

2011/2012 - 2013/2014 - DETAILED CAPITAL WORKS PLAN BROKEN DOWN BY WARD OVER THREE YEARS

DIRECTORATE AND COST CENTRE DESCRIPTION	PROJECT DESCRIPTION	WARDS	FUNDING SOURCE	2011/2012 BUDGET	2012/2013 BUDGET	2013/2014 BUDGET
Municipal Manager's Office						
Office of the Municipal Manager & Support Services	Councillor's IT requirements (Laptops)	N/A	Own funds	1,000,000	0	0
				1,000,000	0	0
Chief Operations Officer						
Housing Department	Mdantsane Zone 18 CC Phase 2-P3	24	USDG	11,209,000	11,209,000	20,176,200
Housing Department	Manyano & Thembelihle Phase 2-P3	17	USDG	19,055,300	0	0
Housing Department	Second Creek (Turn Key)-P3	5	USDG	5,940,770	0	0
Housing Department	Masibambane-P3	16	USDG	1,748,604	1,748,604	0
Housing Department	Masibulele-P3	16	USDG	1,793,440	1,815,858	0
Housing Department	Velwano	15	USDG	2,241,800	7,173,760	0
Housing Department	Chris Hani Park Phase 3-P3	17	USDG	2,353,890	0	0
Housing Department	Ilinge -P 3	15	USDG	2,241,800	2,241,800	8,092,898
Housing Department	Gwentshe Village- P3	16	USDG	560,450	0	0
Housing Department	Potsdam-Ikhwezi ,Block 1-P3	25	USDG	0	4,483,600	10,088,100
Housing Department	Potsdam-Ikhwezi ,Block 2-P3	25	USDG	0	4,483,600	10,088,100
Housing Department	Potsdam North-Kanana-P3	25	USDG	0	4,483,600	11,209,000
Housing Department	Fynbos Informal 1-P3	11	USDG	2,398,726	2,398,726	0
Housing Department	Fynbos Informal 2-P3	11	USDG	2,241,800	6,725,400	11,679,778
Housing Department	Ndacama-P3	11	USDG	2,241,800	4,483,600	7,622,120
Housing Department	Ilitha North-P3	45	USDG	0	3,698,970	0
Housing Department	Mathemba Vuso-P3	16	USDG	1,681,350	0	0
Housing Department	Deluxolo Village-P3	18	USDG	1,972,784	0	0
Housing Department	Francis Mei-P3	20	USDG	762,212	0	0
Housing Department	Mahlangu Village-P3	21	USDG	2,040,038	0	0
Housing Department	Sisulu Village-P3	19	USDG	1,726,186	1,726,186	0
Housing Department	Winnie Mandela-P3	17	USDG	1,681,350	1,569,260	3,474,790
Housing Department	Dacawa-P3	15	USDG	1,681,350	1,120,900	2,488,398
Housing Department	Noncampa-P3	37	USDG	0	0	8,967,200
Housing Department	Sunny South-P3	31	USDG	2,241,800	4,483,600	5,380,320
Housing Department	Potsdam Village rural project Phase 1 and 2-P3	24	USDG	0	4,483,600	15,692,600
Housing Department	Reeston Phase 3 Stage 2-P3	13	HSDG	22,418,000	22,418,000	11,209,000
Housing Department	DVRI Pilot project 323 units (Mekeni ,Competition site,Haven Hills)	7&11	HSDG	7,241,014	0	0
Housing Department	Mdantsane Access/Buffalo	13	HSDG	1,412,820	0	0
Housing Department	Reeston Phase 3 Stage 3	13	HSDG	5,604,500	1,092,619	16,656,574
Housing Department	Block yard TRA-P3	6	HSDG	2,668,500	0	0
				107,159,284	91,840,683	142,825,078
Directorate of Financial Services						
Customer Care	KWT civic Centre Payments Hall upgrade	N/A	Own Funds c/o	1,998,597	0	0
Customer Care	Upgrading of all Zone Offices -Mdantsane	N/A	Own Funds c/o	3,498,597	0	0
				5,497,194	0	0
Directorate of Corporate Services						
General Admin & Telecomm Services	BCM IT Requirements (All Directorates)	N/A	Own Funds	5,000,000	0	0
Management Information Services	Telecommunication network system	N/A	Own Funds c/o	107,885	0	0
Management Information Services	Integrated Enterprise Resource planning System	N/A	Own Funds	2,000,000	0	0
Management Information Services	Conferencing system	N/A	Own Funds c/o	598,941	0	0
Management Information Services	Radio Data Network - Mdantsane	N/A	Own Funds c/o	166,469	0	0
				7,873,295	0	0
Directorate of Engineering Services						
Electricity Planning & Design	Electrification	13, 19, 24, 25	DoE (INEP)	21,000,000	20,000,000	20,000,000

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Electricity Planning & Design	Replacement of Street Lights	21, 30, 48, 50	Electricity Demand Sic	4,000,000	0	0
Roads and Stormwater Drainage	Mdantsane Roads	29,13,11;12;14;17,20.21,22,2 3,30,42,48,50	USDG	42,375,700	62,144,000	101,484,000
Roads Design	West Bank Restitution	46	USDG	15,000,000	30,000,000	0
Roads Design	Rural Roads Upgrade	29,5,13,25,44,41	USDG	5,000,000	9,000,000	40,000,000
Roads and Stormwater Drainage	Rehabilitation of Rural Roads Upgrade	23,38,31,32,24,32	USDG	5,000,000	10,000,000	10,000,000
Sewerage Admin	Nord Avenue Pump station	29	USDG	8,000,000	0	0
Sewerage Admin	Quinera Treatment Works	27,28,29	USDG	50,000,000	0	0
Sewerage Treatment- Coastal	Waste Water Treatment Capacity (Zwelitsha)	38,39,42,44	USDG	15,000,000	40,000,000	56,000,000
Sewerage Treatment- Central	Reeston Phase 3 Bulk Services Sewer	11,12,13,2	USDG	25,000,000	58,000,000	10,000,000
Sewerage Treatment- Inland	Bufferstrip Sanitation - Mdantsane	14,15,16,18	USDG	15,000,000	1,108,250	0
Sewerage Reticulation -Coastal	Mdantsane Sewers - Refurbishment	14-24	USDG	5,000,000	8,000,000	9,000,000
Sewerage Admin	Diversion of Amalinda and Wilsonia effluent to Reeston	11,12,13,2	USDG	50,000,000	90,000,000	0
Bulk pumping stations	Augmentation of Water Treatment Capacity - Umzonyana/Raising Upper weir	6-10	USDG	5,000,000	15,000,000	22,000,000
Water Treatment Works	Upgrade water networks in terms of densification and augmentation	1 - 31	USDG	0	0	15,000,000
Sewerage Admin	Inland Rural Sanitation (Dimbaza Villages,Ngxwalane and Kwalini)	1 - 50	USDG	36,000,000		27,854,000
Umzonyana Water Treatment Works	Bulk Water Supply Newlands and other areas	26	USDG	1,000,000	0	0
Water Ops and Maint.-Inland	Ward 33 Bulk Water Supply Scheme	33	USDG	7,000,000	0	0
Water Ops and Maint.-Inland	Bulk Water Supply Coastal Areas	32 & 31	USDG	8,000,000	0	0
Office of the Director of Engineering Services	Building Security	All Wards	Own Funds c/o	300,000	0	0
Electricity Administration	Electrification - Counterfunding Reeston & Other Areas	13, 19, 24, 25	Own Funds c/o	2,800,000	0	0
Electricity Planning & Design	Electricity Building Upgrade- Ablution Blocks	4	Own Funds c/o	145,000	0	0
Electricity Planning & Design	Upgrade Electricity Reticulation (KWT and Coastal)	46, 47	Own Funds c/o	3,500,000	0	0
Roads and Stormwater Drainage	Rehabilitation of BCM bridges and culverts(Breidbach, Dimbaza, Quigney)	34,36,44,47	Own Funds c/o	1,992,904	0	0
Sewerage Pump Station - Coastal	Upgrade Augmentation	All Wards	Own Funds c/o	110,220	0	0
Sewerage Pump Station - Coastal	Ablution Blocks Duncan Village	9	Own Funds	2,095,378	0	0
Scientific Services	Upgrading of the Laboratory infrastructure and equipment	All Wards	Own Funds c/o	757,856	0	0
Fleet management - Braelyn	BCM Fleet	All Wards	Own Funds	7,500,000	20,000,000	20,000,000
				336,577,058	363,252,250	331,338,000
Directorate of Development Planning						
Transport Planning & Operations Admin	Acquisition of BRT bus fleet	2,1,3,47,19	PTIS Grant	0	0	80,000,000
Transport Planning & Operations Admin	Construction of BRT Bus Terminals	2,1,3,47,19	PTIS Grant	0	100,000,000	100,000,000
Transport Planning & Operations Admin	Construction of BRT lanes	2,1,3,47,19	PTIS Grant	180,000,000	84,781,000	100,000,000
Transport Planning & Operations Admin	Upgrading of BRT Feeder routes	43,9,47,46,15	PTIS Grant	0	0	40,000,000
Local Economic Development	BCM Urban Agriculture Infrastructure Development	20,23,48	USDG	3,000,000	5,000,000	7,000,000
Transport Planning & Operations Admin	Taxi Ranks	All Wards	USDG	5,000,000	40,000,000	40,000,000
Transport Planning & Operations Admin	Gonubie Main Road	28,27,29	USDG	10,000,000	30,000,000	30,000,000
Local Economic Development	Economic Infrastructure	20,23,48,39	USDG	5,000,000	0	2,305,431
Local Economic Development	Tourism infrastructure development	32	Own Funds c/o	1,000,000	0	0
Local Economic Development	Roll – Out Hydroponics	20,23,48	Own Funds c/o	3,500,000	0	0
Local Economic Development	Buffalo City Agric & Rural Development Infrastructure	20,23,48	Own Funds c/o	2,992,741	0	0
Local Economic Development	Cooperative Support Programme	All Wards	Own Funds c/o	1,449,188	0	0
Market	Upgrade of Market	5	Own Funds c/o	1,320,000	0	0
Market	Extension of Sales Hall	5	Own Funds	2,000,000	0	0
Transport Planning & Operations Admin	Potsdam/Needs Camp Bridge Feasibility Study	33,23	BCMET c/o	710,630	0	0
Transport Planning & Operations Admin	Rural non Motorised Transport facilities	All Wards	Own Funds c/o	494,491	0	0
Transport Planning & Operations Admin	Traffic Management Measures	All Wards	Own Funds c/o	1,100,000	0	0
Transport Planning & Operations Admin	Pedestrian facilities	All Wards	Own Funds c/o	600,000	0	0
Transport Planning & Operations Admin	Guidance Signage	All Wards	Own Funds c/o	600,000	0	0
Transport Planning & Operations Admin	Yellowwoods River Bridge	44	Own Funds c/o	1,900,000	0	0
				220,667,050	259,781,000	399,305,431

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Directorate of Community Services						
Cleansing Administration Support	Development of Community Parks(Mdantsane, Potsdam, Reeston)	13, 23,24	USDG	1,016,303	764,000	0
Interments	Development of 3 New Cemeteries(Inland, Midland and Coastal)	37, 44, 31	USDG	3,000,000	7,000,000	10,000,000
Halls	Scenery Park Community Hall	12	USDG	2,000,000	6,000,000	10,000,000
E.L.Regional Waste Disposal Site & Transfer Station	Solid waste management	Ward 1, 25 & All Wards	USDG	8,800,000	14,000,000	19,000,000
Sportsfields	Sport Facilities	37	USDG	2,000,000	2,000,000	10,000,000
Refuse Removal	Purchase of 7 Refuse Compactor Trucks - Mdantsane	14, 15, 16,17, 18, 20, 21,22, 23,24	Own funds	10,500,000	0	0
Refuse Removal	Purchase of 3 Refuse Compactor Trucks (Mdantsane)	14, 15, 16,17, 18, 20, 21,22, 23,24	Own funds	4,500,000	0	0
Refuse Removal	Purchase of 2 x LDV Bakkie's	14, 15, 16,17, 18,19, 20, 21,22, 23,24	Own funds	460,000	0	0
Refuse Removal	Purchase of 1 X Load lugger	14, 15, 16,17, 18,19, 20, 21,22, 23,24	Own funds	800,000	0	0
Office of the Director of Community Services	Refuse 5 Compactor Trucks - Coastal Region	1,2,3,4,5,6,7,8,10,11,12,13,2 6,27,28,29,30,31	Own funds	10,000,000	0	0
Office of the Director of Community Services	Officers and Superintendents -(9 X Sedans, 8 LDV's, 3 X Double Cabs, 2X3 Ton Trucks (Inland,Midlands & Coastal)	All Wards	Own funds	4,000,000	0	0
Office of the Director of Community Services	Miscellaneous Bins	All Wards	Own Funds c/o	58,000	0	0
Interments	Mitsubishi Fuso Canter - M07/212	3	Own funds	385,000	0	0
Interments	Fencing of Rural Cemeteries Upgrade	13, 33	Own Funds c/o	160,000	0	0
Halls	Continuation of refurbishment of KWT Hall	2,42	Own funds	2,792,507	0	0
Halls	Upgrading of Beacon Bay Library	29	Own funds	363,795	0	0
Sportsfields	Upgrading of Needs Camp Sportfield	33	Own Funds c/o	2,350,877	0	0
Sportsfields	Upgrading of Rural Sportsfields	26	Own Funds c/o	275,821	0	0
Swimming Pools	Ruth Belonsky Swimming Pool	19	Own funds	137,822	0	0
Zoo	Upgrading Of Zoo Offices & Ablution Blocks	47	Own Funds c/o	920,501	0	0
Zoo	Fencing Of Zoo c/o	47	Own Funds c/o	606,481	0	0
Resorts	Intergrated Beach Front hub	27	Own funds	500,000	0	0
Beaches	Isuzu NQR 500 Cage Tipper - M09/153	47	Own Funds c/o	348,765	0	0
Cleansing Administration Support	Grass Cutting Equipment	1-50	Own funds	1,300,000	0	0
Waste Disposal Sites	Refuse removal Skips	All Wards	Own funds	1,000,000	0	0
E.L.Regional Waste Disposal Site & Transfer Station	Drop Off Points - Solid Waste	All Wards	Own Funds c/o	210,479	0	0
E.L.Regional Waste Disposal Site & Transfer Station	Regional Waste Disposal Site	Ward 25	Own funds	1,000,000	0	0
				59,486,351	29,764,000	49,000,000
Directorate of Health & Public Safety						
Fire and Rescue Services	Fire and Clinics	35	USDG	6,227,453	0	10,000,000
Clinics	Clinics	46	USDG	3,000,000	0	0
Pollution Control	Air quality monitoring station equipment	All Wards	Own Funds c/o	412,163	0	0
Clinics	Mobile Clinics Equipment	All Wards	Own Funds c/o	235,495	0	0
Clinics	Upgrading of Clinics - Ginsberg	39	Own Funds c/o	598,124	0	0
Security Services	Law Enforcement Equipment	All Wards	Own Funds c/o	180,000	0	0
Traffic Administration	Traffic Vehicles	All Wards	Own funds	450,000	0	0
Vehicle Test Station / Examination	Learners Licence Centre - Mdantsane	17	Own funds	800,000	0	0
Fire and Rescue Services	Fire Engines Roll Over	All Wards	Own Funds c/o	11,502,141	0	0
Fire and Rescue Services	Fire Engine Equipment	All Wards	Own Funds c/o	2,874,803	0	0
Disaster Management	Disaster Management Capacity	All Wards	Disaster c/o	43,940	0	0
Disaster Management	Disaster Management Centres	All Wards	Disaster c/o	84,779	0	0
				26,408,898	0	10,000,000
				764,669,130	744,637,933	932,468,509

COMPONENT 1 - MONTHLY PROJECTIONS OF REVENUE BY SOURCE

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand															
Revenue By Source															
Property rates	539,730	(10,809)	(2,127)	(379)	(1,574)	(1,182)	(409)	(472)	(504)	(535)	(598)	(630)	520,511	579,328	645,951
Property rates - penalties & collection charges	57	58	58	57	56	57	116	134	143	152	170	178	1,236	1,376	1,534
Service charges - electricity revenue	120,968	81,407	92,945	96,774	93,602	84,564	74,411	85,859	91,583	97,307	108,754	114,478	1,142,652	1,381,238	1,672,402
Service charges - water revenue	17,473	47,538	4,167	16,340	23,380	11,364	14,693	16,953	18,083	19,214	21,474	22,604	233,283	266,293	304,505
Service charges - sanitation revenue	186,010	(4,159)	10,787	(11,722)	422	180	(171)	(197)	(210)	(224)	(250)	(263)	180,203	198,763	219,634
Service charges - refuse revenue	15,119	14,801	14,223	17,278	11,911	14,874	11,141	12,855	13,712	14,569	16,283	17,140	173,905	195,296	219,708
Service charges - other	3,832	882	1,178	1,410	1,233	2,860	1,449	1,672	1,783	1,894	2,117	2,229	22,539	24,860	27,471
Rental of facilities and equipment	509	665	706	697	1,032	937	1,068	1,232	1,314	1,396	1,560	1,642	12,759	14,073	15,551
Interest earned - external investments	813	3,753	2,759	3,852	3,035	2,653	1,733	1,999	2,132	2,266	2,532	2,666	30,192	30,192	30,192
Interest earned - outstanding debtors	1,818	1,959	1,857	1,504	1,879	2,000	1,432	1,653	1,763	1,873	2,093	2,204	22,036	24,306	26,858
Dividends received	-	-	-	-	-	-	8	9	10	10	11	12	60	60	60
Fines	745	691	610	791	907	713	806	930	992	1,054	1,178	1,240	10,657	11,754	12,989
Licences and permits	1,377	1,408	1,332	1,274	1,179	1,509	951	1,097	1,170	1,243	1,389	1,462	15,391	16,976	18,759
Agency services	0	-	-	-	-	-	0	0	0	0	0	(0)	-	-	-
Transfers recognised - operational	259,639	8,654	17,656	26,193	45,262	255,129	46,025	53,106	56,646	60,186	67,267	70,807	966,570	1,473,485	1,371,595
Other revenue	30,137	26,900	20,705	11,304	28,122	16,291	24,419	28,176	30,054	31,932	35,689	37,567	321,296	345,423	373,148
Gains on disposal of PPE	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Source	1,178,230	173,747	166,856	165,374	210,446	391,949	177,669	205,003	218,670	232,337	259,671	273,338	3,653,289	4,563,424	4,940,356

COMPONENT 2 - MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE AND FUNCTION															
Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
R thousand															
Revenue - Standard															
Governance and Administration	738,530	7,466	(844)	(6,879)	(25,943)	143,445	40,077	46,242	49,325	52,408	58,574	61,656	1,164,058	1,271,240	1,368,337
Executive and Council	-	0	0	(0)	0	0	0	0	0	0	0	(0)	-	-	-
Budget and Treasury Office	738,513	7,407	(933)	(6,931)	(26,061)	143,394	39,213	45,245	48,262	51,278	57,311	60,327	1,157,025	1,266,024	1,362,693
Corporate Services	18	59	89	52	118	50	864	997	1,063	1,130	1,263	1,329	7,033	5,216	5,644
Community and Public Safety	11,347	16,448	38,785	52,555	92,816	71,436	20,116	23,211	24,758	26,306	29,400	30,948	438,124	902,454	760,337
Community and Social Services	647	627	554	803	672	5,543	664	766	817	868	970	1,021	13,953	14,944	16,058
Sport and Recreation	45	89	187	111	194	421	363	419	447	475	531	559	3,841	4,233	4,673
Public Safety	10,647	4,139	4,001	4,848	3,640	10,054	3,829	4,419	4,713	5,008	5,597	5,891	66,787	73,555	81,275
Housing	8	8,220	33,800	43,016	88,087	37,481	10,396	11,996	12,795	13,595	15,194	15,994	290,582	746,760	595,367
Health	0	3,372	243	3,777	224	17,936	4,863	5,611	5,985	6,360	7,108	7,482	62,961	62,962	62,964
Economic and Environmental Services	8,051	6,231	4,595	(833)	9,498	771	5,327	6,147	6,557	6,966	7,786	8,196	69,293	80,118	92,800
Planning and Development	255	250	280	254	443	454	1,776	2,049	2,186	2,323	2,596	2,733	15,599	21,092	27,777
Road Transport	7,776	5,984	4,302	(1,099)	9,039	304	3,523	4,065	4,336	4,607	5,149	5,420	53,406	58,713	64,681
Environmental Protection	20	(3)	13	12	16	13	28	32	35	37	41	43	288	313	342
Trading Services	420,301	142,174	122,809	120,530	131,444	174,878	110,915	127,979	136,511	145,043	162,107	170,639	1,965,329	2,291,439	2,698,814
Electricity	135,752	81,572	92,442	96,784	94,136	94,646	77,843	89,819	95,807	101,795	113,771	119,759	1,194,127	1,440,179	1,740,269
Water	38,054	48,938	4,486	16,883	24,185	26,365	17,918	20,674	22,052	23,431	26,187	27,566	296,739	323,167	369,655
Waste water management	202,985	(3,312)	11,458	(10,572)	1,280	16,241	1,758	2,029	2,164	2,299	2,570	2,705	231,607	255,438	282,233
Waste management	43,510	14,976	14,422	17,437	11,843	37,625	13,396	15,457	16,487	17,518	19,578	20,609	242,857	272,655	306,657
Other	-	1,429	1,512	-	2,630	1,420	1,234	1,424	1,519	1,614	1,804	1,899	16,485	18,172	20,069
Total Revenue	1,178,229	173,748	166,856	165,373	210,446	391,949	177,670	205,003	218,670	232,337	259,671	273,337	3,653,289	4,563,424	4,940,356
Expenditure - Standard															
Governance and Administration	45,173	33,735	(415)	62,051	35,775	15,543	62,507	72,124	76,932	81,740	91,357	96,167	672,690	713,125	762,735
Executive and Council	8,296	5,718	3,485	6,680	6,416	5,368	6,198	7,152	7,628	8,105	9,059	9,536	83,640	89,235	95,216
Budget and Treasury Office	24,471	12,340	(11,563)	32,681	14,930	(3,440)	34,807	40,162	42,839	45,517	50,872	53,551	337,167	353,468	380,286
Corporate Services	12,406	15,677	7,663	22,691	14,429	13,615	21,502	24,810	26,464	28,118	31,427	33,081	251,884	270,422	287,233
Community and Public Safety	32,100	60,003	66,738	74,942	70,810	46,133	40,408	46,625	49,733	52,841	59,058	62,166	661,558	1,140,735	1,014,361
Community and Social Services	4,731	6,104	1,671	9,521	6,066	6,721	5,319	6,138	6,547	6,956	7,774	8,183	75,731	81,426	87,020
Sport and Recreation	3,397	3,652	1,416	6,340	4,815	5,360	3,402	3,925	4,187	4,449	4,972	5,234	51,148	54,853	58,680
Public Safety	9,035	10,512	2,543	20,914	13,026	16,145	11,299	13,037	13,906	14,775	16,514	17,383	159,089	169,205	178,848
Housing	9,945	34,440	59,844	19,046	40,961	10,465	16,811	19,397	20,691	21,984	24,570	25,863	304,017	761,140	610,752
Health	4,992	5,296	1,264	19,121	5,941	7,442	3,577	4,127	4,403	4,678	5,228	5,503	71,573	74,111	79,060
Economic and Environmental Services	14,867	19,814	11,020	31,713	26,629	156,452	41,450	47,827	51,016	54,204	60,581	63,770	579,344	615,696	659,108
Planning and Development	5,206	5,362	1,956	10,100	9,187	41,510	13,532	15,613	16,654	17,695	19,777	20,818	177,410	203,074	232,433
Road Transport	5,059	8,394	6,992	11,490	11,671	109,020	22,801	26,309	28,063	29,817	33,324	35,078	328,016	333,549	343,040
Environmental Protection	4,602	6,059	2,072	10,124	5,771	5,921	5,118	5,905	6,299	6,693	7,480	7,874	73,917	79,073	83,635
Trading Services	117,514	183,363	101,956	149,115	141,518	225,568	140,632	162,268	173,086	183,904	205,540	216,357	2,000,822	2,279,033	2,628,968
Electricity	83,202	130,685	68,090	75,279	69,068	127,251	78,670	90,773	96,825	102,877	114,980	121,031	1,158,731	1,393,425	1,689,261
Water	18,547	21,892	16,822	33,412	37,101	41,131	22,965	26,499	28,265	30,032	33,565	35,331	345,563	356,966	380,624
Waste water management	7,621	12,706	8,477	19,004	17,894	38,589	20,640	23,815	25,403	26,990	30,166	31,753	263,059	275,667	283,837
Waste management	8,144	18,080	8,567	21,420	17,455	18,597	18,357	21,181	22,593	24,005	26,829	28,241	233,469	252,976	275,246
Other	715	903	443	1,036	1,016	1,448	912	1,052	1,122	1,193	1,333	1,403	12,576	13,356	14,154
Total Expenditure	210,368	297,819	179,742	318,858	275,748	445,143	285,910	329,896	351,889	373,883	417,869	439,864	3,926,991	4,761,944	5,079,325
Off-Set Depreciation							(46,786)	(48,345)	(49,905)	(53,024)	(56,143)	(56,539)	(310,741)	(243,182)	(236,266)
Surplus/(Deficit)	967,861	(124,072)	(12,886)	(153,485)	(65,302)	(53,194)	(108,241)	(124,894)	(133,220)	(141,546)	(158,198)	(166,527)	37,039	44,661	97,298

COMPONENT 2 - MONTHLY PROJECTIONS OF CAPITAL EXPENDITURE BY VOTE AND FUNCTION

Description	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework			
	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	
R thousand																
Capital Expenditure - Standard																
Governance and administration	3	502	717	3,353	2,801	7,621	485	4,293	2,225	2,747	15,509	(26,885)	13,370	-	-	
Executive and council	-	320	438	2,313	2,444	6,634	139	3,305	1,452	2,012	13,766	(32,821)	-	-	-	
Budget and treasury office	3	176	181	490	317	530	132	877	863	555	1,430	(57)	5,497	-	-	
Corporate services	-	6	98	550	40	456	215	112	(90)	181	312	5,992	7,873	-	-	
Community and public safety	91	5,084	2,278	3,245	2,359	5,811	1,232	2,810	3,093	3,738	6,015	110,713	146,469	100,605	172,825	
Community and social services	-	513	750	1,136	859	1,524	872	1,130	1,188	1,091	1,936	(312)	10,686	8,764	20,000	
Sport and recreation	56	237	118	38	72	532	59	722	184	280	413	(84)	2,627	-	-	
Public safety	-	1,111	341	250	391	1,264	105	404	82	456	704	17,055	22,163	-	10,000	
Housing	-	3,223	1,039	1,819	1,033	2,391	179	466	1,245	1,873	2,858	91,034	107,159	91,841	142,825	
Health	35	1	30	3	4	99	17	88	394	38	105	3,020	3,834	-	-	
Economic and environmental services	275	4,366	8,089	6,314	11,036	10,189	4,240	6,088	12,847	16,285	18,589	194,683	293,000	377,925	480,789	
Planning and development	60	757	1,443	1,383	2,819	3,995	1,051	2,658	2,547	3,946	3,888	197,120	221,667	259,781	319,305	
Road transport	215	3,514	6,509	4,659	8,070	6,062	3,140	2,023	10,237	12,077	14,646	(3,776)	67,376	111,144	151,484	
Environmental protection	-	95	137	272	147	132	48	1,407	63	262	55	1,339	3,957	7,000	10,000	
Trading services	1,153	9,001	4,355	15,817	11,747	14,999	6,782	9,693	12,072	17,449	11,590	189,373	304,030	246,108	178,854	
Electricity	17	16	140	3,859	2,505	3,716	3,399	3,941	2,720	7,215	4,386	4,486	36,401	20,000	20,000	
Water	814	4,397	2,174	880	2,027	6,818	6,626	2,991	4,639	5,283	4,498	(20,148)	21,000	15,000	37,000	
Waste water management	321	4,525	1,593	10,878	6,788	3,436	(3,579)	2,485	5,351	4,663	2,684	164,855	204,000	197,108	102,854	
Waste management	-	62	448	201	427	1,028	334	276	(638)	288	23	40,179	42,628	14,000	19,000	
Other	-	7	60	5,424	138	39	819	99	377	2,960	1,150	(3,274)	7,800	20,000	100,000	
Total Capital Expenditure	1,522	18,960	15,500	34,153	28,080	38,658	13,557	22,983	30,614	43,179	52,852	464,610	764,669	744,638	932,469	

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN FOR 2011/2012

EXECUTIVE DIRECTORATE: FINANCE AND SUPPORT SERVICES

KPA	BCMM Objectives	Specific Objectives	Key Performance Indicators (KPI)	Portfolio of evidence required	Baseline	Target 11/12	Target Q1	Target Q2	Target Q3	Target Q4	Directorate
Municipal Financial Viability and Management	BCM 1: To be a financially sound organisation that efficiently manages its resources	Increase BCM Revenue	% increase in collection rate annually	Revenue collection report	92%	94%	93,5%	93,75%	93,75%	94%	ED: FINANCE & SUPPORT SERVICES
			Reduction in the billing debt book	Analysis of the Billing Debt book	R650m (estimated as at June 2011)	4.7 million (CRR)	10% decrease of the debtor	12% decrease of the debtor book	15% decrease of the debtor	18% decrease of the debtor book	ED: FINANCE & SUPPORT SERVICES
		To ensure that BCM has a proper financial and asset accounting systems and controls in place	% Progress in producing a Fixed Asset Register	Asset Register	50% (2010/11 Asset Register)	70% (2011/12 Asset Register)	100% (2010/11 Asset Register)	60% (2011/12 Asset Register)	65% (2011/12 Asset Register)	70% (2011/12 Asset Register)	ED: FINANCE & SUPPORT SERVICES
			% Progress towards a compliant Financial Statements	Financial Statements	60% (2010/11 Financial Statement)	70% (2011/12 Financial Statement)	100% (2010/11 Financial Statement)	60% (2011/12 Financial Statement)	65% (2011/12 Financial Statement)	70% (2011/12 Financial Statement)	ED: FINANCE & SUPPORT SERVICES
		To ensure that BCM remains financially viable and sustainable in terms of a credible and reliable budget	Maintain Current Ratio (Number of times that Current Assets cover Current liabilities)	Financial Report	1,98:1	1,99:1	1,99:1	1,99:1	1,99:1	1,99:1	ED: FINANCE & SUPPORT SERVICES
		To manage long term borrowings at affordable level	% of Total Debt to Revenue	Financial Report	23,9%	<35%	<35%	<35%	<35%	<35%	ED: FINANCE & SUPPORT SERVICES
		Rollout of indigent scheme to all indigent households in BCMM	The percentage of households earning less than R1100 per moth with access to free basic services	Indigent register	32% of households in BCMM (66 000 registered indigents)	70 000	66 500	67 000	69 500	70 000	ED: FINANCE & SUPPORT SERVICES
		To ensure effective	% Progress of contracts awarded in accordance with Demand Management Plan	Spreadsheet of contracts awarded	0%	60%	10%	30%	40%	60%	ED: FINANCE & SUPPORT SERVICES

		To ensure effective, efficient and transparent Supply Chain Management Systems	% accredited suppliers receiving orders	Spreadsheet of suppliers receiving orders	0%	Verification of database	30%	60%	80%	100%	ED: FINANCE & SUPPORT SERVICES
			% Progress made towards the review of Disposal Procedures	Adopted Disposal Procedures	Existing Policy	100% (Reviewed Disposal Procedures)	50%	70%	90%	100% (Reviewed Disposal Procedures)	ED: FINANCE & SUPPORT SERVICES
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	BCM 1: To be a financially sound organisation that efficiently manages its resources	To ensure effective, effective, efficient & transparent Supply Chain Management systems	% Progress made towards review of Supply Chain Management (SCM) Policy	Adopted reviewed SCM Policy	Existing Policy	100% (Reviewed SCM Policy)	25%	50%	75%	100% (Reviewed SCM Policy)	ED: FINANCE & SUPPORT SERVICES
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	BCM 5: To be a well structured and capacitated institution that renders effective and efficient services to all by 2016	Develop organisational staff and promote skills development	Approved revised structure	Minutes of Council with Adopted Organogram	Existing BCM structure	Organogram in line with IDP	Approved draft macro structure	Approved structure for levels 2-7	Approved draft micro structure and approved	Finalisation of the entire structure and council approval	ED: FINANCE & SUPPORT SERVICES
			% of Municipality's budget actually spent on implementing Workplace Skills Plan	Financial Report	1%	1.25% of Payroll	,3125 %	,625 %	,9375 %	1,25 %	ED: FINANCE & SUPPORT SERVICES
		Address Employment Equity (EE) imbalances in terms of gender and disabilities	Number of people from employment equity target groups (women) employed from task grade 14 to Municipal Manager Level in compliance with the approved Employment Equity Plan	Employment Equity report to Council	27	3	N/A	1	2	3	ED: FINANCE & SUPPORT SERVICES
		Address EE imbalances in terms of gender and disabilities	Number of people from employment equity target groups (disabled) employed	Employment Equity report to Council	31	3	N/A	1	2	3	ED: FINANCE & SUPPORT SERVICES
		To create health working environment	Increase number of wellness programmes annually	Programme of daily events submitted	6 events	8 events	2 events	4 events	6 events	8 events	ED: FINANCE & SUPPORT SERVICES

	Provide an effective and efficient Information and Communication Technology to BCM internal and External Customers by 2016	% integration of business systems	Approved Feasibility Study	5%	100% (Approved Feasibility Study)	20% (Specifications submitted to SCM)	50% (Tender Awarded)	75% (Draft Feasibility Study Report)	100% (Approved Feasibility Study)	ED: FINANCE & SUPPORT SERVICES
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SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN FOR 2011/2012

EXECUTIVE DIRECTORATE: MUNICIPAL SERVICES

KPA	BCM Objectives	Specific Objectives	Key Performance Indicators (KPI)	Portfolio of evidence required	Baseline	Target 11/12	Target	Target	Target	Target	Directorate
							Q1	Q2	Q3	Q4	
			% progress made towards the construction of a Central Waste Transfer Station	Deed of Donation, Deed of Sale (signed), Deed of Transfer	0	Planning and Land Acquisition	Application for leasing/sale/transfer of land	Land Identification of alternative sites with Land Administration	0	Land acquired	ED: MUNICIPAL SERVICES
			Increase the number of Waste Cells constructed at Roundhill Landfill site	Copy of Planning and Design Report, Appointment Letter of Construction Company	2	Planning & Design and Construction of Cell 3	Tender Award for the Planning and Design	0	Planning and Design of Cell 3	25 % Construction of Cell 3	ED: MUNICIPAL SERVICES
			Number of drop off points constructed in informal settlements	Letter of Award, Completion Certificate & Invoices	51	50	Tender awarded	10	30	50	ED: MUNICIPAL SERVICES
			Number of garden transfer stations provided	Letter of Award, Completion Report and Invoices	3	50	Tender Award	10 shipping containers delivered	30 shipping containers	50 shipping containers	ED: MUNICIPAL SERVICES
			Number of households with access to refuse removal services	Community Survey Results	118 384	120 384 (Households)	500	1000	1500	2000	ED: MUNICIPAL SERVICES

	Number of Refuse Compactor Trucks purchased for Coastal and Midlands	Letter of award and Lincensing Certificates	25	15 (Refuse Compactor Trucks)	Tender awarded for 5 Trucks	Tender awarded for 10 Trucks	5 Trucks delivered	15 Trucks Trucks purchased & delivered	ED: MUNICIPAL SERVICES
Provision of adequate community facilities to all BCM communities by 2016	Number of Regional cemeteries established	Completion certificate	30	Planning phase & land acquisition	Completion of the EIA processes	0	0	Land acquired	ED: MUNICIPAL SERVICES
	Number of cemeteries fenced	Completion certificate	30	6 (Cemetries fenced - inland)	Planning and procurement phase	2	4	6	ED: MUNICIPAL SERVICES
	Number of halls constructed	Completion certificate	86	Planning Phase	Planning & Design	Tender awarded	Construction of facility	Construction of facility	ED: MUNICIPAL SERVICES
	Number of halls upgraded	Completion certificate	5	5 (Halls upgraded)	0	0	0	5 (Halls upgraded)	ED: MUNICIPAL SERVICES
	Number of open spaces developed into recreational facilities	Completion certificate	20 open spaces	8 (Recreational facilities)	0	0	4	8	ED: MUNICIPAL SERVICES
	Number of greening initiatives introduced	Photos of areas where initiatives were introduced	8	2 (greening initiatives)	0	0	1	2	ED: MUNICIPAL SERVICES
	Number of animal enclosures upgraded at the zoo	Completion certificate	3 (Enclosures Upgraded)	1 (Enclosure)	Specifications drafted and submitted to SCM for advertismnt.	Tender awarded by Ajudication Committee for upgrade of one enclosure.	50% of construction work for upgrade of enclosure completed.	Enclosure upgraded	ED: MUNICIPAL SERVICES
Number of sports fields upgraded	Completion certificate	8 (Sports fields upgraded)	3 Sports fileds upgraded)	Specifications drafted and submitted to SCM for advertismnt.	Tender awarded by Ajudication Committee for upgrade of 3 sportsfields	50% of upgrade of sportsfield completed	3 sportsfields upgraded	ED: MUNICIPAL SERVICES	

To improve and upgrade amenities so that they service the education, conservation, sport and recreation needs of the community by 2016

Number of learnership contractors engaged in EPWP learnership	Learnership contracts	10	10	10	10	10	10	ED: MUNICIPAL SERVICES
Number of swimming pools upgraded	Completion certificate	1 (Parkside Pool Upgraded)	1 (Swimming pool upgraded)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee for upgrade of 1 pool	50 of upgrade of pool completed	1 pool upgraded	ED: MUNICIPAL SERVICES
% progress towards redevelopment of sports complex including the swimming pool	Approved design of sports complex including swimming pool	-	5% (Approved design of sports complex including swimming pool)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee to a professional service provider for design	Preliminary design report submitted by a professional service provider	5% (Approved design of sports complex including swimming pool)	ED: MUNICIPAL SERVICES
% progress in upgrade of resorts	Approved design to upgrade resorts	-	5% (Final approved design to upgrade resorts)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee to a professional service provider for design	Preliminary design report submitted by a professional service provider	5% (Final approved design to upgrade resorts)	ED: MUNICIPAL SERVICES
% progress in redesign of Nahoon Caravan Park	Approved design for the redesign of Nahoon Caravan Park	-	5% (final approved design to redesign Nahoon Caravan Park)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee to a professional service provider for design	Preliminary design report submitted by a professional service provider	5% (Final approved design to redesign of Nahoon Caravan Park)	ED: MUNICIPAL SERVICES

			% progress in relocation of the aquarium	Approved design for the relocation of Aquarium	-	5% (Approved design for the relocation of Aquarium)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee to a professional service provider for design	Preliminary design report submitted by a professional service provider	5% (Approved design for the relocation of Aquarium)	ED: MUNICIPAL SERVICES
			Number of beaches facilities upgraded	Completion certificate	3 (Beaches upgraded)	2 (Beaches upgraded)	Specifications drafted and submitted to SCM for advertisement.	Tender awarded by Ajudication Committee for upgrade of 2 beaches	50 of upgrade of beaches completed	2 beaches upgraded	ED: MUNICIPAL SERVICES
BCM 2: To be an institutionally efficient and effective City that inclusively works with communities by 2016	Provide comprehensive Municipal Health Services to all BCM communities	Complete Phase 1 of the project being Section 76-78 Assessment towards development of MHS Plan	Appointment of Service Provider and Reports of the Service Provider	0	Draft Report on Section 76-78 assessment	Designing of specifications and calling for prospective service providers	Appointment of Service Provider	Draft Report to be presented to DH&PS & Health Management by Service Providers	Draft Report Worshopped with Councillors & Stakeholders	ED: MUNICIPAL SERVICES	
		Number of communities where risk reduction has been implemented	Disaster/Risk assessment	1	1 (Community at risk)	Nil	1 Community based risk assessment	Nil	Implementation of risk reduction measures	ED: MUNICIPAL SERVICES	
		Number of sector plans prepared on Disaster Risk Management	Approved sector plans	0	3 (sector Plan)	Nil	1	2	3	ED: MUNICIPAL SERVICES	
	Building, purchasing and upgrading of comprehensive Primary Health Care facilities	Building of Greenfields Clinic	Appointment of Service Provider and Actual Constructed Building	One consulting room in place	Complete Clinic with 4 Consulting rooms	Finalisation of Specifications	Appointment of Building Contractors	Commencement with building of the Clinic	Complete Clinic with 4 Consulting Rooms	ED: MUNICIPAL SERVICES	
	Provide an efficient & responsive Fire & ...	Number of fire stations built	Title Deed/ Letter confirming land acquired, approved architectural drawings	7	Planning phase	Land identifications, purchasing, rezoning and land survey	Land identification s, purchasing rezoning and land survey	Rezoning, land surveys and drawing of plans	Finalisation of architectural drawings etc by professional planning team	ED: MUNICIPAL SERVICES	

SERVICE DELIVERY AND BASIC INFRASTRUCTURE

BCM 4: Sustainable infrastructure to support social and economic development	Rescue Facilities to all BCM communities	Number of fire engines purchased	License of fire engine	27	1 (Fire engine)	Submitting of Specs and tendering process	Advertisement and awarding of a tender	Processing of an order at SCM Inspection of a Vehicle	Delivering of 1 x Fire Engine	ED: MUNICIPAL SERVICES
	To ensure a safe and secure environment for all BCM communities by 2016	Crime prevention strategy adopted by Council	Adopted Crime Prevention Strategy	0	Planning Phase	Designing of specifications and calling for prospective service providers	Tender awarded	Preparation of Crime Prevention Strategy	Preparation of Crime Prevention Strategy	ED: MUNICIPAL SERVICES
	Reduction and prevention of crime incidents in BCMM	Establishment of Metro Police	Approved Application	Law Enforcement Officers	Submit Application	N/A	N/A	N/A	Submit application	ED: MUNICIPAL SERVICES
		Number of CCTV installed in hot spot areas	Completion certificate	1 - Highway Mdantsane	Planning Phase	Designing of specifications.	Finalisation of specifications.	Submission of the report to the Bid-Specification committee	Tender to be advertised, adjudicated and awarded.	ED: MUNICIPAL SERVICES
	Provide a safe traffic environment in hot spot areas	5% reduction in accidents throughout BCMM	Crime Statistics	15 314 (09/10 accidents)	1%	0.01	0.25	0.5	1%	ED: MUNICIPAL SERVICES
	To ensure an efficient & responsive Traffic Service in Midland Region of BCM	% progress made towards establishment and construction of a testing centre in Mdantsane	Completion certificate	3	10% planning phase	2%	5%	8%	10% planning phase	ED: MUNICIPAL SERVICES
		% progress made towards the upgrading of the existing Fire Station in KWT	Completion certificate	1	10% planning phase	2%	5%	8%	10% planning phase	ED: MUNICIPAL SERVICES

	BCM 6: Environmental assets and natural resources within Buffalo City Municipality are enhanced and well protected by 2016	Promote sustainable management and conservation of all BCM natural resources	% progress made towards the development of an Air Quality Management Plan	Adopted Air Quality Management Plan	0	100% (Development of the Adopted Quality Management Plan)	Designing of specifications and calling for prospective service providers	Prepare reports for submission to BEC & BAC & appointment of service provider	Draft Report to be presented to Health Management by Service Providers	100% (Adopted Air Quality Management Plan)	ED: MUNICIPAL SERVICES
	BCM 4: Sustainable infrastructure to support social and economic development (Accelerate the delivery of housing opportunities)	To ensure that the electrical system is a safe, efficient, well functioning and maintained system	Number of mini substations replaced, renewed and	Completion certificate	0	20 mini substations	5	10	15	20 mini substations	ED: MUNICIPAL SERVICES
			Number of switch houses replaced, renewed and upgraded	Completion certificate	0	2 switch houses	0	0	1	2	ED: MUNICIPAL SERVICES
			Number of transformers replaced, renewed and upgraded	Completion certificate	0	6 transformers	0	0	3	6	ED: MUNICIPAL SERVICES
			Km's of electrical cables replaced, renewed and upgraded	Completion certificate	0	10km of electrical cable	0	2.5	5 km	10 km of electrical cable	ED: MUNICIPAL SERVICES
		Electrify all low income RDP formal dwelling	Number of households with access to basic levels of electricity	DOE report/Connection form	1500	1500	0	0	500	1000	ED: MUNICIPAL SERVICES
		Upgrade informal settlements and provide proper services with land and security of tenure	Number of formal houses provided	Tick sheets, Photos, Hand over Certificates, "Happy letters"	Top Structure=1929, Service sites=1195	Top Structure=3401, Service sites=4408	Top Structure=850, Service Sites=1102	Top Structure=1700, Service Sites=2204	Top Structure=2551, Service Sites=3306	Top Structure=3401, Service Sites=4408	ED: MUNICIPAL SERVICES
		Increase the rate of affordable rental housing delivery	Number of rental/social houses provided	Printout from Housing Demand register & Delivery report	1001	784 New Units	196 New Units	392 New Units	588 New Units	784 New Units	ED: MUNICIPAL SERVICES
	To provide an accessible all weather BCM road network	KM of roads constructed and upgraded (surfaced)	Completion certificate	50km	51km	5km	15km	30km	51km	ED: MUNICIPAL SERVICES	
		KM of roads maintained & rehabilitated	Completion certificate	600km	1000km	200km	400km	700km	1000km	ED: MUNICIPAL SERVICES	

	BCM 5: To be a well structured and capacitated institution that renders effective and efficient services to all by 2016	Provision of basic water services (water and sanitation) of accessible quality	Increase number of households with access to minimum basic standard of sanitation	Certification certification	132 447	5500	1375	2750	4125	5500	ED: MUNICIPAL SERVICES
			Increase number of waste water treatment works which comply with green drop certification	Green Drop certification certificate	0	2	0	0	0	2	ED: MUNICIPAL SERVICES
			Increase number of households with access to basic standard of water	Asbuilt drawings	5 869	1 174	0	0	234	1174	ED: MUNICIPAL SERVICES
			Increase number of water supply schemes which comply with blue drop certification	Accreditation Certificate	2 schemes accredited	2	0	0	0	2	ED: MUNICIPAL SERVICES
		Reduce non revenue water losses	% Reduction of revenue water losses	Water statistics spreadsheet	40%	35%	40%	38%	36%	35%	ED: MUNICIPAL SERVICES

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN FOR 2011/2012

EXECUTIVE DIRECTORATE: STRATEGIC MANAGEMENT

KPA	BCMM Objectives	Specific Objectives	Key Performance Indicators (KPI)	Portfolio of evidence required	Baseline	Target 11/12	Target Q1	Target Q2	Target Q3	Target Q4	Directorate
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	BCMM 2: To be an institutionally efficient and effective City that inclusively works with communities by 2016	Maximise the implementation of Public Participation	No of public participation programmes/initiatives implemented within directorates in terms of the PP Strategy Annual Plan.	Minutes of minutes & Attendance Registers	PP Strategy	10 public participation programmes/initiatives	2 public participation programmes/initiatives	4 public participation programmes/initiatives	6 public participation programmes/initiatives	10 public participation programmes/initiatives	ED: STRATEGIC MANAGEMENT
		Sustain and expand development cooperation and international relations with partners to enhance development and improve capacity	No. of partnerships that support service delivery initiatives	Reports on Partnerships	5	1	0	0	1	0	ED: STRATEGIC MANAGEMENT
			No. of African partnerships	Report on African Partnership	0	1 (Formalise Francistown)	0	1	0	0	ED: STRATEGIC MANAGEMENT
		improve communication flow between the Municipality and the greater community of BCM	No. of shared activities with stakeholders	Report on shared external activities	4	10	2	5	9	10	ED: STRATEGIC MANAGEMENT
	BCMM 2: To be institutionally efficient and effective City that	Enhance Integrated Planning through Inter-governmental Relations	No. of sector departments and state owned enterprises plans incorporated into BCMM IDP	Reports on IGR programs	0	10	2	6	8	10	ED: STRATEGIC MANAGEMENT

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	and effective City that inclusively works with communities by 2016	Improve customer care throughout BCMM to increase customer satisfaction	% Progress made towards conducting Customer Satisfaction Survey	Adopted Customer Satisfaction Survey	Customer Satisfaction Survey 2006	(100%) Final Draft of Customer Satisfaction Survey	10% (Terms of reference, Specifications & Advertisement)	40% (Awarding of tender & Inception report)	75% (First Draft of Customer Satisfaction Survey)	(100%) Final Draft of Customer Satisfaction Survey	ED: STRATEGIC MANAGEMENT
	BCMM 5: To be well structured and capacitated institution that renders effective and efficient services to all by 2016	Grow the Municipality's Knowledge, creativity and innovative base	Number of case studies documented	Documented case studies	1 Case study	2 Case study	Develop proposals for targeted two Case Studies	Data Collection	2 Case studies first draft	2 Case studies final reports	ED: STRATEGIC MANAGEMENT
		To ensure that BCMM has systems and mechanisms in place to facilitate transparent and accountable administration	Milestones towards development & implementation of a risk management system	Relevant documentary evidence	Preliminary Risk Management Framework developed	Approval of Framework, Constitution of Risk Committee and first Risk assessment at strategic level	Conduct an Institution-Wide Risk Assessment	Mid Year Review of Risk Management Environment	Third Quarter Review of RM and Alignment of Risks to IDP Review Process	Year End RM Report and Update of Institution-wide Risk Register	ED: STRATEGIC MANAGEMENT
		Development of a Fraud awareness and culture capable of mitigating fraud in a responsible manner	Progress towards development of fraud mitigation strategy	Relevant documentary evidence	Existing outdated policy	Approved fraud mitigation strategy	Development of draft Strategy - stage 1	Workshopping of Strategy - stage 2	Approval of Strategy by Management stage 3.	Approved fraud mitigation strategy	ED: STRATEGIC MANAGEMENT
		Study of Combined Assurance Model	Develop a combined assurance model	Relevant documentary evidence	nil	Approved combined assurance model	Development of terms of Reference for Study.	Analysis of Role players	Interviews with Role Players to agree level of Assurance	Approved combined assurance model	ED: STRATEGIC MANAGEMENT
BCMM 5: To be a well structured and capacitated institution that renders effective and efficient services to all by	Rollout BCMM Branding	Milestones towards rollout of BCMM Branding	New BCMM branding	nil	Fully Branded BCMM	Approved BCMM brand	Phase 1 of Application (Branding of stationery, signage of buildings)	Phase 2 of Application (Branding of vehicles, assets & uniform)	Phase 3 of Application (Branding of vehicles, assets & uniform)	ED: STRATEGIC MANAGEMENT	

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	2016	Grow the Municipality's Knowledge, creativity and innovative base	Milestones towards the implementation of KM strategy	Progress Reports	Existing KM strategy	Intermediate KM Training	Appointment of a service provider	100 Councillors trained	30 Directors and General Managers trained	140 Programme managers, Managers and KM Champions trained	ED: STRATEGIC MANAGEMENT
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