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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 Progess and challenges			Financial Implication	Budget spent to DATE	Location (Ward / LM)	Responsible Department/Unit	INTERNAL AUDIT COMMENTS	PROGRESS REPORT ON PREVIOUS UNACHIEVED TARGETS
								Q1	ACTUAL	POE	Q2	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
BUDGET AND TREASURY: MS L SOTCHEDE																						
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%	98.33%	100%	98.33%	Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	100%	100%	Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	ACHIEVED	N/A	N/A	N/A	N/A	All wards	CS -HR	√	NOT REPORTED
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 to Manco/ Extended MANCO	100%	100%	System Report to Manco/ Extended MANCO	ACHIEVED	N/A	N/A	N/A	N/A	All wards	CS - HR	√	
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	34	34	Signed Workplans	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	N/A	All wards	CS - HR	√	
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	34	34	Attendance Register for performance Reviews & PM reports on reviews conducted	ACHIEVED	N/A	N/A	N/A	N/A	All wards	CS - HR	√	
MTID 25	Clean and Social Govern and Effective Communication 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	1692	100 RECORDS	1692	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes	100 RECORDS	2120	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes	ACHIEVED	N/A	N/A	R0	N/A	All wards	POE FROM SECRATARIAT	√	
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%	45%	5%	45%	Report on fuel reduction per department to MANCO or Extended MANCO	10%	12%	Report on fuel reduction per department to MANCO or Extended MANCO	NOT ACHIEVED	It is an operational requirement. In terms of Revenue strategy, Revenue has to strive to read all urban meters on a monthly basis to eliminate unnecessary billing disputes and maximise collections.	To revise the target upwards as it disadvantage the department in achieving its goal in improving cash collections	N/A	N/A	ALL LMs	CS - Fleet	NOT ACHIEVED	It is an operational requirement for the Revenue unit to improve cash collections. In terms of Revenue strategy, Revenue has to strive to read all urban meters on a monthly basis to eliminate unnecessary billing disputes and maximise collections. The targets should be revisited for Revenue unit.
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	3	1 report	3	Email showing submission of vendor performance to SCM	1 report	2	Email showing submission of vendor performance to SCM	ACHIEVED	N/A	N/A	R10 000.00	0	All	ALL	√	
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	1	1	1	Monthly reports to MANCO	1	1	Monthly reports to MANCO	ACHIEVED	N/A	N/A	N/A	N/A	All	ALL	√	

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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	100%	100%	Report on implementation of council resolutions per Department Manco/Extended/Portfolio Extract of Minutes	ACHIEVED	N/A	N/A	R0	N/A	All	CS - AS	√	
MFVM 1	Zero unauthorised, irregular expenditure	To optimise expenditure	MFVM 1	Zero unauthorised, expenditure	Percentage unauthorised expenditure	Zero unauthorised, irregular expenditure	0.12%	0%	0%	Unauthorised Expenditure Register	0%	0.12%	Unauthorised Expenditure Register	NOT ACHIEVED	The unauthorised expenditure was caused by the errors or ommissions on the approved budget of the municipality.	The errors will be corrected in the mid-term adjustments budget that will be tabled in the council by the end of February 2022.	N/A	N/A	All Wards/LMs	BTO Budget	NOT ACHIEVED	
MFVM 2				Reduction of Irregular Expenditure to 7% of Total Operating Expenditure .	Percentage irregular expenditure	7% Total Operating Expenditure unauthorised, irregular expenditure	8.9%	7%	8.9%	Irregular Expenditure Register	7%	6.8%	Irregular Expenditure Register	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	It was not achieved in the first quarter because creditors were not paid and the total expenditure to be less when compared with irregular expenditure and it raised the percentage for irregular expenditure.
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%	5.02%	100%	5.02%	Creditors Age Analysis	100%	5.00%	Creditors Age Analysis	NOT ACHIEVED	Municipality is experiencing cashflow challenges, service providers are not paid within regulated time frames	Implementation and enforcement Revenue management strategies, Cost containment strategy and Collection strategies to increase cashflow and creditors to be paid timeously	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	Not achieved municipality is experiencing cashflow challenges, service providers are not paid within regulated time frames
MFVM 4				Payment of monthly salaries on time	Date by which salaries are paid	20th of each month	20th of the month	20th of each month	20th of the month	Monthly Salary Payment Report	20th of each month	20th of the Month	Monthly Salary Payment Report	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Expenditure Management	√	
MFVM 5				Payment of monthly salaries of third party	Date by which third party payments are made	7th of each month	7th of the month	7th of each month	7th of the month	Monthly Deductions Payment Report	7th of each month	7th of the month	Monthly Deductions Payment Report	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Expenditure Management	√	
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%	1.9%	0%	1.9%	Fruitless and Wasteful Expenditure Register	0%		Fruitless and Wasteful Expenditure Register	NOT ACHIEVED	Municipality is experiencing cashflow challenges, service providers are charging interests and penalties for late payments	Implementation and enforcement Revenue management strategies, Cost containment strategy and Collection strategies to increase cashflow and creditors to be paid timeously to avoid penalties and interest charged	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	Not achieved municipality is experiencing cashflow challenges, service providers are charging interests and penalties for late payments
MFVM 7				Acquisitions Management: Finalisation of tender	Average turnaround in time and days taken to finalise a tender.	90 Days	95 Days	90 Days	95 Days	Bids Register	90 Days	0 Days	Bids Register	NOT ACHIEVED	There were no tenders that were awarded in the second quarter.	A list of tenders are currently at the intention to award stage. they will be awarded in January which falls in quarter three. as of January 2022 bid committees are going to be sitting weekly with then will improve the average turnaround time for finalising tender awards.	N/A	N/A	All Wards/LMs	BTO SCM	NOT ACHIEVED	When bid committees do not quorate the municipality is anable to finalise tender awards within 90 days. Resolution was taken that bid committees are going to sit weekly as of January 2022. This target will be achieved in quarter three.
MFVM 8				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	7 Days	7 Days	System Generated Purchase Orders Report	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	
MFVM 9				Finalisation of mini tenders	Average turnaround in time and days taken to finalise mini-tenders.	14 Days	13 Days	14 Days	13 Days	System Generated Purchase Orders Report	14 Days	13 Days	System Generated Purchase Orders Report	ACHIEVED	NONE	N/A	n/A	N/A	All Wards/LMs	BTO SCM	√	

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								Q1	ACTUAL	POE	Q2	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
MFVM 10				Effective Contract Management	Monthly contract register reviews and updates performed.	12	3	3	3	Updated Contract Register	3	3	Updated Contract Register	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	
MFVM 11				Vendor Performance Management	Monthly Vendor Performance Meetings Held	12	3	3	3	Vendor Performance Reports	3	3	Vendor Performance Reports	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	Vendor performance committee sits on a monthly basis, minutes and reports from user department are available as poe's.
MFVM 12				Improve Cash and Cash Equivalent ratio.	3 Months Cash Coverage of Expenditure	3 Months	1.93 Months	3 Months	1.55 Months	Balance Sheet, Income Statement and Calculations	3 Months	1.93 Months	Balance Sheet, Income Statement and Calculations	NOT ACHIEVED	Municipality's Working Capital is overcommitted	The Municipality needs to tighten its Cost Containment strategies and intensify its collection stategies. The new Target date is June 2022	N/A	N/A	All Wards/LMs	BTO Cash Management	NOT ACHIEVED	The Municipality has implemenented strategies in order to adrress the cash flow challenge, whiich will result ito this target being achieved
MFVM 13				Preparation of the Annual Budget	Percentage Budget Expenditure on Free Basic Services	100%	21.59%	25%	12.2%	Budget Expenditure Report	50%	21.59%	Budget Expenditure Report	NOT ACHIEVED	Some standpipe meters are damages and are not being read and therefore the billings on those standpipes is based on estimated readings. The list of the damaged meters is submitted to the Water Services department as and when they are identified.	The list of the damaged standpipe meters is submitted to Water Services department as and when they are identified.	R83 457 300.00	R18 021 768.11	All Wards/LMs	BTO Budget	NOT ACHIEVED	The achievement of this target depends on water services department fixing damaged standpipe meters so that they can be readable and estimation can cease.
MFVM 14	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Preparation of Annual Financial Statements for submission to AG by 31 August 2020	Date Annual Financial Statements submitted to Auditor General	31-Aug-21	31-Aug-21	31-Aug-21	31-Aug-21	Acknowledgement of Receipt from AG	N/A	N/A	N/A	ACHIEVED	N/A	N/A	R699 803.00	R699 803.00	All Wards/LMs	BTO Budget	√	
MFVM 15				Preparation of Consolidated Annual Financial Statements for submission to AG by 30 September 2020	Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep-21	30-Sep-21	30-Sep-21	30-Sep-21	Acknowledgement of Receipt from AG	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	
MFVM 16				Preparation of the Annual Budget Process Plan	Date Budget Process Plan approved	31-Aug-21	26-Aug-21	31-Aug-21	26-Aug-21	Council Resolution	N/A	N/A	N/A	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	
MFVM 19				In-Year Reporting on Budget Implementation	Number and date of S71 reports submitted to Council and Treasuries within 10days in terms of the MFMA calendar of reporting and to the Mayor.	12 reports per annum	6	3	3	DATA STRINGS SUBMISSION	3	3	DATA STRINGS SUBMISSION	ACHIEVED	N/A	N/A	R2 606.00	N/A	All Wards/LMs	BTO Budget	√	
MFVM 21				Submission of S52 reports to Council	Date by when S52 reports must be submitted to Council	Within 30 days after end of each quarter	29-Oct-21	N/A	N/A	N/A	29-Oct-21	29-Oct-21	Council Resolution	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	
MFVM 22				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	0.93:1	1.5:1	0.85 : 1	Balance Sheet and Calculations	1.5:1	0.93:1	Balance Sheet and Calculations	NOT ACHIEVED	Municipality's Working Capital is overcommitted	The Municipality needs to tighten its Cost Containment strategies and intensify its collection stategies. The new Target date is June 2022	N/A	N/A	All Wards/LMs	BTO Cash Management	NOT ACHIEVED	The Municipality has implemenented strategies in order to adrress the cash flow challenge, whiich will result ito this target being achieved

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MFVM 24				Financial Management Systems Support	Percentage of System Support Issues Resolved Within 16 working hours	100%	96%	96%	97%	ICT Helpdesk Report	96%	94%	ICT Helpdesk Report	NOT ACHIEVED	Staff rotation due to Covid-19 affected the quick resolution of some of the reported issues. This was so because a support call would be logged towards the end of the day, gets assigned to a particular administrator who, if they were not abe to resolve it before end of business day, would then be finalised when that administrator is back in the office. Those, however, accounted for 6% of the overall calls and the target missed by 2%.	We'll consider transfering the uncompleted calls to the system administrator who'd be in the office during staff rotation. Remedial action to be implemented immediately.	N/A	N/A	All Wards/LMs	BTO FMSS	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	
MFVM 25				Implementation of mSCOA Project	Percentage Implementation of mSCOA Financial System	100%	83%	95%	96%	mSCOA Project Report	100%	96%	mSCOA Project Report	NOT ACHIEVED	Failure to perform by the implementing service provider	Manco resolved to extend the implementation contract by a further six months with close monitoring of the project by the committee. The new target date for completion of the implementation is 30 April 2022	N/A	N/A	All Wards/LMs	BTO FMSS	NOT ACHIEVED	
MFVM 26				Completeness of Meter Reading: Rural	Percentage of Meters Read - Urban	85%	74%	85%	74%	Meter Reading Report	85%	76%	Meter Reading Report	NOT ACHIEVED	On average 21% 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. The are challenges that we are still trying to resolve which include recruitment of additional Meter readers as we currently have 9 and the shortage of vehicles as we currently only have 2 vehicles. The other issue that affects productivity is the positive Covid 19 cases.	The request to have the meters replaced have been logged on Critical 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. HR is assisting us with the recruitment process so that we can have full staff complement	N/A	N/A	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	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
MFVM 27	Accurate billing	To improve revenue collection	MFVM 5	Completeness of Meter Reading: Urban	Percentage of Meters Read - Rural	40%	5%	40%	5%	Meter Reading Report	40%	4%	Meter Reading Report	NOT ACHIEVED	The are challenges that we are still trying to resolve which include recruitment of additional Meter readers as we currently have 9 and 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 Critical 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	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	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
MFVM 28				Meter reading monthly billing collections	Percentage of monthly billing collected	90%	68%	90%	68%	Summary Report Billing and Consumer Receipts	90%	77%	Summary Report Billing and Consumer Receipts	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 which then affects our collections adversely. We do have a dedicated team of 2 personnels 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 dvie them of the program.	N/A	N/A	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	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
MFVM 29	Reduction of overdue debt	To optimise debt management	MFVM 6	Debt Collection	Percentage reduction of old debtors in excess of 90 days	50%	N/A	N/A	N/A	N/A	20%	0%	Debtors' Age Analysis	NOT ACHIEVED	The implementation of the mSCOA compliant financial system still has unresolved issues regarding the billing of accounts. Some of the processes are compromising the credibility and accuracy of the customer invoices. This affect the correction of long outstanding disputes.	KZN PT and COGTA are assisting the municipality with the collection of long outstanding debt owed by the municipalities and departments. Joint meetings are being held with the local municipalities to find ways of resolving disputes in order for them to pay their accounts knowing that the invoices are accurate ensuring value for money.	N/A	N/A	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED Revised timeframes to achieve non achieved target were not recorded.	
MFVM 31				Development of a GRAP compliant Asset Register: Movable asset verifications conducted	Number of Movable Asset Verifications conducted	4 per annum	1	1	1	Updated Assets Register, Appendices, and Asset Verification Plan	1		Updated Assets Register, Appendices, and Asset Verification Plan	NOT REPORTED			N/A	N/A	All Wards/LMs	BTO Asset Management	Actuals, status of achievement, challenges and remedial actions were not recorded.	

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MFVM 32				Development of a GRAP compliant Asset Register: Updated asset register	Number of Updated Asset Registers	12 per annum	3	3	3	Updated Asset Register	3		Updated Asset Register	NOT REPORTED			N/A	N/A	All Wards/LMs	BTO Asset Management	Actuals, status of achievement, challenges and remedial actions were not recorded.	
MFVM 36				Municipal asset insurance cover	Percentage insurance cover for municipal insurable assets	100%	100%	100%	100%	Insurance Policy Document	100%		Insurance Policy Document	NOT REPORTED			N/A	N/A	All Wards/LMs	BTO Asset Management	Actuals, status of achievement, challenges and remedial actions were not recorded.	
BSD 1		To ensure access to free basic water	BSD 2	Provision of Indigent Support	Number of customers benefiting from indigent support.	2000	970	500	970	Indigent Register	500	1197	Indigent Register	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Revenue Management	√	

END OF BTO SDBIP