

# Blue Crane Route Municipality (EC102)



Service Delivery and Budget Implementation  
Plan (SDBIP) 2026/2027

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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 2026 to 30 June 2027. 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: Basic Service Delivery and Infrastructure Development**

1. To ensure efficient, economical and quality provision of water and sanitation by 2027.
2. To ensure that communities have access to reliable and efficient roads by 2027.
3. To ensure quality electricity supply and reduction of electricity losses by 2027.
4. To ensure that communities have access to well established social amenities by 2027
5. To ensure a well maintained clean and healthy environment by 2027
6. To create a safe and secure living environment for all citizens by 2027
7. To promote a culture of learning amongst communities of BCRM by 2027
8. To ensure prevention and management of fire incidents to promote safety of the environment, properties and humans by 2027

### **Priority Area 2: Municipal Transformation and Institutional Development**

1. To undertake the transformation of the Municipality's systems and policies across the board by 2027
2. To be a leading provider in rendering excellent customer services and maintain good relations with the community of Blue Crane Route Municipality by 2027

3. To ensure mainstreaming of Special Programmes in the institution by 2027

### **Priority Area 3: Local Economic Development (LED)**

1. To ensure promotion of local economic development and job creation by 2027
2. To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMME's) business into the formal economy in BCRM by 2027

### **Priority Area 4: Municipal Financial Viability**

1. 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 2027
2. To ensure compliance with MFMA and DORA regulations pertaining to reporting by 2027
3. To ensure that the municipality's assets are safeguarded against theft and misuse by 2027
4. To ensure compliance with the requirements of the MFMA Act by 2027

### **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 2027
2. To ensure effective implementation of the Fraud and Anti-corruption Policy by 2027
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 2027
4. Ensure effective, efficient and compliant public participation by 2027 and beyond
5. To ensure mainstreaming of Special Programmes in the institution by 2027

## **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.

### **Reference**

Blue Crane Route Municipality, Integrated Development Plan 2022 - 2027, Approved May 2022

Blue Crane Route Municipality 2022/23 – 2025/26 MTREF Budget, Approved May 2017

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





BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/2027 FINANCIAL YEAR

KPA 1 Basic Service Delivery

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Ward number	Measurement Source	Budget & Source	Baseline	Annual Target 2027	Key Performance Indicator	Q1 Deliverable Target	Q1 Evidence	Q2 Deliverable Target	Q2 Evidence	Q3 Deliverable Target	Q3 Evidence	Q4 Deliverable Target	Q4 Evidence	Custodian	No of KPI	
Environmental services	To ensure a well maintained clean and healthy environment by 2027	By dosing & rehabilitating the existing landfill site	Number of 24G applications submitted.	Appoint an Environmental specialist to populate and submit 24G application.	Ward 2	Quarterly reports	Own Budget	0	1 completed 24G application form submitted.	1 completed 24G application form submitted.	Draft terms of reference for the appointment of an Environmental Specialist.	1 Terms of Reference for the appointment of an Environmental Specialist.	1 Appointment letter of an Environmental Specialist.	Draft of SZ4G Application report.	1 Draft 24G application report.	Submission of final 24G application.	1 Final 24G application form submitted.	Community Services	11		
		By dosing & rehabilitating the existing landfill site	Number of EIA and specialist reports conducted for Somerset East landfill site.	Conduct a EIA at the Somerset East landfill site.	Ward 2	Quarterly reports	Own Budget	0	1 EIA and specialist reports conducted for Somerset East landfill site.	Terms of Reference for EIA	Appointment of Consulting company to conduct EIA	Terms of Reference for EIA	Appointment of Consulting company to conduct EIA	Draft EIA Framework	Final EIA Framework	1 Final EIA works	1 Final EIA report.	Community Services	18		
		By implementing the Adopt A Spot Programme .	Number of Adopt A Spot initiatives implemented.	Consultation, Cleaning and planting.	All wards	Quarterly Reports	Dedcat EPWP Funding	0	6 Adopt A Spot initiatives implemented.	6 greened and beautified spots.	Before & After pictures of 2 greened spots.	2 Greened & Beautified spots	Before & After pictures of 2 greened spots.	2 Greened & Beautified spots	N/A	N/A	N/A	Community Services	19		
		By developing an Air Quality Management Plan .	Number of Air Quality Management Plan developed.	Development of Air Quality Management plan.B	All wards	Quarterly Reports	Own funding	0	1 Air Quality Management plan	1 Air Quality Management plan	Appointment of consulting company to conduct Air quality Management plan	Terms of reference for Air quality	Draft air quality Framework	Draft air quality Framework	Draft air quality Framework	Draft air quality Framework	Final Air quality report	Final Air quality report	Community Services	20	
		By developing waste management plan	Number of by law developed	Development of waste Management plan	All wards	Quarterly reports.	Own funding	0	1 waste management by law developed.	1 waste management by law developed.	Report on waste management gaps as per IWMP .	Waste management gaps as per the IWMP .	Report on waste management by law.	Draft of waste management by law.	Draft of waste management by law.	Conduct public participation process.	Public participation process report with attendance registers.	Council approval of waste management by law.	1. Waste management by law approved by Council.	Community Services	21
		By implementing Waste minimisation initiatives .	Number of capacity building sessions held for Recycling cooperatives .	Capacity building sessions held for Recycling cooperatives .	All wards	Quarterly reports	Dedcat EPWP Funding	0	4 capacity building sessions held for recycling cooperatives (Training & Education )	1 capacity building sessions held for recycling cooperatives (Training & Education )	Capacity building session for recycling cooperatives.	Report & attendance register.	Report & attendance register.	Report & attendance register	1 capacity building sessions held for recycling cooperatives (Business skills development )	Report & attendance register	1 capacity building sessions held for recycling cooperatives (networking and partnerships )	Report and attendance register.	Report and attendance register.	Community Services	22
			Number of waste disposal licence applications submitted to DEDEAT (Pearston and KwaNgqili)	Populate and submit a waste disposal licence application	1 & 4	Quarterly Reports	Own funding	0	2 waste disposal applications submitted to DEDEAT (Pearston and KwaNgqili)	Terms of Reference for waste disposal licence applications done for Pearson and Somerset East landfills.	Terms of Reference for waste disposal licence applications done for Pearson and Somerset East landfills.	1 Appointment letter of an Environmental Specialist.	1 Appointment letter of an Environmental Specialist.	Draft - Application with sections A, B, C, D & E .	Draft - Application with sections A, B, C, D & E .	2 waste disposal licence applications submitted to DEDEAT.	Acknowledgement of receipt for 2 waste disposal licence applications.	Community Services	23		



BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/2027 FINANCIAL YEAR

KPA2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Ward number	Measurement Source	Budget & Source	Baseline	Annual Target	Custodian	No of KPI
Institutional Development and Transformation	To undertake the transformation of the Municipality's systems and policies across the board by 2027	By Coordinating the Development and Reviewing of Institutional Policies and By-Laws	Number of Policies and By-Laws Developed and Reviewed	Coordinate Policy Workshop	All	Reports	Own-BCRM	12 policies	12 Municipal Policies reviewed	Director Corporate Services	30
		By Coordinating Disciplinary Hearings within 3 Months After Being Reported	% progress on disciplinary Hearings Coordinated and Finalised within 3 Months After Being Reported	Coordinate Disciplinary Hearings	All	Reports	Own-BCRM	100% progress on disciplinary Hearings Coordinated and Finalised within 3 Months After Being Reported	100% progress on disciplinary Hearings Coordinated and Finalised within 3 Months After Being Reported	Director Corporate Services	31
		By developing and reviewing Corporate Services strategies	Number of Corporate Services strategies reviewed	Policy Strategy development	All	Report	Own-BCRM	2 Corporate Services Strategies (ICT & HR)	3 Corporate Services Strategies reviewed (HR Strategy, Digitalization Framework Strategy, Employment Equity Plan)	Director Corporate Services	32
		By implementing Skills development and capacity building plan	Number of councillors programmes coordinated according to the WSP, SETA's, SALGA, SBDM and sector depts :	Coordinate Training for Councillors	All	Report	Own-BCRM	5 councillors programmes	3 programmes coordinated for councillors according to WSP, SETA, SALGA, SBDM and Sector Departments	Director Corporate Services	33
			Number of employees trained according to the WSP, SETA's, SALGA, SBDM and Sector Departments	Coordinate training for employees	All	Report	Own-BCRM	80 Employees trained	80 Employees trained according to the WSP, SETA's, SALGA, SBDM and Sector Departments	Director Corporate Services	34
	% of Newly Appointed Staff Inducted	Induction of Newly Appointed Staff	All	Report on Employees Inducted	Own-BCRM	100% of Newly Appointed Staff Inducted	100% of Newly Appointed Staff Inducted	Corporate Services Director	35		

	Number of Workplace Skills Plan Submitted to LGSETA by April 2027	Develop WSP	All		Developed WSP	Own-BCRM	1 WSP	1 Workplace Skills Plan Submitted to LGSETA by April 2027	Director Corporate Services	36
By Coordinating Employee Assistance Programmes	Number of Wellness Programmes conducted	Wellness Programmes coordinated	All	Report	Own-BCRM	4 EAP Programmes	4 EAP Programmes Coordinated	4 EAP programmes Coordinated	Director Corporate Services	37
By strengthening functionality of Institutional Statutory Committees	No of Statutory Institutional Meetings Coordinated	Compliance Meetings coordinated	All	Report	Own-BCRM	44 Meetings Coordinated	44 Statutory Institutional meetings coordinated	44 Statutory Institutional meetings coordinated	Director Corporate Services	38
By enhancing individual performance management	No of Departments Coordinated for the Development of Staff Performance Agreements and Performance Plans	Coordination of Performance Agreements for departments	All	Report	Own-BCRM	5	5 Departments Coordinated for the Development of Staff Performance Agreements and Performance Plans	5 Departments Coordinated for the Development of Staff Performance Agreements and Performance Plans	Director Corporate Services	39
By improving ICT Infrastructure	Number of ICT Infrastructure/equipment procured and installed	Procurement of ICT Infrastructure	All	Report	Own-BCRM	29 ICT Infrastructure/equipment (11 laptops, 8 handheld two-way radios, 7 vehicle antennae)	15 ICT Infrastructure procured and installed	15 ICT Infrastructure procured and installed	Director Corporate Services	40
By Training and developing programmes to support to local community	Number of In-service and Work Integrated Learning trainees provided with experiential training	Provision of Experiential Training	All	Reports	Own-BCRM	33 Trainees provided with In-Service and Experiential Training	33 Trainees provided with In-Service and Experiential Training	33 Trainees provided with In-Service and Experiential Training	Director Corporate Services	41

To ensure transparent, timely, and coordinated communication by 2027	By Issuing Public and Internal Communications	% of Public and Internal Communications	Public communications (± 12–20 per month) Media releases, Public notices (water, electricity, service delivery, Social media posts, Website updates, Internal communications (± 8–10 per month), Staff notices, Memos	All	Report	Own-BCRM	0	100% (Copies of notices, circulars, media statements, radio interviews for the Mayor adverts)	Director Corporate Services	42
	By ensuring Media and Reputation Management	% of Media and Reputation Management	1–2 media engagements per month (interviews, briefings, responses), Media response turnaround time: 24–48 hours, Media monitoring: conducted monthly (basic level)	All	Report	Own-BCRM	0	100% (Media enquiry log, press releases, response records)	Director Corporate Services	43
	By Enhancing Digital Communication and Public Engagement	% of Digital Communication and Public Engagement	12–20 social media posts per month, 2–4 website updates per month, Engagement rate: ± 2%–3% (low to moderate), Response time to public queries: 24–48 hours	All	Report	Own-BCRM	0	100% (Website updates, social media analytics, engagement reports)	Director Corporate Services	44



**BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/2027 FINANCIAL YEAR**

**KPA 3 : LOCAL ECONOMIC DEVELOPMENT**

Priority Area	Strategic Plan Objective	Indicator	Annual Target	Q1 Deliverable Target	Q1 Evidence	Q2 Deliverable Target	Q2 Evidence	Q3 Deliverable Target	Q3 Evidence	Q4 Deliverable Target	Q4 Evidence	Custodian	No of KPI
Local Economic Development	To ensure promotion local economic development and job creation by 2027	No of business plans developed	4 business plans developed	1 business plans developed	Business plan	1 business plans developed	Business plan	1 business plans developed	Business plan	1 business plans developed	Business plan	Municipal Manager	47
		Number of Tourism activities facilitated	2 Tourism activities facilitated	1 Tourism activities conducted	Concept document,pictorial evidence ,report	1 Tourism activities conducted	Concept document,pictorial evidence ,report	n/a	n/a	n/a	n/a	n/a	Municipal Manager
SMMIE Development and Business Advisory Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMMIE's) business into the formal economy in BCRM by 2027	Number of SMMIE's supported	40 SMMIE's supported	10 SMMIE's supported	Attendance register ,programmes ,report	10 SMMIE's supported	Attendance register ,programmes ,report	10 SMMIE's supported	Attendance register ,programmes ,report	10 SMMIE's supported	Attendance register ,programmes ,report	Municipal Manager	49
		Number of investors approached	5 Investors approached	1 Investors approached	Attendance register and Concept document	1 Investors approached	Attendance register and Concept document	1 investors approached	Attendance register and Concept document	2 Investors approached	2 Investors approached	Attendance register and Concept document	Municipal Manager

**HOW SERVICE DELIVERY AND BUDGET IMPLEMENTATION FOR 2026/2027 PROGRESS YEAR**

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Physical	Measurement Source	Budget & Source	Timeline	Annual Target	Q1 Evidence Target	Q2 Evidence Target	Q3 Evidence Target	Q4 Evidence Target	Q4 Evidence Target	Q4 Evidence Target	Quarterly	Responsible	Year of FYI
Supply chain management, Asset management & Stores Management	To ensure compliance with MFMA & SCM regulations pertaining to reporting by 2027	By monitoring compliance with MFMA & SCM regulations	Number of quarterly reports on compliance with SCM Policies and Legislation	Report on compliance with SCM Policies and Legislation	Quarterly reports	Personnel Budget	4 SCM compliance reports submitted to Council	4 SCM compliance reports submitted to Council	1 SCM compliance report submitted to Council	1 SCM compliance report	1 SCM compliance report	1 SCM compliance report submitted to Council	1 SCM compliance report submitted to Council	1 SCM compliance report submitted to Council	Director Financial Services	51	
			Number of quarterly financial reports submitted to Council within 30 days of the end of each quarter.	Monitoring compliance with MFMA & DORA check lists	Monitoring compliance with MFMA & DORA check lists	Quarterly reports (6/26)	Personnel Budget	12 section 71 (VR) reports submitted to NT, Council by the 10th of each month	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	3 section 71 (VR) reports submitted to NT, Council	Director Financial Services	52
Financial Management & Reporting	To ensure compliance with MFMA and DORA regulations pertaining to reporting by 2027	By monitoring compliance with MFMA & DORA check lists	Number of budget steering committees held	Monitoring compliance with MFMA, MISCDA & DORA check lists	Quarterly reports with recommendations for implementation	Personnel Budget	4 budget steering committees held	4 budget steering committees held	1 budget steering committee held	Minutes and Attendance Register	Minutes and Attendance Register	Minutes and Attendance Register	Minutes and Attendance Register	Minutes and Attendance Register	Director Financial Services	53	
			Number of quarterly financial reports submitted to Council within 30 days of the end of each quarter.	Monitoring compliance with MFMA & DORA check lists	Monitoring compliance with MFMA & DORA check lists	Quarterly reports (6/26)	Personnel Budget	4 section 52 reports for 2026/2027	1 quarterly financial report submitted to Council	section 52 report	section 52 report	section 52 report	section 52 report	section 52 report	section 52 report	Director Financial Services	54
Revenue Management	To ensure that the municipality is financially viable and that it can sustain its short, medium and long term obligations to provide services to the community in a sound manner by 2027	By reviewing, implementing and monitoring of a credible revenue enhancement plan	Number of mid-year financial reporting submitted to Council by 25 of January.	Monitoring compliance with MFMA & DORA check lists	Mid year financial report (6/2)	Personnel Budget	2026/2027 mid year financial report	1 mid-year financial reporting submitted to Council by 25 of January	N/A	N/A	Mid-year report and Council Resolution	N/A	N/A	N/A	Director Financial Services	55	
			Number of adjustment budget submitted to PT, NT and Council by the 28th of February.	Monitoring compliance with MFMA & DORA check lists	Adjustment Budget report	Adjustment Budget for 2026/2027	Personnel Budget	1 adjustment budget submitted to PT, NT and Council by the 28th of February	N/A	N/A	N/A	Adjustment budget report for 2026/2027	N/A	N/A	N/A	Director Financial Services	56
Revenue Management	To ensure that the municipality is financially viable and that it can sustain its short, medium and long term obligations to provide services to the community in a sound manner by 2027	By reviewing, implementing and monitoring of a credible revenue enhancement plan	Number of draft budget by 31 March & final budget by 30 May submitted to Council	Monitoring compliance with MFMA & DORA check lists	Draft Budget report (16) Final budget report (24)	Personnel Budget	Draft budget by 31 March & final budget by 30 May for 2026/2027 reports submitted to Council	N/A	N/A	N/A	Draft budget 2026/27 report submitted to Council and Council resolution	N/A	N/A	N/A	Director Financial Services	57	
			Number of financial statements submitted to the Auditor General by 31 August 2022	Monitoring compliance with MFMA & DORA check lists	Financial statements submitted to the Auditor General	2025/2026 Audited financial statements	Personnel Budget	1 financial statement submitted to the Auditor General by August 2026	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Director Financial Services	58
Revenue Management	To ensure that the municipality is financially viable and that it can sustain its short, medium and long term obligations to provide services to the community in a sound manner by 2027	By reviewing, implementing and monitoring of a credible revenue enhancement plan	No of Revenue Enhancement Reviewed	Revenue Enhancement plan Review	Quarterly reports	Personnel Budget	1 Revenue enhancement plan reviewed	1 Revenue enhancement plan reviewed	N/A	N/A	N/A	N/A	N/A	N/A	Director Financial Services	59	
			No of reports submitted on the implementation of Revenue enhancement plan	Implementation of Revenue enhancement plan	Quarterly reports	4 implementation reports on Revenue enhancement plan	Personnel Budget	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	1 implementation report on Revenue enhancement plan	Director Financial Services	60
Revenue Management	To ensure that the municipality is financially viable and that it can sustain its short, medium and long term obligations to provide services to the community in a sound manner by 2027	By reviewing, implementing and monitoring of a credible revenue enhancement plan	% progress on debtors collection rate as per the prescribed norm	Debtors collection	Quarterly reports	Personnel Budget	80% debtor collection rate	4 progress report on the debtors collection	1 progress report on the debtors collection	1 progress report on the debtors collection	1 progress report on the debtors collection	1 progress report on the debtors collection	1 progress report on the debtors collection	1 progress report on the debtors collection	Director Financial Services	61	
			Number of cost covering tariff plan developed	Development of cost covering tariff plan	Quarterly reports	Assistance by District Municipality service provider	Personnel Budget	1 cost covering tariff plan developed	1 cost covering tariff plan developed	N/A	N/A	Cost covering tariff implementation plan developed	N/A	N/A	N/A	Director Financial Services	62



BCHM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/27 FINANCIAL YEAR  
KPA 5: Good governance and Public Participation

Priority Area	Strategic Plan Objective	Indicator	Baseline	Annual Target	Q1 Evidence	Q2 Deliverable Target	Q2 Evidence	Q3 Deliverable Target	Q3 Evidence	Q4 Deliverable Target	Q4 Evidence	Custodian	
Internal Control	To ensure promotion of enterprise – wide risk management processes. To strengthen implementation of internal control by 2027	Number of risk assessments conducted	1 risk assessments conducted	1 risk assessments conducted	n/a	n/a	n/a	n/a	n/a	1 risk assessments conducted	risk assessments register	Municipal Manager	
		Number of Reports on the implementation of Risk Register	4 Reports on the implementation of Risk Register	4 Reports on the implementation of Risk Register	Report on the implementation of Risk Register	1 Report on the implementation of Risk Register	Report on the implementation of Risk Register	1 Report on the implementation of Risk Register	1 Report on the implementation of Risk Register	Report on the implementation of Risk Register	1 Report on the implementation of Risk Register	Report on the implementation of Risk Register	Municipal Manager
		Number of Audit and Performance Committee meetings held on a quarterly basis	4 Audit and Performance Committee meetings held on a quarterly basis	4 Audit and Performance Committee meetings held on a quarterly basis	Minutes and attendance register	Minutes and attendance register	1 Audit and Performance Committee meeting held on a quarterly basis	Minutes and attendance register	1 Audit and Performance Committee meeting held on a quarterly basis	Minutes and attendance register	1 Audit and Performance Committee meeting held on a quarterly basis	Minutes and attendance register	Municipal Manager
		Number of Internal Audit Strategic Risk based Plans developed and approved by the Audit and Performance Committee for 2026/27 FY	1 Internal Audit Strategic Risk based Plans developed and approved by the Audit and Performance Committee for 2026/27 FY	1 Internal Audit Strategic Risk based Plans developed and approved by the Audit and Performance Committee for 2026/27 FY	n/a	n/a	n/a	n/a	n/a	1 Internal Audit Strategic Risk based Plans developed and approved by the Audit and Performance Committee for 2026/27 FY	Internal Audit Strategic Risk based Plans	1 Internal Audit Strategic Risk based Plans developed and approved by the Audit and Performance Committee for 2026/27 FY	Internal Audit Strategic Risk based Plans
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 2027	Number of reports on the implementation of the Internal Audit Plan on a quarterly basis	4 reports on the implementation of the Internal Audit Plan on a quarterly basis	4 reports on the implementation of the Internal Audit Plan on a quarterly basis	Report on the implementation of the Internal Audit Plan	1 report on the implementation of the Internal Audit Plan on a quarterly basis	Report on the implementation of the Internal Audit Plan	1 report on the implementation of the Internal Audit Plan on a quarterly basis	Report on the implementation of the Internal Audit Plan	1 report on the implementation of the Internal Audit Plan on a quarterly basis	Report on the implementation of the Internal Audit Plan	Municipal Manager	
		Number of Audit and Performance Committee Charter reviewed.	1 Audit and Performance Committee Charter developed	1 Audit and Performance Committee Charter developed	n/a	n/a	n/a	n/a	n/a	n/a	Review Audit and Performance Committee Charter.	Audit and Performance Committee Charter.	Municipal Manager
		Number of Internal Audit Charter reviewed.	1 Internal Audit Charter developed	1 Internal Audit Charter developed	n/a	n/a	n/a	n/a	n/a	n/a	Review Internal Audit Charter.	Internal Audit Charter.	Municipal Manager
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 2027	Number of 2022/27 IDP reviewed	2025/26 IDP reviewed	1 2022/27 IDP reviewed	IDP/Budget process plan	n/a	n/a	Submit Draft Reviewed IDP to council	Draft to Council	Submit Final Reviewed IDP to council	Final IDP	Municipal Manager	
		Number of SDBIP developed in line with s53 / Circular 13 sent to Council for noing and Mayor for approval.	2025/26 SDBIP	3 SDBIP developed in line with s53 / Circular 13 sent to Council for noing and Mayor for approval.	n/a	n/a	Adjusted SDBIP Draft SDBIP	Adjusted SDBIP Draft SDBIP	Submit Adjusted SDBIP and Draft SDBIP to Council for noing and Mayor for approval	Adjusted SDBIP Draft SDBIP	Submit Final SDBIP to council for noing and to Mayor for approval	Approved SDBIP	Municipal Manager

		Number of Municipal Annual Report s submitted to Council for noting and approval	2024/25 Annual Report	1 2023/26 Annual Report	Draft Unaudited Annual Report	n/a	n/a	Submit Audited Annual Report to Council	Annual Report	n/a	n/a	Municipal Manager
		No of organisational performance reports compiled	6 organisational performance reports	5 organisational performance reports	2025/26 Q4 Performance Information Report 2025/26 Annual Performance Information Report	Compile 2026/27 Q1 Performance Information Report	2026/27 Q1 Performance Information Report	Compile 2026/27 Q2 Performance Information Report. Compile 2026/27 Mid-Year Performance Information Report.	2026/27 Q2 Performance Information Report. 2026/27 Mid-Year Performance Information Report.	Compile 2026/27 Q3 Performance Information Report	2026/27 Q3 Performance Information Report	Municipal Manager
<b>Public Participation</b>	Ensure effective, efficient and compliant public participation by 2027	Number of Public Participation sessions facilitated	10 Public Participation sessions	10 Public Participation sessions	n/a	5 Public Participation sessions held	Minutes and attendance register	n/a	n/a	5 Public Participation sessions held	Minutes and attendance register	Municipal Manager
		No of IGR meetings facilitated	4 IGR meetings held	4 IGR meetings held	Minutes and attendance register	1 IGR meetings facilitated	1 IGR meetings facilitated	Minutes and attendance register	Minutes and attendance register	1 IGR meetings facilitated	Minutes and attendance register	Municipal Manager