

NATIONAL KPA's	IDP REF NUMBER	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	3RD QUARTER TARGET End March 2017	3rd QUARTER ACTUAL End March 2017	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PERFORMANCE SYMBOL	WEIGHTINGS	RESPONSIBLE PERSON
FINANCIAL VIABILITY & MANAGEMENT	FV010	To achieve a clean audit opinion	Budget and compliance monitoring	Compliance with MFMA and clean administration	a) Clean audit report by the AG for 2015/2016 b) No repeat findings	a) AG Report b) Number	a) Submission of AFS by 31 August 2015 and Clean audit report achieved. b) 1 Repeat findings	a) Clean audit report by the AG for 2015/2016 b) 0	Salaries	a) N/A b) N/A	a) N/A b) N/A				1	a) N/A b) N/A	a) N/A b) N/A	H	Manager: Budget & Compliance
		To achieve a clean audit opinion	Budget and compliance monitoring	Clean administration	a) Implementing and monitoring SOPs on a monthly basis b) Implementing and monitoring AG key controls on a quarterly basis c) Implementing and monitoring AG dashboard on a quarterly basis	a) Number of SOPs monitoring reports b) Number of AG Key controls monitoring reports c) Number of AG Dashboard monitoring report	a) 12 SOP reports achieved to date. b) 4 AG key control reports achieved to date. c) 4 AG dashboard reports achieved to date.	a) 12 SOPs monitoring reports b) 4 AG key controls monitoring reports c) 4 AG Dashboard monitoring reports	Salaries	a) 9 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 9 SOPs monitoring reports achieved b) 3 AG key control monitoring reports achieved. c) 3 AG Dashboard monitoring report achieved			2	a) Y b) Y c) Y	a) 😊 b) 😊 c) 😊	H	Manager: Budget & Compliance	
		To achieve a clean audit opinion	Budget and compliance monitoring	Quality, reliable financial statements and management information	a) Preparing monthly AFS that complies with the year end action plan b) Monitoring progress on audit queries resolving plan	a) Monthly AFS including June 2016 b) Percentage progress	a) 12 AFS achieved to date including the June 2015 AFS. b) 80% achieved to date.	a) 12 (Including June 2016 AFS) b) 80%	Salaries	a) 9 b) 50%	a) 9 (including June) AFS achieved. b) 90%			3	a) Y b) Y	a) 😊 b) 😊	M	Manager: Budget & Compliance	
	FV003	To ensure sound expenditure management principles	Expenditure management	Operational expenditure monitoring	Percentage of operational expenditure (Actual operating expenditure/Budgeted operating expenditure x 100)	Percentage	101%	100%	Salaries	75%	59%	Still within target			4	Y	😊	H	Manager Expenditure
		To ensure sound expenditure management principles	Expenditure management	Effectiveness of Expenditure Management Committee	Number of quarterly reports submitted to Expenditure /Revenue Management Committee/ Manco	Number	8 reports	2 (was 12)	Salaries	1 (was 9) reports	1 report			5	Y	😊	H	CFO/Manager Expenditure	
	FV004	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Compliance monitoring	Submission of monthly reports and quarterly reports by deadline Monthly Reports - CFA - RME - AC - AD - OSA - CAA - FMG - MIG - MSIG - RTSG - BSAC - WSOG - PWPG - MWSIG (MWIG) - RHIG Quarterly Reports - BM - ME - LTC - MFM1 - IM	MFMA compliance Dates	All reports were submitted on time.	Monthly reports not submitted later than 10 working days after the end of each month and quarterly reports not submitted later than 24 working days after end of each quarter	Salaries	Reports submitted by deadline	All Reports submitted by deadline			6	Y	😊	M	Manager: Budget & Compliance	
		To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Credible budgeting and compliance	Approved fully funded Operating & Capital Budget for 2017/2018 by deadline	MFMA compliance Dates	31 May 2016.	31 May 2017	Salaries	a) Prepare 2016/2017 mid term assessment and adjustment budget b) Prepare 2017/2018 draft budget and submit to Council for approval	a) Achieved, mid term assessment was submitted to PT on 25 January and tabled at Council on 31 January 2017. Adjusted budget was tabled to Council on 28th February and approved. b) Achieved, 2017/2018 draft budget was tabled to council on the 29th of March 2017.			7	a) Y b) Y	a) 😊 b) 😊	H	Manager: Budget & Compliance	
	FV004	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Compliance monitoring	Compliance with MFMA Budget Regulations and circulars	Compliance checklist from KZN Provincial Treasury	a) Full compliance on Mid Year Assessment achieved. b) Compliance achieved on the tabled 2016/17 1st draft budget.	a) Full compliance 2016/2017 b) Full compliance 2017/2018	Salaries	a) Full compliance as evidenced by the following: KZN Provincial Treasury compliance checklist on 2016/2017 Mid-term assessment b) N/A	a) Full Compliance on Provincial Treasury on 2016/17 Mid term assessment checklist achieved. b) N/A			8	a) Y b) N/A	a) 😊 b) N/A	M	Manager: Budget & Compliance	
	FV007	To ensure sound and effective asset and inventory principles	Assets and logistics management	Quality, reliable fixed asset register and property, plant and equipment	a) Frequency of asset verification on i) movable assets including 2015/16 4th quarter ii) immovable assets - for 2015/2016 FY b) Frequency of recons conducted between the asset register & AFS	Frequency	a) i) 4 ii) 1 b) 12	a) i) 4 ii) 1 b) 12	Salaries	a) i) 3 ii) N/A b) 9	a) i) 3 ii) N/A b) 9			9	a) i) Y ii) N/A b) Y	a) 😊 ii) N/A b) 😊	M	Manager Assets & Logistics	
		To ensure sound and effective asset and inventory principles	Assets and logistics management	Adequacy of maintenance of fixed assets for sustainable service delivery (Pg 3 of MFMA Circular 71)	Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets (Carrying Value) (Property, Plant and Equipment + Investment Property + Intangible assets Impairment / (Total Property, Plant and Equipment + Investment property + Intangible Assets) x 100)	Percentage	0%	0%	Salaries	N/A	N/A			10	N/A	N/A	H	Manager Assets & Logistics	
		To ensure sound and effective asset and inventory principles	Assets and logistics management	Assets Under Construction monitoring	a) Percentage of completed projects transferred to the asset register b) frequency of recons conducted between assets under construction & project register	Percentage & Frequency	a) 100% b) 12	a) 100% b) 12	Salaries	a) 100% b) 9	a) 0% b) 9	a) There were no projects completed as at the end of March 2017.			11	a) N/A b) Y	a) N/A b) 😊	H	Manager Assets & Logistics

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FINANCIAL VIABILITY & MANAGEMENT		To ensure sound and effective asset and inventory principles	Assets and logistics management	Adequacy of investment in fixed assets (Pg 2 of MFMA Circular 71)	Capital Expenditure to Total Expenditure Total Capital Expenditure/Total Expenditure (Total operating Expenditure + Capital Expenditure) x 100 (Norm 10-20%)	Percentage	47%	20%	Salaries	15%	45%				12	Y	😊	H	Manager Assets & Logistics
	FV002	To ensure sound revenue management principles	Revenue management	Monitoring of revenue collection	Percentage collection rate	Percentage	59%	72% (was 65%)	Salaries	71% (was 63%)	70%				13	Y	😊	H	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Credit control	% of overdue accounts restricted	Percentage	73%	100%	Salaries	100%	67%			Provide RFV & CM for target not met.	14		😞	H	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Debtors management	a) Percentage of debtors over 90 days issued with notice via statements of accounts/SMS b) Percentage of debtors over 120 days handed over to attorneys for collection (Top 20% of over 120 days)	Percentage	a) 100% b) 25%	a) 100% b) 32%	Salaries	a) 100% b) 15%	a) 100% b) 14%				15	a) Y-Insufficient evidence b) Y-Insufficient evidence	a) 😞 b) 😞	M	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Revenue protection and enhancement (Pg 15 of MFMA circular 71)	Revenue Growth (%) (Period under Review's Total Revenue - Previous Period's Total Revenue) / Previous Period's Total Revenue) x 100 (Norm is rate of CPI) (Service charges)	Percentage	-7%	17%		10%	18%				16	Y	😊	M	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Revenue protection and enhancement (Pg 21 of MFMA circular 71)	Service Charges Revenue Budget Implementation (Actual Service Charges & Property Rates Revenue / Budgeted Service Charges & Property Rates Revenue x 100) (Norm is 95%)	Percentage	Not reported	95%		75%	67%			Provide RFV & CM for target not met.	17	Y	😞	M	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Debtors Management	a) Turnaround time for approving indigent applications with no queries b) Percentage of indigent households with access to free basic services c) Increase in the number of indigent with access to free basic water services on the indigent register	Number & Percentage	a) 14 days b) 100% c) 3760	a) 14 days b) 100% c) 3500 (was 4000)		a) 14 days b) 100% c) 3300 (was 3000)	a) 14 days b) 100% c) 3191	c) There is a challenge in registering new indigents customers as Revenue helpdesk has to work extra hours to ensure that the register is continuously updated. No overtime is being paid due to austerity measures and employees have reached salary/overtime threshold.			18	a) Y b) Y c) Y	a) 😊 b) 😊 c) 😊	M	Manager Revenue
	FV006	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Demand management	Percentage implementation of Annual procurement plan by deadline (projects with no issues)	Percentage	83%	100%	Salaries	75%	57%			Most of the projects were cancelled due to budgetary issues and cannot be implemented in this financial year.	19	Y	😊	M	Manager SCM
		To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Acquisition management	a) Turnaround time for the SCM processes in recommending preferred bidders to Departments (quotations, adverts etc) (Between R30 000 & R200 000) b) Turnaround time for the SCM processes in recommending preferred bidders to Departments (quotations, adverts etc) (Between R2000 and R29 999)	Number of days	a) 10.34 days b) 5.54 days	a) 10 days b) 5 days	Salaries	a) 10 days b) 5 days	a) 3 days b) 3.07days	a) No transactions for Jan and March			20	a) Y b) Y	a) 😊 b) 😊	H	Manager SCM
	FV006	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Acquisition management	Turnaround time for awarding all the bids (Calendar days - 1st advert to letter of appointment with no objections)	Number	152.06 days	120 days	Salaries	120 days	166 days	No projects awarded in Jan And Feb. Delays in CS/12/2016 were due to departments not finalising the evaluation on time.		Need CM for target not met.	21	Y	😞	H	Manager SCM
		To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Contract management	Number of consolidated quarterly reports on performance of service providers prepared	Number	4	4	Salaries	3	Quarter 3 Report was submitted to Finance Portfolio Committee				22	Y	😊	H	Manager SCM
	FV007	To ensure sound and effective asset and inventory principles	Logistics management	Inventory management	a) Frequency of stock take b) Turnaround time to resolve variances c) Frequency of recons conducted between the stock report as per Munsoft and AFS	Frequency & Time	a) 12 stock take completed b) 14 days c) 12	a) 12 b) 14 days c) 12	Salaries	a) 9 stock take completed b) 14 days c) 9	a) 9 stock takes completed b) 14 days c) 9				23	a) Y b) Y c) Y	a) 😊 b) 😊 c) 😊	M	Manager SCM/ Manager Assets & Logistics
	FV006	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Quality, reliable contracts register	Frequency of updating the contract register on awarded projects	Frequency	12	12	Salaries	9	9	The contract register is updated regularly as and when new projects are awarded. Furthermore, monthly meetings are held with Technical Services, Assets, Expenditure and Budget to ensure that credible information is recorded per project, this is done on an on-going basis.		Need clarity on evidence submitted as it is not in line with Technical Services progress reported for Q3	24	Y	😊	M	Manager SCM

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FINANCIAL VIABILITY & MANAGEMENT	FV001	To ensure sound and credible general financial management principles	Debt management	Debt coverage (Pg 9 of MFMA circular 71)	Debt Total Borrowings & Revenue (Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) (Norm is 45% & below)	Percentage	19%	45%	Salaries	45%	20%				25	Y	😊	M	Manager Expenditure	
	FV001	To ensure sound and credible general financial management principles	Cash flow management	Liquidity Management (Pg 7 & 8 of MFMA circular 71)	Cash/Cost Coverage Ratio (Excluding Unspent Conditional Grants) ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) (Norm: Range between 30 and 90 days with 90 days being ideal)	Number	30 days	30 days cash on hand	Salaries	30 days	11 days	Cash flow position continues to be constrained given the persisted poor collection rate particularly from historic debt.	Council has secured services of a debt collector with a view of soliciting assistance to collect outstanding monies sitting in old debt. Also the implementation of austerity measures currently under way is aimed at addressing the cash flow challenges currently being experienced.		26	Y	😞	M	Manager Expenditure	
		To ensure sound and credible general financial management principles	Working capital management		Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	Ratio	1.20:1	1:1	Salaries	1:1	1.28:1				27	Y	😊	M	Manager Expenditure	
		To ensure sound and credible general financial management principles	Debt management	Payment of creditors (Pg 16 of MFMA circular 71)	Average number of days taken for trade creditors to be paid: Creditors Payment Period (Trade Creditors) Trade Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	Number	27 days	30 days	Salaries	30 days	15 days					28	Y	😊	H	Manager Expenditure
		To ensure sound and credible general financial management principles	Expenditure management	Compliance monitoring - Finance Department (Pg 16 of MFMA Circular 71)	Irregular, Fruitless, & Wasteful & Unauthorised Expenditure/Total Operating Expenditure (Irregular,Fruitless & Wasteful & Unauthorised Expenditure) / Total Operating Expenditure x 100) (Norm is 0%)	Percentage	1,61%	0%	Salaries	0%	0%					29	Y	😊	H	CFO/Manager SCM/ Expenditure & Budget & Compliance
	FV003	To ensure sound expenditure management principles	Expenditure management	Remuneration costs monitoring (Pg 17 of MFMA circular 71)	Remuneration (Employee Related Costs & Councilors Remuneration) as a % of Total Operating Expenditure) Remuneration (Employee Related Costs and Councilors' Remuneration) / Total Operating Expenditure x 100 (Norm: 25% to 40%)	Percentage	32%	35%	Salaries	34%	34%					30	Y	😊	H	Manager Expenditure
	FV009	To implement and maintain compliant, effective and efficient enterprise risk management systems & processes	To ensure effective Risk management	Risk management	a) Number of updated risk monitoring tool submitted b) Number of risk management committee meetings attended	Number	a) 12 b) 3	a) 12 b) 4	Salaries	a) 9 b) 3	a) 9 b) 2					31	a) Y b) Y	a) 😊 b) 😞	H	CFO/Manager SCM/ Expenditure /Budget & Compliance/Assets & Logistics
	FV001	To ensure sound and credible general financial management principles	Budget and monitoring of performance against predetermined objectives	Clean administration	Performance Report with accurate & complete POEs submitted by deadline monthly and quarterly	Date	10th day of each month	10th day of each month	Salaries	10th day of each month	16-02-2017 17-03-2017 13-04-2017					32	Y	😞	M	CFO
			People management	Performance Reviews	Number of performance reviews of employees' performance conducted quarterly	Number	Not reported	4	Salaries	3	2					33	Y-insufficient evidence	😞	L	CFO
	GOOD GOVERNANCE & DEMOCRACY	GG007	To ensure that the municipality's administration is governed by sound and effective values and principles as outlined in the Constitution of South Africa	To ensure effectiveness of Intergovernmental Relations	Promote Intergovernmental Relations	Number of CFO 's (was IGR) meetings held (was attended)	Number	0	2 (was 4)	Salaries	1 (was3)	Not reported			Report and provide evidence	34	N	😞	H	CFO

PERFORMANCE SYMBOLS				
TARGET MET	IN PROGRESS	NOT MET	N/A	TOTAL
😊	😞	😞	N/A	
31	6	7	6	50

WEIGHTINGS			
HIGH	MEDIUM	LOW	TOTAL
H	M	L	
25	24	1	50