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 Progess and challenges			Financial Implication	Budget spent to DATE	Location (Ward / LM)	Responsible Department/Unit	INTERNAL AUDIT COMMENTS	PROGRESS REPORT ON PREVIOUS UNACHIEVED TARGETS
								Q3	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
BUDGET AND TREASURY: MR K AUDAN																			
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%	98.33%	100%	100%	Report on Leave Compliance Analysis to Manco/Extended MANCO Minutes	Not Achieved			N/A	N/A	All wards	CS -HR	NOT ACHIEVED	
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 Sgned by Manager/HOD	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	12	Attendance Register for performance Reviews & PM reports on reviews conducted	Not Achieved	N/A	N/A	N/A	N/A	All wards	CS - HR	ONLY 12 PERFORMANCE REVIEWS WERE SUBMITTED AS POES FOR TARGET REPORTED AS ACHIEVED.	
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	1055	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%	15%	27% increase	3 monthly fuel USAGE reports from FLEET section signed by Manager: Fleet and GMCS	Not Achieved			N/A	N/A	ALL LMs	CS - Fleet	NOT ACHIEVED	
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																			
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%	N/A	50%	N/A	Audit Action Plan Report	N/A	The audit action plan was only adopted on 30 March 2022	The action plan will be implemented by 30 June 2022	N/A	N/A	All Wards/LMs	ALL	N/A	

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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 reports	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	Achieved	N/A	N/A	N/A	N/A	All	ALL	√	
SDG Goal 16: Build Effective, Accountable and Inclusive Institutions at all levels																			
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																			
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	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	Not Achieved			N/A	N/A	All Wards/LMs	BTO Budget	POE not submitted to support target reported as achieved	
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	8.9%	7%	5%	Irregular Expenditure Register	Not Achieved			N/A	N/A	All Wards/LMs	BTO SCM	POE not submitted to support target reported as 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%	5.02%	100%	11.3%	Creditors Age Analysis	NOT ACHIEVED	The municipality is experiencing cashflow challenges, and is unable to meet it obligations within regulated timeframes.	Implementation of Revenue enhancement strategies, cost containment measures and enforcement of monitoring tools over all expenditure line items	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED	
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 the 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	√	
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 the 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	√	

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								Q3	ACTUAL	POE	ACHIEVED/ NOT ACHIEVED/ N/A	BLOCKAGES/ CHALLENGES	REMEDIAL MEASURES/ TIMEFRAMES	Annual Budget					
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%	1.3%	Fruitless and Wasteful Expenditure Register	NOT ACHIEVED	The municipality is experiencing cashflow challenges, and is unable to meet it obligations timeously, which results in penalties for late payments	Implementation of Revenue enhancement strategies, cost containment measures and enforcement of monitoring tools over all expenditure line items	N/A	N/A	All Wards/LMs	BTO Expenditure Management	NOT ACHIEVED	
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	95 Days	90 Days	115 Days	Bids Register	NOT ACHIEVED	The SCM processes for tenders that were dealt with in quarter three(3) were delayed by the bulk of tender documents that were received from bidders in response to the tender advert, time was mostly taken by the evaluation process,capturing of rates - BOQ that had more than four hundred (400) items per document.	Currently, bid committees sit weekly which fast tracks awarding of tenders. Quarter 4 tenders will be awarded within 90 days that is prescribed.	N/A	N/A	All Wards/LMs	BTO SCM	NOT ACHIEVED	
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	System Generated Purchase Orders Report	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	
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	13 Days	14 Days	14	System Generated Purchase Orders Report	ACHIEVED	NONE	N/A	n/A	N/A	All Wards/LMs	BTO SCM	√	
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	3	3	3	Updated Contract Register	ACHIEVED	NONE	N/A	N/A	N/A	All Wards/LMs	BTO SCM	√	
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	3	3	3	Vendor Performance Reports	Not ACHIEVED			N/A	N/A	All Wards/LMs	BTO SCM	Vendor Performance Reports not submitted	
MFVM 12	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Improve Cash and Cash Equivalent ratio.	3 Months Cash Coverage of Expenditure	3 Months	1.93 Months	3 Months	0.25 Months	Balance Sheet, Income Statement and Calculations	Not Achieved	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. Over and above the required POEs, an additional source document aligning with the cash and cash equivalents has been attached.	The Municipality is working on building its reserves, wilst also tightening its cost containement and collection stategies. Ensuring also that the Municipality is commiting based on its affordability and budget. The Municipality is anticipating some slight improvement by June 2022	N/A	N/A	All Wards/LMs	BTO Cash Management	NOT ACHIEVED	
MFVM 13	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Preparation of the Annual Budget	Percentage Budget Expenditure on Free Basic Services	100%	21.59%	75%		Budget Expenditure Report				R83 457 300.00	R18 021 768.11	All Wards/LMs	BTO Budget	target not reported on	
MFVM 18	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Preparation of the Adjustment Budget	Date Adjustment Budget adopted by Council	28-Feb-22	N/A	28-Feb	24-Feb	Council Resolution	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	

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MFVM 19	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	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	ACHIEVED	N/A	N/A	R2 606.00	N/A	All Wards/LMs	BTO Budget	√	
MFVM 20	100% compliance with all laws and regulations	To ensure full compliance with MFMA	MFVM 4	Submission of S72 Reports to Council	Date by when S72 reports must submitted to Council	25-Jan-22	NA	25-Jan-22	27-Jan-22	Council Resolution	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	
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	29-Oct-21	31-Jan-22	27-Jan-22	Council Resolution	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO Budget	√	
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	0.93:1	1.5:1	0.71:1	Balance Sheet and Calculations	Not Achieved	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. Over and above the required POEs, an additional source document aligning with the cash and cash equivalents has been attached.	The Municipality is working on building its reserves, wilst also tightening its cost containement and collection stategies. Ensuring also that the Municipality is commiting based on its affordability and budget. The Municipality is anticipating some slight improvement by June 2022	N/A	N/A	All Wards/LMs	BTO Cash Management	**NOT ACHIEVED**	
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%	96%	98%	100%	ICT Helpdesk Report	ACHIEVED	N/A	N/A	N/A	N/A	All Wards/LMs	BTO FMSS	√	
MFVM 26	Accurate billing	To improve revenue collection	MFVM 5	Completeness of Meter Reading: Rural	Percentage of Meters Read - Urban	75%	74%	75%	74%	Meter Reading Report	Not Achieved	On average 19% 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 3 vehicles.	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**	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	5%	5%	5%	5%	Meter Reading Report	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	√	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

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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%	68%	90%	73%	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 information is reported as at 30 November 2021 as the December month end processes are not yet finalized.	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**	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 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	1	1	1	Updated Assets Register,Assets verification memo , and Asset Verification Plan	**Achieved**	N/A	N/A	0.00	0.00	All Wards/LMs	BTO Asset Management	√	
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	3	3	3	Updated Asset Register	**Achieved**	None	N/A	0.00	0.00	All Wards/LMs	BTO Asset Management	√	
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	0	N/A	N/A	Council resolution, Advert, report on on Disposal.	N/A	Covid 19 affected the disposal	We need to have 3 disposal twice a year.	R137 774.00	0.00	All Wards/LMs	BTO Asset Management	**N/A**	
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	N/A	1	Assets management Indaba Agenda	**Achieved**	None	To have Assets management iNdaba quartely	0.00	0.00	All Wards/LMs	BTO Asset Management	√	
MFVM 35	GRAP compliant asset register	To optimise Asset Management	MFVM 7	Acquisition of Insurance Services	Number of Insurance Management Indaba Held	1	1	Assets Management Indaba Agenda	1	Assets Management Indaba Agenda	**Achieved**	None	N/A	0.00	0.00	All Wards/LMs	BTO Asset Management	√	
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 summary cover	**Achieved**	None	None	R5 506 029.00	4 769 882.16	All Wards/LMs	BTO Asset Management	√	
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	970	500	1167	Indigent Register	**ACHIEVED**	N/A	N/A	15 000 000.00	13 135 662..73	All Wards/LMs	BTO Revenue Management	√	