensure that the provision of land resources to the local population will be manageable. The use of GIS will allow users to graphically display information. This will create understanding as trends and key areas are more easily identified and managed.

The system will assist the municipality to keep track of all properties within its area of jurisdiction in order to ensure that;

- i. Proper income is generated from these properties
- ii. Services need to be rendered to these properties
- iii. Consumers of these services are located at these properties and are correctly billed.
- iv. Is compliant with relevant legislation

The intervention will address the following key deliverables:

- a. Land management

To allow land owners and users to access all the information required on land parcels. This will provide exceptional results for speeding up decision making as well as making these decisions far more effective.

- b. Town planning

This will assist in the administration and management of town planning with regards to consent use, consolidations, subdivisions, encroachment and a myriad of other related operations.

- c. Valuation

Valuation of erven within their jurisdiction and ensuring that valuation roll is compiled and edited

2.4.6.1 Policy and bylaw formulation

The outcome of this process will influence policy and bylaw formulation on land use options and the following:

- a. Housing

- i. low cost housing
 - ii. Gap housing
 - iii. Social Housing
 - iv. High density housing
 - v. Farm workers housing
 - vi. Middle to high cost housing
 - vii. Transit zones to deal with informal settlement
 - viii. Land invasion

- b. Private developments
 - i. Industrial and light industrial development
 - ii. Business (Small, Medium and Big Business) Development

- c. Agriculture
 - i. Support for development of Emerging Agricultural Sector
 - ii. Support for sustainability of Commercial Agricultural Activities

- d. Public open spaces
 - i. Proper utilization of public open spaces to alleviate the threats of illegal invasions
 - ii. Development of parks and other public facilities

- e. Cemeteries
 - i. Proper location and utilization of cemeteries

- f. Conversation areas
- g. Alignment with the migration plans of the municipality

2.4.6.2 Land audit

The need for a complete and accurate GIS cadastral database has never been greater than the present time when municipalities have to compile municipal valuation rolls in terms of the new Municipal Property Rates Act (MPRA). A registered cadastral dataset contains only properties that are registered at the office of the Registrar of Deeds (Deeds Office) and differs from the Surveyor General (SG) cadastral dataset which contains all properties approved at the SG Office

irrespective of whether the property is registered or not. A registered cadastral dataset should be compiled by using information from both the SG Office and the Deeds Office.

The municipality will conduct a comprehensive land audit during next financial year and will cover the following aspects:

- a. Identify vacant public land parcels owned by the Blue Crane Route Municipality and where possible by other government departments. This will be done through a comparative analysis with other databases currently available namely;
 - i. Provincial land audit study
 - ii. District land audit study which consists of GIS based information regarding land in public ownership.
 - iii. Various studies commissioned by the municipality.
- b. Identify appropriate and sustainable uses for the land parcels, based on;
 - i. Public policy ranging from National Spatial Development Plan, Provincial and local SDF.
 - ii. National, Provincial, District and Municipal Planning Policies.
 - iii. The needs for various uses as expressed by communities and articulated in planning documents.
 - iv. The bio-physical suitability of the land;
 - v. The serviceability of the land;
 - vi. Legal constraints specifically related to leases on the land
 - vii. Constraints as a result of land claims and other similar government sponsored programs. The current land claims falls outside the municipal development zone and delays in resolving them does not hinder municipal development plans.
- c. A desktop study of relevant policy documents to guide the allocation of proposed land uses to vacant public land parcels.
- d. An analysis of the suitability of the land parcels identified above for development. The analysis is to consider the location, size. Topography, ownership, geo-technical conditions (at a superficial level), agricultural potential, accessibility, availability of civil services to the sites and any other relevant constraints or opportunities namely the presence of valuable biodiversity resources, the conservation status of the land holding, and any leases registered against the land parcel.

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 (Clinic)	
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 (Clinic)	
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	

2.4.7 SERVICES RENDERED TO SECTOR DEPARTMENTS

- Adries Vosloo Hospital is supplied with water, sanitation, and electricity. It is linked in the Hospital Street access road and R36 main road.
- Correctional Services is supplied with water, sanitation, electricity and access road.
- Schools receive the basic services (water, sanitation, access road and electricity). The schools are as follows:

	Somerset East		Cookhouse		Pearston		Farm Areas
1	Johnson Nqonqoza High School	1	Cookhouse Primary School	1	Pearston High School	1	De Hoop Primary School
2	Aerovill High School	2	Visrivier Primary School	2	Pearston Primary	2	Lushof Primary School
3	Gilbert Xuza Primary School	3	Msobomvu Junior Primary School	3	Lukhanyiso Primary	3	Bracefield Primary School
4	St. Teresa Primary School	4	Cookhouse High School				
5	Nojoli Junior Primary School						
6	Nonzwakazi Primary School						
7	William Oats Primary School						
8	W.G. Olivier Primary School						
9	Gill Primary School						
10	Gill High School						

- SAPS and Magistrates Court are supplied with water, sanitation, access roads and electricity.

2.5. SOCIAL SERVICES

2.5.1 Library services

Library Services are a function of the province (DSRAC) and the municipality performs the function on an agency basis. There are six libraries in total in BCRM. One in Cookhouse (Cookhouse Library), one in Pearston (Ernst Van Heerden Library) and 4 in Somerset East (Dr N.B. Ngcipe, Langenhoven, W. D West and Dr W. B. Rubusana). A new, bigger and modern library building will be added in Cookhouse. Only the one library doesn't have a librarian (W.B.Rubusana), the other are staffed with qualified librarians. Only 2 libraries have assistants while in terms of the provision of the organogram all libraries should have at least one. Activities consist of Story hours, holiday programmes, outreach programmes and educational programmes for the children and adults.

2.5.2. Traffic Services

The Traffic law enforcement and vehicle testing services are rendered by the municipality. The Municipality renders other traffic-related services through a Service Level Agreement (SLA) that has been entered into with the Provincial Department of Transport (PDoT). These functions are: registering authority (RA), Driving License Testing Centre (DLTC). BCRM have recently signed the new service level agreement with Department of Transport which is valid for another 3 years. A new service level agreement is currently in draft and it is anticipated that a new agreement will be in place by 1 July 2017

The extension of the building housing traffic services of the municipality was completed during the 2015/16 period. It is now more than 3 times the previous building and a far better improved environment for employees. The testing grounds were also re-surfaced in some parts. This project took a little more than 13 months to complete. This project has ensured that most of the aspects that were constantly a concern for Department of Transport the Inspectorate that bi-annually inspects DLTC's for compliance with legal prescripts have been addressed to a large extent. There is currently an inspectorate finding regarding VTS which is operating without a Pitt Assistant. This position was never on the organogram before, however, it has been provided for in the newly approved organogram. Due to a budget constrains this position can only be filled in the next financial year. Alternatively, one of the vacancies will be converted into a Pitt Asssistant position.

2.5.3 Fire Fighting

The Fire Station, having it based in the precinct of the municipal airport which is almost operational, results in the resource being used as a dual facility, viz, a community and an airfield function. The effectiveness and efficiency of this approach is being looked to establish potential risks and develop strategies to mitigate them. A process of appointing a service provider for the training of fire fighters on airfield related skills has been undertaken by the Sarah Baartman District Municipality (SBDM). It is anticipated that the training will be undertaken by 30 June 2017.

2.5.4 Disaster and Risk Management

The promulgation of the Disaster Management Amendment Act (Act 16 of 2015) has effectively assigned functions that were previously the responsibility of the district municipality to local municipalities. This means Council should now provide dedicated funding for disaster related matters. The BCR municipality, assisted by the district municipality, has a responsibility to develop a disaster management plan based on the risks and vulnerabilities identified. During the 2016/ 2017 financial year, the SBDM had appointed a service provider to compile a risk assessment report for the district. Workshops were done in each ward. The final report is in the last stages of development and, once completed, will be submitted to Council. The municipality is assisted by a district-assigned Disaster Management Officer who renders the service for this and Sundays River Valley Municipality, amongst others. At the moment, the municipality does not staff for disaster but it is utilising fire fighters together with disaster volunteers to deal with disaster matters of a smaller magnitude.

2.5.4.1 Potential disaster events

- Fire

Blue Crane Route Municipality does not have a fully equipped fire station at this stage. All the fire fighters are based in Somerset East and that negatively affects response time in case of emergency. There are no satellite fire stations in Cookhouse and Pearston.

- Drought

Drought is a continuous threat in this area. Pearston is facing more water threats because water resources are only limited to boreholes. Somerset East experiencing water outages due to aging infrastructure.

- Severe Wind Storms

High velocity winds are a regular occurrence in this region. This results in damage to property, electricity outages and trees falling onto properties.

- Epidemics

In the recent past, game, cattle and goat industries in the area were affected and/ or exposed to Foot and Mouth and other animal diseases. This cannot be ruled out.

The poor living conditions of communities in this area 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.

2.5.4.2 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
 - Clinics – At all three towns
 - Epidemic Outbreak Response Team
- Farmers Unions

2.5.4.3. 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

2.5.4.4 Preventative measures

- The Chief Fire Officer has developed programs to educate communities on various fire prevention and response. These programs include preventive measures by way of on-site inspections. Joint Operation Centres (JOCs) are established as and when a(n) incident(s) occurs.

2.5.4.5 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
- Organized Agriculture
- Organized Business

Table 24: Community Facilities and Public Amenities

COMMUNITY SERVICES AND FACILITIES	NAME	TOTAL IN BLUE CRANE ROUTE MUNICIPAL AREA
Crèches (Government owned & Privately owned)	Crèches (Government owned & Privately owned)	15
Libraries	Dr Ngcipe, C. J Langenhoven, W. D West, Ernest Van Heerden, Cookhouse and Dr W. B. Rubusana	6
Hospitals	Andries Vosloo hospital	1
Clinics	Bhongweni, Beatrice Ngwentle, Pearston, Aeroville, Vera Barford and Union	6

Mobile clinics	Mobile clinics	1
Community Halls	Community Halls	5
Taxi Rank	Taxi Rank	2
Police stations	Somerset East, Cookhouse and Pearston.	3
Sports fields	<p>-Cookhouse (Bongweni Soccer field and N10 Rugby field)</p> <p>-Somerset East (Mnandi Astro Turf, Mnandi Rugby field, Netball field and Aeroville field)</p> <p>-Pearston (Khanyiso sportsfield)</p>	7
Parks	Cookhouse park (Town) Somerset East Park (Aeroville) Pearston Park (Khanyiso)	3

Table 25: Powers & Functions

POWERS AND FUNCTIONS	Blue Crane Route
Air pollution	No
Building regulations	Yes
Child care faculties	No
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	No
Street lighting	Yes
Traffic and parking	Yes

2.7 FINANCIAL SERVICES

2.7.1 Free Basic Services

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the BCM. Attempts are made to update the indigent register annually and the process of finalizing the 2016/2017 Indigent Register update was concluded on 30 June 2016 when Council approved the Indigent Register. The credibility of the register and the associated credit control policy governing it will be improved this year as we have conducted various forms of awareness campaigns and outreaches to the community.

The review process of the register commenced in May 2016 where the Finance Department staff visited all the wards and invited people to the various Community Halls to register. This process yielded about 4383 beneficiaries which was above the target of 4,000 people. The new register was approved on 30 June 2016 for implementation.

During the 2016/17 Financial Year, the Municipality convened Indigent / Masakhane Outreach meetings in all wards and will be embarking on the Indigent Register update programme from April 2017 up to June 2017.

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

Table 26: Free basic energy & refuse removal status quo report

FREE BASIC ENERGY & REFUSE REMOVAL STATUS QUO REPORT						
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
February 2017						
Blue Crane LM	8 558	4 214	0	4 214	0	4 214

Table 26: Eastern Cape free basic water and sanitation status quo report

FREE BASIC WATER AND SANITATION STATUS QUO REPORT				
Water Service Authority	Total No. of Households	Indigent Households	No. of Indigents Served with FBW	No. of Indigents served with Free Basic Sanitation
February 2017				
Blue Crane LM	8 558	4 214	4 214	4 214

As at 28 February 2017 a total of 4,214 households benefitted from Indigent assistance. Details are elaborated in the Three Year Financial plan section of the IDP.

2.7.2 Financial standing of Blue Crane Route municipality

To provide an indication of the size of the municipal budget; operating expenditure; and the revenue sources, the summaries of the 2016/2017 budgets are detailed in the table below. The increase of Electricity Bulk Electricity Tariffs by Eskom and lesser amount of increase charged to consumers is creating a huge challenge for the sustainability of the municipality. Coupled with this the Equitable share grant is remaining at the same levels; The Municipal Systems Improvement Grant that contributed R930,000 has been abolished without warning; and other revenue is only increasing by 6.4% whilst General Expenditure is the same adjustment budget and Employee Costs by approximately 7.4% which has a serious impact on the finances of Municipalities which will result in operating losses on services accounts.

Table 27: Actual revenue and expenditure against budget revenue and expenditure

	REVENUE						EXPENDITURE					
	Operating Budget	Actual	%	Capital Budget	Actual	%	Operating Budget	Actual	%	Capital Budget	Actual	%
2013/2014	R 161 777	R157 129	97%	R 37 276	R 39 989	107%	R 183 120	R 186 070	102%	R 37 276	R 39 989	107%
2014/2015	R 173 024	R 177 863	103%	R 20 384	R 21 943	108%	R 213 242	R 211 780	99%	R 44 686	R 38 508	86%
2015/2016	R 174 305	R 213 675	123%	R 20 011	R 12 331	62%	R 210 072	R 217 970	104%	R 20 011	R 12 331	62%

BCR relies heavily on conditional grant funding (MIG) to finance infrastructure projects and on equitable share of national revenues to finance operating expenditure.

Table 28: The equitable share of national revenues for BCR municipality in respect of the current financial year and outer years is detailed below.

	2016/2017	2017/2018	2018/2019	2019/2020
BLUE CRANE ROUTE	44,713	45,735	48,252	50,664

Despite the generally acceptable level of collection rates in respect of property taxation and services charges the municipality struggles to produce funded budgets and to perform their legal mandates. As reflected earlier, the major challenge is that expenditure requirements are increasing at a higher rate than the tariff increase we pass on to our consumers. This results in the municipality having to find new revenue streams to increase the pool of revenue to deliver services to the communities.

A revenue enhancement strategy has been approved by Council on 11 December 2014 and the Finance Department is now in the Implementation phase and has commenced with intensifying its debt collection processes. The second phase will be cleansing of the debt book and third phase will be introduction of new revenue streams.

2.8 Economic Analysis

Local economic development is vital to the future development of the BCRM; 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: Intensive Farming operations (Cash crops/ Lucerne production, dairy's, etc) Extensive farming operations: Cattle & Goat farming, game farming.

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Summary of the district's agricultural sector for 2017:

Doing well: Stone and Deciduous Fruit, Citrus Fruit, Wool and Mohair, Vegetables

Sectors with Potential: Chicory, honeybush

Sectors with Challenges: Poultry, pineapples

Largest threats: Climate change, localised droughts, cheap imports, changing economic climate in South Africa

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Cookhouse. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The BCRM has since the inception of the CDA (BCDA), strived to broaden the local economy through the establishment of a strong industrial sector. Initial studies, exploring the options of rural town local economic expansion's, confirmed that small rural towns can only be sustainable in the long term through the establishment of a strong industrial sector.

The local economy as demonstrated above produces many agricultural products that is exported out of town (something's the country) without any value adding to the products. The development of a local industrial cluster will be the starting point of providing adequate facilities to potential investors to establish new factories, focusing on the value adding opportunities in the municipal region.

The municipality has resolved to disestablish the agency and it will operate under the district, Sarah Baartman and the municipality is in the process of establishing LED unit. The municipality is in the process of populating its LED Organogram by filling the critical position of LED Manager. The post will be advertised during June 2017 and it is anticipated that the recommended candidate will commence duties during the first quarter of the 2017/18 financial year

The CDA is currently in a planning phase to map the meaningful development of local industries in the district. This requires assessment visits to the various local municipalities which is currently in progress. This exercise will determine the actual key catalytic projects (KCP) per local

municipality. Once these KCP are identified the CDA will assess these projects and where appropriate advance them into bankable projects. Replication of these projects will only be considered in other municipalities once they are tried and tested for sustainability.

The general planning will focus on key industrialization/ aviation/ agriculture/ tourism & renewable energy opportunities in the local municipalities. CDA has agreed to take over some of the work in progress projects from the former Blue Crane Development Agency.

The following progress has been made with these projects:

Somerset East Industrial Park:

As an initial project (before assessment opportunity in other municipalities) the Somerset East Industrial Park is already fairly well developed and the focus has been on the securing of government funding to construct the Industrial Park. The IP will be unique in several instances, especially in building material and methods focusing on holistic “Green” development. The CDA has met with several National Government Departments, especially the DTI Nationally with the view to source funding for services (bulk and internal services) together with top structures to attract interested investors. This development is demand driven and based on expressions of interest made by investors wanting to establish business enterprises within the new park.

As a prerequisite to the fund sourcing process the CDA has commissioned a feasibility study to be compiled by an Independent Consultant. The study indicated a potential Gross Leasable Area of 71 900m² which over subscribes the project by 200 %. It is important to note that 60% of the finance secured to date originates from the private sector and therefore the proposed Somerset East Industrial Cluster is not solely reliant on Government funding for further development. A new costing study was prepared, forecasting expected expenditure to install bulks, internal services and top structures over a 3 year budget period. The total amount needed to develop the project is +- R148m. All the necessary institutional authorizations are already secured by CDA.

This project has the exponential potential to be the ultimate economic driver for the regional economy. Several foreign (Italian/ French/ Swiss) investors have indicated their interest in the potential establishment of their factories in the park as a footprint to serve the African markets.

The CDA secured the factory that will be constructing wind towers for the new wind farms. The factory will employ at least 150 individuals for the next two years.

The first funding of R3m has been secured by the CDA to start the final planning and bulk service delivery to the IP.

The waste-to energy project will target supplying renewable energy to the Industrial Park with the view to utilise their municipal waste (relief pressure on waste dump sites) to generate electricity. This project is currently in development stage in the East London IDZ and will be rolled out to Sarah Baartman in the form of feasibility studies to determine long term viability. This project will have an overall effect of assisting municipalities with waste problems as well as developing a model to generate internal electricity for the benefit of local municipalities.

The district has adopted an overall plan to assist municipalities in terms of developing green power projects through the agreement with a national power dealing company, POWERX.

Funding for the studies and roll out is currently been secured by CDA & Service Provider (Procured by BCDA) and final planning and contract signing will take place as soon as the SLA's are signed.

CDA did several presentations in the last few months to the Swiss government economic funding structures based in South Africa. They have agreed to fund the feasibility of the Blue Crane waste-to-energy project as well as to provide further funding to any other potential waste-to-energy projects in SBDM once the CDA has completed their assessment with the other local municipalities. The Swiss entities working with the SP/ CDA are, the IFAD supported ISASAR Project as well as SECO. The total funding sourced by the SP for these initial feasibilities is worth +- R20m in total.

A three-day workshop between CDA & the SP was held to design the project framework. The following parameters were established:

The Blue Crane Project:

The feasibility study funding was received and various actions will commence. They are as follows:

- GIS data analysis to determine the Biomass (Physical verification will follow)
- Negotiations with farmers on Biomass harvesting
- BCRM electrical financial analysis to determine the potential impact as well as to plan the intervention to add revenue to municipal coffers

The technical aspects were thoroughly discussed and a project action plan was developed. Further value adding potential projects was also discussed and planned.

The CDA industrialization effort is also focusing on the greening of the natural fibre chain. This applies for Wool/ Mohair as well as any other fibre produced in the district. This opportunity speaks to all the local municipalities, wherever a reasonable supply of raw product could be found the CDA will explore the value adding opportunities. The current focus is on the Mohair greening of the value chain.

While South Africa remains the largest mohair producer in the world, South African and global mohair production has dropped by nearly 40% over the last two decades. There is considerable opportunity to 'grow' the mohair market through exploiting niche market opportunities and diversifying mohair products into broader and new industrial applications like the aeronautical and mohair industries. However, to realise the opportunities will require additional mohair production and, preferably, the production of 'green' mohair.

The project will need to add value to the product for both the primary producer (farmer) as well as the processing facility (factory). The marketability (success) of the project will be based on how much value can be added to both market segments. The entire project needs to be qualified in term of a well-documented system that will define the exact measurable & traceable steps (NMMU to assist), as well as a registration "entity" (CSIR) to ensure creditable and reliable verification.

The project (value chain) is divided into two distinct sectors:

- Production Sector
- Processing Sector

The first step is to liaise the CDA efforts with the Mohair industry as a collective. The CDA has commenced with meetings with Mohair SA and will continue to engage within the next few months.

The nett effect is already a partnership with a company that has received substantial funding from the Swiss government to perform a feasibility study on the consequences of Greenhouse environmental effects on small scale farming and the value of the greening of the Mohair industry in the district.

The final outcome is envisaged to be an on farm greening of Mohair followed by processing and manufacturing possibilities in local municipalities.

The CDA's eventual interest is centred on a possible development of components for the aviation industry. The potential development of a carpet/ rug manufacturing business to enhance the local value adding component of the industry is also a possibility as interest in this regard was already expressed in certain manufacturing circles. The initial need is however on the on-farm greening.

Somerset East New Airport Runway:

In terms of its original integrated master development, the development agency is responsible for this turn-key solution in conceptualizing and delivering a catalytic project designed specifically as a multi solution development. A critical Infrastructure project like this airport is key to the attraction of new economic investment in a rural environment like Somerset East. This development will unlock a number of aerospace and non-aviation related projects which will be enabled as a consequence. A number of investors have already indicated their intention of investing in the new park and have submitted letters of intention in this regard.

The original R5 million rand secured by the BCDA in 2006 and managed by the municipality was not fully utilised on the airfield construction with the result that only 65% of the main run way was completed. The BCDA with the assistance of the then LED officer successfully convinced Minister Nkwinti from the Department of Rural Development to invest just over R53 million rand for the completion of the airfield. The funding was approved in 2013. The new run way was initially constructed to be 18 m wide and 1 260 m long. A plan is on the table to extend to 1 500 m x 23 m. The apron will be constructed as an all-weather parking area. The main run way was surfaced with an asphalt base while the taxi ways and apron was surfaced by interlocking pavers. A further taxi way was built that will service the hangars.

An exciting addition to the airport is the inclusion of fully automated runway lighting to enable night operations. A new fire station has recently been completed which will be a great asset to the Airport for future commercial operations. Existing infrastructure in the form of a terminal building and aircraft hangars were built during the first phase of the project. On completion the new Somerset East Airport will be one of the best rural airports in the country.

The construction of the new Somerset East Airport was complete in 2016. This is despite a number of days being lost due to rain and water logged terrain which delayed construction the project. A number of aerospace projects are already secured for the 2017/18 financial year. These include inter-alia an internationally accredited aviation academy and a number of programmes in association with Wits University and the North Western Michigan College in the United States.

The anchor tenant of the Airport is the Progress Flight Academy, which commenced with basic flight training in January 2016 and has to date trained nearly 60 pilots.

Boschberg Tourism Hub:

The Tourism Hub will be re-opened after a service level was signed between the CDA and the local municipality. CDA will henceforth be responsible for the hub as well as linked developments in the Boschberg Cluster. Occupation of the buildings (Restaurant etc.) took place early in January 2016.

R335 Road Project:

The R335 road project is moving into final procurement phase. The R335 road project is a long term project that will be constructed in different phases. The initial phase will be the tarring of the road between Ann's Villa and Bracefield followed by the next phases linking this section to the Addo tar road. The reason for not starting on the Addo side is that there are still environmental issues outstanding on the pass area. The last phase will be the linking of the Bracefield section to Somerset East. The road will be a mixture of tar, concrete and paving. The agency is not in general responsible for road developments but was lucky to secure this funding from the DRDLR. The other local district road belongs to the Provincial Road Department and it is their responsibility to maintain these roads. The target market is the +- 200 000 visitors to the Addo park that could potential be lured into visiting the Blue Crane area as through route or destination visitors. This is a huge infrastructure project which is essentially also a job creation project. At least 35% local procurement and much more local labour will be forced on the successful contractor that will hugely benefit the local businesses and communities.

At least 18 SMME construction companies took part in the construction and 140 local individuals was employed to date. The first phase of the project to be completed by August 2017.

Somerset East Education

For the past 5 years the BCDA was in partnership with the Govan Mbeki School for Mathematics Development Unit which is part of NMMU. The CDA took this project over and runs it. This program entails the concept of an incubator school program. Selected learners participate in 14 extra classes over weekends and 2 exam preparation classes. Local teachers are responsible for the lectures. All participating learners are provided with a tablet with the curriculum, a digital Casio calculator, work books and exam papers. Food is provided for the learners. Learners in grades 10, 11 and 12 participate in mathematics and science.

The duty of the CDA is to source funds and to facilitate the project. The responsible teachers are trained by GMMDU and all the material is supplied by GMMDU. The learners get rewarded as the top 3 candidates in each grade do receive a prize.

In the Blue Crane area 60 learners from 4 schools benefited from the programme. In Graaff Reinet 80 learners from 8 schools were involved. The total investment in the program is R540 000.00. 11 Teachers are involved.

The CDA also successful assisted with the training of teachers from the districts of Graaff Reinet, Cradock, Uitenhage, Port Elizabeth and East London. 98 Teachers participated in the Maths Skills Upgrade Program and the Science Skills Upgrade Program over a period of 8 months.

The department of Education supports these programs.

Renewable energy

There are 2 main focus areas. The Cookhouse area where there are 5 wind farms and the Humansdorp area where there are 6 wind farms.

The Cookhouse wind farm is the largest wind farm in Africa and is now fully operational. This wind farm has made contribution to social development projects. The main focus is on early childhood development. Various institutions in the area have benefitted from the wind farm (Huis Silwerjare old age home, all 27 schools received money for the yearend prize giving, the youth cycle club, Mary Coetzee child care centre,) A community trust was formed and currently busy evaluating the applications for assistance. The Amakhala and Nojoli wind farms are currently in

construction phase and will be completed by the end of 2015. The Golden Valley and Nxuba Wind Farms are in the process to complete financial closure and will start with construction early in 2016. The CDA oversees the appointment of contractors and labourers in accordance with the rules and regulations as laid down by the DOE. The CDA also assist the developers in negotiations with local municipalities such as rezoning and approving of plans and development. The 5 farms are busy with an asset mapping and needs analysis which will be completed by September and will thereafter start with more investment in the area.

Each wind farms employs in the region of 420 workers during the time of construction and the total value of the 5 wind farms amounts to R9 billion. After construction 23 people is employed on permanent basis on each farm.

On the 6th of May a meeting was held with all the representatives of the wind farms. The meeting was chaired by the CEO, Mr Mvoko, and the purpose of the meeting was to find areas of collaboration and identify catalytic projects with huge impact and also projects catalytic in nature to cut across the SBDM area. All developers were in agreement and now work together.

2.8.1 The following opportunities exist in terms of renewable energy:

The Eastern Cape Province has lower levels of solar radiation in comparison with other provinces in South Africa.

Wind generation initiatives in the Sarah Baartman District are fast growing with a large number of generation facilities under investigation.

Opportunities in terms of energy generation from biomass and the manufacture of biofuel remained to be explored. However, it should be noted that large scale biomass production is dependent on agricultural infrastructure, sustainability and possible environmental impact. The CDA has engaged with a potential investor that is currently exploring the possibility of utilising municipal waste to produce power. The council has already agreed to the investigation of the possibility through the conducting of a feasibility study by the investor.

The Sarah Baartman District in comparison to the eastern side of the Eastern Cape has very low hydro power generation capacity / potential, however, distinct potential exists in the Blue Crane Route region along the Fish River.

The importance of wind energy generation in the district has been confirmed by the announcement by the Department of Energy in terms of successful wind farm developments, as three of the eight approved wind farm developments are to be developed in the district, with an additional wind farm to be developed in Nelson Mandela Bay Municipality. One of the largest energy generating wind farms, i.e. Cookhouse Wind Farm (135MW) has been developed in the last year and is currently supplying electricity to the National Grid.

Agriculture (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 due to the high quality and “brand” of South African honey that already exist in countries which are high importers of honey, like Japan and Germany. Increased production sites could be established in BCR to act as outgrowers to existing honey processors with existing infrastructure in BCR.

The existing training initiative which operates in conjunction with the Makana Meadery can be supported 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 (whose farm lies just outside 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.

Organised and properly managed pollination services are and will increasingly be a demand from commercial fruit farmers in BCR, as well as farmers in the rest of the Eastern Cape (with special reference to the focus on berry production in the Amathole District).

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 BCR), the development of orchards in this area is proposed to supply local (BCR and South African) as well as export markets.

Training and extension services could be provided by experienced producers and consultants from the Western Cape to farmers that are relatively new to exotic fruits in BCR (capacity has already been build in the Western Cape which can be transferred).

There is potential for local economic development through entrepreneurial value adding and processing of exotic fruit in jams, preserves, sauces, dried fruit, etc. – cottage industries could over time develop into commercially sustainable businesses. In conjunction with other plans of developing the animal feed industry of BCR, there exists an opportunity to manufacture shelf stable animal feed pellets from the cyclodes of the prickly pear plant.

In terms of citrus, oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Sarah Baartman district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaat in Ikwezi, the Aberdeen Plain west of Willowmore and in the Kou-Kamma Municipality around Kareedouw. Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

2.8.2 Broadening Economic Participation

Inequality and poverty are deeply entrenched with rural South Africa and represent a major constraint to development. However, the poor of the region also represent a major resource for economic progress. Broadening economic participation as part of a broader social development emphasis is thus a key pillar for rural regeneration. Key areas of action include:

- Promoting BBBEE, SMME and cooperative development.
- Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.

- Improving grant accessibility.
- Establishing community-based beneficiation projects.
- Facilitating community and worker participation in share ownership.
- Promoting social development investments.

2.8.3 Developing the Skills Base

The skills base of the region is a key driver of both economic progress and poverty reduction. Most people have limited skills and limited educational attainment. This is both a major constraint to development but also represents a significant area of opportunity given the wide range of good educational institutions in the region. BCR is committed to a concerted approach to improving the skills profile of the region.

Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.

- Improving rural transport infrastructure particularly roads.
- Identifying and delivering catalytic infrastructure that opens up new economic opportunities.

2.8.4 Rural Economic Development Initiatives (Redi) – Benefits for BCRM

The district has experienced a period of sluggish economic and demographic growth. Major challenges have included a period of consistent agricultural decline, the large geographic extent and sparse population of the district, aggravated by migration to larger urban nodes, growing inequality and poverty and municipal capacity. There are a number of objective factors that suggest that much stronger growth, than has occurred over the past decade, is possible.

In response to this latent growth potential, the Development Bank of Southern Africa initiated the Rural Economic Development Initiative. The Sarah Baartman Rural Economic Development Initiative (REDI), one of three pilot sites in South Africa, is a partnership between Sarah Baartman District Municipality, 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.

The first phase of the project was initiated in 2010 and is nearing the end, which will culminate in the development of a regional investment prospectus in 2012. Support from the Development Bank of Southern Africa for phase one includes a R7.8 million technical assistance grant and dedicated capacity in terms of a Process Facilitator (part-time) and Process Coordinator (full-time).

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, culminating in the revision of the district's Economic Growth and Development Strategy coupled with the development of an investment prospectus and related investment strategies.

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 Sarah Baartman 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 Sarah Baartman Phase one of the REDI programme identified 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 Sarah Baartman 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:

- Renewable Energy Rapid Assessment and Audit
- Provincial Renewable Energy Coordinating Forum
- Land Use and Location Policy for Renewable Energy Projects
- 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
- Investigation into the Social Economy and Identification of Interventions to Address Poverty and Unemployment
- Development of a Municipal Services Finance Model for BCRM

REDI has also helped establish a much higher level of engagement between government, the private sector and other stakeholders. A number of strong development institutions and partnerships have emerged or have consolidated that are well-placed to support further development in the region.

These emerging opportunities, the stronger common vision and the increased level of networking and partnership formation now need to be consolidated in order to realize the potential through accelerated implementation, through a proposed second phase of the project.

The second phase would continue to work with and grow a large portfolio of projects through a process of intensive regional stakeholder engagement with an emphasis on facilitating the implementation of major regional projects and up-scaling or extending successful pilots to other areas.

The primary sector focus of REDI in BCR will be on improving the performance of agriculture-related sectors (including priority sectors from phase one research, renewable energy, land restoration, agro-tourism and aquaculture).

The REDI team will also provide secondary support for tourism, education and business development that strengthen regional competitiveness and job creation.

In addition, the second phase will also continue to focus strongly on building a range of multi-stakeholder partnerships and networks at local, regional and provincial level that promote innovation, learning and collaboration.

In its second phase REDI will be consolidated as a strategic rural development “project clearing house” with core capacities related to:

- Facilitating multi-stakeholder networks to support rural economic development
- Project identification, conceptualisation, evaluation and packaging aligned to regional development strategy development
- Packaged projects transferred to CDA for implementation

A key REDI phase two task will be to develop a model of economic development project planning and implementation based on three core concepts that experience has shown increase the chances of project success, sustainability and impact:

- Multi-stakeholder multi-level partnership including working an inter-district, regional, provincial and national level
- Co-funding
- Strong project management arrangements

As part of this, a key role of a small REDI team will be to manage the compilation and bi-annual update of a portfolio of credible strategically relevant projects with strong institutional arrangements for implementation for submission to IDC, EDC, DBSA, etc and investors for enterprise development and infrastructure investment.

2.8.5 Youth Development initiatives

The Minister of Department of Rural Development and Land Reform initiated a programme for young people which started June 2010.

Purpose:

- To provide character building programmes, as well as soft and hard skills training in rural communities.
- To recruit unemployed youth in rural areas
- To train youth in through FET programmes linked to the identified developmental com Projects.
- To develop youth with multi-disciplinary skills through civic education.
- To increase the number of rural communities receiving support in their self-development through the CRDP.

A number of young people within the BCRM benefited from the program. The youth was trained on the following :

- Youth trained to be able to compete in employment opportunities
- Youth able to start their business opportunities
- Youth able to transfer skills to others at their communities

2.9 INSTITUTIONAL ARRANGEMENT

LOCATION OF BLUE CRANE ROUTE MUNICIPAL OFFICES

ADDRESS	LOCATION
67 Nojoli Street, Somerset East	Main Municipal Office Buildings <ul style="list-style-type: none"> ▪ Town Hall ▪ Council Chambers ▪ Mayor's Office ▪ Municipal Managers Office ▪ Offices for Financial Services ▪ Main Municipal Cash Offices
88 Nojoli Street, Somerset East	Corporate Services <ul style="list-style-type: none"> ▪ Human Resources ▪ Administration ▪ Archives ▪ Telephone Switchboard ▪ Housing
Union Street, Somerset East	Community Services <ul style="list-style-type: none"> ▪ Environmental Health ▪ Langenhoven Library
Municipal Depot, Somerset East	Technical Services <ul style="list-style-type: none"> ▪ Offices ▪ Mechanical Warehouse ▪ Garage ▪ Municipal Stores Community Services <ul style="list-style-type: none"> ▪ Traffic Department
New Brighton, Somerset East	<ul style="list-style-type: none"> ▪ Cash Office ▪ Housing Office ▪ Building Control Section
Main Street, Cookhouse	<ul style="list-style-type: none"> ▪ Town Hall ▪ Cookhouse Library ▪ Cash Office ▪ Housing Office ▪ Municipal Depot
Main Street, Pearston	<ul style="list-style-type: none"> ▪ Town Hall ▪ Cash Office ▪ Housing Office ▪ Ernst van Heerden Library
Aeroville	<ul style="list-style-type: none"> ▪ Jakes Gerwel Youth Centre
Somerset East Town	<ul style="list-style-type: none"> ▪ Dr. WB Rubusana library

2.9.1 Office of the Mayor/Speaker

As a plenary municipality, Blue Crane Route has a combined and full time Mayor/Speaker. The administrative support to the Mayor/Speaker office are undertaken by the office the Municipal Manager. The Speaker chairs all meetings of Council and is also responsible for the presiding of meetings of the Finance Standing Committee. The Speaker is also responsible for the welfare and capacity building of all Councillors. The Mayor/Speaker is elected to provide political leadership and be the custodian of the vision of the municipality.

2.9.2 Office of the Municipal Manager (Good Governance and Public Participation)

The Office of the Municipal Manager is composed of the staff who provide support and assist with planning and execution of the functions mentioned below. These functions excludes managing and overseeing Section 56 Managers who are dealt with under their respective portfolios. Due to the fact that the Mayor/Speaker is a political office, it is necessary, for leadership presence in his absence, for the staff in his office reports directly to the municipal manager. The reasoning is informed by the fact that all municipal employees, regardless of their placement or what responsibilities they may hold, must be subjected to the Municipal Manager's authority, in his capacity as head of Administration and Accounting Officer of the municipality.

The office of the Municipal Manager has the following duties assigned to it:

⇒ Internal Audit, Risk Management and Fraud Prevention

The objective of Internal Audit is to provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process.

The role of Internal Audit in the Municipality is to assist the Municipal Manager and the Council to meet their objectives and to discharge their responsibilities by providing an independent appraisal of the adequacy and effectiveness of the controls set up by management to help run the municipality. Presently the municipality have an in-house Internal Audit Unit resourced by the Manager Internal Audit and one Internal Auditor.

The municipality has a fully functional Audit Committee which sits quarterly. Due to financial constraints and the fact the municipality is a plenary municipality; the Audit committee is also responsible for auditing the implementation of the IDP by reviewing performance of the municipality quarterly as per the requirements of Municipal Systems Act. The Audit Committees' roles and responsibilities for the review of the Municipal Performance Management System are detailed in the approved Audit Committee Charter that is reviewed annually and adopted by council. The Audit Committee is also responsible for Risk management and Fraud Prevention.

Internal Audit facilitates the self-risk assessment by management and council on an annual basis during strategic planning for strategic risks and as soon as the Service Delivery and Budget Implementation Plan is approved facilitates the operational risk assessment. This risk assessment result in both strategic, operational and fraud risk registers that are communicated

to Management Committee, Audit Committee, Risk Owners and Council. The Internal Audit unit then follows up on the risk management plan based on the registers on a quarterly basis and report the results to the Audit Committee and Management. An assessment of emerging risks is also considered on a quarterly basis.

Internal Audit further assists the municipality by reviewing the fraud prevention policy and plan and recommend additions and amendments to management. This Fraud Prevention Plan is reviewed on annual basis to cover emerging fraud risks within the municipality. The Fraud prevention plan is workshopped to all employees, councillors and the community to ensure a combined assurance approach towards elimination of fraud and corruption within Blue Crane Route Municipality and the Community.

⇒ **Intergovernmental relations (IGR) and Public Participation (PP) Unit**

Public Participation is a democratic process of engaging with communities in planning and playing an active part in their development. The section of IGR & PP is responsible for the following and also works closely with the office of the IDP:

- Development of Effective Public Participation & Petition Policy\Strategy
- Facilitate Workshop on public participation & petitions
- Facilitate the formation Public Participation & Petition Unit for Blue Crane(inclusive of CDWs)
- Facilitate engagements with stakeholders at local level
- Channel matters of stakeholders through council for delivery of quality services to communities
- Assist in the formation local stakeholder forum
- Facilitate that Political Leadership communicate government programmes through Izimbizo\Outreach and War Rooms
- Support ward committees through capacity building programmes and the review of ward based plans & IDP
- To strengthen cooperation between institutionalized structures such as ward committees ,CDWs and community based organizations to improved community participation

⇒ **Customer Care Unit**

The Blue Crane Route Municipality aims to provide consistent service excellence whenever customers make contact with the municipality. This aim incorporates the Municipality's commitment to ensuring the human rights principles set out in the South African Constitution, the eight Batho Pele principles aimed at transforming public service, and 'getting it right the first time.' Customer Care in this context refers to this municipality's commitment to make the customer's contact with the municipality convenient and positive. In practice, good Customer Care includes:

- A customer must be able to contact the municipality easily, reaching the correct department to handle its request or enquiry.
- A customer should have welcoming access to municipal buildings where

adequate signage has been provided. Where practicable, access for the disabled should be provided. Incorporation of private areas for customers to discuss personal or sensitive matters should be considered where relevant and suitable.

- A customer should be assisted in their language of preference in accordance with the municipality's Language Policy (English, Afrikaans or isiXhosa). Providing customers with relevant, accurate and up-to-date information, including an explanation when a service is not available.

As part of its commitment to good customer services, the municipality Council has recently adopted a Customer Care Policy. At the heart of the policy is attempt to improve customer service interface and thus providing better services to our community.

⇒ **Integrated Development Plan (IDP) and Performance Management (PMS)**

The purpose of the IDP.PMS unit is to support, manage and direct the development and effective implementation of the integrated development plan and performance management system of Blue Carne Route municipality.

Functions of the Unit:

- Coordinate the development and review of the Integrated Development Plan;
- Coordinate the development and review of the Performance Management Framework;
- Coordinate the development the of the Service Delivery and Budget Implementation Plan;
- Coordinate Sector Plan development and review;
- Ensure IDP, Budget and SDBIP alignment;
- Ensure vertical and horizontal alignment of development planning;
- Ensure monitoring and evaluation of performance, quarterly and annually;
- Ensure compliance with IDP and PMS relevant legal requirements.

The Municipality has a Performance Management System Framework in place, reviewed annually.

The Scorecard Model process includes the development and implementation of an organizational performance management system which in addition not only monitors and evaluates the performance of Section 56 Managers but also that of the middle management and the system will soon be cascaded down to lower levels. The performance of the Municipal Manager and section 56 Managers are evaluated in terms of Performance Agreements which they sign annually.

⇒ **Special Programmes and HIV programmes**

The Special Programmes Unit is one of the strategic offices in the Office of the Mayor. The SPU is responsible for advocacy and provide support to vulnerable groups. These are, i.e. People with Disabilities, Women, Youth, the Aged, HIV/AIDS awareness, Moral Regeneration etc.

THE Unit also deals with other multi-faceted activities and these includes the following:

- Advocating for the vulnerable groups such as the youth, children, gender, senior citizens people with disabilities and women.
- Advising the municipality on addressing issues of the vulnerable groups in development of policies and strategic documents and action plans.
- Co-ordinating and implementing all municipal programmes relating to vulnerable groups.
- Mainstreaming issues of the vulnerable into all municipal processes and programmes.
- Ensuring compliance on all prescribed legislation.

⇒ **Information and Communication Technology (ICT)**

The ICT Section is in the Office of the Municipal Manager. During the 2016/17 financial year, the long vacant position of Manager: ICT was filled. An ICT Steering Committee chaired by the Municipal Manager and comprising of senior managers, Manager: ICT and Manager: Internal Audit was established and functional. The primary role of the ICT Steering Committee is to develop and oversee ICT Good Governance and promoting ICT security measures. The meetings of the ICT Steering Committee are held quarterly.

The following policies were reviewed during 2016/17 financial year. These are i.e.

- Information Technology program change Management
- Internet, intranet, e-mail policy
- Network security policy
- Systems and data security policy
- Social media policy
- Disaster Recovery policy and
- IT Corporate Governance Policy

The following new ICT Policies were developed and are to be approved during June 2017 Council meeting. These are i.e.

- Information Technology Server Room policy
- User Access Management policy and procedure
- Application Patch Management policy
- SLA Process Management policy

2.9.3 Corporate Services Department (Institutional Transformation and Organizational Development)

Corporate Services is responsible for the provision of support functions and governance affairs of the municipality. This is done by ensuring that the administrative affairs of council and administration are of a high standard.

The Department is responsible for Council and Committee functionality, Legal Services, General Administration, Human Resources Management together with Housing and Land Use Management.

The department is made up of the following sections:

1. Administration
2. Human Resources Management, and
3. Housing and Land Use Management

⇒ **Key Performance Areas**

- **Administration section**

This Section is responsible for the effective functioning of the Council's secretariat and corporate support, communication systems and controls as well as the distribution and archiving of records. Secretariat and Corporate support to Council and its Committees, which covers the wide range of Decision Making from the stage when an Item is submitted to the Council or its Committees until the resolution has been taken and implemented. Providing operational system capable of meeting organizational requirements; aligning document management systems to facilitate effective circulation, response, storage and retrieval. The section manages all litigation by or against the Municipality, bylaw and policy formulation.

The section is responsible for the following functions

- a) General Administration
- b) Council and Committee Support
- c) Legal Services
- d) Archive Services
- e) Municipal Property
- f) Management of municipal halls
- g) Cleaning Services
- h) Ward Committees

- **Ward Committee functionality**

Ward Committees are established in the all 6 wards of the municipality and there is a good working relationship between the Ward Committee Members and the Ward Councilor except in ward 1 and 6 where tensions have reached escalation point. Various interventions are embarked upon to address this anomaly. Regular meetings are held and issues identified by ward committees are channeled through the municipality and submitted to council prior to feedback being given. The municipality is responsible for capacitating and resourcing of ward committees and plans are in place to ensure that this is accomplished by the end of the current financial year. The municipality is facilitating the filling of vacancies due to death and resignations, the positions will be filled by the fourth quarter of the current financial year.

- **Human Resources Management**

The Human Resources section provides the following functions:

- **Human Resources Provisioning comprise of;**

- Human Resources Planning
- Recruitment and Selection,
- Staff Placement,
- Induction and career pathing.
- Overall HR staff Management/Supervision
- Outlining the relevant policy/legislation to council and municipality
- Interpret and implements labour legislation for the institution
- Advises Directorates on procedures to follow in terms of correctional action.
- Co-ordinates the job evaluation process of the institution.
- JD Development, Maintains and updates Organizational Development

- **Human resources development comprises of:**

- Implement Organizational, Provincial and National strategies
- Co-ordinate Councilors, Management and Staff development programs
- Skills development
- Employment equity
- Provide a career management service
- Administer state sponsored studies/bursaries
- Implement Learnership and Internship programs

- **Labour Relations**

Responsible for the following: -

- Develop organizational labour relations strategy and policy
- Provide a labour relations support to line function, including a support of their responsibility to the municipality
- Provide advice and guidance to staff in respect of labour issue
- Manage disputes and grievance resolution mechanisms
- Administer all discipline processes (including investigations)
- Facilitate departmental collective bargaining
- Provide a translation service of all human resource activities

- **Functionality of the Local Labour Forum**

Good labour relations in municipalities is a legislative imperative that must be nurtured and sustained at all costs as failure to do so may have a direct impact on the levels and quality of service delivery. The local labour forum is well functioning in the municipality as all scheduled meetings were convened. Two capabilities session were organized with SALGBC to capacitate members on the functionality of the LLF. This has significantly improved relations and the nature of items that are brought to LLF for deliberation

⇒ **Review of the organogram and Filling of critical and vacant posts**

All Section 56 and 57 position together with critical vacancies have been filled. Additional to senior management positions the following positions has since been filled; Head Electrician, IDP-PMS, PMU Technician to mention just a few. The filling of the outstanding vacancies will be done as soon the prioritization process, costing and budgeting exercise has been completed.

The municipality reviewed and adopted its organogram on the 30th June 2016. After that a total of 10 vacancies were identified as reflected below:

- Local Economic Development Manager
- Human Resource Manager
- Administration Manager
- Human Resource Officer
- Human Resource Clerk
- Archivist/Filing Clerk
- Supervisor of Halls
- Land Use & Spatial Planning Officer

- Environmental Health Practitioner

⇒ **Formulation of job descriptions**

The municipality has developed job descriptions for all employment categories of the institution and was adopted by council on the 30th June 2016.

⇒ **Implementation of job evaluation**

The municipality is participating in the SALGA initiated process of implementing job evaluation system. The Sarah Baartman District Municipality has established a Job Evaluation Unit responsible for the implementation of the system for all municipalities falling under the district. BCRM is participating in all the activities and has complied with all the requirements, including training of responsible officials and observers. The job evaluation is scheduled for commencement before the end of the current financial year.

⇒ **Human Resource Plan (HR Plan)**

CoGTA-EC assisted the municipality in the formulation of the human resource plan and was adopted on the 30th June 2015. CoGTA-EC also assisted with the formulation of an implementation plan which has since been implemented. The process was widely consultative and involved all relevant stakeholders including labor as they are a critical stakeholder in this regard.

The document outlines how the municipality will achieve the objective of the IDP through optimal utilization of human resource. Integrating the key following enabling instruments;

- Job description formulation and reviewal
- Job Evaluation process
- Institutional policy development and reviewal
- Reviewal of the Organisational Structure
- Staff training through Workplace Skills Plan
- Institutionalisation of Occupational Health and Safety
- Employee Wellness Program, and
- Employee Equity Plan

LIST OF EMPLOYEES ON A FIXED TERM CONTRACT

POSITION	INCUMBENT	TIMEFRAME
Municipal Manager	Mr. Thabiso Klaas	Contract ends August 2017
Director Community Services	Mr. Sizwe Mvunelwa	Contract ends August 2017
Director Corporate Services	Mr. Fezekile Cotani	Contract ends August 2017
Director Financial Services (CFO)	Mr. Nigel Dilo	Contract ends January 2023
Director Technical Services	Ms. Zukiswa Ntile	Contract ends August 2017

⇒ **Employment of casual workers**

The employment of casual has been a major problem area as community members are always suspicious of any process that does not favor them. The municipality has commissioned the development of a policy to regulate the employment of casual which will lead to the development of jobseekers database. The database will ensure that opportunities are given to all deserving residents on a fair and equitable manner. The policy will take effect from the beginning of the next financial year.

⇒ **Skills Development Programs**

The Skill Development Act requires that all employers, including municipalities, must develop a Workplace Skills Plan (WSP). The WSP is developed indicating the skills gaps, analysis and attributes identified in a particular year. This is also in line with Objective 2 of the National Skills Development Strategy, which advocates for “Promoting and accelerating quality training for all in the workplace”. The WSP outlines the training capacity building programs to address the gaps and build capacity. The program consists of a skill program which is occupational based and the learnerships which are made up of structured learning component. Every year the Blue Crane Route Municipality develops a WSP indicating the skills gaps, training and capacity building programs. This is to ensure that staff members involved in both skills and learnership programs to build their capacity and enable them to respond to the needs of the community with confidence. In order to achieve this objective the municipality conducts skills audit where all employees complete skills audit questionnaires which gets translated into a skills audit profile of the municipality.

⇒ **Employment Equity**

The Employment Equity Act prescribes that every designated employer must formulate an Employment Equity Plan. This calls for the municipality to develop a policy defining its employment equity practices. The municipality has an existing employment equity policy which is due for reviewal soon as it has been adopted in 2012. The purpose of the employment equity is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination. Also to implement affirmative action measures to redress the disadvantages employment experienced by designated groups in order to ensure their equitable representation in all occupational categories in the workplace. The municipality is in the process of developing an employment equity plan which is currently in draft form and is scheduled for implementation by the end of the current financial year. The municipality has been reporting regularly to the department of labor despite having a draft employment equity plan.

⇒ **Dealing with critical and scarce skills**

The municipality is developing a policy to deal with scarce skills and to cover the following fundamental principles:

- To determine the strategic and operational needs of the organization
- Strategies to attract and retain critical expertise in certain fields
- Adhering to the requirements of Employment Equity
- To apply skills transfer

The policy will be adopted by the end of the current financial year and implemented in the next financial year.

⇒ **Performance management**

The municipality has adopted a performance management system however it is only senior management and those officials directly reporting to senior managers who are performance managed. The municipality will cascade the system to the rest of the institution at the beginning of the next financial year. Consultations are undertaken with employee representative on the modalities of implementing the system.

⇒ **Administrative matters**

The Human Resources section is currently conducting an audit of personnel files ensuring that all necessary documents are in place and in order. Another audit is the leave management system in order to introduce new measures that will ensure a credible leave management system. The municipality is developing a new induction program in order to improve on the current system which is in operation and does not give much better value.

⇒ **Occupational Health and Safety**

The municipality has recently appointed an Occupational Health and Safety Officer as per requirements of the respective legislation. The office is in the process of ensuring the institutionalization of the unit

⇒ **Employee Wellness Programs**

The Blue Crane Route Municipality has a commitment to ensure a health, safety and welfare of all employees at work. The municipality adopted the Employee Wellness Program in 2012 with the intention of providing internal and external professional, confidential assistance to employees. The municipality has developed an internal newsletter which will help to provide educational support on various matters affecting employees both in the workplace and at home. A range of sustainable employee wellness programs have been developed for implementation next financial year.

⇒ **Housing and Land use management**

- Housing is a key strategic tool for redressing:
 - Poverty,
 - Creating employment, and
 - Improving socio-economic conditions
- BCRM plans to accelerate housing provision and on ensuring that land utilisation is well planned, managed and monitored.
- BCRM further plans to facilitate housing delivery and the creation of sustainable human settlements in the Blue Crane Route Municipality area with a view to ensuring that all citizens of Blue Crane Route have access to a housing opportunity which includes security of tenure, basic services and support in achieving incremental housing improvement in living environments with requisite social, economic and physical infrastructure.
 - The purpose of the Blue Crane Route Housing and Land Use Management Unit is to facilitate the development of sustainable and integrated human settlements, and to provide housing opportunities to qualifying beneficiaries and quality living environments.
 - The section is currently facilitating the following program
 - Implementation of Housing Sector Plan
 - Development of Social Housing Policy
 - Reviewal of Spatial Development Framework
 - Implementation of Pearston 50/100 Housing Project
 - Implementation of Cotani 5 Housing Project
 - Implementation of Cookhouse 150 Rectification Project
 - Implementation of Mnandi 93 Rectification Project
 - Provision of destitute housing
 - Electronic Housing Register
 - Facilitation of new housing development in all three towns of the municipality
 - Distribution of title deeds

2.9.4 Technical Services Directorate

The Director of Infrastructure is responsible for management of Civil Services, Electro-Mechanical Services and Project Management Unit. The Department is made up of the following divisions:

- Civil Services Division
- Electro-Mechanical Services Division
- Project Management Unit (PMU)

⇒ Overall Key Functions of Technical Services Directorate:

- Ensuring diligent execution of municipal functions and management of the Department, in accordance with applicable legislation
- Discharging all Council and Committee resolutions, statutory liabilities and delegated authority
- Responsible for the performance management and SDBIP of the Department
- Supervising the implementation of the Department's Integrated Development Plan (IDP)
- Controlling the efficient management of the Departmental budget
- Establishing and maintaining a sound management system in accordance with applicable legislation, policies, practices and standards
- Liaising with and reporting to stakeholders
- Co-ordinating and manage the implementation of programmes and projects
- Integrating service delivery

⇒ KEY PERFORMANCE AREAS:

⇒ Civil Services Division:

This section is responsible for maintenance of the following sections:

- Water and Sanitation: Ensures that the purified water is distributed to the consumers and on an annual basis maintain the cleaning or flushing of the reservoirs to improve water quality standards. Maintain the main and reticulation pipeline that feeds the communities.
- Watercare: Abstract water from the main supply source to the treatment plant. Purifies water and discharge it to the main reservoirs that feed to the communities. Main source supplier originates from Orange Fish (Canal), Bestershoek and Lake Berti, which is later restored at KwaNojoli reservoir, then to Bestershoek, Westview, Khalela and Hill reservoirs.

- Roads and Stormwater: Maintenance of existing surfaced roads mainly potholes (paved and tarred) and gravel roads (municipal streets and identified farm areas minor roads). This section ensures that the stormwater drainage system is cleaned on scheduled time frames on a continuous basis and after heavy rains which blocks the drainage system.
- Building and Maintenance: this section is maintaining all the municipal buildings ranging from renovations, extension and maintenance of all the buildings. It is also approving building plans for the community that renovates their houses and also doing a water leaks project which is funded by Department of Water and Sanitation.

⇒ **Electro-Mechanical Services Division:**

This division consist of Electricity Section and Mechanical Section:

- Electricity Section: This section is responsible for supplying and maintenance of electricity to the urban areas (all three towns: Somerset East, Pearston and Cookhouse) and rural areas (All vast farm areas in the area where others are addressed by Eskom). It also deals with Occupational Health and Safety functions as the most critical activity in the section and maintains the ageing infrastructure.
- Mechanical Section: This section deals with the maintenance of all the Municipal Plant and vehicles.

⇒ **Project Management Unit:**

This section mainly deals with implementation of projects identified by council and communities with a funding received from different grants from other spheres of government. The types of projects implemented ranges from:

- Water and Sanitation
- Roads and Stormwater
- Sports and Recreation

All these projects vary in terms of what must be implemented but all fall under these identified units mentioned above.

The projects that are currently implemented:

- Paving of gravel roads (2014/15 Completed)
- Aeroville Multi-Purpose Centre (Complete)
- Electrification of farm houses (Completed)
- Refurbishment of High Mast Lights (in progress)
- Upgrading of WWTW: SE (in progress)

- Upgrading of WWTW: Cookhouse (in progress)
- Installation of Bulk Water Meters (in progress)
- Water Leaks(in progress)

2.9.5 Community Services Directorate

This directorate has four departments under it. These are environmental services, library services and protection services.

⇒ **Environmental services**

This department has four sections under it. It is responsible for the following services which focus on the cleaning of the towns, maintenance of parks, sport field and municipal open spaces and ensuring compliance with environmental health and environmental management regulations within BCRM jurisdiction.

- Solid Waste management: the service is available in all three towns of BCRM directly supervised by a foreman in that area.
- Environmental Health Services: there are two EHP's based in Somerset East but service all three towns.
- Environmental Management: there is no unit and no staff for this service. Some functions are conducted by EHP's. an environmental officer is provided for in the organogram but not funded.
- Parks , Cemeteries and Open Spaces: this service is available in all three towns but is not doing well due to shortage of machinery such as tractors and edge cutters.

⇒ **Library Services**

This service is a function of the Provincial Department of Sport, Recreation, Art and Culture. Blue Crane Route Municipality is rendering the service on agency basis. The municipality has 6 libraries in total. One is in Pearston, one in Cookhouse and four are in Somerset East. The Libraries Services focus on ensuring that the culture of learning in Communities is revived. This is done by ensuring that the communities have access to academic books, novels and newspapers in our libraries. There are also programmes undertaken by qualified librarians to encourage learners and adults to read.

⇒ **Protection Services**

This department has three sections under it. The following sections are responsible for ensuring safety of the road users, compliance with traffic laws and prevention and management of local fires.

- Traffic services

- Disaster and fire services
- Commonage and Pound

2.9.6 Budget & Treasury Directorate

The Chief Financial Officer is responsible for the Municipal finances which include the management of Municipal assets & risks, revenue, debt collection, meter reading, Supply Chain Management, cashiers, expenditure, salaries and wages, payment of creditors, insurance and valuations.

The Budget and Treasury Office has the following objectives:

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

CHAPTER 3: DEVELOPMENT STRATEGIES

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 that have been reviewed in accordance with the needs of the community and to respond to the development challenges within the municipality. It further outlines the Council highlights during its term.

3.1 WARD BASED PLANNING

The Constitution of RSA, 1996 places an emphasis on the following: National and provincial governments to support and strengthen the capacity of municipalities to manage their own affairs exercise their powers and perform their functions.

All the spheres and organs of government must co-operate with each other in mutual trust and good faith, through, interalia;

- Consult one another on matters of common interests;
- Co-ordinate their actions with one another &
- Assist and support one another.

During the month of September 2016, BCRM conducted a Ward Based Plan. The exercise was in response to the constitutional mandate which requires municipalities to be:

- Developmental by nature,
- Manage and structure the budget, administration and planning processes of the municipality in a manner that prioritises the basic needs of the community and
- Promote the social and economic development of the community

This exercise was also conducted in the previous financial year; however not all issue were addressed.

The following list of issues which were commonly raised by the community:

1. Re-surfacing and paving of roads
2. Storm water drains
3. Electricity
4. Sports facilities
5. Housing
6. Water and Sanitation (water leaks)
7. Fencing of Water Reserviors
8. Rainwater Harvest Tanks
9. Rectification of Damaged and burnt houses
10. Employment, Youth development programmes and skills development
11. Access to land
12. Cemeteries
13. Pounds
14. Fencing

See attached Annexure D, for a detailed Ward based needs.

3.2 MUNICIPAL VISION AND MISSION

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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3.3 DEVELOPMENT OBJECTIVES & STRATEGIES

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

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

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

DIRECTORATE: CORPORATE SERVICES

CUSTODIAN: DIRECTOR CORPORATE SERVICES-MR FEZEKILE COTANI

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Town Planning	To ensure that spatial planning and land use within the municipality is institutionalised in line with SPLUMA by 2022	By developing an organisational Design establishing a planning unit within the municipality	Developed organisational Design	Council approval	SPLUMA Bylaw	Develop an organisational Design and submit to council for adoption	Establish the planning unit	N/a	N/a	N/a	1
Land for development purposes.	To acquire land for socio-economic development purposes by 2022	By engaging potential land owners	Land availability agreement	Council resolution	0	Engage potential landowners for purposes of obtaining land	Develop land availability agreement	Allocate land for development purposes	N/a	N/a	2
		By conducting an audit of all municipal land suitable for housing development as per the Spatial Development Framework.	Land for housing development.	Council resolution		Conduct an assessment of all potentially suitable land for housing development	Conduct feasibility study and Budgeting	N/a	N/a	N/a	3

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
State of Municipal Facilities	To ensure improvement of municipal facilities to acceptable level of standard in compliance with Occupational Health and Safety standard requirements by 2022.	By implementing maintenance programs for upgrading of municipal facilities	No of report to council on the implementation of maintenance program	Quarterly reports	0	4 Quarterly reports	4 Quarterly reports	4 Quarterly reports	4 Quarterly reports	4 Quarterly reports	4
		By developing funding strategy for maintenance of municipal facilities	Developed funding strategy for maintenance of municipal facilities	Funding strategy	0	Developed funding strategy for maintenance of municipal facilities	N/a	N/a	N/a	N/a	5
Municipal Housing Rental Flats	To improve the administration of municipal housing rental Flats by 2022	By developing a housing rental Flats management model.	Developed housing rental stock management model	Council resolution	0	Developed housing rental stock management model	N/a	N/a	N/a	N/a	6
Disused, abandoned and neglected houses	To re-allocate disused, abandoned and neglected houses by 2022	By developing a housing re-allocation strategy	Developed housing re-allocation strategy	Housing re-allocation strategy	0	Developed housing re-allocation strategy	N/a	N/a	N/a	N/a	7

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Leave management	To improve compliance in terms of employee work attendance by 2022	By developing and implementing Standard Operating Procedures (SOP) to deal with leave	Standard Operating Procedures (SOP) developed	SOP	0	Develop SOP	Implement SOP	Review SOP	Review SOP	Review SOP	8
			Number of reports submitted to the Standing Committee on leave management	4 reports per annum	0	4 reports	4 reports	4 reports	4 reports	4 reports	9
Occupational Health and Safety	To implement provisions of Occupational Health and Safety Act by 2022	By developing and reviewing Occupational Health and Safety Policies and Strategies	No of developed and reviewed OHS Policies and Strategies	OHS Policy and Strategy	OHS Act	Developed and Reviewed OHS Policies and Strategies	Developed and Reviewed OHS Policies and Strategies	Developed and Reviewed OHS Policies and Strategies	N/a	N/a	10

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

DIRECTORATE: TECHNICAL SERVICES

CUSTODIAN: DIRECTOR TECHNICAL SERVICES-MS ZUKISWA NTILE

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Water and Sanitation	To ensure efficient, economical and quality provision of water and sewer Services by 2022 and beyond	By upgrading waste water treatment works in Somerset East, Cookhouse and Pearston	Sewer Plant Cookhouse Upgraded	Quartely progress reports	Consultant appointed	Upgraded Sewer Plant in Cookhouse	N/a	N/a	N/a	N/a	11
Job Creation	To strive for reduction on household poverty by labour intensive construction methods by 2022 and beyond	By creating jobs	Number of jobs created through EPWP	Quartely progress reports	161 work opportunities	151 jobs created through EPWP	152 jobs created through EPWP	153 jobs created through EPWP	154 jobs created through EPWP	155 jobs created through EPWP	12
		By strengthening functionality of EPWP steering committee	Number of EPWP steering committee meetings held per quarter	Quarterly reports / Minutes and Registers	Terms of Reference	4 EPWP steering committee meetings held per quarter	4 EPWP steering committee meetings held per quarter	4 EPWP steering committee meetings held per quarter	4 EPWP steering committee meetings held per quarter	4 EPWP steering committee meetings held per quarter	13
Electricity supply	To ensure quality electricity supply and reduction of Electricity losses by 2022	Refurbishment of radio communication for safety	Refurbished and installed radio communication	Quartely reports	Radio communication	Refurbished and installed radio communication	N/a	N/a	N/a	N/a	14
		By purchasing of transformers	No. of Transformers purchased	Quartely reports	None	8 transformers purchased and delivered	N/a	N/a	N/a	N/a	15

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Social Facilities	To ensure that communities have access to well established social amenities by 2022 and beyond	By upgrading Sports facilities, community halls and parks	Upgraded Cookhouse park	Quarterly reports	1.Consultant appointed 2. Preliminary designs completed	Cookhouse Park Upgraded	N/a	N/a	N/a	N/a	16
			Upgraded Somerset East sportsfield	Quarterly reports	Existing sportfield	Somerset East sportsfield upgraded (Ward 3)	N/a	N/a	N/a	N/a	17
		By constructing Mnandi Multipurpose center	Constructed Mnandi multipurpose centre	Quarterly reports		Mnandi multipurpose centre constructed	N/a	N/a	N/a	N/a	18
Roads and stormwater	To ensure efficient, economical quality and sustainable roads and storm water infrastructure by 2022	Upgrading of gravel roads in BCRM	No of kilometres of gravel roads paved	Quarterly reports	35.8 km	0.65 km of gravel roads in BCRM paved	0.65 km of gravel roads in BCRM paved	0.65 km of gravel roads in BCRM paved	0.65 km of gravel roads in BCRM paved	0.65 km of gravel roads in BCRM paved	19

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

DIRECTORATE: COMMUNITY SERVICES

CUSTODIAN: DIRECTOR COMMUNITY SERVICES-MR SIZWE MVUNELWA

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Solid waste management	To ensure a well maintained, clean and healthy environment by 2022 and beyond	By conducting awareness campaigns on waste management	No of awareness campaigns conducted	Quarterly reports		8 awareness campaigns	10 awareness campaigns	12 awareness campaigns	14 awareness campaigns	16 awareness campaigns	20
		By providing household and business refuse removal services to all residents and businesses of BCRM at least once a week	number of days per week household and business refuse is collected	Quarterly reports	7681 households receive refuse removal services at least once per week	Provide household and business refuse removal services at least once a week	Provide household and business refuse removal services at least once a week	Provide household and business refuse removal services at least once a week	Provide household and business refuse removal services at least once a week	Provide household and business refuse removal services at least once a week	21
Environmental Health Services	To ensure a healthy environment to improve human health by 2022 and beyond	By implementing intervention measures to rectify the conditions arising from unhealthy human environment	No of health and hygiene education campaigns conducted	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	Eight (8) health and hygiene education program	Eight (8) health and hygiene education program	Ten (10) health and hygiene education program	Twelve (12) health and hygiene education program	Fourteen (14) health and hygiene education program	Sixteen (16) health and hygiene education program	22

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
			No of Inspections in general food-handling premises (compliance with Regulation R962 of 2013)	Monthly Reports & Quartely Performance Reports submitted to Portfolio Committee, Inspection register	160 inpections conducted in general food handling premises annually	160 inspections done in general food-handling premises	160 inspections done in general food-handling premises	160 inspections done in general food-handling premises	160 inspections done in general food-handling premises	160 inspections done in general food-handling premises	23
			No of Inspections at child care facilities	Monthly Reports & Quartely Performance Reports submitted to Portfolio Committee, Inspection register	18 inspections are conducted in child care facilities annually	sixteen (16) inspections done in child-care facilities	sixteen (16) inspections done in child-care facilities	sixteen (16) inspections done in child-care facilities	sixteen (16) inspections done in child-care facilities	sixteen (16) inspections done in child-care facilities	24
			No of Inspections in butcheries (compliance with Regulation R962 of 2013)	Monthly Reports & Quartely Performance Reports submitted to Portfolio Committee, Inspection register		Twelve (12) inspections done in butcheries	Twelve (12) inspections done in butcheries	Twelve (12) inspections done in butcheries	Twelve (12) inspections done in butcheries	Twelve (12) inspections done in butcheries	25
			No of Inspections in restaurants (compliance with Regulation R962 of 2013)	Monthly Reports & Quartely Performance Reports submitted to Portfolio Committee, Inspection register		Twenty four (24) inspections done in restaurants	Twenty four (24) inspections done in restaurants	Twenty four (24) inspections done in restaurants	Twenty four (24) inspections done in restaurants	Twenty four (24) inspections done in restaurants	25
			No of water samples taken for chemical bacteriological analysis	Monthly Reports & Quartely Performance Reports submitted to Portfolio Committee,	168 water samples taken annually	100 water samples taken for chemical and bacteriological analysis	100 water samples taken for chemical and bacteriological analysis	100 water samples taken for chemical and bacteriological analysis	100 water samples taken for chemical and bacteriological analysis	100 water samples taken for chemical and bacteriological analysis	26

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Traffic services	To ensure that all road users comply with the roads and traffic laws by 2022 and beyond	By conducting law enforcement and education programmes	Number of school leavers programme conducted	Quartely Reports		5 school leavers programme done	6 school leavers programme done	7 school leavers programme done	7 school leavers programme done	7 school leavers programme done	27
			Number of roadblocks conducted at strategic areas	Quartely Reports		4 Roadblocks conducted	4 Roadblocks conducted	4 Roadblocks conducted	4 Roadblocks conducted	4 Roadblocks conducted	28
Fire Services	To ensure prevention and management of fire incidences to promote safety of the environment, properties and humans by 2022 and beyond	By conducting fire prevention awareness programmes to schools and communities	No of fire prevention awareness programmes conducted	Quartely Report submitted to Portfolio Committee, dated photos, attendance register & Program Report		Eleven (11) fire prevention awareness programmes with programme reports	Eleven (11) fire prevention awareness programmes with programme reports	Eleven (11) fire prevention awareness programmes with programme reports	Eleven (11) fire prevention awareness programmes with programme reports	Eleven (11) fire prevention awareness programmes with programme reports	29
			No of fire safety and preventions conducted	Quartely Report submitted to Portfolio Committee, dated photos, attendance register & Program Report		24 fire safety and prevention inspection conducted in commercial entities	24 fire safety and prevention inspection conducted in commercial entities	24 fire safety and prevention inspection conducted in commercial entities	24 fire safety and prevention inspection conducted in commercial entities	24 fire safety and prevention inspection conducted in commercial entities	30
			Purchased Skid unit response and equipment			Purchased Skid unit response and equipment	n/a	n/a	n/a	n/a	n/a

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Library Services	To promote a culture of learning amongst the communities of BCRM by 2017 and beyond	By conducting library awareness campaigns amongst the communities to promote culture of learning	Number of awareness campaigns conducted	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report		Eight (8) library awareness campaigns with Programme reports	Eight (8) library awareness campaigns with Programme reports	Eight (8) library awareness campaigns with Programme reports	Eight (8) library awareness campaigns with Programme reports	Eight (8) library awareness campaigns with Programme reports	32

KPA: LOCAL ECONOMIC DEVELOPMENT

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER

CUSTODIAN: MUNICIPAL MANAGER: MR THABISO KLAAS

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Local Economic Development	Promote local economic development and job creation by 2022 and beyond	By reviewing the LED strategy.	Reviewed LED Strategy.	Quarterly reports	0	Reviewed the LED Strategy	Reviewed the LED Strategy	N/a	N/a	N/a	33
		By establishing a functional LED Unit	LED unit established	Quarterly reports	0	Establishment of a functional LED unit	N/a	N/a	N/a	N/a	34
		By establishing Blue Crane Route business forum	Established Blue Crane Route business forum	Quarterly reports	0	Establishing Blue Crane Route business forum	N/a	N/a	N/a	N/a	35

SMME Development and Business Advisory Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMEs) businesses into the formal economy by 2022 and beyond	By providing meaningful business development support to SMMEs	Number of SMMEs supported	Quarterly reports	6	8 SMMEs	10 SMMEs	12 SMMEs	14 SMMEs	16 SMMEs	36
			Number of business support initiatives implemented	Quarterly reports	4	2 businesses	4 businesses	6 businesses	8 businesses	10 businesses	37

KPA: MUNICIPAL FINANCIAL VIABILITY

DIRECTORATE: FINANCIAL SERVICES

CUSTODIAN: DIRECTOR FINANCIAL SERVICES-MR NIGEL DELO

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Supply Chain Management	To ensure smooth, effective and integrated demand management process that will eliminate UIF and Wasteful expenditure by 2022 and beyond	By implementing ongoing training and development on Demand Management element of SCM	Number of trainings facilitated with PT and SBDM	Agendas, minutes and registers	0	4 trainings	4 trainings	4 trainings	4 trainings	4 trainings	38
		By developing Procurement Plans and submitting for approval	Procurement plans developed and adopted	Council resolution on Procurement plans	1 per year ,Council did not approve 2016/2017	Adopted procurement plans	Adopted procurement plans	Adopted procurement plans	Adopted procurement plans	Adopted procurement plans	39

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
		By centralising Supply Chain processes	Number of workshop on SCM processes to departments	Agendas, minutes, and registers	1 workshop for Finance	2 Workshops(Technical and Community	2 Workshops(Technical and Community				40
		By monitoring compliance with SCM check lists	Number of reports on compliance with SCM Policies and Legislation	Monthly reports	0	12 reports	12 reports	12 reports	12 reports	12 reports	41
		By convening meetings for Bid Committees	Number of specification com meetings	Monthly reports	1 per month	12 reports	12 reports	12 reports	12 reports	12 reports	42
			Number of evaluation com meetings	Monthly reports		12 reports	12 reports	12 reports	12 reports	12 reports	43
			Number of bid adjudication com meetings	Monthly reports		12 reports	12 reports	12 reports	12 reports	12 reports	44
		By monitoring and identifying expenditure on a monthly basis	Number of reports to senior management on UIFW		1 per quarter, only for irregular. Not for Unauthorised and Fruitless and wasteful	12 reports	12 reports	12 reports	12 reports	12 reports	45

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO	
						2017/18	2018/19	2019/20	2020/21	2021/22		
		By reporting to council on a quarterly basis	Number of reports to council		1 per quarter, only for irregular. Not for Unauthorised and Fruitless and wasteful	4 reports	4 reports	4 reports	4 reports	4 reports	46	
Fleet management	To ensure effective use as well optimal safeguarding of municipal fleet by 2022 and beyond	By monitoring the use of the municipal fleet on a monthly basis including fuel expenditure	Number of reports to Senior management and finance Com	Monthly reports	None	12 reports	12 reports	12 reports	12 reports	12 reports	47	
		By procuring a vehicle tracking system	Vehicle Tracking system procured	Tax invoice Service level agreement	None	Vehicle tracking system installed	n/a	n/a	n/a	n/a	48	
		By allocating funds for appointment of Fleet Officer system	Budget provision for Fleet Officer	Approved Salary Budget	None	N/A	Budget available for appointment of Fleet Officer	n/a	n/a	n/a	n/a	49
		By introducing fuel card system	Fuel Card service provider appointed	Service level agreement	None	Fuel card system operational	n/a	n/a	n/a	n/a	n/a	50
Revenue Management	To ensure that the municipality is financially viable and that it can sustain its short, medium and long term obligations to provide services to the community in a sustained manner by	By developing & adoption of a revenue enhancement plan	Revenue enhancement plan that has been developed and approved	Council Resolution to implement the Revenue enhancement plan	2013/14 Revenue Enhancement plan	Adopted Revenue Enhancement plan by 30 July 2017	n/a	n/a	n/a	n/a	51	
		By implementation and monitoring of the revenue enhancement plan	Number of progress reports submitted to management & Mayor	Monthly reports	N/A	12 reports	12 reports	12 reports	12 reports	12 reports	52	

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
	2022 and beyond	By reducing the budget deficit	Reduced budget deficit approved by Council	Council Resolution to approve the annual budget	Current adjustment Budget (2016-17) with a budget deficit amount of R 6.4 M	Reduce deficit by at least R 1,6 m	Reduce deficit by at least R 2m	Reduce deficit by at least R 2.8 m	R 0 Deficit	R 0 Deficit	53
Financial Management & Reporting	Optimal use of the mSCOA financial system to ensure that we improve the operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022 and beyond	By implementing ongoing training and development on mSCOA	Number of training and workshop sessions facilitated by NT, PT and SAMRAS.	Agendas, Minutes of meetings, Attendance registers.	Monthly reports to Treasury and audit report of 2015/16	4 workshops & training sessions	2 workshops & training sessions	2 workshop & training session	N/A	N/A	54
			Number of training and workshop sessions facilitated by Finance Department.	Agendas, Minutes of meetings, Attendance registers.	Audit report of 2015/16 as well as monthly reports to Council	4 workshops & training sessions	2 workshops & training sessions	2 workshop & training session	N/A	N/A	55
		By assessing the quality of reports generated and implications thereof	Number of reports generated and submitted to the Mayor and Council	Approved reports, Council resolutions	Excel format reports	S71 – 12 Reports (Monthly) S54 – 4 (Quarterly) S72 – 1 (Mid Year) S29 – 1 (Adjustment Budget) S24 – 1 (Annual Budget)	S71 – 12 Reports (Monthly) S54 – 4 (Quarterly) S72 – 1 (Mid Year) S29 – 1 (Adjustment Budget) S24 – 1 (Annual Budget)	S71 – 12 Reports (Monthly) S54 – 4 (Quarterly) S72 – 1 (Mid Year) S29 – 1 (Adjustment Budget) S24 – 1 (Annual Budget)	N/A	N/A	56

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER

CUSTODIAN: MUNICIPAL MANAGER -MR THABISO KLAAS

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO	
						2017/18	2018/19	2019/20	2020/21	2021/22		
Internal Controls, Risk management and Corporate Governance	To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clean administration by 2022 and beyond	By monitoring the implementation of the audit outcome improvement plan	Number of AOIP follow up reports submitted to the AC	Quarterly Reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	57	
		By acquiring auditing software for automated audits	Automated Audit software procured	Service level agreement	N/A	Automated Audit software installed	4 user License renewed	4 user License renewed	4 user License renewed	4 user License renewed	58	
		By reviewing Risk Management activities of the municipality	Number of strategic and operational risks follow ups Submitted	Risk reports	4 risk reports	4 risk reports	4 risk reports	4 risk reports	4 risk reports	4 risk reports	4 risk reports	59
			Risk management Framework reviewed	Risk management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	Adopted reviewed Risk Management Framework	60
			Number of Risk self-assessments workshops	Minutes	1 Strategic risk assessment	One strategic risk assessment workshop	One strategic risk assessment workshop	One strategic risk assessment workshop	One strategic risk assessment workshop	One strategic risk assessment workshop	61	

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
		By reviewing fraud prevention and anti-corruption mechanism	Number of workshops on Fraud prevention	minutes	Two workshops	Two workshops	Two workshops	Two workshops	Two workshops	Two workshops	62
			Reviewed Fraud prevention policy and plan	Fraud Prevention Plan		Reviewed Fraud prevention plan submitted to council	Reviewed Fraud prevention plan submitted to council	Reviewed Fraud prevention plan submitted to council	Reviewed Fraud prevention plan submitted to council	Reviewed Fraud prevention plan submitted to council	63
		By reviewing municipal internal controls through execution of the Internal Audit Plan	Number of report on progress against approved IAP to AC	Quarterly Reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	64
		By convening regular audit committee meetings	Number of AC meetings held	Minutes	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	65
IT Communication and Network connectivity	To ensure a reliable, efficient and effective ICT systems and Network infrastructure for communication and connectivity by 2022 and beyond	By upgrading the internet connectivity and connect new sites (network infrastructure)	Connected office sites, Upgraded internet sites Increased internet bandwidth (fast internet connectivity)	Report on progress report	Upgraded network connection Fast internet connection	Upgrade switches and firewall	Upgrade PC's and Notebooks	Upgrade Servers,	Upgrade Network Infrastructure and bandwidth	Data centre for recovery	66

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
ICT Governance	To ensure Effective ICT Governance and Controls by 2022 and beyond	By developing ICT Strategy	ICT Strategy developed	ICT Strategy Council resolution	0	Developed and adopted ICT strategy	Review ICT Strategy and submit for Councils approval	Review ICT Strategy and submit for council's approval	Review ICT Strategy and submit for council's approval	Developed and adopted ICT strategy	67
		By reviewing ICT policies	No of ICT policies reviewed	ICT policies and council resolution	6 ICT policies	6 ICT policies reviewed	6 ICT policies reviewed	6 ICT policies reviewed	6 ICT policies reviewed	6 ICT policies reviewed	68
Planning and Performance management	To ensure that the municipality is responsive to the needs of the community as well as to strengthen a culture of performance management by 2022 and beyond	By improving quality of IDP in line with prescribed processes and guidelines – with full participation of municipal administration and ownership by political champion	Compliant and credible 2017/18 IDP submitted to Council for approval	Develop improved IDP	Approved IDP 2016/17	Develop Credible IDP 2017/18	Develop Credible IDP 2018/19	Develop Credible IDP 2019/20	Develop Credible IDP 2020/21	Develop Credible IDP 2021/22	69
		By Implementing Service Delivery & Budget Implementation Plan aligned to the IDP and Budget	Annual report submitted to Council	Quarterly reports	15/16 Annual report	Develop 2016/17 Annual Report	Develop 2017/18 Annual Report	Develop 2018/19 Annual Report	Develop 2019/20 Annual Report	Develop 2020/21 Annual Report	70

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
		By conducting institutional performance assessment quarterly	no of performance assessment conducted and reviewed by Internal Audit	Quarterly reports	Approved Service Delivery & Budget Implementation Plan	Generate 4 performance assessment reports	Generate 4 performance assessment reports	Generate 4 performance assessment reports	Generate 4 performance assessment reports	Generate 4 performance assessment reports	71
Public Participation	Ensure effective, efficient and compliant public participation by 2022 and beyond	By reviewing public participation strategy	Public participation strategy reviewed and approved by Council	Public participation strategy reviewed	0	Review public participation strategy submit to Council for Approval	Review public participation strategy submit to Council for Approval	Review public participation strategy submit to Council for Approval	Review public participation strategy submit to Council for Approval	Review public participation strategy submit to Council for Approval	72
		By Implementing the public participation strategy	Number of Public Participation imbizos/workshop convened per quarter	No. of sessions. Quarterly report	0	Conduct 4 Public Participation sessions	Conduct 4 Public Participation sessions	Conduct 4 Public Participation sessions	Conduct 4 Public Participation sessions	Conduct 4 Public Participation sessions	73
		By Strengthening Inter-governmental Relations	No of IGR meetings convened	No. of meetings	IGR Structure	Convene 4 IGR meetings	Convene 4 IGR meetings	Convene 4 IGR meetings	Convene 4 IGR meetings	Convene 4 IGR meetings	74

PRIORITY AREA	STRATEGIC OBJECTIVE	STRATEGY	INDICATOR	MEASUREMENT SOURCE	BASELINE	ANNUAL TARGETS					KPI NO
						2017/18	2018/19	2019/20	2020/21	2021/22	
Communications Management	To ensure open, honest and accountable two-way dialogue with BCRM stakeholders as well to strengthen and improve internal communication systems by 2022 and beyond	By reviewing and implementing Communications Strategy	Reviewed Communications strategy	Reviewed Communications strategy	Communication Strategy	Reviewed and adopted 5 year Communications Strategy	One Communications Review Workshop	One Communications Review Workshop	One Communications Review Workshop	One Communications Review Workshop	75
		By developing and implementing a Branding Manual	Developed Branding Manual	Branding Manual	0	Developed and adopted branding manual	n/a	n/a	n/a	n/a	76
		By developing internal and external newsletter	Developed internal and external Newsletter	Quarterly Newsletters	4 external and internal newsletter	4 external and internal newsletter	4 external and internal newsletter	4 external and internal newsletter	4 external and internal newsletter	4 external and internal newsletter	78

PROJECTS IMPLEMENTED WITHIN THE BLUE CRANE ROUTE MUNICIPAL AREA

PROJECT NO	PROJECT NAME	PROJECT DESCRIPTION	FUNDING AND SOURCE OF FUNDING
1	Cropping programme	Production inputs for Fodder	R1 280 000 (DRDAR)
2	Cookhouse 150	Rectification	Human Settlement
3	Blue Crane Cookhouse 500		Human Settlement
4	School Sport	<ul style="list-style-type: none"> • Structures supported, • Equipment and kit, • School tournaments, Leagues, Support, • Capacity Building on sport specific codes (LEVEL 1)In Netball, Rugby, Football, Volleyball, Athletics, Tennis, Chess and Cricket 	R1003 000.00 (DSRAC)
	Sport Development	<ul style="list-style-type: none"> • Support Leagues on the following codes: Netball, Soccer, Boxing, Athletics, Rugby (transport, equipment, kit • Equipment and kit 	R300 000 (DSRAC)
	Recreation (Cookhouse)	Equipment and attire	R300 000 (DSRAC)

WSA	Project Origin	Project Number	Project name	Project Description	Category	Intervention Category	Total Project Cost	MIG1617	RBIG1617	MWIG1617	Other1617
Blue Crane Route	ACIP	N/EC102/006/S	Somerset East: Upgrading of Bulk Outfall Sewer	Upgrading of Bulk Outfall Sewer	Sanitation	Infrastructure	R 3 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/007/S	Cookhouse: Upgrade of internal sewer reticulation	Upgrade of internal sewer reticulation - connect septic tanks to WwTW	Sanitation	Infrastructure	R 3 500 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/010/W	Upgrade water services to basic level	Upgrade water services at schools and clinics to basic level	Water	Infrastructure	R 2 500 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/022/W	Pearston Rainwater Harvesting Tanks	The Pearston community relies on underground water and during dry periods, some of the boreholes run dry. The installation of rainwater harvesting tanks is a temporary water provision measure during dry periods	Water	Infrastructure	R 1 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10009	Pearston: Sewer reticulation	Pearston: Construct a sewer catch pit grid / sewer reticulation	Sanitation	Infrastructure	R 500 000	R 500 000	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10007	Pearston: Oxidation pond	Pearston: Construction of a 3rd oxidation pond. (An detailed investigation needs to be done on the hydrolic load and quality of influent in order to determine an adequate treatment method)	Sanitation	Infrastructure	R 1 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10006	Cookhouse: Sanitation system	Cookhouse: Provision of sanitation system to water borne sewerage network	Sanitation	Infrastructure	R 7 500 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/015/W	Cookhouse: Bulk Water Supply	Bulk Water Supply to Cookhouse - phase 2 (implementation ready)	Water	Infrastructure	R 22 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/005/S	Upgrade sanitation services for schools to basic level	Provide basic sanitation services to ten primary schools and six combined schools. Sanitation status of 7 clinics to be provided. Four mobile clinic to utilise portable toilets place on site and emptied regularly	Sanitation	Infrastructure	R 700 000	R 0	R 0	R 0	R 0
Blue Crane Route	RBIG	N/EC102/017/W	Somerset East: Upgrading of WTW	Enlarge capacity of existing WTW (increase abstraction as well)	Water	Infrastructure	R 10 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/008/S	Pearston: Upgrade of internal sewer reticulation	Upgrade of internal sewer reticulation - connect septic tanks to WwTW	Sanitation	Infrastructure	R 15 688 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10005	BCRM: Replacement sewer pipes	BCRM: Replacement of EW/AC sewer pipes	Sanitation	Infrastructure	R 13 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/001/W	Cookhouse: Water pumps	Water pumps at Cookhouse are too small - replacements needed	Water	Infrastructure	R 90 000	R 90 000	R 0	R 0	R 0
Blue Crane Route	RBIG	N/EC102/016/W	Pearston Water Supply	Uitkeer to Pearston bulk water line	Water	Infrastructure	R 89 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	RBIG	TSS10001	Cookhouse: Upgrade WwTW	Cookhouse: Upgrade Sewer treatment plant	Sanitation	Infrastructure	R 12 000 000	R 0	R 0	R 0	R 0

Blue Crane Route	MIG	TSW10011	Somerset East: 2 x Sandfilters	Somerset East: 2 x Sandfilters for Orange/Fish purification works	Water	Infrastructure	R 1 500 000	R 1 500 000	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10003	Somerset East: Build water storage reservoir, supply & purification plant	Somerset East: Build water storage reservoir, supply & purification plant for Boschberg Country Estate	Water	Infrastructure	R 8 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10033	Pearston: Upgrade Sewer Reticulation	Pearston: Upgrade Sewer Reticulation in town	Sanitation	Infrastructure	R 9 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/009/S	Cookhouse, Pearston & Somerset East: Provide ablution facilities	Cookhouse, Pearston & Somerset East: Provide ablution facilities in the urban areas	Sanitation	Infrastructure	R 3 500 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/025/W	Pearston: Khanyiso - upgrading of water supply	Pearston: Khanyiso - upgrading of water supply	Water	Infrastructure	R 10 420 000	R 10 420 000	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/004/W	Middleton: Water Purification Plant	Middleton: Construction of Water Purification Plant (Currently there is no reticulation in Middleton)	Water	Infrastructure	R 1 700 000	R 1 700 000	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10032	Somerset East: Waste Water Treatment Plant	Somerset East: Upgrade of Waste Water Treatment Plant	Sanitation	Infrastructure	R 27 788 665	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10035	Somerset East: Upgrading of Sewer	Somerset East: Upgrading of Paulet Street Sewer	Sanitation	Infrastructure	R 3 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10012	Somerset East: Harvesting of mountain surface water	Somerset East: Harvesting of Mountain Surface Water - Baseline study required	Water	Infrastructure	R 250 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10009	Somerset East: Upgrade Orange/Fish WTW	Somerset East: Upgrade O/Fish WTW - electrical switch gear and telemetry	Water	Infrastructure	R 1 300 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10033	BCRM: Upgrade of water reticulation network	BCRM: Upgrade and rehabilitation of water reticulation network	Water	Infrastructure	R 12 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSS10011	Cookhouse: Sewer pump station	Cookhouse: Enlarge Sewer pump station sump. (Pump station was refurbished but was vandalised by community members again)	Sanitation	Infrastructure	R 1 000 000	R 1 000 000	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10004	Pearston: Building of treatment facility (chlorinator)	Pearston: Building of treatment facility for borehole water	Water	Infrastructure	R 500 000	R 500 000	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/009/W	Water monitoring plan	Implement a comprehensive water monitoring plan	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10037	BCRM: Water Safety Plan	BCRM: Water Safety Plan	Water	Institutional Arrangements	R 150 000	R 0	R 0	R 0	R 0

Blue Crane Route	Own-Muni	N/EC102/023/W	Social & Customer Service Improvements	Acquire resources for rural environments and data regarding the number of complaints received annually and number of blockages reported for sanitation. Develop an electronic system to record data	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/008/W	Water Quality Contingency Measures Plan	Implement a pollution contingency measures plan and improve quality results of water returned to the source. Record data electronically	Water	Institutional Arrangements	R 150 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/024/W	Water Quality Plan	Develop and Implement Water Quality Plans for pump stations and WwTW	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/011/W	Failure Response Management and Water Incident Management Protocol Plans	Implement Failure Response Management and Water Incident Management Protocol Plans	Water	Institutional Arrangements	R 150 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/013/W	Information system support to WSDP	Plan and implement an information system to support the WSDP	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/014/W	WSDP training programme	Implement a WSP training programme	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/021/W	Authorise all water abstractions on WARMS database	Register al water abstractions for the required volumes including Somerset East purchased water	Water	Institutional Arrangements	R 10 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10036	Pearston & Somerset East: Ground Water Management Plan	Pearston & Somerset East: Ground Water Management Plan	Water	Institutional Arrangements	R 200 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/006/W	School education and public information programmes	Implement education and public information programmes	Water	Institutional Arrangements	R 200 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/004/S	Green Drop Improvement Plan	Implement a Green Drop Improvement Plan, Monitoring Plan, Incident Management Protocol and process control	Sanitation	Institutional Arrangements	R 300 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/019/W	Implement Water Services Bylaws and Mechanisms	Implement mechanisms to ensure compliance with bylaws	Water	Institutional Arrangements	R 20 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/020/W	Mechanisms to undertake feasibility studies and project prioritisation criteria	Implement mechanisms to undertake feasibility/project studies	Water	Institutional Arrangements	R 20 000	R 0	R 0	R 0	R 0

Blue Crane Route	Own-Muni	N/EC102/026/W	Information system support to WSDP	Plan and implement an information system to support the WSDP	Water	Institutional Arrangements	R 20 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/003/W	WASH Programme	Implement hygiene promotion programmes	Water	Institutional Arrangements	R 100 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/005/W	Safety inspection programme and licensing of Somerset East surface water abstraction	Verify licensed abstraction for Pearston. Implement regular safety inspection programme. License Somerset East surface water abstraction	Water	Institutional Arrangements	R 50 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/002/S	WwTW monitoring and sample failure compliance	Implement regular water quality testing and record keeping. Target 100% chlorination at WwTWs as chlorination is only done at Somerset East	Sanitation	Institutional Arrangements	R 150 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/001/S	Refurbishment of WwTW and bulk sewers	Refurbishment of WwTW and bulk sewer pipelines. Refurbishment of boreholes. Training of operators to minimise negligence and ensure high levels of service quality is vital	Sanitation	Maintenance	R 16 000 000	R 0	R 0	R 0	R 0
Blue Crane Route	MIG	N/EC102/012/W	Somerset East: Feasibility study	Somerset East: Feasibility study to investigate catchment dam at Boshhoek and Westview	Water	Resource Development	R 750 000	R 750 000	R 0	R 0	R 0
Blue Crane Route	MIG	TSW10005	Pearston: Hydro-geological survey	Pearston: Hydro-geological survey to find more water sources	Water	Resource Development	R 2 000 000	R 2 000 000	R 0	R 0	R 0
Blue Crane Route	Own-Muni	DR/Agri/EC102/003	Drought Relief: Drilling of boreholes to increase water for consumption	Implement incremental groundwater development in Somerset East and Cookhouse to reduce dependence on purchased water	Water	Resource Development	R 400 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/002/W	Determine Bulk Water Balance	Determine bulk water balance to investigate total losses	Water	WCDM	R 10 000	R 0	R 0	R 0	R 0
Blue Crane Route	ACIP	N/EC102/018/W	Leak and Meter Repair programme	Implement retro-fitting of water inefficient toilets. Target leak repair assistance for the remaining 5% of households. Aim to reduce losses to 10% of input volume. (Budget was insufficient to cover the whole BCR)	Water	WCDM	R 200 000	R 0	R 0	R 0	R 0
Blue Crane Route	Own-Muni	N/EC102/007/W	Remove illegal connections	Illegal connections to be removed. Additional staff to be recruited to address new connections required	Water	WCDM	R 100 000	R 0	R 0	R 0	R 0

CHAPTER 4: INTEGRATION OF STRATEGIES AND SECTOR PLANS

4. INTRODUCTION

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

4.1 Status of The Municipal Sector Plans

Document	Description	Year of Adoption	Status (Due for Reviewal or not)
CORPORATE SERVICES DEPARTMENT			
Spatial Development Framework	The Spatial Development Framework was reviewed in 2012 and was facilitated by Urban Dynamics. The SDF is up for reviewal as soon as funding is sourced however funding has not yet been secured from potential funders.	01 March 2012	Due for reviewal in 2016
Housing Sector Plan	(Described below)	April 2012 & reviewed in 2014	Due for reviewal in 3 yrs time
Human Resources Plan		31 June 2014	Due for reviewal in 2016
Integrated Employee Wellness Policy	Is a proactive and holistic intervention program aimed at ensuring a capacitated, motivated, fulfilled and productive workforce through individual and organizational interventions, emotional, intellectual, spiritual, interpersonal/social, and environmental wellness.		
Recruitment and Selection Policy			
Leave Policy and Procedures	Regulation of leave management in the workplace		
Incapacity: Ill-Health/Injury Policy	To ensure that when a termination for reasons of incapacity due to ill health or injury takes place it is effected for a fair reason and in accordance with a fair procedure and as last resort		
Dress Code Policy	Regulate and standardise appearance of Councillors, Managers and Officials attending council meetings and its committees		

Grievance Policy and Procedure	Provide employees with a credible and trusted channel for expressing and resolving grievances in the workplace. Provide management with a guide for resolving employee grievances fairly, objectively and expediently.		
Standby Allowance Policy	The administration and management of standby allowance	18 October 2012	Due for review in 2016
Vehicle Usage and Vehicle Accidents	To regulate the use of official municipal vehicles and to ensure that they are used in a safe and efficient manner in order to minimise accidents and abuse of vehicles. To provide a procedure for accidents and modus operandi for conducting an inquiry into vehicle accidents involving municipal vehicles.		
Training and Development	To support the municipality's strategies action plans, human resources planning process, as well as any other present and future training and development needs.		
Telephone and Facsimile Usage	To ensure the effective and efficient use of municipal telephones and facsimile.		
Subsistence and Travelling Allowance	To fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the municipality and to promote honesty and integrity in disbursing public money entrusted to the municipality.		
Smoking	To establish a smoke-free environment for non-smoking employees, visitors and clients. To ensure that smokers suffer no discrimination in the workplace and to set guidelines for the application of the policy within the workplace which will ensure minor disruption and production loss.		
Sexual and Other Harassments	To eliminate any form of harassment at the workforce, to provide appropriate procedures to deal with problems of harassment and prevent its recurrence.		
Substance Abuse	To fairly reimburse councillors and officials of the municipality who must undertake official journeys on behalf of the municipality and to promote honesty		

	and integrity in disbursing public money entrusted to the municipality.		
Telephone and Facsimile Usage	To ensure the effective and efficient use of municipal telephones and facsimile.		
TECHNICAL SERVICES DEPARTMENT			
WSDP (WATER SERVICES DEVELOPMENT PLAN)	It entails planning of new development that is taking place in the area and covers water and sanitation resources .The plan is reviewed annually	June 2017	
Water Safety Plan		June 2016	
Water Resource Management Plan – June 2016		June 2016	
Roads & Storm water Maintenance Plan – June 2016		June 2016	
Risk Abatement Plan		June 2017	
Borehole Management Plan		June 2017)	
OFFICE OF THE MUNICIPAL MANAGER			
Public Participation Strategy	It's a mechanism for effective and efficient to encourage meaningful participation.	March 2015	
Communication Strategy	To strengthen institutional capacity, promote good governance & effective service delivery.	March 2015	
Intranet, internet policy, network security policy, IT Program Change, Social Media Policy, Disaster Recovery Policy, Network Security, Systems and Data Policy	To enhance ICT Security Controls and Governance	June 2016	To be reviewed June 2017
IT Server Room Policy, User Access Management Policy, Application Patch Management Policy, ICT SLA Management Policy	New policies developed to strengthen ICT governance and ICT security and controls. These have been workshopped with all stakeholders	To be presented to Council in June 2017 for adoption and approval	To be reviewed in June 2018

Customer care policy	To improve customer care and reduce customer complaints	Approved and Adopted by Council in March 2017	To be reviewed in June 2018
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4.2 HOUSING SECTOR PLAN

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

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

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

4.2.1 Housing Needs Challenges

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

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

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

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

4.2.2 Municipal Housing Profile

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

Table 32: Current Capital Housing Projects

Town	Project	Units	Status	Challenges	Budget
Cookhouse	Rectification	150 + 5	Current	None	R8, 250 000.00
	Cotani 5	5	To increase budget	No budget for additional 5	R 399 820.10
Somerset East	Rectification	93	Current	Finalise budget	R8,8m
	Rectification	229	On procurement	Tender non responsive	R19,6m
	C Hani 400	8	8 outstanding	Tender stage	R5,8m
	Old Location	203	On procurement	To start tender process	R3,0m
	Aeroville Rectification	33	Issuing of title deeds	Title deeds not handed over	
	Kwanojoli rectification	136	current	Budget not secured	
All wards	Destitute houses	12	Funding approved	Finalise contracts	R9m

4.2.3 Current Operational Housing Projects

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

Table 33: Funding for infrastructure supporting housing development

Importance 1. Extremely 2. Moderately 3. Relatively	Project Name	Project cost estimate
1	Construction of the main sub-station in SE (MV switch gear)	R15m
	Upgrading of CH Feeder (60km MV Line)	R7,2m
	Upgrading of Eastpoort Feeder (MV line)	R12,5m
2	Upgrading of Middleton Feeder (MV line)	R4,3m
	Upgrading of street lighting in BCRM	R2,6m
	Upgrading of the mini substations in BCRM	R5,3m
	Upgrading of facilities and workshop for Electricity Department	R180k
	Investigation and repairing of a sustainable power supply to Pearston	R57k
3	Upgrading of s/station yard, including replacement of transformer	R1,5m
	Ring supply to the Pearston Feeder (MV Line)	To be investigated

4.2.4 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 34: Housing Delivery

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

4.3 BCRM INTEGRATED WASTE MANAGEMENT PLAN

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

4.4 ENVIRONMENTAL MANAGEMENT PLAN (EMP)

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

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

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

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

Address the environmental management policy gap in the municipality;

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

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

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

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

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

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

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

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

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

managed, Category 1 and 2 areas may be affected positively or negatively in terms of their ability to supply ecosystem services. Consequently, land use management systems in Category 3 areas needs to take this into consideration.

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

4.5 BCRM FIRE AND DISASTER MANAGEMENT PLAN

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

4.6 BCRM TRAFFIC SECTOR PLAN

⇒ NEEDS ANALYSIS

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

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

4.7 LOCAL ECONOMIC DEVELOPMENT /PROJECT INTERVENTION STRATEGY

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

The LED strategy identifies opportunities to boost economic growth and development through an assessment of the status quo, existing challenges to development and an analysis of the latent economic potential of the BCRM. It provides clear implementation and monitoring guidelines within an appropriate institutional model and thereby provides the BCRM with strategic guidelines

and clear objectives for economic development that can be used to plan and implement LED activities in future.

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

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

Alignment to government Policies:

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

Linking to BCRM Planning Framework:

1- Integrated Development Plan (IDP).

CDA alignment:

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

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

Linking to Sarah Baartman District Planning Framework:

Sarah Baartman District IDP (district Municipality).

Sarah Baartman District Spatial Development Plan.

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

Linking to Province Planning Framework:

1- Provincial Growth and Development Plan (PGDP).

2- Spatial Development Plan: Eastern Cape Province.

Linking to National Planning Framework:

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

National Framework for Local Economic Development in S.A.

National Spatial Development Perspective.

Accelerated & Growth Initiative for S.A.

IPAP (2) & Etc

All CDA projects are aligned to IPAP(2)

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

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

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

LED Implementation Strategies:

TOURISM SECTOR:

Strategy - BCRM as a Tourism Destination:

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

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

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

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

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

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

Activity creation

Overnight facilities for tour groups

Events development

Quality country living

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

Projects:

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

⇒ **BUSINESS SECTOR:**

Strategy – (Developing the Aerospace & Industrial Sectors)

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

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

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

erven purchased from the municipality. The project has been spatially designed to develop a light industrial park within the airport precinct.

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

Opportunities will be created for specialised and scarce skills training.

Job creation

Training of pilots

Projects:

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

⇒ AGRICULTURAL SECTOR:

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

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

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

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

Projects:

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

4.8 RENEWABLE ENERGY SECTOR:

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

⇒ Introduction:

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

Projects:

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

⇒ General Sector:

Strategy – (Developing education in the region)

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

Projects:

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

4.9 INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME

BCRM has also identified Local Economic Development (LED) as a key factor in the development of the BCRM economy and all of its communities. LED has been identified as a priority because of vast number of opportunities in tourism, agriculture and investment the

municipality is currently not adequately exploiting. While this is a positive step forward, the LED structures in place and BCRM organogram do not reflect the importance of LED.

Currently there is only one person in the LED unit; The Cacadu Development Agency was established to provide this type of support to BCRM. BCRM and CDA negotiated the roles and responsibilities of both parties and have signed a service level agreement in that regard. In addition to the LED Officer and CDA there is a functional IDP Forum in BCR, which also acts as a LED Forum.

4.10 BCRM TOURISM SECTOR PLAN

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

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

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

- 74% of the visitors to the area are domestic tourists.
- The primary reason for international tourists to come to the area (26% of tourists) is for hunting and to visit natural attractions, and these visitors are primarily from Europe.
- In line with the trends within the province as a whole, the majority of tourists to the BCRM are from within the province (56%). This is followed by Gauteng and the Western Cape.

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

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

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

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

The 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 Graaff – Reinet and Camdeboo National Park
- Situated in close proximity to Port Elizabeth

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

4.11 BCRM COMMONAGE PROPOSAL

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

⇒ **OVERALL OBJECTIVES**

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

⇒ **SPECIFIC OBJECTIVE**

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

⇒ **TARGET GROUPS AND FINAL BENEFICIARIES**

Blue Crane Route Municipality (BCRM)

Blue Crane Route Development Agency (BCRDA)

Established commercial stock farmers in Blue Crane Route Municipality

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

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

Marginal households dependent on the commonage for part of their sustenance

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

⇒ **FINAL BENEFICIARIES**

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

4.12 INTEGRATED HIV/AIDS PROGRAMME

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

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

Prevalence of range of diseases

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

This has been caused by the following factors:

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

Although the epidemic affects all sectors of all society, poor household carry the greatest burden and have least resources available to cope with the impact of the disease. There are

number of non-governmental organization focusing on HIV/AIDS education, awareness and prevention programme.

Current Programmes/Projects

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

4.13 INTEGRATED INSTITUTIONAL PROGRAMME

BCRM has experienced past difficulties in the form of various institutional threats and weaknesses. The most notable of these being issues related to infrastructure, skills and productivity. The municipality however also has a range of opportunities and strengths, most notably strong political leadership and stability, the existence of a development agency and all of the investment opportunities.

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

CHAPTER 5: THE BCR SPATIAL DEVELOPMENT FRAMEWORK

5. INTRODUCTION

The BCR SDF has been reviewed. The final draft was tabled to Council on 31 May 2013. The Spatial Development Framework for the Blue Crane Route Municipal Area indicates and informs the following:

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

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

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

The Blue Crane Route Municipal area is dominated by commercial farms and three prominent urban areas. These are Somerset East, Cookhouse and Pearston. The service area of the study area (municipal area) is approximately 9836, 35km².

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

- Somerset East, including Aeroville, Mnandi Old Location, New Brighton, Westview and Clevedon
- Pearston, including Nelsig and Khanyiso
- Cookhouse, including Bhongweni and Newtown

CURRENT BUDGET AND PROVISIONAL FUTURE PROVISION

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

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	2 861	2 975	3 094
Roads Infrastructure		-	-	-	-	-	-	439	457	475
Roads		-	-	-	-	-	-	439	457	475
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	884	920	956
MV Networks		-	-	-	-	-	-	884	920	956
Water Supply Infrastructure		-	-	-	-	-	-	1 058	1 100	1 144
Distribution		-	-	-	-	-	-	1 058	1 100	1 144
Sanitation Infrastructure		-	-	-	-	-	-	135	140	146
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	135	140	146
Solid Waste Infrastructure		-	-	-	-	-	-	345	359	373
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	345	359	373
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	390	406	422
Operational Buildings		-	-	-	-	-	-	390	406	422
Municipal Offices		-	-	-	-	-	-	365	380	395
Workshops		-	-	-	-	-	-	25	26	27
Housing		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	429	446	464
Furniture and Office Equipment		-	-	-	-	-	-	429	446	464
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	1 223	1 272	1 323
Transport Assets		-	-	-	-	-	-	1 223	1 272	1 323
Libraries		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1	-	-	-	-	-	-	4 903	5 099	5 303
R&M as a % of PPE		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.9%
R&M as % Operating Expenditure		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	2.1%

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

- Somerset East has the strongest GVA and the largest population within the BCR Municipal area followed by Cookhouse and Pearston;
- Based on the GVA and the population size, Somerset East has the highest potential to support services via revenue generation;
- It would appear that the income generated via service revenue in Somerset East is used to support services in Cookhouse and Pearston;
- Cookhouse is currently limited in terms of population expansion due to electricity constraints;
- Based on the information contained in sections on infrastructure; investment should focus in Somerset East and Pearston, relative to GVA and potential for population expansion and revenue received for provided services;
- The challenge is to identify specific areas within prioritised towns for infrastructure investment with consideration of limited financial and human resources;
- Infrastructure expenditure in Cookhouse should focus on the maintenance of existing infrastructure and provision of basic services;
- Strong emphasis needs to be placed on the elimination of the 12 year infrastructure maintenance backlog and the implementation of an annual maintenance plan.

PROPOSED PRINCIPLES FOR PROJECT PRIORITIZATION

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

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

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

6.1 BACKGROUND

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

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

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

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

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

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

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

6.2 MAIN PURPOSE

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

6.3 KEY OBJECTIVES

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

3.1 Achievement of the organization's strategic objectives;

- 3.2 Identifying and addressing the required skills and competencies required for staff to contribute towards achieving organizational objectives;
- 3.3 Providing staff with the opportunity to actively manage their own performance;
- 3.4 To recognize and reward those employees who meet the policy criteria for reward;
- 3.5 To facilitate credible performance reporting by the municipality; and
- 3.6 To instil a performance orientated culture throughout the organization.

6.4 SCOPE OF THE POLICY MANUAL

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

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

6.5 GUIDING PRINCIPLES AND PRACTICES

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

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

Each Scorecard will have appropriate weights attached to each National KPA as per the Performance Regulations. These Key Performance Areas are:

- Municipal Infrastructure and Institutional Development
 - Financial Management and Viability
 - Service Delivery
 - Local Economic Development
 - Good Governance & Public Participation.
- The weights attached to all five KPA's must add up to a total of 100% for each scorecard;
 - In the event that the Performance Management Policy applies to non-managers, weightings in the scorecards will still total 100%. Performance assessment must be based on clear measures and agreed standards;

- Performance targets and objectives must provide clarity to all employees on their role in the achievement of municipal and departmental targets;
- Performance contracts / agreements are to be signed as applicable by section 56 managers and staff to whom the system is applicable (as per roll-out);
- The system must take into account the applicable legal and regulatory prescriptions applicable;
- The system must serve as an early warning system to facilitate management and appropriate interventions to address performance issues identified;
- Staff are to be rewarded according to the prescriptions of this policy;
- Feedback on progress is to be fed back to the community through defined and ongoing reporting mechanisms;
- Reporting at both the individual and organizational level is to occur through formal and stipulated reporting instruments and channels, and
- This Integrated Performance Management System Policy is to be read together with the approved PMS Framework and legislation.

6.6 PERFORMANCE MONITORING, REVIEWS AND ASSESSMENT

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

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

The scoring will be allocated using the approved rating calculator.

6.7 PERFORMANCE BONUS

S56 Managers

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

6.8 MANAGERS DIRECTLY ACCOUNTABLE TO S56 MANAGERS AND STAFF BELOW

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

- Non-Monetary

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

6.9 DISPUTE RESOLUTION

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

6.10 GOVERNANCE ISSUES

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

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

6.11 COMPETENCE AND CAPACITY TO IMPLEMENT

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

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

6.12 RELEVANT LEGISLATION APPLICABLE TO THIS POLICY

This policy is informed/influenced by the following legislation:

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

CHAPTER 7: FINANCIAL PLAN

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

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

INTRODUCTION

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

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

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 43, 48, 51, 54, 55, 58, 59, 66, 67, 70, 71, 72, 74, 75, 78,79,85 and 86). This plan has been prepared taking in consideration the priorities and direction established by municipality during the 2017/2018 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 increases by Eskom, and this makes the achievement of the service delivery objectives so much more difficult. ESKOM is now seeking an even higher increase to cover the cost of running the Diesel generated electricity plants that are currently being used to increase the supply of electricity.

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

Blue Crane Route Municipality has established its own Audit, Risk and Performance Committee with effect from 01 July 2015. The Audit Committee consisted of four (4) members comprising two (2) Chartered Accountants; one (1) Performance management / HR specialist; and one (1) Legal / compliance specialist up until November 2015 when the PMS / HR Specialist, who was also the Chairperson, resigned. A one (1) Chartered Accountant appointed as a chair and the new member was appointed in March 2016 a Local government and development specialist.

7.1. 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 municipality is also in the process of aligning its business process to the Municipal Standard Chart of Accounts (mSCOA) format which is legislatively regulated to be implemented by 01 July 2017.

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

7.2. BUDGET AND TREASURY OFFICE

The Budget and Treasury Office has the following objectives:

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

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

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

Eighty-one (81) percent of the Finance department posts are filled, meaning that only nine (9) positions are still vacant. The post of Clerk: Consolidated Billing was filled but got vacant during 2016 as the incumbent resigned. This post will be advertised during 2017, the remaining vacancies are awaiting budget availability before they can be filled.

7.3. 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 / Frontier	Application System interfacing with the following below: Consolidated Billing <ul style="list-style-type: none"> ● Receipting ● Accounts ● Debt Collection ● General Ledger ● Cashbook Consolidated Expenditure <ul style="list-style-type: none"> ● Creditors ● Stores ● Assets ● Supply Chain Management ● General Ledger ● Main Ledger ● Trail Balance Payroll <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
Bytes Technology	SAMRAS	mSCOA
Ontron	Vending	Pre-paid Electricity
Durchame Asset Management Portal	Assets	Asset Management
Deeds Office / Windeed websites	Title Deeds	Extracting Title Deed information electronically
FNB Bank	On-line Banking	Electronic payment <ul style="list-style-type: none"> ● Creditors, Salaries
TGIS	GIS	Mapping areas, size of erven, etc
SITA	eNatis	Motor Vehicle Registration
Microsoft	MS Office 2010/2016	Word; Excel; PowerPoint; Adobe; Publisher
Nuance	PDF Converter Professional	PDF
ESET	Antivirus Protection	Internet and point security

7.4. 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. The municipality has applied for extension of the validity of the Valuation Roll and the MEC: COGTA-EC extended the validity with the effect from 1 July 2016 and remain valid until 30 June 2019.

Any owner of property or other person who so desired was 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. Council approved the General Valuation Roll after the inspection period above and it was then duly implemented.

Supplementary valuations has been conducted during 2012/2013; 2013/2014; 2014/2015; 2015/2016 and 2016/2017 financial years and the Supplementary Valuation Rolls was implemented. The Valuation Rolls are available on the municipal website www.bcrm.gov.za

All residential households receive a R15, 000 rebate from their property valuation for municipal property rates.

7.5. SUPPLY CHAIN MANAGEMENT UNIT

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

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

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

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

Training of the Bid Committee members and potential members was conducted during 2016.

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

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

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

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

7.5.1. Contract Management

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

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

7.5.2. Procurement Turnover Rate

The procurement turnover rate in previous years has proven to be unnecessarily long and resulted in projects being delayed. Poor planning also contributes to this and awards are often delayed due to preferred service providers not being registered on our SCM database. We advertise annually to invite service providers to register on our SCM database and the current ones to update their details. We now have a full complement of senior managers and more middle managers as well so that means that the bid committees are adequately skilled and filled. This will facilitate tenders moving faster through the bid committees and shortening the procurement turnover rate. The Procurement Rate has reduced from 23 weeks in 2013/14 to around 12 weeks in 2014/15, around 11 weeks for 2015/16 and 2016/2017. We are striving to maintain this procurement turnover rate into the next financial years.

7.6. AUDIT OUTCOMES

The following table reflects the five (5) year audit outcomes for the following financial book-years.

2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
<u>Unqualified Audit Report received</u>	<u>Unqualified Audit Report received</u>	<u>Qualified Audit Report received - Consolidated</u>	<u>Qualified Audit Report received - Consolidated</u>	<u>Qualified Audit Report received - Consolidated</u>
Emphasis of Matter: Unauthorised expenditure	Emphasis of Matter: Restatement of corresponding figures	Property, plant and equipment	Property, plant and equipment	Property, plant and equipment
Emphasis of Matter: Irregular expenditure	Emphasis of Matter: Material Losses	Investment property	Investment property	Investment property
Emphasis of Matter: Material Losses	Emphasis of Matter: Irregular expenditure		Provision of environmental rehabilitation	Provision for Landfill site
Emphasis of Matter: Restatement of corresponding figures		Irregular expenditure	Irregular expenditure	Irregular expenditure
			Budget information disclosure	Contingent liabilities disclosure
			Distribution losses	Distribution losses
			Unauthorised expenditure (prior year disclosure)	Unauthorised expenditure
		Basis of preparation	Basis of preparation	
			Aggregation of immaterial uncorrected misstatements	Aggregation of immaterial uncorrected misstatements

Source: Office of Auditor-General Reports

There are still recurring audit findings, but the municipality has managed to further reduce the audit findings in the 2015/16 financial year and received an Unqualified Audit Opinion. An action plan was drawn up to address the audit findings and the municipality has taken action thereon to ensure that the shortfalls are addressed and that all relevant procedures have been put in place so that the number of audit findings can reduce to a minimum to achieve the goal of a Clean Audit. The latest progress on the 2015/16 Audit Action Plan is attached as an annexure.

7.7. CREDITORS TURNOVER RATE

Most creditors are paid within 30 days from receipt of invoice, with minimal disputes spilling beyond the 30 day period. We have regularised the payment process by dedicating Thursdays for payment dates as well as the 25th and month end for certain service providers that stipulate these cut-off dates. The actual creditors turnover rate payment period as at 30 June 2016 is 68 days

7.8. NATIONAL CONTEXT

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

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

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

EC102 Blue Crane Route - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		-	-	-	-	-	-	49 125	51 626	54 426
Local Government Equitable Share								45 700	48 917	51 426
Finance Management								1 700	1 955	2 215
EPWP Incentive								1 000		
MIG PMU								725	754	785
Provincial Government:		-	-	-	-	-	-	2 300	2 433	2 569
Sport and Recreation								2 300	2 433	2 569
MIG PMU										
District Municipality:		-	-	-	-	-	-	2 076	1 449	1 526
Fire and disaster								472	491	511
LED Projects								700		
Environmental Health								904	958	1 015
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	-	-	-	-	-	-	53 501	55 508	58 521
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	30 771	22 330	22 920
Municipal Infrastructure Grant (MIG)								13 771	14 330	14 920
Regional Bulk Infrastructure								17 000		
INEP									8 000	8 000
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	539	-	-
Fire and disaster								436		
Youth Centre Equipment								103		
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	-	-	-	-	-	-	31 310	22 330	22 920
TOTAL RECEIPTS OF TRANSFERS & GRANTS		-	-	-	-	-	-	84 810	77 838	81 441

Source: DoRA & SBDM

Each year, National Treasury issues a circular, (see MFMA Circular 85 and 86) to municipalities advising them of the budget parameters within which municipalities should work when preparing their budgets.

The headline CPI forecast for fiscal year 2016 is 4.6%, 2017 is 6.4%, 2018 is 6.1%, 2019 is 5.9% and 2020 is 5.9%. However these figures can change very fast due to external factors as recently experienced.

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

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 20% of operating budget and 21% of the total budget when including capital grants. 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.

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

General inflation (CPI) is estimated 6.4% for the 2017/2018 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 2017/2018	MTREF Budget 2018/2019	MTREF Budget 2019/2020
General Inflation	6.4%	6.1%	5.9%

Source: MFMA Circular 86

7.10. INTEREST RATES FOR BORROWING AND INVESTMENTS OF FUNDS

The following assumptions are built into the MTREF:

Description	MTREF Budget 2017/2018	MTREF Budget 2018/2019	MTREF Budget 2019/2020
Average Interest Rate – New Borrowing	11 %	12%	13%
Average Interest Rate - Investments	7.5%	8.5%	8.5%

7.11. 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 2017/2018	MTREF Budget 2018/2019	MTREF Budget 2019/2020
Rates	10%	10%	10%
Water	6.4%	6.4%	6.4%
Sewerage	6.4%	6.4%	6.4%
Sanitation	6.4%	6.4%	6.4%
Refuse	6.4%	6.4%	6.4%
Electricity – monthly consumption tariff	1.88%	1.88%	1.88%

Source: 2017/2018 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
Cons Consumption	Monthly billing. Ongoing prepayment meters. Seasonal fluctuations
Char Service Charges	Generally steady state throughout the financial year with seasonal fluctuations

7.12. COLLECTION RATES FOR EACH REVENUE SOURCE AND CUSTOMER TYPE

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

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

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

The average collection rate for all municipal debtor's accounts are currently 88.72%.

7.13. 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 Sarah Baartman District Municipal (SBDM) area the BCRM accounts for 8% of the SBDM and 0.5% of the Eastern Province population. Geographically BCRM makes up 19% of the SBDM landmass with a population density of 3.25 people per km².

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

7.14. 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.

7.15. TRENDS IN DEMAND FOR FREE (SUBSIDIZED) BASIC SERVICES

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

7.15.1 Indigent Steering Committee

The Indigent Steering Committee (ISC) was establish in 2012, but remained dormant since the approval of the Indigent register in June 2012. The Eastern Cape Department of Local Government & Traditional Affairs (ECLGTA) convened a workshop in February 2014 with the

Indigent Steering Committee and presented the draft ISC Terms of Reference and Indigent Policy. The Finance Committee has since approved the Terms of Reference and ISC has convened its meetings on a quarterly basis with the development of an updated Indigent Register as its primary task due to be completed in June 2017.

7.15.1 Indigent Register And Free Basic Services Expenditure / Budget

There are currently 4,214 indigent households out of 8,558 households. This is a 49% of households benefitting from the Indigent Policy assistance. The following table depicts the budgeted funding for the 2015/16 and 2017/18 financial years to fund the Indigent beneficiaries:

7.15.2 Free Basic Services Unit

BUDGET FOR INDIGENT ASSISTANCE: 2015/16 TO 2017/18 FINANCIAL YEARS

VOTE DESCRIPTION	ESTIMATED BUDGET 2015/2016	ESTIMATED BUDGET 2016/2017	ESTIMATED BUDGET 2017/2018
INDIGENTS HOUSEHOLDS – FREE BASIC REFUSE	3 886 000	3 886 000	4 500 000
INDIGENTS HOUSEHOLDS – FREE BASIC WATER	3 379 000	3 379 000	4 200 000
INDIGENTS HOUSEHOLDS – FREE BASIC ELECTRICITY	1 700 000	1 700 000	2 090 000
INDIGENTS HOUSEHOLDS – FREE BASIC SEWERAGE	2 534 000	2 534 000	3 000 000
TOTAL	11 499 000	11 499 000	13 790 000

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

7.16. 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.

7.17. REVENUE ENHANCEMENT STRATEGY

The municipality approved its Revenue Enhancement Strategy on 11 December 2014 and has commenced implementation thereof in January 2015. Further Implementation is also factored into the 2016/17 MTEF Budget cycle. Targets have been set to improve the municipality's own revenue base to 80% of the budget and the strategy is included in the IDP, Budget and SDBIP.

7.18. SALARY BUDGET OF THE MUNICIPALITY

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

Description	Actual 2014/2015	Estimated Budget 2015/2016	Estimated Budget 2016/2017	Estimated Budget 2017/2018	Estimated Budget 2018/2019	Estimated Budget 2019/2020
Operational Budget	213,242,000	210,072,000	217,576,000	231,563,000	247,017,000	242, 879,000
Salary Bill	60,519,000	69,659,000	73,523,000	77,935,000	82,611,000	79,893,000
Percentage	28.38%	33.16%	33.81%	33.69%	33.78%	32%

Source: 2017/2018 MTREF Budget

7.19. 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 2012/2012:

Description	MTREF Budget 2011/2012	MTREF Budget 2012/2013	MTREF Budget 2013/2014	MTREF Budget 2014/2015	MTREF Budget 2015/2016
Capital Budget (adjusted)	24,238,000	26,879,000	39,454,000	39,528,000	25,343,000
Actual spending	19,707,213	26,879,000	39,989,000	39,528,000	25,343,000
Percentage	81.3%	100%	100%	100%	100%

Source: 2017/2018 MTREF Budget

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

19.1 Operating and Capital Budgets

The following MTREF Budget Tables A1 to A10 reflect the actuals for 2013/2014 to 2015/2016 financial years plus the current year's (2016/2017) budget, and as per mSCOA implementation the separate Tables A1 to A10 reflecting 2017/2018 to 2019/2020 financial years.

TABLE A1 – BUDGET SUMMARY

EC102 Blue Crane Route - Table A1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Financial Performance										
Property rates	8 496	9 055	10 098	11 090	11 140	11 140	11 140	-	-	-
Service charges	81 194	90 569	97 432	108 317	117 135	117 135	117 135	-	-	-
Investment revenue	1 701	820	1 446	1 001	1 001	1 001	1 001	-	-	-
Transfers recognised - operational	60 815	51 880	52 419	51 654	51 959	51 959	51 959	-	-	-
Other own revenue	10 359	12 373	34 110	9 757	11 036	11 036	11 036	-	-	-
Total Revenue (excluding capital transfers and contributions)	162 565	164 697	195 505	181 819	192 271	192 271	192 271	-	-	-
Employee costs	54 128	61 519	69 757	73 523	76 389	76 389	76 389	-	-	-
Remuneration of councillors	3 047	3 149	3 572	4 136	4 051	4 051	4 051	-	-	-
Depreciation & asset impairment	31 584	33 775	34 699	35 189	34 449	34 449	34 449	-	-	-
Finance charges	1 794	3 692	5 454	3 749	5 945	5 945	5 945	-	-	-
Materials and bulk purchases	53 651	57 718	67 997	65 378	76 244	76 244	76 244	-	-	-
Transfers and grants	-	-	-	1 053	1 053	1 053	1 053	-	-	-
Other expenditure	38 242	39 484	36 492	34 548	37 176	37 176	37 176	-	-	-
Total Expenditure	182 446	199 337	217 970	217 576	235 307	235 307	235 307	-	-	-
Surplus/(Deficit)	(19 881)	(34 641)	(22 465)	(35 757)	(43 036)	(43 036)	(43 036)	-	-	-
Transfers recognised - capital	23 281	20 665	18 170	24 983	23 695	23 695	23 695	-	-	-
Contributions recognised - capital & contributed a	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	(19 341)	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	(19 341)	-	-	-
Capital expenditure & funds sources										
Capital expenditure	39 454	38 508	12 331	33 196	20 631	20 631	20 631	-	-	-
Transfers recognised - capital	35 391	19 661	5 612	24 983	19 056	19 056	19 056	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	821	13 544	3 300	-	-	-	-	-	-	-
Internally generated funds	3 242	5 304	3 419	8 214	1 575	1 575	1 575	-	-	-
Total sources of capital funds	39 454	38 508	12 331	33 196	20 631	20 631	20 631	-	-	-
Financial position										
Total current assets	44 316	37 581	40 384	31 840	28 540	28 540	28 540	-	-	-
Total non current assets	655 693	684 835	687 565	633 497	636 559	636 559	636 559	-	-	-
Total current liabilities	29 996	30 597	47 433	17 090	26 212	26 212	26 212	-	-	-
Total non current liabilities	24 839	55 624	48 616	30 312	55 898	55 898	55 898	-	-	-
Community wealth/Equity	645 173	636 195	631 900	634 954	582 988	582 988	582 988	-	-	-
Cash flows										
Net cash from (used) operating	27 305	13 833	16 172	19 601	(980)	(980)	(980)	-	-	-
Net cash from (used) investing	(34 307)	(33 245)	(12 325)	(18 183)	(17 757)	(17 757)	(17 757)	-	-	-
Net cash from (used) financing	(978)	12 024	(853)	(11 418)	(3 958)	(3 958)	(3 958)	-	-	-
Cash/cash equivalents at the year end	18 506	11 119	14 113	(0)	(8 584)	(8 584)	(8 584)	-	-	-
Cash backing/surplus reconciliation										
Cash and investments available	18 506	11 119	14 113	6 000	1 000	1 000	1 000	-	-	-
Application of cash and investments	3 860	(783)	9 461	(13 832)	8 174	8 174	(7 215)	-	-	-
Balance - surplus (shortfall)	14 645	11 901	4 651	19 832	(7 174)	(7 174)	8 215	-	-	-
Asset management										
Asset register summary (WDV)	655 693	684 823	687 556	667 007	636 565	636 550	-	-	-	-
Depreciation & asset impairment	31 584	33 775	34 699	35 189	34 449	34 449	-	-	-	-
Renewal of Existing Assets	762	1 390	-	5 640	4 959	4 959	-	-	-	-
Repairs and Maintenance	2 873	3 336	3 542	4 880	3 766	3 766	-	-	-	-
Free services										
Cost of Free Basic Services provided	11 163	10 983	12 590	12 480	13 790	13 790	-	-	-	-
Revenue cost of free services provided	616	652	718	790	720	720	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewage:	0	0	0	1	0	1	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

EC102 Blue Crane Route - Table A1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	12 254	13 479	14 827
Service charges	-	-	-	-	-	-	-	120 709	124 221	127 874
Investment revenue	-	-	-	-	-	-	-	1 001	1 001	1 001
Transfers recognised - operational	-	-	-	-	-	-	-	53 501	55 508	58 521
Other own revenue	-	-	-	-	-	-	-	11 104	11 373	11 654
Total Revenue (excluding capital transfers and contributions)	-	-	-	-	-	-	-	198 568	205 582	213 878
Employee costs	-	-	-	-	-	-	-	78 417	83 915	89 636
Remuneration of councillors	-	-	-	-	-	-	-	3 714	3 977	4 252
Depreciation & asset impairment	-	-	-	-	-	-	-	34 449	35 211	36 004
Finance charges	-	-	-	-	-	-	-	5 708	5 362	4 996
Materials and bulk purchases	-	-	-	-	-	-	-	80 343	81 348	82 307
Transfers and grants	-	-	-	-	-	-	-	1 033	346	360
Other expenditure	-	-	-	-	-	-	-	35 752	37 454	39 218
Total Expenditure	-	-	-	-	-	-	-	239 416	247 613	256 774
Surplus/(Deficit)	-	-	-	-	-	-	-	(40 848)	(42 031)	(42 897)
Transfers and subsidies - capital (monetary allocation)	-	-	-	-	-	-	-	31 310	22 330	22 920
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)
Capital expenditure & funds sources										
Capital expenditure	-	-	-	-	-	-	-	33 150	22 700	23 320
Transfers recognised - capital	-	-	-	-	-	-	-	31 310	22 330	22 920
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	1 500	-	-
Internally generated funds	-	-	-	-	-	-	-	340	370	400
Total sources of capital funds	-	-	-	-	-	-	-	33 150	22 700	23 320
Financial position										
Total current assets	-	-	-	-	-	-	-	30 154	31 704	32 705
Total non current assets	-	-	-	-	-	-	-	631 583	628 371	619 467
Total current liabilities	-	-	-	-	-	-	-	18 610	20 307	18 716
Total non current liabilities	-	-	-	-	-	-	-	53 603	50 804	51 000
Community wealth/Equity	-	-	-	-	-	-	-	589 523	588 964	582 455
Cash flows										
Net cash from (used) operating	-	-	-	-	-	-	-	29 713	21 415	23 304
Net cash from (used) investing	-	-	-	-	-	-	-	(27 212)	(19 888)	(20 432)
Net cash from (used) financing	-	-	-	-	-	-	-	(3 285)	(3 627)	(581)
Cash/cash equivalents at the year end	-	-	-	-	-	-	-	216	(1 884)	407
Cash backing/surplus reconciliation										
Cash and investments available	-	-	-	-	-	-	-	2 500	3 000	3 500
Application of cash and investments	-	-	-	-	-	-	-	(13 455)	(13 420)	(12 922)
Balance - surplus (shortfall)	-	-	-	-	-	-	-	15 955	16 420	16 422
Asset management										
Asset register summary (WDV)	-	-	-	-	-	-	-	631 574	628 363	619 459
Depreciation	-	-	-	-	-	-	-	34 449	35 211	36 004
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	-	4 903	5 099	5 303
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	13 790	14 342	14 915
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewage:	-	-	-	-	-	-	0	0	0	0
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

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

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

Standard Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue - Standard										
Governance and administration		28 918	40 183	65 268	41 624	42 440	42 440	-	-	-
Executive and council		12 049	21 629	20 223	20 276	20 317	20 317	-	-	-
Budget and treasury office		14 315	13 964	21 693	16 889	17 382	17 382	-	-	-
Corporate services		2 554	4 591	23 352	4 459	4 741	4 741	-	-	-
Community and public safety		9 812	10 906	4 116	5 378	5 795	5 795	-	-	-
Community and social services		6 860	2 607	3 642	2 618	2 658	2 658	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		2 115	4 866	474	1 904	2 282	2 282	-	-	-
Housing		-	2 655	-	-	-	-	-	-	-
Health		837	778	-	856	856	856	-	-	-
Economic and environmental services		22 364	16 942	19 339	21 754	20 760	20 760	-	-	-
Planning and development		1 104	-	632	-	305	305	-	-	-
Road transport		21 260	16 942	17 894	21 754	20 454	20 454	-	-	-
Environmental protection		-	-	813	-	-	-	-	-	-
Trading services		124 753	117 331	124 952	138 046	146 971	146 971	-	-	-
Electricity		76 255	77 039	85 057	98 319	106 946	106 946	-	-	-
Water		16 695	20 360	19 949	18 380	19 161	19 161	-	-	-
Waste water management		20 090	9 909	10 038	10 682	10 401	10 401	-	-	-
Waste management		11 712	10 022	9 908	10 665	10 463	10 463	-	-	-
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Standard	2	185 846	185 362	213 675	206 802	215 966	215 966	-	-	-
Expenditure - Standard										
Governance and administration		41 809	45 823	52 553	53 726	55 785	55 785	-	-	-
Executive and council		10 001	15 235	11 140	10 758	10 672	10 672	-	-	-
Budget and treasury office		18 903	23 782	24 142	27 780	27 972	27 972	-	-	-
Corporate services		12 906	6 806	17 271	15 188	17 141	17 141	-	-	-
Community and public safety		10 207	20 933	13 500	17 917	16 774	16 774	-	-	-
Community and social services		5 795	8 672	9 412	10 847	10 414	10 414	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		3 608	3 509	4 088	6 025	5 334	5 334	-	-	-
Housing		-	7 926	-	-	-	-	-	-	-
Health		803	826	-	1 044	1 027	1 027	-	-	-
Economic and environmental services		23 827	17 485	23 138	21 137	22 883	22 883	-	-	-
Planning and development		4 562	-	2 115	3 015	3 360	3 360	-	-	-
Road transport		19 265	17 485	20 090	18 123	19 523	19 523	-	-	-
Environmental protection		-	-	933	-	-	-	-	-	-
Trading services		106 603	115 096	128 779	124 796	139 864	139 864	-	-	-
Electricity		72 971	75 566	87 923	86 442	97 330	97 330	-	-	-
Water		11 605	15 685	15 765	14 449	16 811	16 811	-	-	-
Waste water management		7 232	10 135	9 832	10 886	9 620	9 620	-	-	-
Waste management		14 794	13 711	15 259	13 019	16 104	16 104	-	-	-
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Standard	3	182 446	199 337	217 970	217 576	235 307	235 307	-	-	-
Surplus/(Deficit) for the year		3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	-	-	-

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

Functional Classification Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1									
Revenue - Functional										
<i>Governance and administration</i>		-	-	-	-	-	-	58 822	62 419	65 966
Executive and council		-	-	-	-	-	-	20 754	22 213	23 351
Finance and administration		-	-	-	-	-	-	38 068	40 206	42 615
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	-	-	-	-	-	4 513	4 299	4 529
Community and social services		-	-	-	-	-	-	2 538	2 681	2 827
Sport and recreation		-	-	-	-	-	-	120	125	130
Public safety		-	-	-	-	-	-	948	532	554
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	907	961	1 019
<i>Economic and environmental services</i>		-	-	-	-	-	-	3 481	1 852	1 927
Planning and development		-	-	-	-	-	-	700	-	-
Road transport		-	-	-	-	-	-	2 781	1 852	1 927
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	163 061	159 341	164 376
Energy sources		-	-	-	-	-	-	103 664	113 961	116 214
Water management		-	-	-	-	-	-	37 268	21 651	22 963
Waste water management		-	-	-	-	-	-	10 967	11 752	12 460
Waste management		-	-	-	-	-	-	11 162	11 977	12 739
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	-	-	-	-	-	-	229 878	227 912	236 798
Expenditure - Functional										
<i>Governance and administration</i>		-	-	-	-	-	-	66 913	70 676	74 592
Executive and council		-	-	-	-	-	-	10 158	10 774	11 414
Finance and administration		-	-	-	-	-	-	55 329	58 376	61 548
Internal audit		-	-	-	-	-	-	1 426	1 526	1 630
<i>Community and public safety</i>		-	-	-	-	-	-	11 280	12 005	12 759
Community and social services		-	-	-	-	-	-	7 209	7 700	8 212
Sport and recreation		-	-	-	-	-	-	992	1 050	1 110
Public safety		-	-	-	-	-	-	2 406	2 542	2 682
Housing		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	673	713	755
<i>Economic and environmental services</i>		-	-	-	-	-	-	21 198	21 254	22 050
Planning and development		-	-	-	-	-	-	2 876	2 310	2 450
Road transport		-	-	-	-	-	-	18 322	18 944	19 600
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	140 024	143 678	147 373
Energy sources		-	-	-	-	-	-	97 010	98 797	100 631
Water management		-	-	-	-	-	-	17 217	18 140	19 037
Waste water management		-	-	-	-	-	-	9 624	9 802	9 972
Waste management		-	-	-	-	-	-	16 174	16 939	17 733
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	-	-	-	-	-	-	239 416	247 613	256 774
Surplus/(Deficit) for the year		-	-	-	-	-	-	(9 538)	(19 701)	(19 977)

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

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue by Vote	1									
Vote 1 - MAYORAL EXECUTIVE		-	2	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		12 047	615	20 223	20 276	20 286	20 286	-	-	-
Vote 3 - ACCOUNTING OFFICER		1 785	21 012	632	-	337	337	-	-	-
Vote 4 - BUDGET & TREASURY		14 315	13 964	21 693	16 889	17 382	17 382	-	-	-
Vote 5 - TECHNICAL SERVICES		134 305	126 905	154 588	153 525	161 594	161 594	-	-	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICE		20 840	18 273	16 395	16 043	16 258	16 258	-	-	-
Vote 7 - CORPORATE SERVICES		2 554	4 591	144	89	110	110	-	-	-
Total Revenue by Vote	2	185 846	185 362	213 675	206 822	215 966	215 966	-	-	-
Expenditure by Vote to be appropriated	1									
Vote 1 - MAYORAL EXECUTIVE		285	303	303	348	347	347	-	-	-
Vote 2 - MUNICIPAL COUNCIL		1 090	1 338	1 338	5 135	4 849	4 849	-	-	-
Vote 3 - ACCOUNTING OFFICER		8 626	13 594	9 498	8 290	8 835	8 835	-	-	-
Vote 4 - BUDGET & TREASURY		18 903	23 782	24 142	27 780	27 972	27 972	-	-	-
Vote 5 - TECHNICAL SERVICES		115 608	126 796	145 554	138 161	153 195	153 195	-	-	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICE		25 028	26 718	28 431	30 936	32 878	32 878	-	-	-
Vote 7 - CORPORATE SERVICES		12 906	6 806	8 704	6 927	7 230	7 230	-	-	-
Total Expenditure by Vote	2	182 446	199 337	217 970	217 576	235 307	235 307	-	-	-
Surplus/(Deficit) for the year	2	3 400	(13 975)	(4 295)	(10 755)	(19 341)	(19 341)	-	-	-

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue by Vote	1									
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	20 723	22 182	23 320
Vote 3 - ACCOUNTING OFFICER		-	-	-	-	-	-	731	31	31
Vote 4 - BUDGET & TREASURY		-	-	-	-	-	-	18 700	20 318	22 070
Vote 5 - TECHNICAL SERVICES		-	-	-	-	-	-	172 125	167 211	172 139
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		-	-	-	-	-	-	17 385	18 055	19 119
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	213	114	119
Total Revenue by Vote	2	-	-	-	-	-	-	229 878	227 912	236 798
Expenditure by Vote to be appropriated	1									
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	371	396	423
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	5 268	5 566	5 877
Vote 3 - ACCOUNTING OFFICER		-	-	-	-	-	-	8 822	8 647	9 193
Vote 4 - BUDGET & TREASURY		-	-	-	-	-	-	31 270	33 065	34 928
Vote 5 - TECHNICAL SERVICES		-	-	-	-	-	-	153 229	157 209	161 259
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		-	-	-	-	-	-	32 811	34 631	36 520
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	7 645	8 098	8 574
Total Expenditure by Vote	2	-	-	-	-	-	-	239 416	247 613	256 774
Surplus/(Deficit) for the year	2	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)

TABLE A4 – BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source											
Property rates	2	8 496	9 055	10 098	11 090	11 140	11 140	-	-	-	
Property rates - penalties & collection charges						-	-				
Service charges - electricity revenue	2	65 290	71 388	79 373	87 673	96 221	96 221	-	-	-	
Service charges - water revenue	2	8 216	9 884	9 399	10 596	11 377	11 377	-	-	-	
Service charges - sanitation revenue	2	3 349	4 013	3 764	4 417	4 132	4 132	-	-	-	
Service charges - refuse revenue	2	4 161	5 077	4 657	5 412	5 187	5 187	-	-	-	
Service charges - other		178	207	239	218	218	218				
Rental of facilities and equipment		43	45	63	75	63	63				
Interest earned - external investments		1 701	820	1 446	1 001	1 001	1 001				
Interest earned - outstanding debtors		2 421	3 186	3 153	2 723	3 150	3 150				
Dividends received						-	-				
Fines		44	40	60	70	70	70				
Licences and permits		767	802	745	632	820	820				
Agency services		655	600	676	660	750	750				
Transfers recognised - operational		60 815	51 880	52 419	51 654	51 959	51 959				
Other revenue	2	2 142	7 608	29 414	5 498	5 694	5 694	-	-	-	
Gains on disposal of PPE		4 289	92		100	489	489		-	-	
Total Revenue (excluding capital transfers and contributions)		162 565	164 697	195 505	181 819	192 271	192 271	-	-	-	
Expenditure By Type											
Employee related costs	2	54 128	61 519	69 757	73 523	76 389	76 389	-	-	-	
Remuneration of councillors		3 047	3 149	3 572	4 136	4 051	4 051				
Debt impairment	3	4 133	7 664	8 405	6 335	7 965	7 965				
Depreciation & asset impairment	2	31 584	33 775	34 699	35 189	34 449	34 449	-	-	-	
Finance charges		1 794	3 692	5 454	3 749	5 945	5 945				
Bulk purchases	2	53 651	57 718	67 997	65 378	76 244	76 244	-	-	-	
Other materials	8					-	-				
Contracted services		-	-	-	-	-	-	-	-	-	
Transfers and grants		-	-	-	1 053	1 053	1 053	-	-	-	
Other expenditure	4, 5	34 108	31 820	27 765	28 213	29 211	29 211	-	-	-	
Loss on disposal of PPE		-		322		-	-				
Total Expenditure		182 446	199 337	217 970	217 576	235 307	235 307	-	-	-	
Surplus/(Deficit)		(19 881)	(34 641)	(22 465)	(35 757)	(43 036)	(43 036)	-	-	-	
Transfers recognised - capital		23 281	20 665	18 170	24 983	23 695	23 695				
Contributions recognised - capital	6	-	-	-	-	-	-	-	-	-	
Contributed assets											
Surplus/(Deficit) after capital transfers & contributions		3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	-	-	-	
Taxation											
Surplus/(Deficit) after taxation		3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	-	-	-	
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	-	-	-	
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		3 400	(13 975)	(4 295)	(10 775)	(19 341)	(19 341)	-	-	-	

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	12 254	13 479	14 827
Service charges - electricity revenue	2	-	-	-	-	-	-	-	98 069	99 988	101 945
Service charges - water revenue	2	-	-	-	-	-	-	-	12 312	13 135	14 010
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	4 560	4 894	5 250
Service charges - refuse revenue	2	-	-	-	-	-	-	-	5 768	6 204	6 670
Service charges - other											
Rental of facilities and equipment									244	257	271
Interest earned - external investments									1 001	1 001	1 001
Interest earned - outstanding debtors									3 276	3 407	3 543
Dividends received											
Fines, penalties and forfeits									90	94	97
Licences and permits									750	780	811
Agency services									890	926	963
Transfers and subsidies									53 501	55 508	58 521
Other revenue	2	-	-	-	-	-	-	-	5 684	5 737	5 793
Gains on disposal of PPE									170	173	176
Total Revenue (excluding capital transfers and contributions)		-	-	-	-	-	-	-	198 568	205 582	213 878
Expenditure By Type											
Employee related costs	2	-	-	-	-	-	-	-	78 417	83 915	89 636
Remuneration of councillors									3 714	3 977	4 252
Debt impairment	3								7 965	8 284	8 615
Depreciation & asset impairment	2	-	-	-	-	-	-	-	34 449	35 211	36 004
Finance charges									5 708	5 362	4 996
Bulk purchases	2	-	-	-	-	-	-	-	76 634	77 491	78 296
Other materials	8								3 709	3 857	4 011
Contracted services									4 983	5 435	5 899
Transfers and subsidies									1 033	346	360
Other expenditure	4, 5	-	-	-	-	-	-	-	22 804	23 735	24 704
Loss on disposal of PPE											
Total Expenditure		-	-	-	-	-	-	-	239 416	247 613	256 774
Surplus/(Deficit)		-	-	-	-	-	-	-	(40 848)	(42 031)	(42 897)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)									31 310	22 330	22 920
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Transfers and subsidies - capital (in-kind - all)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)
Taxation											
Surplus/(Deficit) after taxation		-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		-	-	-	-	-	-	-	(9 538)	(19 701)	(19 977)

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

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
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		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - MAYORAL EXECUTIVE		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		142	273	484	1 000	524	524	-	-	-	-
Vote 4 - BUDGET & TREASURY		329	132	292	200	15	15	-	-	-	-
Vote 5 - TECHNICAL SERVICES		38 274	30 995	9 655	27 672	19 848	19 848	-	-	-	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		613	7 021	1 444	4 124	229	229	-	-	-	-
Vote 7 - CORPORATE SERVICES		96	87	456	200	15	15	-	-	-	-
Capital single-year expenditure sub-total		39 454	38 508	12 331	33 196	20 631	20 631	-	-	-	-
Total Capital Expenditure - Vote		39 454	38 508	12 331	33 196	20 631	20 631	-	-	-	-
Capital Expenditure - Standard											
Governance and administration		2 058	910	1 809	1 680	811	811	-	-	-	-
Executive and council		142	134	484	1 000	524	524	-	-	-	-
Budget and treasury office		329	132	292	200	15	15	-	-	-	-
Corporate services		1 587	644	1 033	480	272	272	-	-	-	-
Community and public safety		8 740	4 624	2 543	2 903	4 692	4 692	-	-	-	-
Community and social services		199	79	98	1 673	150	150	-	-	-	-
Sport and recreation		8 127		1 649		4 514	4 514	-	-	-	-
Public safety		397	4 545	796	1 230	28	28	-	-	-	-
Housing								-	-	-	-
Health		17						-	-	-	-
Economic and environmental services		11 443	14 562	745	20 263	92	92	-	-	-	-
Planning and development			138					-	-	-	-
Road transport		11 443	14 423	745	20 242	71	71	-	-	-	-
Environmental protection					21	21	21	-	-	-	-
Trading services		17 213	18 412	7 234	8 350	15 036	15 036	-	-	-	-
Electricity		1 301	3 019	1 792	5 900	4 601	4 601	-	-	-	-
Water		3 862	3 342	3 107	1 000	288	288	-	-	-	-
Waste water management		12 051	9 654	1 785	250	10 147	10 147	-	-	-	-
Waste management			2 397	550	1 200	-	-	-	-	-	-
Other											
Total Capital Expenditure - Standard	3	39 454	38 508	12 331	33 196	20 631	20 631	-	-	-	-
Funded by:											
National Government		25 852	12 583	3 199	24 983	19 056	19 056				
Provincial Government		9 539	2 954	2 413							
District Municipality			3 986								
Other transfers and grants			138								
Transfers recognised - capital	4	35 391	19 661	5 612	24 983	19 056	19 056	-	-	-	-
Public contributions & donations	5										
Borrowing	6	821	13 544	3 300							
Internally generated funds		3 242	5 304	3 419	8 214	1 575	1 575				
Total Capital Funding	7	39 454	38 508	12 331	33 196	20 631	20 631	-	-	-	-

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

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - [NAME OF VOTE 1]		-	-	-	-	-	-	-	-	-	-
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		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - [NAME OF VOTE 1]		-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER		-	-	-	-	-	-	-	80	90	50
Vote 4 - BUDGET & TREASURY		-	-	-	-	-	-	-	30	40	50
Vote 5 - TECHNICAL SERVICES		-	-	-	-	-	-	-	30 891	22 490	23 120
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES		-	-	-	-	-	-	-	30	40	50
Vote 7 - CORPORATE SERVICES		-	-	-	-	-	-	-	30	40	50

TABLE A6 – BUDGETED FINANCIAL POSITION

EC102 Blue Crane Route - Table A6 Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
ASSETS											
Current assets											
Cash		3 694	887	1 452	1 000	1 000	1 000				
Call investment deposits	1	14 812	10 231	12 661	5 000	-	-	-	-	-	-
Consumer debtors	1	14 928	17 786	18 840	20 236	20 236	20 236	-	-	-	-
Other debtors		9 977	7 536	6 557	4 500	6 500	6 500				
Current portion of long-term receivables		3	3	3	3	3	3				
Inventory	2	901	1 137	871	1 100	800	800				
Total current assets		44 316	37 581	40 384	31 840	28 540	28 540	-	-	-	-
Non current assets											
Long-term receivables		16	13	10	9	9	9				
Investments						-	-				
Investment property		47 089	69 535	95 004	59 000	59 000	59 000				
Investment in Associate						-	-	-	-	-	-
Property, plant and equipment	3	608 114	614 818	592 087	573 230	577 086	577 086	-	-	-	-
Agricultural						-	-	-	-	-	-
Biological						-	-	-	-	-	-
Intangible		16	12	7	800	5	5				
Other non-current assets		458	458	458	458	458	458				
Total non current assets		655 693	684 835	687 565	633 497	636 559	636 559	-	-	-	-
TOTAL ASSETS		700 009	722 416	727 949	665 336	665 098	665 098	-	-	-	-
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	962	3 783	13 214	2 090	3 212	3 212	-	-	-	-
Consumer deposits		1 997	2 238	2 463	2 500	2 500	2 500				
Trade and other payables	4	26 560	24 068	31 256	9 000	20 000	20 000	-	-	-	-
Provisions		478	508	500	3 500	500	500				
Total current liabilities		29 996	30 597	47 433	17 090	26 212	26 212	-	-	-	-
Non current liabilities											
Borrowing		1 828	14 948	5 068	3 312	9 898	9 898	-	-	-	-
Provisions		23 011	40 676	43 548	27 000	46 000	46 000	-	-	-	-
Total non current liabilities		24 839	55 624	48 616	30 312	55 898	55 898	-	-	-	-
TOTAL LIABILITIES		54 836	86 221	96 049	47 401	82 110	82 110	-	-	-	-
NET ASSETS	5	645 173	636 195	631 900	617 935	582 988	582 988	-	-	-	-
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		645 173	636 195	631 900	615 670	582 988	582 988	-	-	-	-
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	645 173	636 195	631 900	615 670	582 988	582 988	-	-	-	-

EC102 Blue Crane Route - Table A6 Budgeted Financial Position

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand											
ASSETS											
Current assets											
Cash									1 500	1 500	1 500
Call investment deposits	1	-	-	-	-	-	-	-	1 000	1 500	2 000
Consumer debtors	1	-	-	-	-	-	-	-	22 000	22 500	23 000
Other debtors									4 500	5 000	5 000
Current portion of long-term receivables									4	4	5
Inventory	2								1 150	1 200	1 200
Total current assets		-	-	-	-	-	-	-	30 154	31 704	32 705
Non current assets											
Long-term receivables									9	8	8
Investments											
Investment property									60 000	67 000	70 000
Investment in Associate											
Property, plant and equipment	3	-	-	-	-	-	-	-	571 474	561 263	549 259
Agricultural											
Biological											
Intangible									100	100	200
Other non-current assets											
Total non current assets		-	-	-	-	-	-	-	631 583	628 371	619 467
TOTAL ASSETS		-	-	-	-	-	-	-	661 736	660 075	652 171
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	-	-	-	-	-	-	-	3 510	3 857	816
Consumer deposits									2 600	2 700	2 900
Trade and other payables	4	-	-	-	-	-	-	-	12 000	13 200	14 400
Provisions									500	550	600
Total current liabilities		-	-	-	-	-	-	-	18 610	20 307	18 716
Non current liabilities											
Borrowing		-	-	-	-	-	-	-	6 103	1 304	-
Provisions		-	-	-	-	-	-	-	47 500	49 500	51 000
Total non current liabilities		-	-	-	-	-	-	-	53 603	50 804	51 000
TOTAL LIABILITIES		-	-	-	-	-	-	-	72 213	71 111	69 716
NET ASSETS	5	-	-	-	-	-	-	-	589 523	588 964	582 455
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)									589 523	588 964	582 455
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	-	-	-	-	-	-	-	589 523	588 964	582 455

TABLE A7 – BUDGETED CASH FLOW

EC102 Blue Crane Route - Table A7 Budgeted Cash Flows

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates, penalties & collection charges		6 793	7 244	8 836	9 427	7 869	7 869		-	-	-
Service charges		69 315	84 500	88 048	97 506	98 093	98 093		-	-	-
Other revenue		5 947	8 416	9 165	6 935	24 914	24 914		-	-	-
Government - operating	1	50 467	49 636	52 419	51 654	50 544	50 544		-	-	-
Government - capital	1	28 456	19 541	23 298	17 983	18 666	18 666		-	-	-
Interest		1 701	787	1 409	3 179	1 339	1 339		-	-	-
Dividends					-	-	-		-	-	-
Payments											
Suppliers and employees		(135 136)	(156 035)	(165 691)	(164 753)	(199 770)	(199 770)		-	-	-
Finance charges		(237)	(256)	(1 311)	(1 278)	(1 916)	(1 916)		-	-	-
Transfers and Grants	1				(1 053)	(720)	(720)		-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		27 305	13 833	16 172	19 601	(980)	(980)	-	-	-	-
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		4 323	100	4	100	100	100		-	-	-
Decrease (Increase) in non-current debtors				3					-	-	-
Decrease (increase) other non-current receivables			3	-					-	-	-
Decrease (increase) in non-current investments		3		-					-	-	-
Payments											
Capital assets		(38 632)	(33 347)	(12 331)	(18 283)	(17 857)	(17 857)		-	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(34 307)	(33 245)	(12 325)	(18 183)	(17 757)	(17 757)	-	-	-	-
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing			13 000	3 300	-				-	-	-
Increase (decrease) in consumer deposits					50	224	224		-	-	-
Payments											
Repayment of borrowing		(978)	(976)	(4 153)	(11 468)	(4 181)	(4 181)		-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		(978)	12 024	(853)	(11 418)	(3 958)	(3 958)	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(7 979)	(7 387)	2 994	(10 000)	(22 695)	(22 695)	-	-	-	-
Cash/cash equivalents at the year begin:	2	26 485	18 506	11 119	10 000	14 111	14 111		-	-	-
Cash/cash equivalents at the year end:	2	18 506	11 119	14 113	(0)	(8 584)	(8 584)		-	-	-

EC102 Blue Crane Route - Table A7 Budgeted Cash Flows

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates									9 500	10 450	11 495
Service charges									99 148	101 632	104 196
Other revenue									24 100	25 512	27 007
Government - operating	1								52 111	53 955	56 705
Government - capital	1								30 771	22 330	22 920
Interest									3 390	3 533	3 685
Dividends									-	-	-
Payments											
Suppliers and employees									(186 765)	(194 454)	(201 459)
Finance charges									(1 508)	(1 198)	(885)
Transfers and Grants	1								(1 033)	(1 095)	(1 139)
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	-	-	-	-	-	-	29 713	20 666	22 525
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									70	70	73
Decrease (Increase) in non-current debtors									-	-	-
Decrease (increase) other non-current receivables									-	-	-
Decrease (increase) in non-current investments									-	-	-
Payments											
Capital assets									(27 282)	(19 958)	(20 505)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	-	-	-	-	(27 212)	(19 888)	(20 432)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									-	-	-
Borrowing long term/refinancing									-	-	-
Increase (decrease) in consumer deposits									225	230	235
Payments											
Repayment of borrowing									(3 510)	(3 857)	(816)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	(3 285)	(3 627)	(581)
NET INCREASE/ (DECREASE) IN CASH HELD		-	-	-	-	-	-	-	(784)	(2 849)	1 512
Cash/cash equivalents at the year begin:	2								1 000	216	(2 633)
Cash/cash equivalents at the year end:	2								216	(2 633)	(1 121)

TABLE A8 – CASH BACK RESERVES / ACCUMULATED SURPLUS RECONCILIATION

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash and investments available											
Cash/cash equivalents at the year end	1	18 506	11 119	14 113	(0)	(8 584)	(8 584)	-	-	-	-
Other current investments > 90 days		-	-	-	6 000	9 584	9 584	-	-	-	-
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		18 506	11 119	14 113	6 000	1 000	1 000	-	-	-	-
Application of cash and investments											
Unspent conditional transfers		1 507	1 211	6 339	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	2 353	(1 993)	3 122	(13 832)	(7 215)	(7 215)	-	-	-	-
Other provisions						15 389	15 389				
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		3 860	(783)	9 461	(13 832)	8 174	8 174	-	-	-	-
Surplus(shortfall)		14 645	11 901	4 651	19 832	(7 174)	(7 174)	-	-	-	-

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

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Cash and investments available											
Cash/cash equivalents at the year end	1	-	-	-	-	-	-	-	216	(2 633)	(1 121)
Other current investments > 90 days		-	-	-	-	-	-	-	2 284	5 633	4 621
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		-	-	-	-	-	-	-	2 500	3 000	3 500
Application of cash and investments											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	-	-	-	-	-	-	-	(13 455)	(13 420)	(12 922)
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		-	-	-	-	-	-	-	(13 455)	(13 420)	(12 922)
Surplus(shortfall)		-	-	-	-	-	-	-	15 955	16 420	16 422

TABLE A9 – ASSET MANAGEMENT

EC102 Blue Crane Route - Table A9 Asset Management

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	38 692	37 118	12 331	27 556	15 672	15 672	-	-	-
Infrastructure - Road transport		11 092	2 474	506	2 871	-	-	-	-	-
Infrastructure - Electricity		1 155	2 265	345	-	-	-	-	-	-
Infrastructure - Water		3 779	3 295	2 732	700	50	50	-	-	-
Infrastructure - Sanitation		12 035	16 450	1 535	15 087	9 997	9 997	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		28 061	24 484	5 117	18 658	10 047	10 047	-	-	-
Community		8 308	2 872	1 649	2 925	4 664	4 664	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	2 323	9 762	5 565	5 974	961	961	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	762	1 390	-	5 640	4 959	4 959	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	5 200	4 586	4 586	-	-	-
Infrastructure - Water		-	-	-	100	223	223	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		267	-	-	-	-	-	-	-	-
Infrastructure		267	-	-	5 300	4 809	4 809	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	495	1 390	-	340	150	150	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4									
Infrastructure - Road transport		11 092	2 474	506	2 871	-	-	-	-	-
Infrastructure - Electricity		1 155	2 265	345	5 200	4 586	4 586	-	-	-
Infrastructure - Water		3 779	3 295	2 732	800	273	273	-	-	-
Infrastructure - Sanitation		12 035	16 450	1 535	15 087	9 997	9 997	-	-	-
Infrastructure - Other		267	-	-	-	-	-	-	-	-
Infrastructure		28 328	24 484	5 117	23 958	14 856	14 856	-	-	-
Community		8 308	2 872	1 649	2 925	4 664	4 664	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		2 818	11 152	5 565	6 314	1 111	1 111	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	39 454	38 508	12 331	33 196	20 631	20 631	-	-	-

ASSET REGISTER SUMMARY - PPE (WDV)	5								
Infrastructure - Road transport		474 487	477 109	105 257	157 243	157 519	157 519		
Infrastructure - Electricity		1 155	3 356	203 796	148 558	148 838	148 838		
Infrastructure - Water		3 779	6 865	85 208	107 624	107 827	107 827		
Infrastructure - Sanitation		12 035	27 816	49 722	162 576	162 902	162 902		
Infrastructure - Other		105 532	99 671	39 329					
Infrastructure		596 988	614 818	483 312	576 000	577 086	577 086	-	-
Community		8 308			9 121				
Heritage assets		458	458	458		458	458		
Investment properties		47 089	69 535	95 004	59 000	59 000	59 000	-	-
Other assets		2 834		108 775	22 086				
Agricultural Assets		-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-
Intangibles		16	12	7	800	20	5	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	655 693	684 823	687 556	667 007	636 565	636 550	-	-
EXPENDITURE OTHER ITEMS									
Depreciation & asset impairment		31 584	33 775	34 699	35 189	34 449	34 449	-	-
Repairs and Maintenance by Asset Class	3	2 873	3 336	3 542	4 880	3 766	3 766	-	-
Infrastructure - Road transport		544	608	617	780	435	435	-	-
Infrastructure - Electricity		698	749	774	800	800	800	-	-
Infrastructure - Water		256	433	291	387	387	387	-	-
Infrastructure - Sanitation		69	5	68	100	50	50	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-
Infrastructure		1 568	1 794	1 751	2 067	1 672	1 672	-	-
Community		105	74	9	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-
Other assets	6, 7	1 200	1 467	1 783	2 813	2 094	2 094	-	-
TOTAL EXPENDITURE OTHER ITEMS		34 457	37 110	38 241	40 068	38 214	38 214	-	-
Renewal of Existing Assets as % of total capex		1.9%	3.6%	0.0%	17.0%	24.0%	24.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn"		2.4%	4.1%	0.0%	16.0%	14.4%	14.4%	0.0%	0.0%
R&M as a % of PPE		0.5%	0.5%	0.6%	0.9%	0.6%	0.6%	0.0%	0.0%
Renewal and R&M as a % of PPE		1.0%	1.0%	1.0%	2.0%	1.4%	1.4%	0.0%	0.0%

EC102 Blue Crane Route - Table A9 Asset Management

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	-	-	-	-	-	-	30 650	22 700	19 820
<i>Roads Infrastructure</i>		-	-	-	-	-	-	6 771	3 000	3 000
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	60	8 080	8 100
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	17 000	4 830	8 420
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	23 831	15 910	19 520
Community Facilities		-	-	-	-	-	-	4 500	6 500	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	4 500	6 500	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	80	40	50
Furniture and Office Equipment		-	-	-	-	-	-	1 640	170	150
Machinery and Equipment		-	-	-	-	-	-	163	80	100
Transport Assets		-	-	-	-	-	-	436	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
CAPITAL EXPENDITURE										
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Upgrading of Existing Assets	6	-	-	-	-	-	-	2 500	-	3 500
<i>Roads Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	2 500	-	3 500
Community Assets		-	-	-	-	-	-	2 500	-	3 500
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		R thousand								
Total Capital Expenditure	4	-	-	-	-	-	-	6 771	3 000	3 000
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	60	8 080	8 100
Electrical Infrastructure		-	-	-	-	-	-	17 000	4 830	8 420
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	23 831	15 910	19 520
Community Facilities		-	-	-	-	-	-	4 500	6 500	-
Sport and Recreation Facilities		-	-	-	-	-	-	2 500	-	3 500
Community Assets		-	-	-	-	-	-	7 000	6 500	3 500
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	80	40	50
Furniture and Office Equipment		-	-	-	-	-	-	1 640	170	150
Machinery and Equipment		-	-	-	-	-	-	163	80	100
Transport Assets		-	-	-	-	-	-	436	-	-
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		-	-	-	-	-	-	33 150	22 700	23 320
ASSET REGISTER SUMMARY - PPE (WDV)	5									
Roads Infrastructure								105 257	104 361	103 005
Storm water Infrastructure										
Electrical Infrastructure								203 796	199 721	192 410
Water Supply Infrastructure								85 208	83 504	82 418
Sanitation Infrastructure								147 533	144 582	142 702
Solid Waste Infrastructure								9 630	9 437	9 315
Rail Infrastructure										
Coastal Infrastructure										

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		R thousand								
<i>Information and Communication Infrastructure</i>										
Infrastructure		-	-	-	-	-	-	551 424	541 605	529 850
Community Facilities										
Sport and Recreation Facilities										
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets										
Revenue Generating										
Non-revenue Generating								458	458	458
Investment properties		-	-	-	-	-	-	458	458	458
Operational Buildings								60 000	67 000	70 000
Housing										
Other Assets		-	-	-	-	-	-	60 000	67 000	70 000
Biological or Cultivated Assets										
Servitudes										
Licences and Rights								100	100	200
Intangible Assets		-	-	-	-	-	-	100	100	200
Computer Equipment										
Furniture and Office Equipment								4 152	4 069	4 016
Machinery and Equipment								667	654	646
Transport Assets								14 773	14 477	14 289
Libraries										
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	631 574	628 363	619 459
EXPENDITURE OTHER ITEMS										
Depreciation	7	-	-	-	-	-	-	34 449	35 211	36 004
Repairs and Maintenance by Asset Class	3	-	-	-	-	-	-	4 903	5 099	5 303
Roads Infrastructure								439	457	475
Storm water Infrastructure								-	-	-
Electrical Infrastructure								884	920	956
Water Supply Infrastructure								1 058	1 100	1 144
Sanitation Infrastructure								135	140	146
Solid Waste Infrastructure								345	359	373
Rail Infrastructure								-	-	-
Coastal Infrastructure								-	-	-
Information and Communication Infrastructure								-	-	-
Infrastructure		-	-	-	-	-	-	2 861	2 975	3 094
Community Facilities								-	-	-
Sport and Recreation Facilities								-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating								-	-	-
Non-revenue Generating								-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings								390	406	422
Housing								-	-	-
Other Assets		-	-	-	-	-	-	390	406	422
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes								-	-	-
Licences and Rights								-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	429	446	464
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	1 223	1 272	1 323
Libraries		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		-	-	-	-	-	-	39 352	40 311	41 308

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand										
<i>Renewal and upgrading of Existing Assets as % of total capex</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.5%	0.0%	15.0%
<i>Renewal and upgrading of Existing Assets as % of deprecn</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.3%	0.0%	9.7%
<i>R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.9%	1.0%
<i>Renewal and upgrading and R&M as a % of PPE</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	1.0%

TABLE A10 – BASIC SERVICE DELIVERY MEASUREMENT

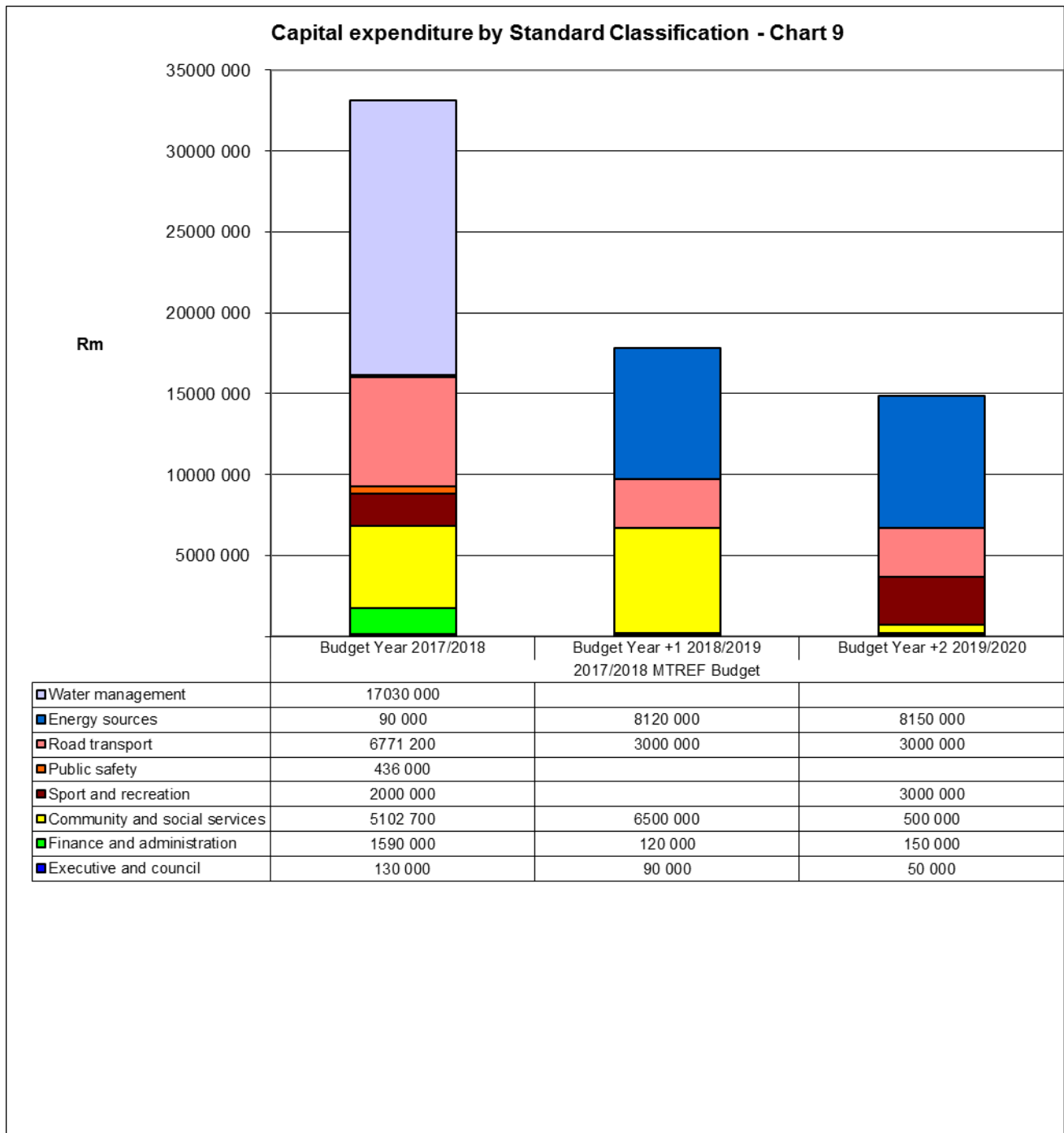
EC102 Blue Crane Route - Table A10 Basic service delivery measurement

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Household service targets										
Water:										
Piped water inside dwelling	1	5 026	5 026	5 017	10 034	5 017	10 034	-	-	-
Piped water inside yard (but not in dwelling)	2	3 904	3 904	4 744	9 488	4 744	9 488	-	-	-
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>		8 930	8 930	9 761	19 522	9 761	19 522	-	-	-
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	8 930	8 930	9 761	19 522	9 761	19 522	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		5 852	5 852	7 258	14 516	7 258	14 516	-	-	-
Flush toilet (with septic tank)		561	561	561	1 122	561	1 122	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		6 413	6 413	7 819	15 638	7 819	15 638	-	-	-
Bucket toilet		369	369	358	716	358	716	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		369	369	358	716	358	716	-	-	-
Total number of households	5	6 782	6 782	8 177	16 354	8 177	16 354	-	-	-
Energy:										
Electricity (at least min.service level)		730	750	1 658	3 316	3 316	3 316	-	-	-
Electricity - prepaid (min.service level)		7 732	6 696	6 934	13 868	13 868	13 868	-	-	-
<i>Minimum Service Level and Above sub-total</i>		8 462	7 446	8 592	17 184	17 184	17 184	-	-	-
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	8 462	7 446	8 592	17 184	17 184	17 184	-	-	-
Refuse:										
Removed at least once a week		7 838	7 361	7 838	15 676	15 676	15 676	-	-	-
<i>Minimum Service Level and Above sub-total</i>		7 838	7 361	7 838	15 676	15 676	15 676	-	-	-
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	7 838	7 361	7 838	15 676	15 676	15 676	-	-	-
Households receiving Free Basic Service										
Water (6 kilolitres per household per month)	7	-	-	-	4 442	4 442	4 442	-	-	-
Sanitation (free minimum level service)		-	-	-	4 442	4 442	4 442	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	4 442	4 442	4 442	-	-	-
Refuse (removed at least once a week)		-	-	-	4 442	4 442	4 442	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per indigent household per month)	8	3 262	3 023	3 741	3 717	4 200	4 200	-	-	-
Sanitation (free sanitation service to indigent households)		2 446	3 023	2 793	2 788	3 000	3 000	-	-	-
Electricity/other energy (50kwh per indigent household per month)		1 748	1 677	1 850	1 700	2 090	2 090	-	-	-
Refuse (removed once a week for indigent households)		3 707	3 259	4 205	4 275	4 500	4 500	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		11 163	10 983	12 590	12 480	13 790	13 790	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	15 000	15 000	15 000	15 000	15 000	-	-	-
Water (kilolitres per household per month)		-	6	6	6	6	6	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	50	50	50	50	50	-	-	-
Refuse (average litres per week)		-	100	100	100	100	100	-	-	-
Revenue cost of subsidised services provided (R'000)										
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)	9	-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		616	652	718	790	720	720	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	6	-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		616	652	718	790	720	720	-	-	-

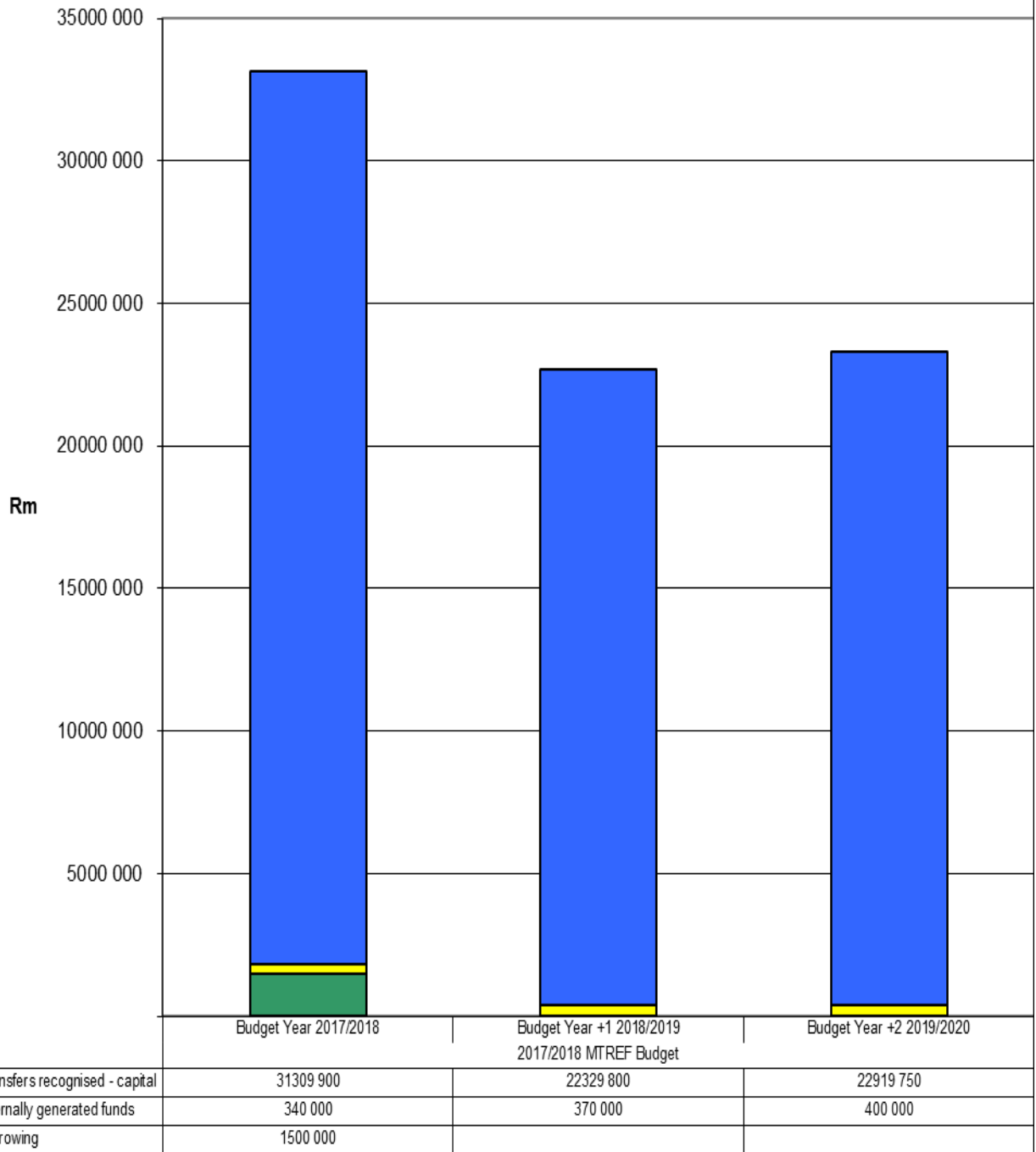
EC102 Blue Crane Route - Table A10 Basic service delivery measurement

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	5 017	5 017	5 017
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	4 744	4 744	4 744
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>								9 761	9 761	9 761
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	-	-	-	-	-	-	9 761	9 761	9 761
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	7 258	7 258	7 258
Flush toilet (with septic tank)		-	-	-	-	-	-	561	561	561
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>								7 819	7 819	7 819
Bucket toilet		-	-	-	-	-	-	358	358	358
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>								358	358	358
Total number of households	5	-	-	-	-	-	-	8 177	8 177	8 177
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	1 658	1 658	1 658
Electricity - prepaid (min.service level)		-	-	-	-	-	-	6 934	6 934	6 934
<i>Minimum Service Level and Above sub-total</i>								8 592	8 592	8 592
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>								-	-	-
Total number of households	5	-	-	-	-	-	-	8 592	8 592	8 592
Refuse:										
Removed at least once a week		-	-	-	-	-	-	7 838	7 838	7 838
<i>Minimum Service Level and Above sub-total</i>								7 838	7 838	7 838
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>								-	-	-
Total number of households	5	-	-	-	-	-	-	7 838	7 838	7 838
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	4 200	4 368	4 543
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	3 000	3 120	3 245
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	2 090	2 174	2 261
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	4 500	4 680	4 867
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	-	-	-	13 790	14 342	14 915
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	15 000	15 000	15 000
Water (kilolitres per household per month)		-	-	-	-	-	-	6	6	6
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	96	102	108
Electricity (kwh per household per month)		-	-	-	-	-	-	50	50	50
Refuse (average litres per week)		-	-	-	-	-	-	100	100	100
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates	6	-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided		-	-	-	-	-	-	-	-	-

The capital expenditure and funding source regulation charts is reflecting below.



Capital funding by source - Chart 13

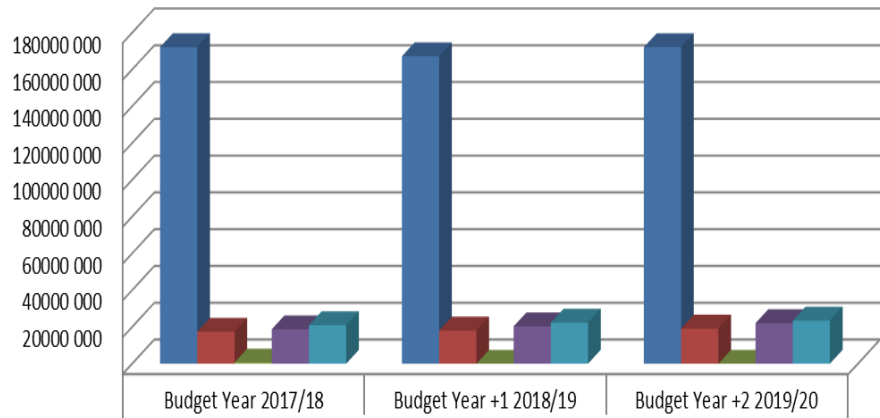


The reconciliation of IDP Strategic objectives and Budget: Revenue – Table SA4; Operating Expenditure – Table SA5; Capital Expenditure – Table SA6 and the Detailed Capital Budget – Table SA36 reflecting the Project Description and Project Number as per mSCOA is as follows:

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure of the city									172 125	167 211	172 139
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.									17 385	18 055	19 119
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME development, alternative energy.									700	-	-
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA readiness, updating indigent register, revenue enhancement strategies for financial sustainability, operational efficiency.									18 700	20 318	22 070
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.									20 967	22 328	23 470
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	-	-	-	-	-	-	229 878	227 912	236 798

IDP Strategic Objectives - Revenue - Chart 14

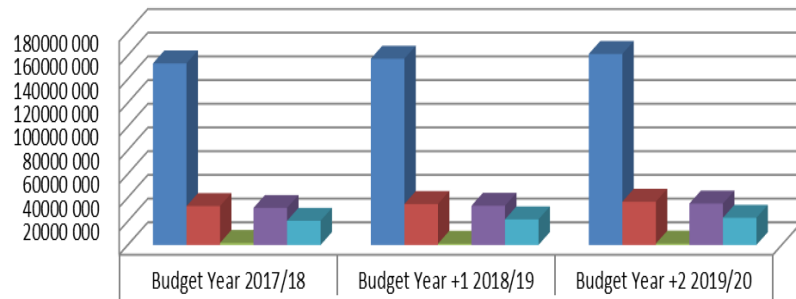


	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
■ Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure of the city	172125 380	167210 590	172138 980
■ Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.	17385 280	18055 360	19118 570
■ Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME development, alternative energy.	700 000		
■ Implement fully compliant GRAP annual financial statements, mSCOA readiness, updating indigent register, revenue enhancement strategies for financial sustainability, operational efficiency.	18699 760	20318 330	22069 950
■ Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals, create a culture of service delivery and improve public participation.	20967 190	22327 680	23470 000

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining									153 229	157 209	161 259
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to									32 811	34 631	36 520
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME									1 732	1 087	1 144
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA									31 270	33 065	34 928
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping									20 374	21 621	22 923
Allocations to other priorities												
Total Expenditure			1	-	-	-	-	-	-	239 416	247 613	256 774

IDP Strategic Objectives - Expenditure - Chart 15

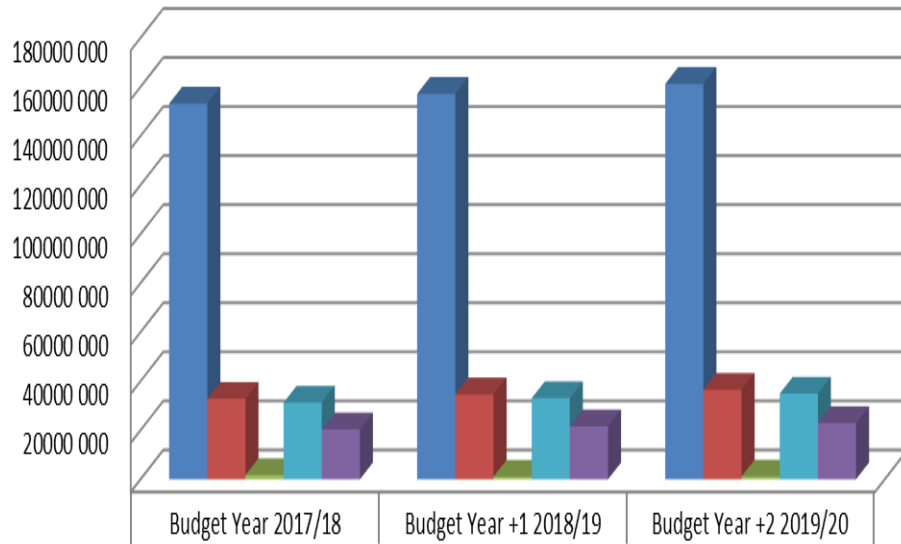


2017/18 Medium Term Revenue & Expenditure Framework			
	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
■ Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining infrastructure of the city	153229 330	157209 230	161259 220
■ Effective cleansing, waste removal; working with partners such as SAPS to address crime; effective enforcement of health and safety regulations.	32811 300	34631 280	36520 210
■ Marketing of the BCMR, promote investment in BCMR in agriculture, tourism, SMME development, alternative energy.	1731 840	1086 900	1144 160
■ Implement fully compliant GRAP annual financial statements, mSCOA readiness, updating indigent register, revenue enhancement strategies for financial sustainability, operational efficiency.	31269 760	33065 020	34927 700
■ Oversee implementation of council policies, performance management, safekeeping council records, sound administrative principals, create a culture of service delivery and improve public participation.	20373 500	21620 790	22923 050

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

Strategic Objective	Goal	Goal Code	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Infrastructure	Provision of Electricity, Water, sanitation, Roads & Stormwater, and maintaining	A								32 441	22 490	23 120
		B										
Community Services	Effective cleansing, waste removal; working with partners such as SAPS to	C								466	40	50
		D										
Local Economic Development	Marketing of the BCRM, promote investment in BCRM in agriculture, tourism, SMME	E								-		
		F										
Financial Management	Implement fully compliant GRAP annual financial statements, mSCOA	G								30	40	50
		H										
Governance & Institutional Transformation	Oversee implementation of council policies, performance management, safekeeping	I								213	130	100
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	-	-	-	-	33 150	22 700	23 320

IDP Strategic Objectives - Capital Expenditure - Chart 16



2017/18 Medium Term Revenue & Expenditure Framework

■ Infrastructure	153229 330	157209 230	161259 220
■ Community Services	32811 300	34631 280	36520 210
■ Local Economic Development	1731 840	1086 900	1144 160
■ Financial Management	31269 760	33065 020	34927 700
■ Governance & Institutional Transformation	20373 500	21620 790	22923 050

EC102 Blue Crane Route - Supporting Table SA36 Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	2017/18 Medium Term Revenue & Expenditure Framework			Project information	
								Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20	Ward location	New or renewal
R thousand	4				6	3	3					
Parent municipality:												
<i>List all capital projects grouped by Municipal Vote</i>												
Accounting Officer		Office Equipment	CAP001		Yes	Computer Equipment	Municipal Offices	80	90	50		New
Budget Planning and Implementation		Office Equipment	CAP001		Yes	Computer Equipment	Municipal Offices	30	40	50		New
Electricity		Equipment and Tools	CAP003		Yes	Machinery and Equipment	MV Networks	90	120	150		New
Electricity		11Kv Switchgear in main substation	CAP002		Yes	Electrical Infrastructure	HV Switching Station		8 000	8 000		New
Water		Equipment and Tools	CAP003		Yes	Machinery and Equipment	Capital Spares	30	40	50		New
Water		Water Infrastructure Upgrade	CAP005		Yes	Sanitation Infrastructure	Distribution	17 000			Cookhouse	New
MIG		Sportfacilities	MIG001		Yes	Sport and Recreation Facilities	Outdoor Facilities	2 500		2 500	Somerset East	Renewal
MIG		Upgrade of Gravel Roads	MIG001		Yes	Roads Infrastructure	Road Structures	6 771	3 000	3 000	All	New
MIG		Other projects not yet decided on	MIG001		Yes	Non-revenue Generating	Unspecified		4 830	8 420		
MIG		Construction of Mnandi Multipurpose	MIG001		Yes	Community Facilities	Halls	4 500	6 500		Somerset East	New
Community Services		Office Equipment	CAP001		Yes	Computer Equipment	Municipal Offices	30	40	50		
Disaster and Fire		Vehicle and equipment	CAP006		Yes	Transport Assets	Fire/Ambulance Stations	436				
Corporate Services		Office Equipment	CAP001		Yes	Computer Equipment	Municipal Offices	30	40	50		
Corporate Services		Sport equipment	CAP003		Yes	Machinery and Equipment	Indoor Facilities	103				
Municipal Buildings		Photocopy Machines	CAP001		Yes	Furniture and Office Equipment	Municipal Offices	1 500				
Municipal Buildings		Airconditioners	CAP001		Yes	Furniture and Office Equipment	Municipal Offices	50				
Parent Capital expenditure	1							33 150	22 700	22 320		
Entities:												
<i>List all capital projects grouped by Entity</i>												
Entity A												
Water project A												
Entity B												
Electricity project B												
Entity Capital expenditure								-	-	-		
Total Capital expenditure								33 150	22 700	22 320		

BLUE CRANE ROUTE MUNICIPALITY - EC 102					
CAPITAL BUDGET: 2017/18					
VOTE NR	CAPITAL ITEM DESCRIPTION	FUNDING	FINAL BUDGET: 2017/18	FINAL BUDGET: 2018/19	FINAL BUDGET: 2019/20
	31 ACCOUNTING OFFICER				
	Tools of trade for Councillors	Municipal own Funds	50 000	50 000	
	Office Furniture/computer equipment	Municipal own Funds	30 000	40 000	50 000
			R 80 000	R 90 000	R 50 000
	41 BUDGET PLANNING & IMPLEMENTATION				
	Office Furniture / Computer Equipment	Municipal own Funds	30 000	40 000	50 000
			R 30 000	R 40 000	R 50 000
	51 TECHNICAL SERVICES : ELECTRICITY				
	Equipment and Tools	Municipal own Funds	30 000	40 000	50 000
	Transformers	Municipal own Funds	60 000	80 000	100 000
	Install 11kv Switchgear in main substation	INEP Grant		8 000 000	8 000 000
			R 90 000	R 8 120 000	R 8 150 000
	52 TECHNICAL SERVICES : WATER				
	Water equipment and tools	Municipal own Funds	30 000	40 000	50 000
	Water Infrastructure upgrade - Cookhouse	GRANT - WATER	17 000 000		
			R 17 030 000	R 40 000	R 50 000
	54 TECHNICAL SERVICES : MUNICIPAL BUILDINGS				
	Photo copy machines for municipal offices	Finance Lease	1 500 000		
	Airconditioners - council chambers	Municipal own Funds	50 000		
			R 1 550 000	R -	R -
	56 TECHNICAL SERVICES : MUNICIPAL INFRASTRUCTURE GRANT (MIG)				
	Sport Facilities - Somerset East	MIG Grant	2 000 000		3 000 000
	Upgrading of Parks in SE & Cookhouse	MIG Grant	500 000		500 000
	Upgrading of Gravel Roads	MIG Grant	6 771 200	3 000 000	3 000 000
	Construction of Mnandi Multi Purpose centre	MIG Grant	4 500 000	6 500 000	
	Other Projects not yet approved by Council	MIG Grant		4 829 800	8 419 750
			R 13 771 200	R 14 329 800	R 14 919 750

<u>VOTE NR</u>	<u>CAPITAL ITEM DESCRIPTION</u>	<u>FUNDING</u>	FINAL BUDGET: 2017/18	FINAL BUDGET: 2018/19	FINAL BUDGET: 2019/20
60	COMMUNITY, SAFETY & SOCIAL SERVICES : ADMINISTRATION				
	Furniture and Equipment	Municipal own Funds	30 000	40 000	50 000
			R 30 000	R 40 000	R 50 000
64	COMMUNITY, SAFETY & SOCIAL SERVICES : DISASTER MANAGEMENT AND FIRE				
	Vehicles and Equipment	SBDM Grant	436 000		
			R 436 000	R -	R -
74	CORPORATE SERVICES: ADMINISTRATION				
	Equipment for Youth Centre	SBDM Grant	102 700		
	Computers/Office furniture	Municipal own Funds	30 000	40 000	50 000
			R 132 700	R 40 000	R 50 000
	GRAND TOTAL OF CAPITAL BUDGET		R 33 149 900	R 22 699 800	R 23 319 750
			DRAFT BUDGET: 2017/18	DRAFT BUDGET: 2018/19	DRAFT BUDGET: 2019/20
	SUMMARY OF CAPITAL FUNDING				
	Grants		R 31 309 900	R 22 329 800	R 22 919 750
	Municipal own Funding from surplus funds		R 340 000	R 370 000	R 400 000
	Finance Lease		1 500 000	0	0
			R 33 149 900	R 22 699 800	R 23 319 750

7.20. FINANCIAL PRINCIPLES AND POLICIES

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

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

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

All relevant policies are promulgated into By-laws and Gazetted accordingly. The Property Rates tariffs and Council Resolution authorising the levying of rates have also been Gazetted for the 2016/17 financial year.

Table – List of adopted Financial Related Policies:

	Budget Related Policy	Policy Status	Comments
1	Asset Management Policy	Developed and adopted	To be reviewed before 30 June 2017
2	Budget Policy	Developed and adopted	To be reviewed before 30 June 2017
3	Cash Management and Payment of Creditors Policy	Developed and adopted	To be reviewed before 30 June 2017
4	Cash Receipt and Banking Policy	Developed and adopted	To be reviewed before 30 June 2017
5	Cost Estimation Policy	Developed and adopted	To be reviewed before 30 June 2017
6	Credit Control and Debt Collection ex Revenue By-Law	Developed and adopted	To be reviewed before 30 June 2017
7	Financial Framework Policy	Developed and adopted	To be reviewed before 30 June 2017
8	Investment Policy	Developed and adopted	To be reviewed before 30 June 2017
9	Rates Policy	Developed and adopted	To be reviewed before 30 June 2017
10	Rates By-Law	Developed and adopted	To be reviewed before 30 June 2017
11	Risk Management Policy	Developed and adopted	To be reviewed before 30 June 2017
12	Roles and Responsibilities and the Delegation of Powers Policy	Developed and adopted	To be reviewed before 30 June 2017
13	Standing Rules and Order	Developed and adopted	To be reviewed before 30 June 2017
14	Tariff ex Revenue By-Law	Developed and adopted	To be reviewed before 30 June 2017
15	Rewards, Gifts and Favours Policy	Developed and adopted	To be reviewed before 30 June 2017
16	Recruitment Policy	Developed and adopted	To be reviewed before 30 June 2017
17	Supply Chain Management Policy	Developed and adopted	Reviewed 30 March 2017
18	Fraud Prevention Plan	Developed and adopted	To be reviewed before 30 June 2017
19	Indigent Policy	Developed and adopted	Reviewed 28 February 2017
20	Capital Infrastructure Investment Policy	Developed and adopted	To be reviewed before 30 June 2017
21	Fruitless Wasteful Expenditure Policy	Developed and adopted	To be reviewed before 30 June 2017
22	Borrowing Policy	Developed and adopted	To be reviewed before 30 June 2017
23	Funding and Reserve Policy	Developed and adopted	To be reviewed before 30 June 2017
24	Long-Term Financial Planning Policy	Developed and adopted	To be reviewed before 30 June 2017
25	EPWP Policy	Developed and adopted	To be reviewed before 30 June 2017
26	SCM Policy for Infrastructure and Delivery Management	Developed and adopted	Reviewed 30 March 2017
27	Contract Management Policy	Developed and adopted	To be reviewed before 30 June 2017
28	Petty Cash Policy	Developed and adopted	To be reviewed before 30 June 2017
29	Business Continuity Plan	Developed and adopted	To be reviewed before 30 June 2017
30	MFMA Systems Delegations	Developed	Adopted December 2016
31	Fleet Management Policy	Developed - New	To be adopted
32	Appointment of Consultants Policy	Developed - New	To be adopted
33	Virement Policy	Developed and adopted	To be reviewed 30 June 2017

Source: *Adopted Policies - Council Resolutions*

List of Financial Sector Plans:

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

	Section	Statutory Plans	Status
1	Fraud Prevention Plan	The objective of this plan is to facilitate the development of controls which will aid in the detection and prevention of fraud against BCRM. It is the intent of BCRM to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.	Approved
2	Strategic Risk Management register	The objective of this register is to facilitate the implementation of mitigating actions to improve service delivery and minimize the impacts of the potential risks within BCRM	Approved
3	Budget	1) Financial Plan 2) Budget	To be approved by 31 May 2017 To be approved by 31 May 2017
4	Financial Recovery Plan	The Blue Crane Route Municipality does not have a financial recovery plan in place.	Not applicable

**WARD BASED PLANNING
2017/2018**

WARD 1&6
Cllr: M Kwatsha
Cllr: P Sonkwala

PROBLEM AREA	PROJECT /ACTION PLAN	PROGRESS TO DATE	CUSTODIAN
Paving of roads	To be implemented in 2017/18	The project will be implemented in ward 6, 4 & 5	Director Technical Services
Upgrading of rural roads	The project will be implemented in 2018/19	No funds for construction in 2017/18. The budget will cater for maintenance of existing gravel roads	Dept of Roads and PW
Construction of Speedhumps	To be considered in the outer years	No new speedhumps will be constructed due to budget constraints, however maintenance of the existing will be done.	Director Technical Services
EPWP		An amount of R1m has been aside for EPWP programmes for job creation	Director Technical Services
Access to Land For Agricultural Purposes	The municipality to liaise with the Dept of Rural Dev and Land Affairs for delivery of the equipment and other commitments made by the Minister	DRDAR Assisting with Farms – 1HH 1HA	Municipal Manager
Housing: Transfer of Transnet Land		In discussion with Transnet and Dept. Human Sett	Director Corporate Services
New cemetery: current cemetery is full & close to riverbed	The matter is receiving attention – Land Committee meeting	Trying to get additional land	Director Corporate Services
Renovation of municipal offices in Cookhouse		-Refurbishment of the Cashier office has been completed and operations has been resumed.	Director Technical Services and Director Financial Services
Maintenance of gravel streets, paving & stormwater	To be implemented in 2017/18	The project will be implemented in ward 6	Director Technical Services
Electricity: Implement Streetlight Erection		43 streetlights to be erected in the 2016/17 FY	Director Technical Services
Electrification of farm areas	Application to be done to Dept of energy for funding	No implementation will be done in the next financial year	Director Technical Services
Fencing of Cookhouse landfill site	To lobby funding for the fencing in the next financial year		Director Community Services

Design phase of Upgrade Waste Water Treatment Works: Sewer Connection Of Septic Tanks	To lobby funds for sewer connection	-Designs have been completed and currently preparing Spec for the tender and further advertise. -Currently erecting the fence for WWTW – RBIG Funding Approved for WWTW and received (R17m).	Director Technical Services
Bulk Water Supply: Phase 2		Applied for funding from DWS and waiting for the response	Director Technical Services
Upgrade of Sportsfields		N10 Field Design Complete	Director Technical Services
Bhongweni Rectification (155 Units) (Ward 1 & 6)			Director Corporate Services
Vandalised Houses in Newtown (3 In 155 Units) (Ward 1)			Director Corporate Services
Backlog; Informal Settlement must be formalised (200 Units)			Director Corporate Services
Multi-Purpose Centre		Application for funding made to Provincial Planning Treasury (Coega Development Corporation)	Director Technical Services
Social and Religious Affairs: Creation of a socially caring and morally grounded community	To integrate with the programmes of sector departments. i.e Soc Dev, SAPS and etc		Mayor / Municipal Manager
Health Services <ul style="list-style-type: none"> • Additional clinic staff needed • Expansion of clinic • Expansion of clinic operating hours 		<ul style="list-style-type: none"> • The matter has been raised with DoH and has thus been attended. • The matter has been raised with the DoH. • The matter has been raised with DoH and has thus been attended. 	
Rural Development and Agrarian Reform Fencing for the main dam	Currently lobbying funds		Director Technical Services

Redistribution of Land -Land for ploughing and water supply for crops		DRDAR Assisting with Farms – 1HH 1HA	Director Corporate Services
Education and Training: Construction of FET College in Cookhouse	To liaise with DoE to conduct a feasibility study in the area		Municipal Manager
Skills Development Programmes For Young People <ul style="list-style-type: none"> • Shortage of Teachers At Soqaqamba High School • Strengthen the Culture of Learning and Teaching 	To liaise with DoE and DSRac		Municipal Manager
Construction of a shopping Center in Cookhouse	Further studies will be conducted when the LED unit (BCRM) has been established	A preliminary site investigation by potential investors was undertaken and concluded that there is no adequate economic activity (enough money in circulation for a viable case for the construction of the shopping centre)	Municipal Manager
Arts and Culture: Convene an Arts and Culture Summit To Consolidate Strategies For The List Of Possible Projects By Developing A Consolidated Schedule Of Local Arts And Culture Activities	To integrate with the programmes of sector departments. i.e Soc Dev, SAPS and etc		Mayor / Municipal Manager
Safety and Security: Establish A Structure to Work Towards Crime Eradication	To facilitate establishment of Community Safety Forum		Mayor/ Municipal Manager and Director Community Services
Sports and Recreation- Development of an Integrated Sports Plan and Business Plan for Sports Funding purposes.	-N10 Sportsfield to be considered in the next financial -To construct the library in the 2017/18-2018/19 FY	Construction of Sportsfield is near completion.	Director Technical Services / Director Community Services

Economic and Infrastructure Development: Infrastructure to support Local Economic Growth and Development		-Infrastructure plans have been developed and submitted to relevant departments for funding -WWTW plan was developed and approved by DWS (R17m)	Director Technical Services
Upgrading Of Rural Roads (Roads And Transport)		This is a provincial government function. In the current financial year there is no provision made for rural roads	Mayor / Municipal Manager / Department Technical Services
WARD 2			
Cllr : C DuPlessis			
Road maintenance, paving and storm water	This project forms part of routine maintenance	Cleaning storm-water drainage system	Director Technical Services
Upgrade pavements in town	The design and costing has been done to implement the project	This project has been moved to outer years due to budget constraints.	Director Technical Services
Resurfacing of tarred roads in town	This project forms part of routine maintenance	(Annual Implementation from operating Budget)	Director Technical Services
Construct a walkway along the R335 road to Aeroville	The project is underway	The project has commenced in 2015 and will be continuing until 2018/19 financial year	Director Technical Services
Maintenance of streets in town	Repair potholes continuous	(Annual Implementation From Operating Budget)	Director Technical Services
Maintenance of gravel roads	This project is rotating in various wards	To upgrade the gravel road of the proposed cemetery road	Director Technical Services
Road Safety – Speed humps in Aeroville	The plan and the identification of where the speed humps will be constructed has been done and costed	This project was implemented in 2014/15 fin yr and it will be continuing in 2018/19 fin yr due to budget constraints	Director Technical Services /Director Community Services

Electricity Network <ul style="list-style-type: none"> - Improve electricity Network in Aeroville (Annual Implementation From Operating Budget) - Implement Street Lights Erection (In Progress – Street Lights Being Upgraded) 	<p>This project forms part of routine maintenance and upgrading of street lights / electricity networks</p>	<p>This project is implemented on a continuous basis as part of maintaining the existing resources or assets through operational budget</p>	<p>Director Technical Services</p>
Property - Related <ul style="list-style-type: none"> - Restoration of Burnt And Abandoned Houses 	<p>Project Stopped Due to Budget Constraints</p>	<p>Engagements with the Department of Human Settlements is ongoing on this matter</p>	<p>Director Corporate Services</p>
<p>Residential Houses Used For Business Purposes (By-Laws / Rates) (Municipality Started Project Of Identifying Houses And Rezoning To Business Use For Higher Tariffs)</p>	<p>The municipality is in the process of promulgating bylaws.</p>	<p>The bylaws were adopted by council at the beginning of the current financial year</p>	<p>Director Corporate Services</p>
<p>Disabled Friendly Access To Buildings / Facilities, Etc. (In Progress – Annual Implementation On Various Buildings)</p>	<p>To conduct an assessment of all municipal buildings</p>	<p>All new municipal buildings are disabled friendly</p>	<p>Director Corporate Services</p>
<p>Waste Services</p> <ul style="list-style-type: none"> • Upgrade Of The Landfill Site 	<p>Recycling projects will reduce the burden On the Landfill site</p>	<p>Buy back centre and baling machine already delivered in Somerset East</p>	<p>Director Community Services</p>
<p>Social Services: Development of Aeroville Cemetery (Included in Budget)</p>	<p>Diversion of internal road</p>	<p>Site identified and approved by DEAET</p>	<p>Director Community Services</p>
<p>Ablution Facility</p>		<p>No suitable site identified yet</p>	<p>Director Technical Services</p>

Upgrading of Parks (In Design Stage; Project Budgeted for In 2016/17)	Aeroville and Cookhouse in 2016/17 F/Y	Paving is complete in Aeroville Park	Director Technical Services
Development of Sport Facilities (Not in Current Budget)	Business plan to be developed in order to secure funding	Deferred to outer years	Director Technical Services
Tree Care Program (Limited Budget or Only A Few Trees Per Year)	No funding, trees in private property to be done by private owners	Problematic trees in public spaces and those that interrupts power lines to be reported in order to be dealt with as part of maintenance	Municipal Manager
Installation of Tourist Signages (In Progress)	New tourist signage to be erected through Blue Crane Tourism Agency	Funding approved by SBDM	Municipal Manager
Rainwater Harvesting Tanks For The Houses In The Township	Dpt of Water Affairs to be approached for funding		Director Technical Services
Sports Fields (Soccer Poles Planned To Be Done In October 2016)	Poles were purchased and installed, soccer net are awaiting collection at the municipal stores		Director Community Services
Solar panels for The Houses	Applied for Funding To D. O. Energy	Awaiting funding	Director Technical Services
Resourcing of the MPSC with Sports Facilities	To partner with DSRAC	Engagements with DSRAC are ongoing	Director Corporate Services
Sustainable Human Settlement – Housing Backlog	To develop a business plan for housing development	Possible housing development sites have been identified through Spatial Development Framework	Director Corporate Services
Flats in Town:	To develop a business plan for housing development	Possible housing development sites have been identified through Spatial Development Framework	Director Corporate Services
Health Services Construction Of A Primary School In Aeroville	<ul style="list-style-type: none">Proposal submitted to D o E	<ul style="list-style-type: none">Dept Of Education Stated 2015/16 Construction	Mayor / Municipal Manager

<ul style="list-style-type: none"> Additional Staff At Aeroville And Union Street Clinics 	<ul style="list-style-type: none"> Proposal submitted to DoH 	<ul style="list-style-type: none"> Submitted to Province 	
Rural Development - Siyazondla	The matter is receiving attention of Drdar		Mayor / Municipal Manager
Access To Land For Emerging Farmers	The matter is receiving attention of Drdar		Mayor / Municipal Manager
Drop-Off Bays Along R63 Road At Aeroville Turnoff (Construction Complete)	Complete	Complete	Mayor / Municipal Manager
Rural Roads Maintenance	Matter referred to the Provincial Dpt of Roads and Public Works		Mayor / Municipal Manager
Plots For Construction Of Churches	The matter is receiving attention	Referred to the Land Committee to be finalised by June 2017	Director Corporate Service
Construction Of A Satellite Police Station	Referred to SAPS		Mayor / Municipal Manager
Ward 3			
Cllr T Xakaxa			
Paving of Roads	The project will be implemented in the 2018/19 due to budget constraints	In the next financial year, the municipality has prioritised ward 4,5 & 6.	Director Technical Services
R335 Road		Upgrade has commenced, Group 5 has been appointed by DRDLR.	Mayor / Municipal Manager
EPWP	In progress	Both EPWP & CWP have continuous running projects	Director Technical Services
LED Projects	In Progress	An amount of R1m has been aside for EPWP programmes for job creation	Municipal Manager
Road Maintenance, Paving and Storm Water: <ul style="list-style-type: none"> Paving of Roads 		Patching of surfaced roads and cleaning of stormwater channels as part of routine maintenance	Director Technical Services
Road Maintenance of gravel Roads		The municipality blade and backfill gravel roads as part of routine maintenance.	Director Technical Services
Storm Water Drainage	Maintain storm water drainage continuously	Annual implementation from operating budget	Director Technical Services

Electricity: Implement Streetlight Erection		18 Streetlights that will be erected in ward 3 (Nqantosi)	Director Technical Services
Sportsfield		An amount of R2m has been set aside for 2017/18	Director Technical Services
Parks	The community to assist in identification of the suitable site		Director Technical Services
Water Supply <ul style="list-style-type: none"> Improved Water Quality 		Water treatment works panels (PLC) have been upgraded to improve the water quality	Director Technical Services
Cemetery <ul style="list-style-type: none"> Develop A Strategy to Upgrade or develop new cemetery 		No land suitable for cemetery in ward 3. Currently planning Aeroville cemetery for construction	Director Community Services
Sustainable Human Settlement: <ul style="list-style-type: none"> Burnt and abandoned houses 	The municipality to initiate a project and develop a business plan and submit to Human Settlement		Director Corporate Services
Rectification of house		The project has commenced to rectify Mnandi 93 and will be completed August 2017. No new rectifications will be done in the next financial year. The remainder will be transferred to New Brighton and Westview.	Director Corporate Services
Mnandi Multipurpose center	To be implemented in 2017/18 and 2018/17 F/Y	Funding has been sourced from MIG. Busy with specifications for the project.	Director Technical Services
Upgrade Zinyoka Informal Settlement		The municipality has no intentions of upgrading the area as it is not habitable, however, as part of new human settlement plan a suitable land will be found to accommodate those who are residing at Zinyoka.	Director Technical Services
Health Services <ul style="list-style-type: none"> Additional Clinic Staff Needed Appoint a new mobile clinic sister and replace retiree 	Forwarded to DOH in province		Mayor / Municipal Manager

Ward 4 Cllr T Grootboom			
Paving of Roads	Project will be implemented in 2017/18 F/Y. Funded by MIG	<ul style="list-style-type: none"> Currently busy with specifications of material and equipment required for the project. 	Director Technical Services
EPWP / CWP	Ongoing	EPWP/CWP has continuous running projects and job creation	Director Technical Services
<ul style="list-style-type: none"> LED Projects 	In the process to appoint a LED manager to drive the implementation of LED projects	<ul style="list-style-type: none"> EPWP /CWP programs currently being implemented. Other LED projects will be investigated as soon as the LED Unit is established. 	MM
Road and Storm Water Maintenance:		Patching of surfaced roads and cleaning of stormwater channels are part of routine maintenance and is being undertaken regularly	Director Technical Services
Road Safety: <ul style="list-style-type: none"> Potholes and speed humps 	The plan and the identification of where the speed humps will be constructed has been done and costed	<ul style="list-style-type: none"> This project was implemented in 2014/15 fin yr and it will be continuing in 2018/19 fin yr due to budget constraints. New speed humps and parking bays were constructed on the main road in partnership with SANRAL. 	Director Technical Services / Director Community Services
Upgrade of Sidewalks/Pavements in Town		Done, through partnership with SANRAL	Director Technical Services
Khanyiso Bridge	Preparing business plan	Application for funding will be done through Provincial Department of Roads and Public Works	Director Technical Services
Nelsig pedestrian Bridge	Preparing business plan	Application for funding will be done through Provincial Department of Roads and Public Works	Director Technical Services

<p>Education and Training</p> <ul style="list-style-type: none"> Skills Development Programmes For Young People 	<p>Partnerships with LGSETA, OTP and SBDM will be undertaken. Other partnership opportunities are being explored</p>	<ul style="list-style-type: none"> IT Learnership Dept of Communications 3 learners trained and currently undergoing practical sessions. Skills Program – War on Leaks OTP – 3 learners trained and the program to be completed in August 2017. Environmental Practice LGSETA 5 learners to be trained and the project is still in planning stages. To start in the next financial year. Disaster Artisanship 15 learners trained and awaiting practical session for completion 	<p>Director Corporate Service</p>
<p>Electricity Network Upgrade</p> <ul style="list-style-type: none"> Implement Streetlights 		<p>Procurement is currently being undertaken to implement 12 streetlights and 2 floodlights in Pearston and the expected completion is July 2017.</p>	<p>Director Technical Services</p>
<ul style="list-style-type: none"> Weak Electricity Supply to Pearston 		<p>Business plans developed and submitted to DOE for the upgrade of electricity supply and infrastructure</p>	<p>Director Technical Services</p>
<ul style="list-style-type: none"> Solar Geysers 		<p>The municipality is embarking on sourcing potential service providers (potential bidders)</p>	<p>Director Technical Services</p>
<ul style="list-style-type: none"> Upgrading of Sewer System in town 	<p>Application for funding, for planning of the project from MIG</p>	<p>Registration of a planning project on MIG / MIS for professional service provider to be appointed</p>	<p>Director Technical Services</p>
<p>Water Supply</p> <ul style="list-style-type: none"> Feasibility study for gravitation of water supply from Canal to Pearston 	<p>DWS certified enough borehole water available and no need for Bulk Pipeline Project</p>	<p>Community Water Supply Project complete and Additional Boreholes Installed;</p>	<p>Director Technical Services</p>
<p>Assessment of Water Treatment Plant</p>		<ul style="list-style-type: none"> Water treatment is done in the reservoirs and the purification is done on a daily basis. We are striving to comply with the requirements of the blue drop standards. In terms of the water quality we comply with the DWS standards 	<p>Director Technical Services</p>
<p>Shortage of water in Commonage</p>		<p>Request referred to the DRDLR for consideration</p>	<p>Director Community Services / Director Technical Services</p>

Identify A New Landfill Site		The existing site is licensed and adequate for now	Director Community Services
Recycling Project		Still awaiting funding from DTI.	Director Community Services
Cemetery		Adequate site / land in the current cemetery.	Director Community Services
Renovation of old municipal building into a community hall in Millenium Park		Business plans to be developed and sourcing of funding thereafter.	Director Technical Services
Elimination of septic tanks		Business plans to be developed and sourcing of funding thereafter.	Director Technical Services
Installation of rubbish bins		To be considered in the 17/18 financial year	Director Technical Services
Construction of public toilets		Toilet built in the community park in 2012/13 fin yr and the other one in the municipal offices built in 2014/15 fin yr.	Director Technical Services
Sport Facilities		Construction completed	Director Technical Services
Sustainable Human Settlement <ul style="list-style-type: none"> Poorly constructed houses - current problem 		Referred to the Human Settlements Department	Director Corporate Service
Replacement of asbestos roofs in Nelsig		Referred to the Human Settlements Department	Director Corporate Service
Rectification in Millennium Park		Funding for extension of networks to be done by end of June in order for the project to resume.	Director Corporate Service
Outstanding Title Deeds		To collect the title deeds from the Housing Office	Director Corporate Service
Multi-Purpose Centre – Millenium Park		Application for funding made to Provincial Planning Treasury and was not approved.	Director Technical Services
Problem of RDP houses being converted to businesses		Municipality started project of identifying Houses and rezoning to business use for higher tariffs	Director Corporate Service
Burnt and abandoned houses		Project stopped due to budget constraints	Director Corporate Service
Social Services: <ul style="list-style-type: none"> Construction of an Early Childhood Facility 		To be referred to Social Development Department for consideration	Mayor /Municipal Manager
Health Services <ul style="list-style-type: none"> Ambulance services and sufficient supply of medicine 		To be referred to the Department of Health Services	Mayor /Municipal Manager

WARD 5 Cllr A Hufkie			
Paving of Roads	Project will be implemented in the 2017/18FY with MIG funds.	<ul style="list-style-type: none"> Currently busy with specifications of material and equipment required for the project. 	Director Technical Services
R335 Road		Upgrade has commenced, Group 5 has been appointed by DRDLR.	Mayor /Municipal Manager
EPWP/CWP		Both EPWP & CWP Have Continuous Running Projects	Director Technical Services
LED Projects	In Progress	An amount of R1m has been aside for EPWP programmes for job creation	Municipal Manager
Roads and Storm Water Maintenance		Patching of surfaced roads and cleaning of stormwater channels as part of routine maintenance	Director Technical Services
Maintenance of gravel roads		Regravelling of gravel roads is implemented through routine maintenance	Director Technical Services
Walkway (Non-Motorised Transport)		Insufficient budget to construct walkways in the current financial year.	Director Technical Services
Speedhumps	Maintenance of the existing speedhumps will be done in the 2017/18 FY	Insufficient budget to construct speedhumps.	Director Technical Services
Electricity: Implement Streetlight Erection		Daily routine maintenance in Progress & High Masts have been refurbished	Director Technical Services
Water and Sanitation	The municipality is in the process of applying for funding to replace all AC (asbestos) pipes		Director Technical Services
Public Toilets		No suitable site identified yet	Director Technical Services
Recycling Project		Still awaiting funding from DTI.	Director Community Services
Cemetery		No land suitable for cemetery in ward 5. Currently planning Aeroville cemetery for construction	Director Community Services
Parks	To be considered in the outer years		Director Community Services
Sports Facilities	To be considered in the outer years		Director Technical Services
Upgrading of Mountain Drives	The matter has been referred to the relevant department and follow will be made.		Mayor /Municipal Manager

Sustainable Human Settlement • Uninhabited Houses (Old Location)	The matter referred to DoHS		Director Corporate Service
Construction of New Houses	The matter referred to DoHS		Director Corporate Service
Rectification of Houses	The matter referred to DoHS		Director Corporate Service
Advise with Keeping and Branding Stock	Referred to DRDAR		Mayor /Municipal Manager
Need Ploughing Skills	Referred to DRDAR		Mayor /Municipal Manager
Commonage Control	Commonage management plan to be developed		Director Community Services

ANNEXURE A – 2015/2016 AUDIT OUTCOME IMPROVEMENT PLAN

ANNEXURE B – 2016/2017 ANNUAL FINANCIAL STATEMENT ACTION PLAN