

Blue Crane Route Municipality (EC102)



Final Service Delivery and Budget
Implementation Plan (SDBIP) 2020/2021

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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 2020 to 30 June 2021. 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 establish a fully functional and legally compliant records management system by 2022.
2. To ensure uninterrupted supply of competent Human Resources by 2022
3. To promote employment equity and ensure competent workforce by 2022.
4. To promote sound employee relations by 2022
5. To ensure functional and effective customer care management
6. To ensure health and safety of employees in the workplace and compliance with OHS Act by 2022.
7. To ensure Effective ICT Governance and Controls by 2022
8. To ensure council exercise its oversight responsibility 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 improve drinking water quality to improve human health by 2022
3. To ensure that all road users comply with the roads and traffic laws by 2022 and beyond to ensure a safe environment
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 provision of a safe and secure environment to all BCRM residents by 2022
7. To ensure efficient, economical and quality provision of water 2022 and beyond
8. To ensure efficient and reliable sanitation system by 2022.
9. To ensure quality electricity supply and reduction of Electricity losses by 2022
10. To ensure that communities have access to well established social amenities by 2022 and beyond
11. To ensure that communities have access to reliable and efficient roads by 2022

Priority Area 3: Local Economic Development (LED)

1. To ensure promotion local economic development and job creation by 2022 and beyond.
2. To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMe's) business into the formal economy in BCRM by 2022 and beyond
3. To strive for reduction on household poverty through labour intensive construction methods in 2022 and beyond

Priority Area 4: Municipal Financial Viability

1. To ensure compliance with MFMA and SCM regulations & Policies by 2022
2. To ensure that the municipality has no material errors on the Asset Register by 2022
3. To ensure that the municipality is financially viable to sustain short, medium and long-term obligations to be able to provide services to the community in a sustained manner by 2022.
4. To ensure optimal use of the mSCOA financial system to improve the operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022.
5. To ensure that the municipality's assets are safeguarded against theft and misuse 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 implementation of the Fraud and Anti-corruption Policy by 2022
3. Ensure effective, efficient and compliant public participation by 2022 and beyond
4. To ensure that the municipality is responsive to the needs of community as well as the to strengthen a culture of performance management by 2022
5. To ensure mainstreaming of Special Programmes in the institution 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.

Blue Crane Route Municipality
SDBIP 2020/2021

Reference

Blue Crane Route Municipality, Integrated Development Plan 2017 - 2022, Approved May 2017

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

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

Signed off by:



MR T KLAAS
MUNICIPAL MANAGER

12/06/2020

DATE

Approved by:



MR. B MANXOWENI
MAYOR/SPEAKER

12/06/2020

DATE

ANNEXURE "A"

Priority Area	Strategic Plan Objective	Key Activity	Indicator	Activity / Project	Management Source	Budget & Resource	Role No.	IMPLEMENTATION PLAN AND ORGANISATIONAL DEVELOPMENT				Annual Target	Last Date
								Q1 Delivery Evidence Target	Q2 Delivery Evidence Target	Q3 Delivery Evidence Target	Q4 Delivery Evidence Target		
Records Management	To establish a fully functional and legally compliant records management system by 2022	By developing Records Management Policy that complies with legislation	Record Management Policy must be developed and submitted to council for approval	Develop Records Management Policy	Records Management Policy developed	OPEX	N/A part of staff duties	0	0	0	0	1 Records Management Policies developed and submitted to council for approval	Director Corporate Services
Human Resource Development	To ensure uninterrupted supply of competent Human Resources	By implementing records management policy	No of reports submitted on the implementation of the records management action plan	Quarterly reports	0	0	0	0	0	0	0	4 reports submitted on the implementation of the records management policy action plan	Director Corporate Services
Human Resource Services	To review HR policies	By reviewing HR policies	No of HR Policies Reviewed	Review Retention & Attraction and Termination HR Policies	No of Human Resource Policies Reviewed	OPEX	N/A part of staff duties	0	0	0	0	6 HR Policies Reviewed	Director Corporate Services
Human Resource Development	To promote employment equity and ensure competent workforce by 2022	By establishing Human Resource Development training committees and Employment Equity committee	No of Human Resource Development training committees established	Establish Human Resource Development training committee	Human Resource Development training committee established	OPEX	N/A part of staff duties	0	0	0	0	1 Human Resource Development training committee established	Director Corporate Services

		No of Employment Equity committee established.	Establish Employment Equity committee established	Employment Equity committee established	OPEX	N/A part of staff duties	0			1 Employment Equity committees established	Director Corporate Services	5
		By Training Peace officers	No of Peace Officers Trained	Peace Officers Trained	Quarterly Reports	OPEX			8 Peace Officers Trained	Director Corporate Services	6	
		Employee Relations	To promote sound labour and employer relations by 2022	No of L1F Meetings	L1F Meetings	Quarterly Reports	OPEX		4 LLF meetings Main Collective Agreement	Director Corporate Services	7	
		Complaints management	To ensure functional and effective customer care management	No of Complaints addressed in the institutional complaints' management register	Establish Institutional complaints management system	Quarterly reports	No Budget	Customer Care Policy and Complaint Register	Register of complaints compiled	4 Reports on Complaints addressed in the Institutional complaints' management register	Director Corporate Services	8
		Occupational Health and Safety	To ensure adherence and compliances in OHSA and its regulations by 2022	By implementing OHSA policy	Establish Structure	Functional structures in place	OPEX	N/A part of staff duties	0	SHE Representatives elected and trained	4 reports submitted on the implementation of OHS policy	9
		Information and Communication Technology	To ensure Effective ICT Governance and Controls by 2022	By developing an ICT Strategy	% progress on the development of ICT Strategy	Develop ICT Strategy			0 IT Challenges assessed and identified	100% progress on the development of ICT Strategy	Director Corporate Services	10

Priority Area (NPA)	Strategic Plan Objective	Indicator	Activity / Project	Measure / Project Source and Frequency	Budget & Source	Vote No	Q1 Deliverable Target		Q2 Deliverable Target		Q3 Deliverable Target		Q4 Deliverable Target		Annual Target	Custodian	No of KPI
							Q1 Evidence	Q2 Evidence	Q3 Evidence	Q4 Evidence	Q1 Evidence	Q2 Evidence	Q3 Evidence	Q4 Evidence			
Water Supply	To ensure efficient, economical and quality provision of water 2022 and beyond	By upgrading bulk water supply in Cockhouse Phase 2C	Upgrading of Cockhouse bulk water supply	Distance in Km of 315mm diameter pipeline to be installed	Upgrading of Cockhouse bulk water supply	Quarterly progress reports	Existing ineffective 150mm diameter bulk water pipeline								2.5km of 315mm diameter pipeline to be installed	Director Technical Services	15
		By constructing the water Treatment plant in Pearson	Construction of Pearson WTW: site establishment, earth works, excavations, structures, access roads, fencing, electricity connection	% progress on site of Pearson Water Treatment Works	Construction of Pearson WTW: site establishment, earth works, excavations, structures, access roads, fencing, electricity connection	Quarterly progress reports	none								100% progress on site of Pearson Water Treatment Works	Director Technical Services	16
		By providing bulk water services in Pearson	Project design report	% progress on compilation of detailed project designs	Project design report	Project design report									100% progress on compilation of detailed project designs	Director Technical Services	17
Sanitation	To ensure efficient and reliable sanitation system by 2022	By upgrading the Pearson WWTW Phase 2	% progress on site of Pearson Water Treatment Works Phase 2	% progress on site of Pearson Water Treatment Works Phase 2	Pearson WWTW Phase 1, and Phase 1A	Quarterly progress reports									100% progress on site of upgrading Pearson WWTW, Phase 2	Director Technical Services	18
Electricity supply	To ensure quality electricity supply and reduction of Electricity losses by 2022	By upgrading Somerset East Main Substation, phase 3	% progress on upgrading of Somerset East electricity main substation, Phase 3	% progress on upgrading of Somerset East Main Substation, phase 3	Somerset East Main Substation upgrade, phases 1 and 2	Quarterly progress reports									100% progress on upgrading of the Somerset East electricity main substation, Phase 3	Director Technical Services	19
Social Facilities	To ensure that communities have access to well established social amenities by 2022 and beyond	By upgrading Aeroville Sportsfield	% progress on site	% progress on construction of Aeroville Sportsfield	Aeroville Sportsfield	Quarterly reports									100% progress on site construction of Aeroville Sportsfield	Director Technical Services	20

	% Progress on upgrading of Westview Springfield	Quarterly progress reports, project plan, progress reports compilation Certificate	Existing unusable Springfield	100% progress on upgrading of Westview Springfield	Director Technical Services
	To ensure that communities have access to reliable and efficient roads by 2022	By paving of internal streets in Pearson:	Paving of internal streets	0.64km of internal streets paved in Pearson	Director Technical Services
Roads and stormwater		Distance in Kilometres of internal streets paved in Pearson	Quarterly reports	0.64km of internal streets paved in Pearson	Director Technical Services
		By paving of internal streets in Cookhouse	Paving of internal streets	Existing Dilapidated gravel roads	Director Technical Services
		Distance in Kilometres of internal streets paved in Cookhouse	Quarterly reports	Existing Dilapidated gravel roads	Director Technical Services
		By paving of internal streets in Somerset East	Paving of internal streets	Existing Dilapidated gravel roads	Director Technical Services
		Distance in Kilometres of internal streets paved in somerset East	Quarterly reports	Existing Dilapidated gravel roads	Director Technical Services
		By upgrading Stormwater in ward 5	Installation of pipes	Existing Ineffective Stormwater drainage system	Director Technical Services
		Distance in Kilometres of stormwater pipes installed	Quarterly reports	1km of stormwater pipes upgrading in ward 5	Director Technical Services

Priority Area	Strategic Objective	Strategy	Indicator	Authority Project	Measurement Source	Budget & Source	Value No	Baseline	Q1 Deliverable Target	Q2 Deliverable Target	Q3 Deliverable Target	Q4 Deliverable Target	Annual Target	Gathering	No MTR			
						Q1 Deliverable Target	Q2 Evidence											
Solid waste management	To ensure a well maintained clean environmental and healthy environment by 2022 and beyond.	By conducting environmental awareness campaigns in all 3 towns	Number of environmental awareness campaigns conducted	Conduct awareness campaigns	OFEX	N/A part of staff duties	9								8 Environmental awareness campaigns conducted	Director Community Services	26	
Water quality	To ensure a healthy water environment to improve human health by 2022	By conducting water quality monitoring and education programmes to increase awareness in the community	No of water quality education awareness programmes conducted	Conduct school based water quality education awareness programme	OFEX	N/A part of staff duties	0								8 school based water quality education awareness programmes conducted	Director Community Services	27	
Traffic Services	To ensure that all road users move correctly with the roads and traffic laws by 2022 and beyond to ensure a safe environment	By conducting road enforcement and education programmes with the schools in BCRM	Number of school leavers plug annual	Conduct School leavers' Programmes	OFEX	N/A part of staff duties	1065/2010000	94 water samples submitted for chemical and 4 bacteriological analysis							96 bacteriological water samples and 4 chemical water samples taken	Director Community Services	28	
			Number of roadblocks conducted at National roads in BCRM area	Conduct roadblocks at National roads in BCRM area	OFEX	N/A part of staff duties									4 roadblocks conducted in National roads in BCRM area	Director Community Services	29	
					Quantity Reports											4 roadblocks conducted in National roads in BCRM area	Director Community Services	30

Fire & Disaster Management Services	To ensure management of fire incidents to promote safety of the environment, properties and humans by 2022 and beyond	By conducting fire prevention awareness programmes to schools and communities	Conduct fire prevention awareness programmes to schools and communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	12 prevention awareness programmes conducted	24 fire prevention awareness programmes conducted	Director Community Services
			Number of fire prevention and awareness inspections at commercial entities and public amenities	Conduct fire safety and prevention inspections in commercial entities and public amenities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	N/A part of staff duties	133 fire safety and prevention inspections conducted in commercial entities and public amenities	120 fire safety and prevention inspections conducted in commercial entities and public amenities	Director Community Services
Library Services	By conducting fire safety and prevention inspections at commercial entities and public amenities	Number of fire safety and prevention inspections at commercial entities and public amenities	Conduct fire safety and prevention inspections in commercial entities and public amenities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	OPEX	N/A part of staff duties	8 library awareness campaigns done	8 library awareness campaigns conducted	Director Community Services
			Number of library awareness campaigns conducted	Conduct library awareness campaign amongst the communities	Quarterly Report submitted to Portfolio Committee, dated photos, attendance register & Program Report	N/A part of staff duties	8 library awareness campaigns done	8 library awareness campaigns done	Director Community Services
Safety and security	To ensure provision of a safe and secure environment to all GCRM residents by 2022	By establishing a Community Safety Forum	% progress on the establishment of Community Safety Forum	Quarterly Reports	0	0	100% progress on the establishment of Community Safety Forum	100 % progress on the development of Community Management	Director Community Services
			By developing a % progress on the development of Community Management Policy	Quarterly Reports	0	0	0	100% progress on the construction of a pound	Director Community Services
		By constructing a pound	% progress on the construction of a pound	Quarterly Reports	0	0	0	100% progress on the construction of a pound	Director Community Services

Planning Area	Strategic Plan Objective	Strategy	Indicator	Audited / Project	Benchmarking Source	Budget & Resource	Value Rec.	Responsible	Q1 Performance	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget	Q1 Actuals	Planned Target	Actualized	No. of KPI
Supply Chain Management	To ensure compliance with MIMA and SCIA regulations & Publishing by 2022	By maintaining compliance with SCIA check lists	% Realization of Irregular Expenditure	Relative irregular expenditure	FMG	New Accountability	FMG	Q1 Performance Report 30 SEPTEMBER 2018 31 DECEMBER 2019	Q1 Performance Report 31 MARCH 2019	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	42
GRAP Compliant Asset register	To ensure that the municipality has no material errors on the Asset Register by 2022	By developing, selecting, implementing and maintaining of a credible, realistic and implementable annual management plan	Implementation % of error and misplacement of assets disclosed in AFS	Impairment Asset Management plan	N/A	2018/2019 GRAP template Asset Register	N/A	Q1 Performance Report 31 DECEMBER 2019	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	43	
Cashflow Turnaround	To ensure that the municipality is financially viable to sustain short, medium and long-term obligations to have to provide services to the community in a sustainable manner by 2022.	By reviewing, selecting, implementing and monitoring of a revenue enhancement plan	% existing budget ratio maintained	Implementation Revenue Management Strategy	N/A	Implementation Revenue Management Strategy	N/A	Q1 Performance Report 30 JUNE 2020	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	44	
Financial Accounting & Reporting	To ensure optimal use of the municipality's financial systems to improve the operations of the municipality by generating accurate, valid, complete and cost-effective financial and performance information by 2022.	By ensuring accurate and timely reporting through the use of SAMRAS	No. of reports received from treasury on the quality of reports submitted.	Accurate submission of monthly reports to National Treasury	FMG	New Accountability	FMG	Q1 Performance Report 31 DECEMBER 2019	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	45	
Asset Management	To ensure that the municipality achieves its objectives agreed with its partners by 2022	By developing asset management plan	% progress on the development of asset management plan	Budget and procurement plan	Budget and procurement plan BSC, Procurement, NEC, Utilities, BAC, SAMRAS, SCM, Financial, Project Management, Procurement, Audit and Tax, Infrastructure, Appointments, Notices	Procurement	100% completion of new fleet vehicles	Q1 Performance Report 31 DECEMBER 2019	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	46	
		By procuring municipal vehicles	% Completion of new fleet	Budget and procurement plan BSC, Procurement, NEC, Utilities, BAC, SAMRAS, SCM, Financial, Project Management, Procurement, Audit and Tax, Infrastructure, Appointments, Notices	Budget and procurement plan BSC, Procurement, NEC, Utilities, BAC, SAMRAS, SCM, Financial, Project Management, Procurement, Audit and Tax, Infrastructure, Appointments, Notices	Procurement	100% completion of new fleet vehicles	Q1 Performance Report 31 DECEMBER 2019	Q1 Actuals	Q1 Variance	Q1 Outcome	Q1 Actuals vs Budget 30 JUNE 2020	Q1 Actuals	Planned Target	Actualized	47	

BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/2021 FINANCIAL YEAR						
KPA 3 : LOCAL ECONOMIC DEVELOPMENT						
Priority Area	Strategic Plan Objective	Indicator	Activity	Budget & Source	Vote No.	Baseline
Local Economic Development	To ensure promotion local economic development and job creation by 2022 and beyond	By developing the LED strategy	% progress in the development of LED Strategy	Development LED Strategy	Quarterly report	OPEX N/A part of staff duties
		By establishing LED Forum	% progress on the establishment of LED forum	LED forum established	Quarterly report	OPEX N/A part of staff duties
SMME Development and Business Advisory	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMME's) business into the formal economy in BCRM by 2022 and beyond	By providing meaningful business development support to SMMEs	Number of business support initiatives implemented	Implement Business support initiatives	Quarterly report	OPEX N/A part of staff duties
			Number of SMME's supported	SMME Support	Quarterly report	OPEX N/A part of staff duties

Priority Area	Strategic Plan Objective	Initiative	Indicator	Activity / Project	Measurement Source	Budget & Resource	Vote No	Baseline	KPI 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			Annual Target / Custodian	No of KPI	
									Q1 Deliverable Target 30 SEPTEMBER 2019	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2019			
Internal Control	To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clear administration by 2022	By reviewing municipal internal controls through execution of the Internal Audit Plan	Number of reports on progress against approved IAP submitted to AC	Internal Audit Execution	Quarterly Reports	Internal		0				4 reports on progress against IAP submitted to AC	Municipal Manager	48
Fraud and Anti-Corruption	To ensure effective Implementation of the Fraud and Anti-corruption Policy by 2022	By reviewing and Institutionalization of the Fraud and Anti-corruption policy	% progress on reviews of Fraud prevention policy	Review Fraud prevention policy	Quarterly Reports							100% progress on the review of Fraud prevention policy	Municipal Manager	49
IDP and Performance Management	To ensure that the Municipality is responsive to the needs of community as well as to strengthen a culture of performance management by 2022	By facilitating the implementation of the approved performance management system	No of performance assessment of senior management conducted.	PMS implementation	Internal funds			0				4 performance assessment of senior management conducted.	Municipal Manager	50
		By conducting IDP Rep Forums per quarter	No of IDP Rep Forum meetings held	IDP Rep Forum meetings conducted	Quarterly Reports	Internal funds						4 IDP Rep Forum meetings	Municipal Manager	51
Public Participation	To ensure effective, efficient and compliant public participation by 2022 and beyond	By reviewing and implementing the public participation strategy	% progress on the review of public participation strategy	Review public participation strategy	Internal funds							Public participation strategy	Municipal Manager	52
			% progress on the review of public participation policy	Review public participation policy	Internal funds							Public participation Policy	Municipal Manager	53

	By Implementing the public participation strategy	Number of Public participation sessions convened	Conduct Public Participation	Internal funds	12 Public Participation session convened	Municipal Manager	54	
	By Organizing IGR Forum meetings	No of IGR Forum meetings held	Quarterly report		4 IGR Forum Meetings held	Municipal Manager	55	
Social cohesion	To ensure mainstreaming of Special Programmes in the institution by 2022	By Strengthening Moral Regeneration	No of social cohesion programmes hosted	Internal funds	0	5 social cohesion programmes hosted	Municipal Manager	55

EC102 Blue Crane Route - Supporting Table SA25 Budgeted monthly revenue and expenditure

ANEXURE 'B'

ANNEXURE "C"

EC102 Blue Crane Route - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Multi-year expenditure to be appropriated		1															
Vote 1 - MAYORAL EXECUTIVE															-	-	-
Vote 2 - MUNICIPAL COUNCIL															-	-	-
Vote 3 - ACCOUNTING OFFICER															-	-	-
Vote 4 - BUDGET & TREASURY															-	-	-
Vote 5 - TECHNICAL SERVICES															-	-	-
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES															-	-	-
Vote 7 - CORPORATE SERVICES															-	-	-
Capital multi-year expenditure sub-total		2	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	21 604	9 000	-
Single-year expenditure to be appropriated																	
Vote 1 - MAYORAL EXECUTIVE															-	-	-
Vote 2 - MUNICIPAL COUNCIL															-	-	-
Vote 3 - ACCOUNTING OFFICER			3	3	3	3	3	3	3	3	3	3	3	3	-	-	-
Vote 4 - BUDGET & TREASURY			4	4	4	4	4	4	4	4	4	4	4	4	40	50	60
Vote 5 - TECHNICAL SERVICES			492	492	492	492	492	492	492	492	492	492	492	492	500	50	60
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES			3	3	3	3	3	3	3	3	3	3	3	3	3	18 919	31 577
Capital single-year expenditure sub-total		2	506	506	506	506	506	506	506	506	506	506	506	506	506	50	50
Total Capital Expenditure		2	2 306	2 306	2 306	2 306	2 306	2 306	2 306	2 306	2 306	2 306	2 306	2 306	6 070	19 119	31 817

ANNEXURE "C"

EC102 Blue Crane Route - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2019/20						Medium Term Revenue and Expenditure Framework								
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote																	
Vote 1 - MAYORAL EXECUTIVE			1 734	1 734	1 734	1 734	1 734	1 734	1 734	1 734	1 734	1 734	1 734	1 734	—	—	
Vote 2 - MUNICIPAL COUNCIL			2 054	2 054	2 054	2 054	2 054	2 054	2 054	2 054	2 054	2 054	2 054	2 054	20 812	22 087	23 489
Vote 3 - ACCOUNTING OFFICER			16 458	16 458	16 458	16 458	16 458	16 458	16 458	16 458	16 458	16 458	16 458	16 458	—	—	—
Vote 4 - BUDGET & TREASURY			1 648	1 648	1 648	1 648	1 648	1 648	1 648	1 648	1 648	1 648	1 648	1 648	24 642	26 764	28 600
Vote 5 - TECHNICAL SERVICES			13	13	13	13	13	13	13	13	13	13	13	13	197 497	205 004	222 452
Vote 6 - COMMUNITY SAFETY & SOCIAL SERVICES			21 907	21 907	21 907	21 907	21 907	21 907	21 907	21 907	21 907	21 907	21 907	21 907	19 774	20 844	21 985
Vote 7 - CORPORATE SERVICES															159	169	179
Total Revenue by Vote															262 863	278 868	296 715

C102 Blue Crane Route - Supporting Table SA36 Detailed capital budget

ANNEXURE F