

2020.2021 UGU BUDGET AND TREASURY OFFICE SDBIP																			
SDBIP Ref.	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	Location (Ward / LM)	Responsible Department/Unit	PMS COMMENTS	INTERNAL AUDIT COMMENTS
								Q3	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
GENERAL MANAGER: BTO																			
MTID 18	Sound and Efficient Municipal Systems and Operations	To optimise systems and operations	MTID 3	Dept Leave Management	% Compliance with leave and sick leave management	75%		75%	100%	Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	Achieved	N/A	N/A	N/A	N/A	All wards	BTO to request report from CS-HR	TARGET was still not reported on by Friday, 4pm	Achieved
MTID 19				Departmental Overtime	% Compliance on Departmental Overtime	100%		100%	100%	System Report to Manco/ Extended MANCO	Achieved	N/A	N/A	N/A	N/A	All wards	BTO to request report from CS-HR	TARGET was still not reported on by Friday, 4pm	Achieved Report only shows 1 month of Q3(Jan 21)
MTID 23	Sound Performance, Monitoring and Evaluation Systems	To increase performance, monitoring and evaluation	MTID 4	IPMS Workplans assessment/ Review	Number of workplan assessments/ reviews conducted	4		1	0	Attendance Register for performance Reviews & PM reports on reviews conducted	Not Achieved	Priority is given to the office of the Auditor General hence they are still on site.	Reviews will be conducted in the next quarter	R20 000.00	R0.00	All wards	BTO Managers/ Supervisors	TARGET was still not reported on by Friday, 4pm	Not Achieved
MTID 31	Clean and Social Govern and Effective Communication and stakeholder involvement and ENT	To promote clean and social government		Dept Compliance with Records Management	Number of documents submitted in complying with the Records management policy, file plan and EDMS	200		50	513	Progress Report per department to Manco/Extended MANCO Minutes	Achieved	N/A	N/A	N/A	N/A	All wards	BTO to request report from CS-AS	TARGET was still not reported on by Friday, 4pm	Achieved Update the actual achieved to date column
MTID 43				Dept Fuel Usage and Management	% of reduction of fuel usage in litres	20%		5%	97%	3 monthly fuel usage reports from FLEET section signed by Manager: Fleet and GMCS	Not Achieved	The vehicles allocated to Treasury under Assets units are used as pool vehicles as they are recalled now and again by fleet coordinators, therefore the fuel usage on those vehicles are recorded under Treasury hence figures indicate high fuel usage	Remove vehicles allocated under Assets from Treasury and allocate them to where they are working currently to reflect correct usage under the departments	N/A	N/A	ALL LMs	BTO to request report from CS-Fleet	TARGET was still not reported on by Friday, 4pm	Not Achieved
GGPP 57				Monitoring of vendor performance	Number of vendor performance reports submitted to SCM	4		1 report		Email showing vendor performance reports submitted to SCM	Not Achieved			N/A	N/A	All	ALL	TARGET was still not reported on by Friday, 4pm	Target not reported on NOT ACHIEVED
GGPP 59				Consequence Management	Number of consequence management reports submitted to MANCO	4		1	0	Monthly reports to MANCO	Not Achieved			N/A	N/A	All	ALL	TARGET was still not reported on by Friday, 4pm	Not Achieved Indicate the blockages & corrective measures
GGPP 76				Compliance with Secretariat procedure manuals on the submission of reports to section 79 and 80 committees	% Compliance by departments with the Secretariat Procedure Manual on the timeous submission of reports	60%		60%	0%	Analysis Report to MANCO / Ext MANCO showing dept compliance, Signed Extract	Not Achieved	The due date for submission of reports is not inline with the availability of reports produced by BTO e.g Mayor, Treasury (both National & Provincial) and Cogta reports. The information requested in the reports is not available at the time when reports are due for submission. In the effort to submit correct information which is aligned to other	Revise the submission date to accomodate correct reporting and eliminate late submissions. Accomodate legislative dates.	N/A	N/A	All	BTO to request report from CS-AS	TARGET was still not reported on by Friday, 4pm	Not Achieved

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MFVM 1	Zero unauthorised, irregular expenditure	To optimise expenditure	MFVM 1	Zero unauthorised, irregular expenditure	Percentage unauthorised expenditure	Zero unauthorised , irregular expenditure	0%	0%	0%	Unauthorised Expenditure Register	Achieved	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	ACHIEVED WITH EVIDENCE	Achieved
MFVM 2				Reduction of Irregular Expenditure to 7% of Total Operating Expenditure .	Percentage irregular expenditure	7% Total Operating Expenditure unauthorised , irregular expenditure		7%	14%	Irregular Expenditure Register	Not Achieved	Irregular Expenditure is a cumulative expenditure arising from past and current year deviations thus in the period where bulk of the expenditure is incurred and paid then irregular expenditure will be reported as not achieved	End users department to Improve the planning and coordination to avoid deviations in procurement. Deviations stem from emergency in implementing certain project/programmes this in most cases is due to lack of planning	N/A	N/A	All Wards/LMs	BTO SCM	NOT ACHIEVED	Not Achieved
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%		100%	4%	Creditors Age Analysis	Not Achieved	The municipality is experiencing cash flow challenges and is unable to meet its obligations within 30 days as per regulations	Implement Cost Containment measures, and intensify revenue collection strategies. This will be addressed with improved debt collection and implementation of further debt collection strategies by the implementation of the water disconnection teams. (Revised timeframe 30 June 2021)	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED	Not Achieved
MFVM 4				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	All Wards/LMs	BTO Expenditure Management	ACHIEVED WITH EVIDENCE	Achieved
MFVM 5				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	All Wards/LMs	BTO Expenditure Management	ACHIEVED WITH EVIDENCE	Achieved

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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%	0%	1%	Fruitless and Wasteful Expenditure Register	Not Achieved	The municipality is experiencing cash flow challenges and is unable to meet its obligations within 30 days as per regulations, which leads to service providers charging interests and penalties for non compliance and late payment.	Implement Cost Containment measures, and intensify revenue collection strategies. This will be addressed with improved debt collection and implementation of further debt collection strategies by the implementation of the water disconnection teams, and will improve creditors payment period which will reduce penalties and interests on late payment. (Revised timeframe 30 June 2021)	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED	Not Achieved
MFVM 7				Acquisitions Management: Finalisation of tender	Average turnaround in time and days taken to finalise a tender.	90 Days	58.1 Day	90 Days	58.1 Day	Bids Register	Achieved	Challenges in processing tenders include various reasons from delays in evaluations and adjudication. These are often caused by non availability of key staff. Bid Committees are composed based on Regulations and thus cannot sit when the members are not available. Other issues include capacity shortage within the SCM secretariat function which coordinate the process.	All municipal officials that are members of the various committees need to prioritize the Bid Committees to ensure compliance with law and Capacity building programmes also need to be put in place to train and capacitate the bid committee members and the SCM Bid Coordination function. In the last quarter we have seen that is possible whilst implementing the MIG Acceleration.	N/A	N/A	All Wards/LMs	BTO SCM	ACHIEVED WITH EVIDENCE	Achieved
MFVM 8				Finalisation of purchase orders	Average turnaround in time in days taken to finalise purchase orders.	7 Days	6.81 Days	7 Days	6.81 Days	System Generated Purchase Orders Report	Achieved	The acquisition process is facilitated from the Sage Financial System. Through the advanced procurement module which is an integrated solution that streamlines the workflow process and requires respective approvers to login and approve each transaction, some users ignore the notifications to approve thus delay the process others to do not submit the correct paperwork which further delay progress.	End users departments to ensure correct paperwork is submitted and that the users frequently login to approve requisitions on their grids.	N/A	N/A	All Wards/LMs	BTO SCM	ACHIEVED WITH EVIDENCE	Achieved
MFVM 9				Finalisation of mini tenders	Average turnaround in time and days taken to finalise mini-tenders.	14 Days	14 Days	14 Days	14 Days	System Generated Purchase Orders Report	Achieved	The Mini tender process requires external publication on the website and for this to be done the paperwork requires signatures from various managers, senior managers and MM. Delays are often experienced due to turnaround times taken to sign the paperwork.	Mini Tenders have an upper limit amount of R200 000, This amount is with the SCM manager financial delegation. Thus the paperwork must be signed up to the level of SCM Manager or CFO at most to fast track the process.	N/A	N/A	All Wards/LMs	BTO SCM	ACHIEVED WITH EVIDENCE	Achieved

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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	9	3	3	Updated Contract Register	Achieved	The Municipality still has not implemented an integrated Contracts Module solution that will automate the contract management function to ensure bids awarded and corresponding expenditure is adequately recorded. The manual recording is tedious, untimely and requires lengthy reconciliation of the GL	Implement Contract Management module to improve contract recording, monitoring of movement in expenditure and time lapsed. Currently these are done manually and requires coordinated effort from initiating transaction on the financial system to payment	N/A	N/A	All Wards/LMs	BTO SCM	ACHIEVED WITH EVIDENCE, DATE ON REGISTER IS INCORRECT, PLEASE CORRECT	Contract register titled for 2019/2020 NOT ACHIEVED
MFVM 11				Vendor Performance Management	Monthly Vendor Performance Meetings Held	12	9	3	3	Vendor Performance Reports	Achieved	Critical sections like the PMU and other unit do not submit monthly vendor assessment reports to the vendor performance committee, this has led to findings with the Auditor General,	All user departments must submit vendor performance reports and attend to the vendor performance committee on a monthly basis, there are departments that have made this process their priority and report on monthly basis	N/A	N/A	All Wards/LMs	BTO SCM	ACHIEVED WITH EVIDENCE, DATE ON REGISTER IS INCORRECT, PLEASE CORRECT	Achieved
MFVM 12				Improve Cash and Cash Equivalent ratio.	3 Months Cash Coverage of Expenditure	3 Months	1.38 Months	3 Months	1.38 Months	Balance Sheet, Income Statement and Calculations	Not Achieved	Insufficient cash Collection and expenditure exceeding Cash Available	Increase cash collection from debtors and implementation of cost containment measures 31 May 2021	N/A	N/A	All Wards/LMs	BTO Cash Management	NOT ACHIEVED	Not Achieved
MFVM 13				Preparation of the Annual Budget	Percentage Budget Expenditure on Free Basic Services	100%	36%	75%	36%	N/A	Not Achieved	The standpipe meters have not been read	The standpipe meters will be read by internal staff - the process of insourcing the meter reading is in process - to be implemented by 02 April 2021	N/A	R35 325 154.54	All Wards/LMs	BTO Budget	NOT ACHIEVED	Not Achieved
MFVM 18				Preparation of the Adjustment Budget	Date Adjustment Budget adopted by Council	28-Feb-21	25-Feb	28-Feb	25-Feb	Council Resolution	Achieved	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	ACHIEVED WITH EVIDENCE	Achieved
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	9	3	3	Acknowledgement of Receipt from Treasury	Achieved	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	ACHIEVED WITH EVIDENCE	Achieved
MFVM 20				Submission of S72 Reports to Council	Date by when S72 reports must be submitted to Council	25-Jan-21	25-Jan-21	25-Jan-21	25-Jan-21	Council Resolution	Not Achieved	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	NOT ACHIEVED	POE submitted dated 28 Jan 21(after target date) NOT ACHIEVED

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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	28-Jan-21	30-Jan-21	28-Jan-21	Council Resolution	Achieved	N/A	N/A	N/A		All Wards/LMs	BTO Budget	ACHIEVED WITH EVIDENCE	Achieved
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	0.28:1	1.5:1	0.28:1	Balance Sheet and Calculations	Not Achieved	Insufficient cash Collecton and expenditure exceeding Cash Available	Increase cash collection from debtors and implementation of cost containment measures 31 May 2021	N/A	N/A	All Wards/LMs	BTO Cash Management	NOT ACHIEVED	Not Achieved
MFVM 24				Financial Management Systems Support	Percentage of System Support Issues Resolved Within 8 working hours	100%	99%	98%	99%	ICT Helpdesk Report	Achieved	N/A	N/A	R873 000.00	R216 750.00	All Wards/LMs	BTO FMSS	ACHIEVED WITH EVIDENCE	Achieved
MFVM 25				Implementation of mSCOA Project	Percentage Implementation of mSCOA Financial System	93%	83%	88%	83%	mSCOA Project Report	Not Achieved	Poor performance by the service provider in general combined with the challenges brought about by the Covid-19 pandemic as service provider couldn't come on site to complete the work required.	Service provider was reported to the Vendor Performance Committee as well as Manco. Notice of Breach was issued to service provider who in response assigned a senior manager to assist in turning around the situation. Timelines will be revised in consultation with system owners.	R300 000.00	R0.00	All Wards/LMs	BTO FMSS	NOT ACHIEVED	Not Achieved
MFVM 26				Completeness of Meter Reading: Rural	Percentage of Meters Read - Urban	85%	78%	85%	78%	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 reason namely but not limited to:- meter damaged, meter underground, faulty meters. In addition the meter reading function was insourced as from 1st of January 2021. The are challenges that we are still trying to resolve which include recruitment of additional Meter readers as we currently have 9, procurement of meter reading devices which is still in progress as per the SCM processes and the shortage of vehicles.	The request to have the meters replaced have been logged on Citicall in th last quarter and the meter readers can be able to collect correct information once this exercise is done. The SCM processes will also be finalised and we will have suffient devices in the next quarter. HR is assisting us with the recruitment process so that we can have full staff complement. 30 June 2021	#####	#####	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED	Not Achieved

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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	Not Achieved	The meter reading function was insourced as from 1st of January 2021. The are challenges that we are still trying to resolve which include recruitmant of additional Meter readers as we currently have 9, procurement of meter reading devices which is still in progress as per the SCM processes 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 Citicall in th last quarter and the meter readers can be able to collect correct information once this exercise is done. The SCM processes will also be finalised and we will have suffient devices in the next quarter. HR is assisting us with the recruitment process so that we can have full staff complement. 30 June 2021	N/A	N/A	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED	Not Achieved
MFVM 28				Meter reading monthly billing collections	Percentage of monthly billing collected	90%	77%	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 not have a dedicated team that is attending to disconnections and restrictions.	The Council has adopted a Recovery plan which is currently being enforced where all customer groups that are in arreas will be subjected to the debt and collection pcedures. 30 June 2021	N/A	N/A	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED	Not Achieved
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%	0%	15%	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 meeting 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. A Data cleansing evercise is underway to ensure that we have updated customer information on the system .	R700 000	R0	All Wards/LMs	BTO Revenue Management	NOT ACHIEVED	Not Achieved
MFVM 31				Development of a GRAP compliant Asset Register: Movable asset verifications conducted	Number of Movable Asset Verifications conducted	4 per annum	3	1	1	Updated Assets Register, Appendices, and Asset Verification Plan	Not Achieved	N/A	N/A	R2 100 000	R0	All Wards/LMs	BTO Asset Management	The evidence submitted cannot prove that the updates took place, no updated register nor appendices submitted.	Incomplete POE submitted(per the stated POE) to verify achievement NOT ACHIEVED

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MFVM 32				Development of a GRAP compliant Asset Register: Updated asset register	Number of Updated Asset Registers	12 per annum	9	3	3	Updated Asset Register	Not Achieved	N/A	N/A	R169 763 404	R0	All Wards/LMs	BTO Asset Management	The evidence submitted does not show that the register has been updated but refers to updates from 2019 2020 FY and before	Kindly highlight the relevant updates for ease of reference NOT ACHIEVED
MFVM 37				Municipal asset insurance cover	Percentage insurance cover for municipal insurable assets	100%	100%	100%	100%	Insurance Policy Document	Not Achieved	N/A	N/A	R4 410 000	R7,977,495	All Wards/LMs	BTO Asset Management	The evidence submitted does not show 100% insurance cover of municipal assets, please provide policy by the broker	POE submitted not the stated POE NOT ACHIEVED
BSD 1		To ensure access to free basic water	BSD 2	Provision of Indigent Support	Number of customers benefiting from indigent support.	2000	1133	500	1133	Indigent Register	Achieved	N/A	N/A	R45 639 862	R10 455 760	All Wards/LMs	BTO Revenue Management	ACHIEVED WITH EVIDENCE	Achieved
END OF BTO SDBIP																			