

Blue Crane Route Municipality (EC102)



Service Delivery Budget Implementation Plan
(SDBIP) 2017/2018

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ACRONYMS

- BCRM-** Blue Crane Route Municipality
BCDA- Blue Crane Development Agency
CAPEX- Capital Expenditure
CDM- Cacadu District Municipality
DEDEA- Department of Economic Development and Environmental Affairs
DH- Department of Health
DHS- Department of Human Settlements
DLGTA- Department of Local Government & Traditional Affairs
DLRRD- Department of Land Reform & Rural Development
DSRAC- Department of Sports, Recreation, Arts & Culture
DT- Department of Transport
DWAF- Department of Water Affairs and Forestry
GAMAP- Generally Accepted Municipal Accounting Principles
GRAP- Generally Recognized Accounting Practice
IDP- Integrated Development Plan
MFMA- Municipal Finance Management Act
MIG- Municipal Infrastructure Grant
OPEX- Operational Expenditure
SDBIP- Service Delivery Budget Implementation Plan
SETAS- Skills Education Training Authorities

1. INTRODUCTION

The development of the Service Delivery and Budget Implementation Plan (SDBIP) is required by section 53 (1) (c) of the Municipal Finance Management Act. The SDBIP gives expression to the developmental and service objectives of the municipality, in quantifiable terms, for the financial period from 1 July 2017 to 30 June 2018. The SDBIP includes key service delivery targets and performance indicators for each quarter. Each target is aligned to a Priority Area identified in the IDP and the responsibility is placed directly to a municipal department and/or senior manager, enhancing accountability and transparency of local government towards effective service delivery. Monitoring of these targets is central to the entrenchment of a performance management system and contributes towards the monitoring of municipal finances.

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

The annual creation and publication of SDBIPs represent progress towards the realization of Section 152(a) of the Constitution of the Republic of South Africa, increasing democratic and accountable local government. The SDBIP is essentially a “contract” between administration, council and the community expressing the developmental goals and objectives in terms of quarterly output and outcome targets to be met by the municipal administration over the next financial year. It provides the basis for measuring municipal performance and ensuring that municipal budget expenditure is clearly linked to service delivery achievement.

1.1 Legislative requirements

The Municipal Finance Management Act of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires municipalities to prepare a SDBIP indicating how the strategic objectives of the IDP and Council will be implemented with the approved budget. The SDBIP does not require Council approval, but should be approved by the Mayor within 28 days of the approval of the annual budget according to Section 53. (1)(c)(ii) of the MFMA. The municipality is then expected to publish the top layer of the SDBIP within 14 days after its approval by the mayor. Performance agreements of the municipal manager, senior managers, and any other category of designated official cascaded from the SDBIP are also expected to be made public within 14 days.

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

1. Monthly projects of revenue to be collected for each source. **(Annexure B)**
2. Monthly projects of expenditure (operating and capital) and revenue for each vote. **(Annexure C)**
3. Quarterly projections of service delivery targets and performance indicators. **(Annexure A)**
4. Ward information for expenditure and service delivery, incorporated with components 3 and 4.
5. Detailed capital works plan broken down by ward over three years. **(Annexure D)**

2. BCRM PRIORITY AREAS AND OBJECTIVES

The BCRM IDP identifies five priority areas: Municipal Transformation & Institutional Development; Basic Service Delivery & Infrastructure Development; Local Economic Development; Municipal Financial Viability; Good Governance and Public Participation. These priorities are cascaded down to, and across, four BCRM line departments: Technical Services; Community Services; Financial Services; Corporate Services; and coordinated by the Municipal Manager's Office. Operational responsibility for the achievement of service delivery targets under these development objectives falls within these departments with individuals or responsible positions identified clearly in the SDBIP.

BCRM Priority Areas and Strategic / Measurable Objectives are as follows:

Priority Area 1: Municipal Transformation and Institutional Development

1. To ensure that spatial planning and land use within the municipality is institutionalised in line with SPLUMA by 2022
2. To acquire land for socio-economic development purposes by 2022
3. To ensure improvement of municipal facilities to acceptable level of standard in compliance with Occupational Health and Safety standard requirements by 2022.
4. To improve the administration of municipal housing rental Flats by 2022
5. To re-allocate disused, abandoned and neglected houses by 2022
6. To improve compliance in terms of employee work attendance by 2022
7. To implement provisions of Occupational Health and Safety Act by 2022

**Priority Area 2: Basic Service Delivery and
Infrastructure Development**

1. To ensure a well maintained clean and healthy environment by 2022 and beyond
2. To ensure a healthy environment to improve human health by 2022 and beyond
3. To ensure that all road users comply with the roads and traffic laws by 2022 and beyond
4. To ensure prevention and management of fire incidences to promote safety of the environment, properties and humans by 2022 and beyond
5. To promote a culture of learning amongst the communities of BCRM by 2022 and beyond
6. To ensure efficient, economical and quality provision of water and sewer services by 2022 and beyond
7. To strive for reduction on household poverty by labour intensive construction methods in 2022 and beyond
8. To ensure quality electricity supply and reduction of Electricity losses by 2022
9. To ensure that communities have access to well established social amenities by 2022 and beyond
10. To ensure efficient, economical and quality and sustainable roads and storm water infrastructure by 2022

Priority Area 3: Local Economic Development (LED)

1. Promote local economic development and job creation by 2022 and beyond
2. To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMEs) businesses into the formal economy by 2022 and beyond

Priority Area 4: Municipal Financial Viability

1. To ensure smooth, effective and integrated demand management process that will eliminate UIF and Wasteful expenditure by 2022
2. To ensure effective use as well optimal safeguarding of municipal fleet by 2022
3. 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 2022.
4. 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.

Priority Area 5: Good Governance & Public Participation

1. To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clean administration by 2022
2. To ensure Effective ICT Governance and Controls by 2022
3. 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
4. Ensure effective, efficient and compliant public participation by 2022 and beyond
5. To ensure open, honest and accountable two-way dialogue with BCRM stakeholders as well to strengthen and improve internal communication systems by 2022

3. SDBIP UTILITY AND SERVICE DELIVERY TARGETS

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

The SDBIP is required to include quarterly and annual targets for key service delivery areas identified in the IDP, as well as financial allocations towards the achievement of these targets. Measurable service delivery targets derived from the IDP are expressed in terms of clear performance indicators in the BCRM SDBIP. In some instances, singular outputs are identified as annual targets, making quarterly measurements challenged. In these instances, tangible milestones reflecting process outcomes that contribute towards a broader service delivery output are included to enhance the utility of the document for all stakeholders, even if not technically ideal. In all other instances, quantifiable quarterly targets towards the achievement of annual service delivery targets are provided.

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

evidence-based decision-making towards the formulation of new development objectives in the future.

Bibliography

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Blue Crane Route Municipality 2017/18 – 2019/20 MTREF Budget, Approved May 2016

National Treasury, MFMA Circular No. 13, Municipal Finance Management Act No. 53 of 2003. Distributed 31 January 2005.

Signed off by:



THABISO KLAAS
MUNICIPAL MANAGER

21/06/2017
DATE

Approved by:



B.A. MANXOWENI
MAYOR/SPEAKER

21/06/2017
DATE

BORM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018 FINANCIAL YEAR																			
KEY PERFORMANCE INDICATOR: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT																			
Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurements Source and Frequency	Budget & Source	Vote number	Baseline	Q1 Deliverable target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable target 30 JUNE 2018	Q4 Evidence	Annual Target	Quantifier	KPI No
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	Develop organisational design	Council approval	Not Budgeted specifically		SPLUMA By/Law	Council and organisational Design session	Council resolution	N/a	N/a	N/a	N/a	N/a	N/a	Develop an organisational Design and submit to council for adoption	Director Corporate Services	1
Land for development purposes.	To acquire land for socio-economic development purposes by 2022	By engaging potential land owners	Land availability agreement	Engage with potential land owners	Council resolution	Not Budgeted specifically		0	Engagement Plan for land acquisition developed	Council resolution	N/a	N/a	N/a	N/a	N/a	N/a	Engage potential landowners for purposes of obtaining land	Director Corporate Services	2
		By conducting an audit of all municipal land suitable for housing development as per the Spatial Development Framework.	Land for housing development.	Conduct an audit of all municipal land suitable for housing development as per the Spatial Development Framework.	Council resolution	Not Budgeted specifically			Conduct an assessment of potentiality suitable land for housing development	Report of the assessment exercise	N/a	N/a	Submit report to council for adoption	Council resolution	N/a	N/a	Conduct an assessment of all potentially suitable land for housing development	Director Corporate Services	3
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 quarterly report to council on the implementation of maintenance program	Implement maintenance programs for upgrading of municipal facilities	Quarterly reports	Not Budgeted specifically		0	Submit quarterly report to council on the implementation of maintenance program	Quarterly report on the implementation	Submit quarterly report to council on the implementation of maintenance program	Quarterly report on the implementation	Submit quarterly report to council on the implementation of maintenance program	Quarterly report on the implementation	Submit quarterly report to council on the implementation of maintenance program	Quarterly report on the implementation	4 Quarterly reports	Director Corporate Services	4

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measure of Source and Frequency	Budget & Source	Vota number	Baseline	Q1 Deliverable target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable target 30 JUNE 2018	Q4 Evidence	Annual Target	Custodian	KPI No
		By developing funding strategy for maintenance of municipal facilities	Developed funding strategy for maintenance of municipal facilities	Develop funding strategy for maintenance of municipal facilities	Funding strategy	Not Budgeted specifically		0	N/a	N/a	N/a	N/a	Strategy for maintenance of municipal facilities developed	Council resolution	N/a	N/a	Developed funding strategy for maintenance of municipal facilities	Director Corporate Services	5
Municipal Housing Rental Flats	To improve the administration of municipal housing rental Flats by 2022	By developing a housing rental management model	Developed housing rental management model	Develop a housing rental management model	Council resolution	Not Budgeted specifically		0	N/a	N/a	N/a	N/a					Developed housing rental management model	Director Corporate Services	6
Disused, abandoned and neglected houses	To re-allocate abandoned and neglected houses by 2022	By developing a housing re-allocation strategy	Developed housing re-allocation strategy	Develop a housing re-allocation strategy	Housing re-allocation strategy	Not Budgeted specifically			N/a	N/a	Conduct a desktop exercise to determine legal occupants	Report on the assessment	Develop report on the management of housing rental stock	Council resolution	N/a	N/a	Developed housing rental management model	Director Corporate Services	7
Leave management	To improve compliance in terms of employees work attendance by 2022	By developing and implementing Standard Operating Procedures (SOP) to deal with leave	Standard Operating Procedures (SOP) developed	Develop and implement SOP	Standard Operating Procedures	Not Budgeted specifically		0	Development of Standard Operating Procedures (SOP) for leave management	Council resolution	N/a	N/a	N/a	N/a	N/a	N/a	Developed SOP	Director Corporate Services	8
			Number of reports submitted to the Standing Committee on leave management	Develop and implement SOP	4 reports per annum	Not Budgeted specifically		0	Submit report on leave management	Council resolution	Submit report on leave management	Council resolution	Submit report on leave management	Council resolution	Submit report on leave management	Council resolution	4 reports	Director Corporate Services	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	Develop and review OHS and safety policies and strategies	OHS Policy and Strategy	Not Budgeted specifically		OHS Act										Director Corporate Services	10

LOCAL SERVICE DELIVERY AND BUDGETARY OBSERVATION IN THE FISCAL YEAR

WPS 2: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source and Frequency	Budget & Source	Video No.	Timeline	Q1 Evidence Target 31 DECEMBER 2017	Q2 Evidence Target 31 MARCH 2018	Q3 Evidence Target 31 MARCH 2018	Q4 Evidence Target 30 JUNE 2018	Annual Target	Qualifier	RPT NO
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 Pearson	Sewer Plant Cookhouse upgraded	Upgrade sewer plant in Cookhouse	Quarterly progress reports	R17m (DWS-WSIG)	50101000051	Consistent appointed	Proof of advertisement and appointment letter	Commencement of the project	Completion of the project	Close out report	Upgraded Sewer Plant in Cookhouse	Director Technical Services	11
Job Creation	To strive for reduction on household poverty by labour intensive construction methods in 2022 and beyond	By creating of jobs	Number of jobs created through EPWP	Create jobs through EPWP	Quarterly progress reports	EPWP GRANT	20170605074571	161 jobs created through EPWP	Progress Report	n/a	n/a	n/a	151 jobs created through EPWP	Director Technical Services	12
		By strengthening functionality of EPWP steering committee	Number of EPWP steering committee meetings held per quarter	Strengthen functionality of EPWP steering committee	Quarterly reports / Minutes and Registers	Not Budgeted specifically		Terms of Reference	Meeting minutes with steering committee attendance register	EPWP steering committee meetings held per quarter	Meeting minutes with steering committee attendance register	Meeting minutes with steering committee attendance register	4 EPWP steering committee meetings held per quarter	Director Technical Services	13
Electricity supply	To ensure quality electricity supply and reduction of Electricity losses by 2022	By purchasing of transformers	No. of Transformers purchased	Purchase transformers	Quarterly reports	From Own funding	50102150081	4 Transformers	n/a	Procurement advertisement and appointment letter	Delivery of transformers	n/a	2 transformers purchased and delivered	Director Technical Services	14
Social Facilities	To ensure that communities have access to well established social amenities by 2022 and beyond	By upgrading Sports facilities and parks	Upgraded Cookhouse park	Upgrade Cookhouse park	Quarterly reports	MKG Grant	50102150151	1. Consultant appraised 2. Preliminary designs completed	n/a	1) Progress report 2. Photos	Continuation of a park	Close out report	Cookhouse park upgraded	Director Technical Services	15
			Upgraded Somerset East sportsfield	Upgrade Somerset East sportsfield	Quarterly reports	MKG Grant	50102150151	Existing sportsfield	Proof of advertisement and appointment letter	Commencement of the project	Continuation of the project	Close out report	Somerset East sportsfield upgraded (Ward 3)	Director Technical Services	16
		By constructing Mwandisi Multi purpose center	Constructed Mwandisi Multipurpose center	Construct Mwandisi Multipurpose center	Quarterly reports	MKG Grant	50102150141		Proof of advertisement and appointment letter	Commencement of the project	Continuation of the project	Close out report	Mwandisi Multipurpose center constructed	Director Technical Services	17

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source and Frequency	Budget & Source	Notes No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2011	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2011	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2012	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2012	Q4 Evidence	Annual Target	Customisation	RPI NO
Roads and stormwater	To ensure efficient, economical and quality roads and stormwater infrastructure by 2012	Upgrading of gravel roads in BCRM	No of kilometres of gravel roads paved	Upgrade gravel roads	Quarterly reports	M/G Grant	50102150131	35.8 km	Upgrading & Paving of 1.715km of the gravel road roads (Pearsall - 0.520km; Somerset East - 0.210km & Carmelery Road - 0.35km)	1 Progress report 2 Dated photos	Upgrading & Paving of 1.550km of the gravel road roads (Pearsall - 0.970km; Somerset East - 0.270km & Carmelery Road - 0.35km)	1 Progress report 2 Dated photos	Paving of 0.800km of the gravel road roads (Cookhouse - 0.600km)	1 Progress report 2 Dated photos	Paving of 0.432km of the gravel road roads (Cookhouse - 0.432km)	1 Progress report 2 Dated photos	4.557km gravel roads upgraded (3.667km paved and 0.890km upgraded carrelery gravel road)	Director Technical Services	10

BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/18 FINANCIAL YEAR
 NPA 2 : SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity/Project	Measure of Source and Frequency	Budget & Source	Notes	Q1 Deliverable Target 30 SEPTEMBER 2017	Q1 Evidence dated photos	Q2 Deliverable Target 31 DECEMBER 2017	Q2 Evidence dated photos	Q3 Deliverable Target 31 MARCH 2018	Q3 Evidence dated photos	Q4 Deliverable Target 30 JUNE 2018	Q4 Evidence dated photos	Annual Target	Custodian	No of KPI
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	Conduct awareness campaigns	Quarterly Report submitted to Community Services Portfolio Committee, dated photos, attendance register & Programme Plan	OPEX	N/A part of staff duties	Conduct two awareness campaign & submit programme report to Community Services Portfolio Committee	Programme report, Attendance register and dated photos	Conduct two awareness campaign & submit programme report to Community Services Portfolio Committee	Programme report, Attendance register and dated photos	Conduct two awareness campaign & submit programme report to Community Services Portfolio Committee	Programme report, Attendance register and dated photos	Conduct two awareness campaign & submit programme report to Community Services Portfolio Committee	Programme report, Attendance register and dated photos	B awareness campaigns and a programme reports	Director Community Services	19
Environmental Health services	To ensure a healthy environment to improve human health by 2022 and beyond	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	Provide refuse removal services to all residents of BCRM	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Programme Plan	OPEX	N/A part of staff duties	Provide household and business refuse removal services at least once per week	one quarterly report on provision of refuse removal service	Provide household and business refuse removal services at least once per week	one quarterly report on provision of refuse removal service	Provide household and business refuse removal services at least once per week	one quarterly report on provision of refuse removal service	Provide household and business refuse removal services at least once per week	one quarterly report on provision of refuse removal service	Provide household and business refuse removal services at least once a week	Director Community Services	20
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	Conduct health and hygiene education campaigns	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Programme Plan	OPEX	N/A part of staff duties	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	Eight (8) health and hygiene education program	Director Community Services	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 inspections in general food-handling premises (compliance with Regulation R962 of 2015)	Conduct inspections	Monthly Reports & Quarterly Performance Reports submitted to Portfolio Committee, Inspection register	OPEX	N/A part of staff duties	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	Two (2) health and hygiene education program	Attendance register, report and dated photos	160 inspections done in general food handling premises	Director Community Services	22

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity/Project	Measurements (at Source and Frequency)	Budget & Source	Yolo No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2018	Q4 Evidence	Annual Target	Responsible	No of KPI
			No of Inspections at child care facilities	Conduct inspections	Monthly Reports & Quarterly Performance Reports submitted to Portfolio Committee, Inspection Inspector.	OPEX	N/A part of staff duties	40 inspections were conducted in child care facilities	Four (4) inspections done in child care facilities	Reports on inspections conducted	Four (4) inspections done in child care facilities	Reports on inspections conducted	Six (4) inspections done in child care facilities	Reports on inspections conducted	Four (4) inspections done in child care facilities	Reports on inspections conducted	sixteen (16) inspections done in child care facilities	Director Community Services	23
			No of Inspections in butcheries (compliance with Regulation R362 of 2013)	Conduct inspections	Monthly Reports & Quarterly Performance Reports submitted to Portfolio Committee, Inspection Inspector.	OPEX	N/A part of staff duties	Fifteen (15) inspections were conducted in butcheries	Three (3) inspections done in butcheries	Reports on inspections conducted	Three (3) inspections done in butcheries	Reports on inspections conducted	Three (3) inspections done in butcheries	Reports on inspections conducted	Three (3) inspections done in butcheries	Reports on inspections conducted	Twelve (12) inspections done in butcheries	Director Community Services	24
			No of Inspections in restaurants (compliance with Regulation R362 of 2013)	Conduct inspections	Monthly Reports & Quarterly Performance Reports submitted to Portfolio Committee, Inspection Inspector.	OPEX	N/A part of staff duties	Thirty one (31) inspections were conducted in restaurants	six (6) inspections done in restaurants	Reports on inspections conducted	six (6) inspections done in restaurants	Reports on inspections conducted	six (6) inspections done in restaurants	Reports on inspections conducted	six (6) inspections done in restaurants	Reports on inspections conducted	Twenty four (24) inspections done in restaurants	Director Community Services	25
			No of water samples taken for chemical bacteriological analysis	Drinking water sampling	Monthly Reports & Quarterly Performance Reports submitted to Portfolio Committee, Inspection Inspector.	OPEX	N/A part of staff duties	216 water samples taken	24 water samples taken for bacteriological and 1 chemical analysis	Water sampling report/ results	24 water samples taken for bacteriological and 1 chemical analysis	Water sampling report/ results	24 water samples taken for bacteriological and 1 chemical analysis	Water sampling report/ results	24 water samples taken for bacteriological and 1 chemical analysis	Water sampling report/ results	100 water samples taken for chemical and bacteriological analysis	Director Community Services	26
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	Conduct 1 School leavers Programme in one (1) school in one ward	Quarterly Reports	OPEX	N/A part of staff duties	4 school leavers programmes conducted	Conduct 1 School leavers Programme	Program report, Attendance register and dated photos	Conduct 2 School leavers Programme	Program report, Attendance register and dated photos	Conduct 1 School leavers Programme in one ward	Program report, Attendance register and dated photos	Conduct 1 School leavers Programme	Program report, Attendance register and dated photos	5 school leavers programme done	Director Community Services	27
			Number of roadblocks conducted at strategic areas	Conduct one (1) roadblock at strategic areas	Quarterly Reports	OPEX	N/A part of staff duties	3 roadblocks were conducted	1 roadblock conducted	Program report, Attendance register and dated photos	1 roadblock conducted	Program report, Attendance register and dated photos	1 roadblock conducted	Program report, Attendance register and dated photos	1 roadblock conducted	Program report, Attendance register and dated photos	4 Roadblocks conducted	Director Community Services	28

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurements and Source and Frequency	Budget & Source	Vote No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2018	Q4 Evidence	Annual Target	Capitulum	No of KPI
Fire & Disaster Management Services	To ensure prevention and management of fire incidences to promote safety of the environment and properties and humans by 2022 and beyond	By conducting fire prevention programmes to schools and/or communities	No of fire prevention programmes conducted	Conduct fire prevention awareness programme to schools and/or communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	six (6) fire prevention programmes were conducted	Conduct 3 fire awareness program	Program report, Attendance register and dated photos	Conduct 3 fire awareness program	Program report, Attendance register and dated photos	Conduct 3 fire awareness program	Program report, Attendance register and dated photos	Conduct 2 fire awareness program	Program report, Attendance register and dated photos	Eleven (11) fire prevention programmes with programme reports	Director Community Services	29
		by conducting fire safety and prevention inspections at commercial entities	No of fire safety and prevention conducted	Conduct fire safety and prevention inspections	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	None	6 fire safety and prevention inspections conducted in public and commercial entities	(i) signed inspection tool, (ii) inspection report signed by Director	6 fire safety and prevention inspections conducted in commercial entities	(i) signed inspection tool, (ii) inspection report signed by Director	6 fire safety and prevention inspections conducted in commercial entities	(i) signed inspection tool, (ii) inspection report signed by Director	6 fire safety and prevention inspections conducted in commercial entities	(i) signed inspection tool, (ii) inspection report signed by Director	24 fire safety and prevention inspections conducted in commercial entities	Director Community Services	30
		By purchasing skid unit response vehicle and equipment	Purchased Skid unit response equipment	Purchasing of skid unit and equipment	Bid Committee minutes and appointment letter	R 436 000.00	50101006021	None	Developed specification and advertising of tender	Copy of advert and minutes of bid committee	Service provider appointed & skid unit delivered	Delivery Note and pictures	N/A	N/A	N/A	N/A	Purchased Skid unit response and equipment	Director Community Services	31
Library Services	To promote a culture of learning amongst the communities of BCMR by 2022 and beyond	By conducting library awareness campaigns amongst the communities to promote culture of learning	Number of awareness campaigns conducted	Conduct library awareness campaign amongst the communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	4 Library awareness campaigns done	Four (4) library awareness campaigns	Program report, Attendance register and dated photos	Two (2) library awareness campaign	Program report, Attendance register and dated photos	Two (2) library awareness campaign	Program report, Attendance register and dated photos	Two (2) library awareness campaign	Program report, Attendance register and dated photos	Eight (8) library awareness campaigns with Programme reports	Director Community Services	32

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Management Service and Expenditure	Budget & Source	Web No.	Timeline	Q1 Evidence Target 30 SEPTEMBER 2017	Q2 Evidence Target 31 DECEMBER 2017	Q3 Evidence Target 31 MARCH 2018	Q4 Evidence Target 30 JUNE 2018	Q4 Evidence	Annual Target	Qualification	No. of RPs
Supply Chain Management	To ensure an efficient, effective and integrated demand management process that will minimise L1F and Wasteful expenditure by 2022	By implementing ongoing training and development on Demand Management element of SCM	Number of trainings facilitated with PT and SBDU	Facilitate SCM training with PT and SBDU	Agenda, minutes and registers	OPEX	2011001124991	1 Training facilitated with PT and SBDU	1 Training facilitated with PT and SBDU	1 Training facilitated with PT and SBDU	1 Training facilitated with PT and SBDU	1 Training facilitated with PT and SBDU	1 Submit quarterly report to Finance Committee	4 Training facilitated with PT and SBDU	Director Financial Services	37
		By developing Procurement Plans and submitting for approval	Procurement plans developed and approved	Develop procurement plans	Council resolution on Procurement plans	OPEX	N/A - part of Staff duties	1 per year - Council did not approve 2016/2017	1 Submit Procurement Plans to Council for approval	N/A	N/A	N/A	N/A	Developed and approved procurement plans	Director Financial Services	38
		By controlling Supply Chain processes	Number of workshops conducted to departments on the centralisation of SCM processes	Conduct workshop to departments on centralisation of SCM processes	Agenda, minutes and registers	OPEX	N/A - part of Staff duties	1 workshop for Finance	1 Submit Minutes & Attendance Register of Workshop	N/A	N/A	N/A	N/A	2 Workshops conducted on centralisation of SCM processes (Technical and Community)	Director Financial Services	39
		By monitoring compliance with SCM check lists	Number of monthly reports on compliance with SCM check lists	Monitor compliance with SCM check lists	Monthly reports	OPEX	N/A - part of Staff duties	3 SCM monthly compliance Reports submitted to the CFO and Finance Committee	1 3 SCM monthly compliance Reports	1 3 SCM monthly compliance Reports	1 3 SCM monthly compliance Reports	1 3 SCM monthly compliance Reports	1 3 SCM monthly compliance Reports	12 SCM monthly compliance Reports submitted to the CFO and Finance Committee	Director Financial Services	40
		By convening meetings for Bid Committees	Number of Bid specification com meetings convened	Convene Bid specification Committee meetings	Monthly reports	OPEX	N/A - part of Staff duties	1 per month	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	12 Bid Specification committee meetings convened	Director Financial Services	41
			Number of Bid evaluation com meetings convened	Convene Bid evaluation com meetings	Monthly reports	OPEX	N/A - part of Staff duties	1 per month	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	12 Bid Evaluation committee meetings convened	Director Financial Services	42
			Number of Bid adjudication com meetings convened	Convene Bid adjudication com meetings	Monthly reports	OPEX	N/A - part of Staff duties	1 per month	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	1 Submit Minutes & Attendance Register of meetings held	3 Bid Adjudication committee meetings convened	Director Financial Services	43
		By monitoring and identifying irregular expenditure and unauthorised/irresponsible expenditure on a monthly basis	Number of monthly reports to senior management and Council on irregular expenditure	Monitor and identify irregular expenditure on a monthly basis	Monthly reports	OPEX	N/A - part of Staff duties	4 reports on irregular expenditure	1 Submit report to senior management and Council on irregular expenditure	1 Submit report to senior management and Council on irregular expenditure	1 Submit report to senior management and Council on irregular expenditure	1 Submit report to senior management and Council on irregular expenditure	1 Submit report to senior management and Council on irregular expenditure	12 monthly reports to senior management and Council on irregular expenditure	Director Financial Services	44
			Number of monthly reports to senior management and Council on unauthorised expenditure	Monitor and identify unauthorised expenditure on a monthly basis	Monthly reports	OPEX	N/A - part of Staff duties	4 reports on unauthorised expenditure	1 Submit reports to senior management and Council on unauthorised expenditure	1 Submit reports to senior management and Council on unauthorised expenditure	1 Submit reports to senior management and Council on unauthorised expenditure	1 Submit reports to senior management and Council on unauthorised expenditure	1 Submit reports to senior management and Council on unauthorised expenditure	11 monthly reports to senior management and Council on unauthorised expenditure	Director Financial Services	45

Financial Management & Reporting	To ensure that the municipality is financially sound and that it can sustainably provide services to the community in a manner that is consistent with the 2022	By implementing ongoing training and development on MSCOA	Number of workshop sessions facilitated by HT, PT and SAMRAS	Number of workshop sessions facilitated for Finance Department	Facilitate training internally	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	4 reports on trustees and financial expenditure	3 monthly reports to senior management and Council on trustees and financial expenditure	1 Council Resolution	3 monthly reports to senior management and Council on trustees and financial expenditure	1 Council Resolution	3 monthly reports to senior management and Council on trustees and financial expenditure	1 Council Resolution	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	46	
		By reviewing a revenue enhancement plan	Revenue enhancement plan reviewed and approved	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	2013/14 Revenue Enhancement Plan	3 monthly reports on trustees and financial expenditure	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	47	
		By procuring fuel card system	Fuel Card system procured	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	1001322712000	None	None	None	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	48
		By reviewing a revenue enhancement plan	Revenue enhancement plan reviewed and approved	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	2013/14 Revenue Enhancement Plan	3 monthly reports on trustees and financial expenditure	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	49
		By implementing and monitoring of the revenue enhancement plan	Number of progress reports submitted to Mayor	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	None	None	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	6 Reports to Management and Mayor on the implementation of revenue enhancement plan	Director Financial Services	50
Financial Management & Reporting	Operational use of the MSCOA financial system to ensure that operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022	By implementing ongoing training and development on MSCOA	Number of workshop sessions facilitated by HT, PT and SAMRAS	Number of workshop sessions facilitated for Finance Department	Facilitate training internally	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	Monthly reports to Treasury and audit report of 2015/16	Facilitate 1 Workshop regarding MSCOA by either HT, PT or SAMRAS	Attendance register /minutes and Agenda	Facilitate 1 Workshop regarding MSCOA by either HT, PT or SAMRAS	Attendance register /minutes and Agenda	Facilitate 1 Workshop regarding MSCOA by either HT, PT or SAMRAS	Attendance register /minutes and Agenda	Facilitate 4 Workshops regarding MSCOA by either HT, PT or SAMRAS	Director Financial Services	51	
		By reviewing a revenue enhancement plan	Revenue enhancement plan reviewed and approved	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	2013/14 Revenue Enhancement Plan	3 monthly reports on trustees and financial expenditure	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	52	
		By procuring fuel card system	Fuel Card system procured	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	1001322712000	None	None	None	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	Report to Finance Committee minutes	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	53
		By reviewing a revenue enhancement plan	Revenue enhancement plan reviewed and approved	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	2013/14 Revenue Enhancement Plan	3 monthly reports on trustees and financial expenditure	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	3 monthly reports to senior management and Council on trustees and financial expenditure	Report to Finance Committee minutes	12 monthly reports to senior management and Council on trustees and financial expenditure	Director Financial Services	54
		By implementing and monitoring of the revenue enhancement plan	Number of progress reports submitted to Mayor	Number of reports to senior management and Council on trustees and financial expenditure	Facilitate workshop sessions with HT, PT and SAMRAS	Agencies, Minutes of meetings, Attendance registers	OPEX	N/A - part of Staff duties	None	None	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	3 Reports to Management and Mayor on the implementation of revenue enhancement plan	6 Reports to Management and Mayor on the implementation of revenue enhancement plan	Director Financial Services	55	

BCRM AMENDED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018 FINANCIAL YEAR
KPA 3: LOCAL ECONOMIC DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measures of Source and Frequency	Budget & Source	Volts No.	Baseline	Q1 Deliverable target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable target 30 JUNE 2018	Q4 Evidence	Annual Target	Custodian	No of KPI
Local Economic Development	Promote Local economic development and job creation by 2022 and beyond	By reviewing the LED Strategy	Reviewed LED Strategy	Review LED Strategy	Quarterly Reports	OPEX	N/A - part of Staff duties	2008 LED Strategy	n/a	n/a	n/a	n/a	Benchmark and develop draft LED Strategy	Draft LED Strategy	Workshop internal stakeholders and submit to council for adoption	Minutes and attendance register Council Resolutions	Reviewed LED Strategy	Municipal Manager	33
SME and Co-operative development Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMEs) businesses into the formal economy in BCRM by 2022 and beyond	By establishing LED and Business Forums	LED & Business Forums established	Establish LED & Business Forums	Quarterly Reports	OPEX	N/A - part of Staff duties	0	n/a	n/a	n/a	n/a	n/a	n/a	Establish LED forum	Terms of Reference Business forums	Established LED & Business forums	Municipal Manager	34
		By providing meaningful business development support to SME's	Number of SMEs supported	Provide meaningful business development to support SME's	Quarterly reports	OPEX	N/A - part of Staff duties	6 n/a	n/a	n/a	n/a	n/a	Support 1 SME	Progress report	Support 1 SME	Register Progress report	Support 25 SME	Municipal Manager	35
		Provide meaningful business development to support SME's	Number of business support initiatives implemented	Provide meaningful business development to support SME's	Quarterly reports	OPEX	N/A - part of Staff duties	4 n/a	n/a	n/a	n/a	n/a	n/a	1 business	Progress report	1 business	Progress report	2 businesses	Municipal Manager

BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2017/2018 FINANCIAL YEAR

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity/Project	Measurement Source and Frequency	Budget & Source	Vote No.	Q1 Deliverable target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable target 30 JUNE 2018	Q4 Evidence	Annual Target	Custodian	No of KPI		
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	By monitoring the implementation of the audit outcome improvement plan	Number of ADIP follow up reports submitted to the AC	Audit Outcome Improvement	Quarterly Reports	OPEX	N/A - part of Staff duties	1 report	Minutes of the Audit Comm, Attendance Register, Actual ADIP	1 report	Minutes of the Audit Comm, Attendance Register, Actual ADIP	1 report	Minutes of the Audit Comm, Attendance Register, Actual ADIP	1 report	Minutes of the Audit Comm, Attendance Register, Actual ADIP	4 reports submitted to the Audit Committee	Municipal Manager	54		
								1 report	Minutes of the Audit Comm, Attendance Register, Actual Risk Register	1 report	Minutes of the Audit Comm, Attendance Register, Actual Risk Register	1 report	Minutes of the Audit Comm, Attendance Register, Actual Risk Register	4 risk reports submitted	N/A - part of Staff duties	1 report	Minutes of the Audit Comm, Attendance Register, Actual Risk Register	4 risk reports submitted to the Audit Committee	Municipal Manager	55
								n/a	n/a	n/a	n/a	n/a	Adopted reviewed Risk Management Framework	n/a	n/a	n/a	n/a	Adopted reviewed Risk Management Framework	Municipal Manager	56
								n/a	n/a	n/a	n/a	n/a	1 Strategic risk assessment	n/a	n/a	n/a	n/a	1 Strategic risk assessment	Municipal Manager	57
		By reviewing fraud prevention and anti-corruption mechanism	Number of workshops on Fraud prevention	Fraud Awareness	minutes	OPEX	N/A - part of Staff duties	n/a	n/a	One Workshop Conducted	Minutes, Attendance Register and Presentation	n/a	One Workshop Conducted	Minutes, Attendance Register and Presentation	Two workshops	Municipal Manager	58			
								n/a	n/a	n/a	n/a	n/a	Adopted Fraud Prevention Policy and Plan	n/a	n/a	n/a	Adopted Fraud prevention policy and plan	Municipal Manager	59	

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source and Frequency	Budget & Source Code No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2018	Q4 Evidence	Overall Target	Custodian	No of KPI
ICT Governance	To ensure that Effective ICT Governance and Controls by 2022	By reviewing municipal internal controls through execution of the approved Internal Audit Plan	Number of report on progress against approved IAP to AC	Internal Audit Execution	Quarterly Reports	OPEX	N/A - part of Staff duties	1 report	Report, Minutes and Attendance registers	1 report	Report, Minutes and Attendance registers	1 report	Report, Minutes and Attendance registers	1 report	Report, Minutes and Attendance registers	4 reports on progress submitted to Audit Committee	Municipal Manager	60
								1 AC meeting	Minutes, Attendance registers	1 AC meeting	Minutes, Attendance registers	1 AC meeting	Minutes, Attendance registers	1 AC meeting	Minutes, Attendance registers	4 AC meeting	Municipal Manager	61
								n/a	n/a	n/a	n/a	Review 3 ICT policies	Attendance register, minutes of the meeting and the copy of the 3 ICT policies	Review 3 ICT policies	Attendance register, minutes of the meeting and the copy of the 3 ICT policies	6 ICT policies reviewed	Municipal Manager	62
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	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	Improve the quality of IDP	Develop improved IDP	OPEX	N/A - part of Staff duties	1 IDP Rep Forum Meeting 2. Submit Draft IDP process Plan to Council for adoption 3. Advise for public comments	Minutes and attendance register Approved process Plan, Copy of an advert and Council Resolution approving the plan	1 Conduct environmental scan 2. Rep Forum meeting	Situational Analysis Report, minutes and attendance register	1 Conduct Strategic Planning Session, 2. IDP Rep Forum Meeting, 3 Submit Draft IDP for approval	Strategic Session Report, Attendance registers, Minutes of the IDP Rep Forum and Minutes, Draft IDP, Council resolution approving the draft	1. Conduct IDP roadshows 2. IDP Rep Forum 3. Submit final IDP to council for approval, 4. Submit approved IDP to PT, COGTA, AG and SBDM & Advertise Final IDP	IDP roadshows Report & attendance register, Minutes of the IDP Rep Forum & Council resolution adopting final IDP, proof of submission to PPT, LGTA, AG and SBDM and advert for draft	Develop Credible IDP 2018/19	Municipal Manager	63

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurements of Source and Frequency	Budget & Source	Vota No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2018	Q4 Evidence	Annual Target	Custodian	No of KPI
					Quarterly reports	OPEX		16/17 Annual report	Annual report completion and submit to AG and PT/NT	1st Draft Annual Report	Annual report completion	2nd Draft Annual Report	1. Submit draft Annual Report to council, 3. Submit the report to PT, COGTA, AG	Approved Annual Report Council resolution, copy of advert, proof of submission to PT, COGTA, AG	n/a	n/a	2017/18 Annual Report submitted to Council	Municipal Manager	64
					Quarterly reports	OPEX	N/A - part of Staff duties	Approved Service Delivery & Budget Implementation Plan	Conduct an institutional performance assessment for the 4th quarter 2016/17	Institutional quarterly performance reports	Conduct an institutional performance review for the 1st quarter 2017/18	Institutional quarterly performance reports and assessment report by AI	Conduct an institutional performance review for the 2nd quarter 2017/18	Institutional quarterly performance reports and assessment report by AI	Conduct an institutional performance review for the 3rd quarter 2017/18	Institutional quarterly performance reports and assessment report by AI	General 4 performance assessment reports	Municipal Manager	65
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	Review public participation strategy	Public participation strategy reviewed	OPEX	N/A - part of Staff duties		n/a	n/a	n/a	n/a	Review Public participation strategy	Draft Review Public participation strategy	Conduct workshop for councilors, w and committees and officials adopting the strategy and submit	Minutes and Attendance register and the resolution submitted to Council for approval	Review Public participation strategy submit to Council for approval	Municipal Manager	66
					No of sessions. Quarterly report	OPEX	N/A - part of Staff duties		Conduct 1 public participation session	Minutes and attendance register. Quarterly report on the session	Conduct 1 public participation session	Minutes and attendance register. Quarterly report on the session	Conduct 1 public participation session	Minutes and attendance register. Quarterly report on the session	Conduct 1 public participation session	Minutes and attendance register. Quarterly report on the session	Conduct 4 Public Participation sessions	Municipal Manager	67
					No. of meetings	OPEX	N/A - part of Staff duties	IGR Structure	Convene 1 IGR meeting	Minutes and attendance register	Convene 1 IGR meeting	Minutes and attendance register	Convene 1 IGR meeting	Minutes and attendance register	Convene 1 IGR meeting	Minutes and attendance register	Convene 4 IGR meetings	Municipal Manager	68
Communications Management	To ensure open, honest and accountable two-way dialogue with BCRIM stakeholders as well to	By reviewing Communication Strategy	Reviewed Communications strategy	Review Communications Strategy	Reviewed Communications strategy	OPEX	N/A - part of Staff duties	Communication Strategy	n/a	n/a	n/a	n/a	Review Communication Strategy and present draft for internal stakeholders	Draft Reviewed Communication Strategy on Strategy	Conduct Workshop on the draft reviewed the strategy for approval to Council	Final Reviewed Comm Strategy Council Resolution and attendance register	Review Communication Strategy	Municipal Manager	69

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurements / Source and Frequency	Budget & Source	Vote No.	Baseline	Q1 Deliverable target 30 SEPTEMBER 2017	Q1 Evidence	Q2 Deliverable target 31 DECEMBER 2017	Q2 Evidence	Q3 Deliverable target 31 MARCH 2018	Q3 Evidence	Q4 Deliverable target 30 JUNE 2018	Q4 Evidence	Annual Target	Custodian	No of KPI
	strengthen and improve internal communications systems by 2022	By developing a Branding Manual	Developed Branding Manual	Develop a Branding Manual	Branding Manual	OPEX	N/A - part of Staff duties	0	n/a	n/a	n/a	n/a	Develop draft branding manual and present to the internal stakeholders comments	Attendance register of the meetings and a copy of the draft of the branding manual	Submit Final branding manual to council for approval	Copy of Branding Manual and council resolution	Developed and adopted branding manual	Municipal Manager	70
		By developing internal and external newsletter	Developed internal and external Newsletter	Develop internal and external newsletter	Quarterly Newsletters	OPEX	N/A - part of Staff duties	4 external and internal newsletter	n/a	n/a	Develop biannual internal and external newsletter	Copy of internal and external newsletter	n/a	n/a	Develop biannual internal and external newsletter	Copy of internal and external newsletter	2 biannual internal and external newsletter	Municipal Manager	71

REVENUE BY SOURCE													Total 2017/18 Budget
MONTHLY CASH FLOWS	Monthly Projections												
	July	August	September	October	November	December	January	February	March	April	May	June	
Revenue By Source	1 021	1 021	1 021	1 021	1 021	1 021	1 021	1 021	1 021	1 021	1 021	1 021	12 254
Property rates	8 172	8 172	8 172	8 172	8 172	8 172	8 172	8 172	8 172	8 172	8 172	8 172	98 069
Service charges - electricity revenue	1 026	1 026	1 026	1 026	1 026	1 026	1 026	1 026	1 026	1 026	1 026	1 026	12 312
Service charges - water revenue	380	380	380	380	380	380	380	380	380	380	380	380	4 560
Service charges - sanitation revenue	481	481	481	481	481	481	481	481	481	481	481	481	5 768
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	20	20	20	20	20	20	20	20	20	20	20	20	244
Rental of facilities and equipment	83	83	83	83	83	83	83	83	83	83	83	83	1 001
Interest earned - external investments	273	273	273	273	273	273	273	273	273	273	273	273	3 276
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	8	8	8	8	8	8	8	8	8	8	8	8	90
Fines, penalties and forfeits	63	63	63	63	63	63	63	63	63	63	63	63	750
Licences and permits	74	74	74	74	74	74	74	74	74	74	74	74	890
Agency services	4 458	4 458	4 458	4 458	4 458	4 458	4 458	4 458	4 458	4 458	4 458	4 458	53 501
Transfers and subsidies	474	474	474	474	474	474	474	474	474	474	474	474	5 684
Other revenue	14	14	14	14	14	14	14	14	14	14	14	14	170
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	16 547	16 547	16 547	16 547	16 547	16 547	16 547	16 547	16 547	16 547	16 547	16 547	198 569

MONTHLY PROJECTIONS OF OPERATIONAL EXPENDITURE BY VOTE													
Operational Expenditure By Vote	July	August	September	October	November	December	January	February	March	April	May	June	Total 2017/18 Budget
Vote 1 - MAYORAL EXECUTIVE	31	31	31	31	31	31	31	31	31	31	31	31	371
Vote 2 - MUNICIPAL COUNCIL	439	439	439	439	439	439	439	439	439	439	439	439	5 268
Vote 3 - ACCOUNTING OFFICER	735	735	735	735	735	735	735	735	735	735	735	735	8 822
Vote 4 - BUDGET & TREASURY	2606	2606	2606	2606	2606	2606	2606	2606	2606	2606	2606	2606	31 270
Vote 5 - TECHNICAL SERVICES	12769	12769	12769	12769	12769	12769	12769	12769	12769	12769	12769	12769	153 229
Vote 6 - COMMUNITY, SAFETY & SOCIAL SERVICES	2734	2734	2734	2734	2734	2734	2734	2734	2734	2734	2734	2734	32 811
Vote 7 - CORPORATE SERVICES	637	637	637	637	637	637	637	637	637	637	637	637	7 645
TOTAL	19 951	19 951	19 951	19 951	19 951	19 951	19 951	19 951	19 951	19 951	19 951	19 951	239 416

MONTHLY PROJECTIONS OF CAPITAL EXPENDITURE BY VOTE													
Capital Expenditure By Vote	July	August	September	October	November	December	January	February	March	April	May	June	Total 2017/18 Budget
Vote 1 - MAYORAL EXECUTIVE	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - MUNICIPAL COUNCIL	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - ACCOUNTING OFFICER	7	7	7	7	7	7	7	7	7	7	7	7	80
Vote 4 - BUDGET & TREASURY	3	3	3	3	3	3	3	3	3	3	3	3	30
Vote 5 - TECHNICAL SERVICES	4 078	2 578	2 578	2 578	2 578	2 578	2 578	2 578	2 578	2 578	2 578	2 583	32 441
Vote 6 - COMMUNITY, SAFETY & SOCIAL SERVICES	39	39	39	39	39	39	39	39	39	39	39	39	466
Vote 7 - CORPORATE SERVICES	11	11	11	11	11	11	11	11	11	11	11	11	133
TOTAL	4 137	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 637	2 642	33 150

MONTHLY PROJECTIONS OF REVENUE BY VOTE													
Revenue By Vote	July	August	September	October	November	December	January	February	March	April	May	June	Total 2017/18 Budget
Vote 1 - MAYORAL EXECUTIVE	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	20 723
Vote 2 - MUNICIPAL COUNCIL	61	61	61	61	61	61	61	61	61	61	61	61	731
Vote 3 - ACCOUNTING OFFICER	1 558	1 558	1 558	1 558	1 558	1 558	1 558	1 558	1 558	1 558	1 558	1 558	18 700
Vote 4 - BUDGET & TREASURY	14 344	14 344	14 344	14 344	14 344	14 344	14 344	14 344	14 344	14 344	14 344	14 344	172 125
Vote 5 - TECHNICAL SERVICES													
Vote 6 - COMMUNITY, SAFETY & SOCIAL SERVICES	1 449	1 449	1 449	1 449	1 449	1 449	1 449	1 449	1 449	1 449	1 449	1 449	17 385
Vote 7 - CORPORATE SERVICES	18	18	18	18	18	18	18	18	18	18	18	18	213
TOTAL	19 156	19 156	19 156	19 156	19 156	19 156	19 156	19 156	19 156	19 156	19 156	19 156	229 878

BLUE CRANE ROUTE MUNICIPALITY - EC 102**CAPITAL BUDGET: 2017/18**

<u>VOTE NR</u>	<u>CAPITAL ITEM DESCRIPTION</u>	<u>FUNDING</u>	FINAL BUDGET: 2017/18	FINAL BUDGET: 2018/19	FINAL BUDGET: 2019/20
31 ACCOUNTING OFFICER	Tools of trade for Councillors Office Furniture/computer equipment	Municipal own Funds Municipal own Funds	50 000 30 000	50 000 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 Transformers Install 11kv Switchgear in main substation	Municipal own Funds Municipal own Funds INEP Grant	30 000 60 000	40 000 80 000	50 000 100 000
			R 90 000	R 8 120 000	R 8 150 000
52 TECHNICAL SERVICES : WATER	Water equipment and tools Water Infrastructure upgrade - Cookhouse	Municipal own Funds GRANT - WATER	30 000 17 000 000	40 000	50 000
			R 17 030 000	R 40 000	R 50 000
54 TECHNICAL SERVICES : MUNICIPAL BUILDINGS	Photo copy machines for municipal offices Airconditioners - council chambers	Finance Lease Municipal own Funds	1 500 000 50 000		
			R 1 550 000	R -	R -
56 TECHNICAL SERVICES : MUNICIPAL INFRASTRUCTURE GRANT (MIG)	Sport Facilities - Somerset East Upgrading of Parks in SE & Cookhouse	MIG Grant MIG Grant	2 000 000 500 000		3 000 000 500 000
			R 2 000 000		3 000 000
			500 000		500 000

Upgrading of Gravel Roads	MIG Grant	6 771 200	3 000 000	3 000 000
Construction of Mhandi 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
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
		R 33 149 900	R 22 699 800	R 23 319 750
GRAND TOTAL OF CAPITAL BUDGET				
		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