

2021.2022 UGU ORGANISATIONAL SDBIP																			
SDBIP Ref. & KPA	Strategic Goal	Strategic Objective	IDP Ref	Project Name	KPI Measure	Annual Target	Actual Achieved to DATE	Quarterly Target and Actual Achieved			Quarterly Progress and challenges			Financial Implication	Budget spent to DATE	INTERNAL AUDIT COMMENTS	ANNUAL PERFORMANCE REPORT 2021-2022	PROGRESS REPORT ON PREVIOUS UNACHIEVED TARGETS	
								Q4	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
BUDGET AND TREASURY: MR K AIDAN																			
SDG 16: Build Effective, Accountable and Inclusive Institutions At All Levels																			
NDP: Building Capable and Developmental State																			
MTSF: Outcome 5: A skilled and Capable Workforce to Support an Inclusive Growth Path; Outcome 9: A responsive, Accountable, responsive and efficient local government system																			
Back to Basics: Building capable local government institutions																			
PGDS: Human Resource Development																			
DGDS: Institutional development																			
KPA: Municipal Transformation and Institutional Development																			
MTID 14	Sound and Efficient Municipal Systems and Operations	To optimise systems and operations	MTID 3	Leave Management	% Dept Compliance with leave and sick leave management	100%	98.42%	100%	95.34%	Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	Not Achieved	The staff use 1 form to complete leave taken between 2 different months which is against the leave policy	Policy awareness to be conducted by the custodian of the policy	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	Respective section managers has addressed the challenge as an interim internal control pending a proposed remedial measure	
MTID 15	Sound and Efficient Municipal Systems and Operations	To optimise systems and operations	MTID 3	Departmental Overtime	% Compliance on Departmental Overtime	100%	100%	100%	100%	System Report with Analysis Signed by Manager/HOO	Achieved	N/A	N/A	N/A	N/A	✓	✓		
MTID 18	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	MTID 4	IPMS Workplans developed	Number of Level 3-6 with workplans developed	34	34	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓		
MTID 19	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	MTID 4	IPMS Performance Reviews	Number of workplan assessments/reviews conducted	34	34	34	34	Attendance Register for performance Reviews & PM reports on reviews conducted	Achieved	N/A	N/A	N/A	N/A	✓	✓	There was miscommunication between the departments which led to improper reporting of submission however on conducting Q4 reviews, both quarters were assessed as Q4 assessments are a continuation of the same	
MTID 25	Clean and Social Govern and Effective Communications on and stakeholder involvement and ENT	To promote clean and social government	MTID 4	Compliance with Records Management	Number of document Reporting on Departmental records management compliance	400	1309	100 RECORDS	371	Progress Report of file plan usage, EOMS to Manco/Extended MANCO/ Portfolio Extract of Minutes	Achieved	N/A	N/A	RD	N/A	✓	✓		
MTID 35	Sound and Efficient Municipal Systems and Operations	To optimise systems and operations	MTID 2.3	Dept Fuel Usage and Management	% of reduction of fuel usage in litres	20% Reduction	11% Increased	20%	11% increase	Consolidated Annual fuel usage reports signed by Fleet Manager and GMCs and the latest Report to Manco/PC	Not Achieved	The target is unrealistic hence the fuel consumption is from Revenue section where meter readers are executing their job in trying to maximise collections and improve credibility of bills instead of meters billed using estimates	This target is not feasible - BTO To be exempted	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	This KPI is not achievable cause the high fuel expenditure is as a result of trying to maximise collections and address the audit query that arise from accounts being estimated	
SDG 16: Build Effective, Accountable and Inclusive Institutions At All Levels																			
NDP: Building Capable and Developmental State																			
MTSF: Outcome 1, Outcome 2, Outcome 3, Outcome 11, Outcome 12 and Outcome 14																			
Back to Basics: Good Governance; Putting People First																			
PGDS: Governance and Policy																			
KPA: Good Governance and Public Participation																			

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GGPP 1	Unqualified Audit with no Matters of Emphasis	To strengthen Governance and Leadership	GGPP 1	Unqualified audit with no matters of emphasis	Percentage of Audit findings resolved as per dept	100%	80%	100%	80%	Audit Action Plan Report	Not Achieved	BTO 85% completion as at 30 June 2022. Please see the AG corrective Action Plan for challenges	Please see the AG corrective Action Plan for remedial measures	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	
GGPP 33	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	GGPP 1	Monitoring of vendor performance	Number of vendor performance reports submitted to SCM	4	4	1 report	1 report	Email showing submission of vendor performance to SCM	Achieved	N/A	N/A	R10,000.00	0	✓	✓	
GGPP 34	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	GGPP 1	Departmental Policy Adherence, Review and Compliance	Percentage compliance with policy adherence and compliance	75%	79%	75% of Policies Reviewed on the Manco Approved Policy Register	79%	Council Extracts of all reviewed policies and updated Policy Register	Achieved	N/A	N/A	R0.00	N/A	✓	✓	
GGPP 35	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	GGPP 1	Consequence Management	Number of consequence management reports submitted to MANCO	4	4	1	1	Monthly reports to MANCO	Achieved	N/A	N/A	N/A	N/A	✓	✓	The report including the quarter affected was submitted to Manco and approved currently it is part of the Quarter 4 report
GGPP 52	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	GGPP 1	Implementation of council resolutions	% of Full Council resolutions implemented	100%	100%	100%	100	Report on implementation of council resolutions per Department Manco/Extended/Portfolio Extract of Minutes	Achieved	N/A	N/A	R0	N/A	✓	✓	
NDP: Building capable and developmental state																		
MTSF: Outcome 9																		
Back to Basics: Sound Financial Management																		
PGDS: Spatial Equity, Environmental Sustainability																		
DGDS: Institutional Development																		
KPA: Municipal Financial Viability and Management																		
MFVM 1	Zero unauthorised, irregular expenditure	To optimise expenditure	MFVM 1	Zero unauthorised, expenditure	Percentage unauthorised expenditure	Zero unauthorised, irregular expenditure	0%	0%	0%	Unauthorised Expenditure Register	Achieved	N/A	N/A	N/A	N/A	✓	✓	The target has been achieved through out the year as the municipality is sitting at 0%
MFVM 2	Zero unauthorised, irregular expenditure	To optimise expenditure	MFVM 1	Reduction of Irregular Expenditure to 7% of Total Operating Expenditure .	Percentage irregular expenditure	7% Total Operating Expenditure unauthorised, irregular expenditure	6.15%	7%	3.9%	Irregular Expenditure Register	Achieved	N/A	N/A	N/A	N/A	✓	✓	The target is accumulative and the excessive expenditure was arrested and complied with on the 4th quarter

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								Q4	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget				
MFVM 3	Creditors paid within 30 days	To optimise expenditure	MFVM 2	Payment of Creditors within 30 days	Percentage of creditors paid within 30 days	100%	9.4%	100%	16%	Creditors Age Analysis	Not Achieved	The municipality is experiencing cashflow challenges, Payments to service providers are not done as per regulated time frames.	The Municipality has implemented strategies working on improving collections, cutting costs on non-core services, and also ensures that the municipality is committing based on its affordability and budget.	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Municipality has implemented strategies working on improving collections, cutting costs on non-core services, and also ensures that the municipality is committing based on its affordability and budget.
MFVM 4	Creditors paid within 30 days	To optimise expenditure	MFVM 2	Payment of monthly salaries on time	Date by which salaries are paid	20th of each month	20th of each month	20th of each month	20th of each month	Monthly Salary Payment Report	Achieved	N/A	N/A	N/A	N/A	✓	✓	Not applicable , the targets achieved.
MFVM 5	Creditors paid within 30 days	To optimise expenditure	MFVM 2	Payment of monthly salaries of third party	Date by which third party payments are made	7th of each month	7th of each month	7th of each month	7th of each month	Monthly Deductions Payment Report	Achieved	N/A	N/A	N/A	N/A	✓	✓	Not applicable , the targets achieved.
MFVM 6	Zero fruitless and wasteful expenditure	To strengthen budgeting and reporting	MFVM 3	Reduction of Fruitless and Wasteful Expenditure	Percentage of Fruitless and wasteful expenditure as a total of operating expenditure	0%	1.7%	0%	2%	Fruitless and Wasteful Expenditure Register	Not Achieved	The municipality is experiencing cashflow challenges, and delays payment to service providers hence interest and penalties for late payment are charged/incurred.	The Municipality has implemented strategies working on improving collections, cutting costs on non-core services, and also ensures that the municipality is committing based on its affordability and budget.	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Municipality has implemented strategies working on improving collections, cutting costs on non-core services, and also ensures that the municipality is committing based on its affordability and budget.
MFVM 7	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Acquisitions Management: Finalisation of tender	Average turnaround in time and days taken to finalise a tender.	90 Days	53 Days	90 Days	N/A	Bids Register	N/A	On the 16th February 2022, the Constitutional Court issued a judgement against the PPPFA 2017 regulations. Subsequently to that the publication of public tenders was suspended until the municipality acquired the approval of exemption from National Treasury in May.	N/A	N/A	N/A	N/A	✓	The achievement of the target is quarterly based not accumulative. Where target is not achieved quarterly it can not be corrected
MFVM 8	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Finalisation of purchase orders	Average turnaround in time in days taken to finalise purchase orders.	7 Days	7 Days	7 Days	7 days	System Generated Purchase Orders Report	Achieved	N/A	N/A	N/A	N/A	✓	✓	
MFVM 9	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Finalisation of mini tenders	Average turnaround in time and days taken to finalise mini-tenders.	14 Days	10 Days	14 Days	N/A	System Generated Purchase Orders Report	N/A	On the 16th February 2022, the Constitutional Court issued a judgement against the PPPFA 2017 regulations. Subsequently to that the publication of public tenders was suspended until the municipality acquired the approval of exemption from National Treasury in May.	N/A	n/A	N/A	N/A	✓	
MFVM 10	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Effective Contract Management	Monthly contract register reviews and updates performed.	12	12	3	3	Updated Contract Register	Achieved	N/A	N/A	N/A	N/A	✓	✓	
MFVM 11	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Vendor Performance Management	Monthly Vendor Performance Meetings Held	12	12	3	3	Vendor Performance Reports	Achieved	N/A	N/A	N/A	N/A	✓	NOT ACHIEVED No POE for Aug 21 meeting	All targets were achieved for all quarters. The target is to achieve 12 reports per annum which is 3 per quarter

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MFVM 21	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Submission of S52 reports to Council	Date by when S52 reports must be submitted to Council	Within 30 days after end of each quarter	23-Jun-22	30-Apr-22	Within 30 days after end of each quarter	Council Resolution	Achieved	N/A	N/A	N/A	N/A	✓	✓	
MFVM 22	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Improve the Liquidity ratio of the Municipality	Improve the Liquidity ratio of the Municipality to the prescribed minimum ratio of 1.5:1	1.5:1	0.71:1	1.5:1	0.71:1	Balance Sheet and Calculations	Not Achieved	Although there has been a slight improvement from the previous quarter. The Municipality need to improve till it gets to the the required nom. The Municipality's working capital is over committed, resulting in an inability of the Municipality in meeting or paying off its current or short term obligations. Various startegies are in progress, working towards improving Municipal collection and building reserves.	The Municipality has implemented strategies working on building sustainable reserves, although there has been small strides achieved during the current financial year, the Municipality with continue building reserves in the upcoming year from its collections, based on its strategies. Whilst also ensuring that the Municipality is committing based on its affordability and budget.	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Municipality has implemented strategies working on building sustainable reserves, although there has been small strides achieved during the current financial year, the Municipality with continue building reserves in the upcoming year from its collections, based on its strategies. Whilst also ensuring that the Municipality is committing based on its affordability and budget.
MFVM 23	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Improve the Debt Coverage Ratio of the Municipality	Improve Debt Coverage Ratio 45%	Below 45%	81%	45%	81%	Balance Sheet, Income Statement and Calculations	Not Achieved	Currently the Municipality's Debt to Operating revenue ratio is above the required norm of 45%, which indicates the Municipality does not have a capacity to increase funding from borrowings, as it has not generated sufficient revenue to provide assurance to repay its liabilities.	The Municipality need to reduce its short and long term borrowings, which are mainly built from historic debt, whilst increasing its revenue. Strategies are in place and are in progress, working towards revenue improvement and debt reduction	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Municipality need to reduce its short and long term borrowings, which are mainly built from historic debt, whilst increasing its revenue. Strategies are in place and are in progress, working towards revenue improvement and debt reduction
MFVM 24	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Financial Management Systems Support	Percentage of System Support Issues Resolved Within 16 working hours	100%	100%	100%	100%	ICT Helpdesk Report	Achieved	N/A	N/A	N/A	N/A	✓	✓	The achievement of the target is quarterly based not accumulative. Where target is not achieved quarterly it can not be corrected
MFVM 25	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Implementation of mSCOA Project	Percentage Implementation of mSCOA Financial System	100%	100%	100%	100%	mSCOA Project Report	Achieved	N/A	N/A	N/A	N/A	✓	✓	Audited Fixed Asset Register was finally submitted to the service provider to upload and configure the Fixed Asset Module. It had been delayed by the delay in the finalisation of AG Audit for 2020/21 FY.
MFVM 26	Accurate billing	To improve revenue collection	MFVM 5	Completeness of Meter Reading: Rural	Percentage of Meters Read - Urban	75%	73%	75%	69%	Meter Reading Report	Not achieved	On average 15% of the meters could not be accessed when the meter readings took place this was due to various reasons namely but not limited to:- meter damaged, meter underground, faulty meters. There are challenges that we are still trying to resolve i.e. shortage of vehicles as we currently only have 3 vehicles.	The request to have the meters replaced have been logged on Citicall in the previous financial year for Water Services Department's attention and the meter readers can be able to collect correct information once this exercise is done, a list detailing the additional vehicles needed has been shared with Fleet Management Section.	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Revenue Management Strategy has been adopted by Council and the issues relating to meter reading is also included in the tasks that need urgent attention and is being implemented.
MFVM 27	Accurate billing	To improve revenue collection	MFVM 5	Completeness of Meter Reading: Urban	Percentage of Meters Read - Rural	5%	5%	5%	5%	Meter Reading Report	Achieved	Although the target is achieved, there are challenges that we are still trying to resolve which include i.e. the shortage of vehicles. The meters in the rural areas are scattered and the meter readers need to have vehicles to be able to read more meters.	The request to have the meters replaced have been logged on Citicall in the previous financial year for Water Services Department's attention and the meter readers can be able to collect correct information once this exercise is done.	N/A	N/A	✓	✓	The Revenue Management Strategy has been adopted by Council and the issues relating to meter reading is also included in the tasks that need urgent attention and is being implemented.

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MFVM 28	Accurate billing	To improve revenue collection	MFVM 5	Meter reading monthly billing collections	Percentage of monthly billing collected	90%	72%	90%	71%	N/A	Not Achieved	The collections have been negatively affected by the current pandemic as most business and private individuals' income have been impacted. In addition we still have system related issues where we cannot correct customer accounts that are under dispute, technical issues where meters need to be replaced in order to ensure accuracy of customer bills, unplanned water outages which has led to most customer installing storage facilities in their properties which minimize the optimal impact of disconnections and restrictions as customers will still have water supply, which then . We do have a dedicated team of 2 personnel that is attending to disconnections and restrictions which is still inadequate.	The Council has adopted a Recovery plan which is currently being enforced where all customer groups that are in arrears will be subjected to the debt and collection procedures. The Council approved for Amnesty to be afforded to residential customers when they pay 50% of their debt that is over 120 days. Customers that meet the criteria are being contacted telephonically to advise them of the program.	N/A	N/A	NOT ACHIEVED	NOT ACHIEVED	The Revenue Management Strategy has been adopted by Council and the issues relating to meter reading is also included in the tasks that need urgent attention and is being implemented.
MFVM 30	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Development of a GRAP compliant Asset Register: Immovable Asset verifications conducted	Number of Immovable Asset Verifications conducted	1 per annum	1	1	1	Updated Assets Register, Appendices, and Asset Verification Plan	Achieved	None	None	R420,950.00	R360 155.96	✓	✓	Not applicable , the targets achieved.
MFVM 31	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Development of a GRAP compliant Asset Register: Movable asset verifications conducted	Number of Movable Asset Verifications conducted	4 per annum	4	1	1	Updated Assets Register, Appendices, and Asset Verification Plan	Achieved	None	None	0.00	0.00	✓	✓	
MFVM 32	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Development of a GRAP compliant Asset Register: Updated asset register	Number of Updated Asset Registers	12 per annum	12	3	3	Updated Asset Register	Achieved	None	None	0.00	0.00	✓	✓	
MFVM 33	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Development of a GRAP compliant Asset Register: disposal of assets by public auction	Number of Disposal of assets by public auction	1	1	1	1	Council Resolution and Auctioneers Report of Proceeds	Achieved	None		R137 774.00	0.00	✓	✓	The target is achieved hence there is no
MFVM 34	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Development of a GRAP compliant Asset Register	Number of Asset Management Indaba Held	1	1	1	1	Updated Asset Management Policy and Attendance Registers	Achieved	None	None	0.00	0.00	✓	✓	
MFVM 35	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Acquisition of Insurance Services	Number of Insurance Management Indaba Held	1	1	1	1	Updated Asset Management Policy and Attendance Registers	Achieved	None	None	0.00	0.00	✓	✓	
MFVM 36	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Municipal asset insurance cover	Percentage insurance cover for municipal insurable assets	100%	100%	100%	100%	Insurance Policy Document	Achieved	None	None	R5,506,029.00	R4 876 304.74	✓	✓	
SDG Goal: Ensure Availability and sustainable management of water and sanitation for all; Ensure access to affordable, reliable, sustainable and modern energy for all. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation																		
NDP: Economy infrastructure																		
MTSF: Outcome 6 and Outcome 8																		
Back to Basics: Basic Services																		
PGDS: Strategic Infrastructure																		
DGDS: Strategic Infrastructure Investment																		
KPA: Basic Services and Infrastructure Delivery																		
BSD 1	Universal access to Basic Services	To ensure access to free basic water	BSD 2	Provision of Indigent Support	Number of customers benefiting from indigent support.	2000	1421	500	224	Indigent Register	Not Achieved	Customers did not apply for renewals at the expiry of their benefit. the raddrows were conducted in different areas but the attendance was very poor.	A new communication strategy is being compiled on how we can reach more people.	15 000 000.00	18 089 842.16	NOT ACHIEVED	NOT ACHIEVED	A new communication strategy is being compiled on how we can reach more people.
END OF BTO SDBIP																		