

NATIONAL KPA's	IDP REF NUMBER	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	3RD QUARTER TARGET End March 2018	3RD QUARTER ACTUAL End March 2018	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/ CORRECTIVE MEASURE	PMS COMMENTS Feb	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PERFORMANCE SYMBOL	WEIGHTINGS	RESPONSIBLE PERSON		
FINANCIAL VIABILITY & MANAGEMENT	FV01	To ensure sound revenue management principles	Revenue management	Monitoring of revenue collection & Installation of smart meters	a) % collection rate b) % Reduction of unmetered households	a) 65% (was 75%) b) 5% (was 25%)	a) 60% (was 74%) b) Report on assessment conducted	a) 71% b) Report on assessment submitted					1	a) Y b) Y	a) 😊 b) 😊	H	Manager Revenue		
			Revenue management	Maintain clean data by enforcing strict controls over DRS masterfile (Consumer Database) amendments	% accuracy in billing	80%	75%	82%					2	Y	😊	H	Manager Revenue		
		To ensure sound revenue management principles	Revenue management	Credit control	% of overdue accounts restricted	100%	100%	100%						3	Y	😊	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	a) 100% b) 100% (was 50%)	a) 100% b) 100% (was 45%)	a) 100% b) 100%						4	a) Y b) Y	a) 😊 b) 😊	H	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)	5% (was 10%)	5% (was 10%)	9%						5	Y	😊	H	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%)	70%	68%	59%	Sanitation tariffs were changed as businesses negotiated rates were implemented as they did not accept IDM evaluated rates which impacted on revenue growth	The service charges were amended during the adjustment period					6	Y	😞	H	Manager Revenue
		To ensure sound revenue management principles	Revenue management	Debtors Management	a) Percentage of household's on the indigent register earning less than R3500 with access to free basic services b) Number of indigents with access to free basic water services on the indigent register	a) 100% b) 3500 (was 5191)	a) 100% b) 3000 (was 4691)	a) 100% b) 2536	b) Indigent status is not automatic. Customer applies and qualifies to a set criteria. The status is renewed on application after two years.	b) Engagements were held with local municipalities to provide their indigent registers. Also, during Izimbizos and Public meetings, Customer Service desks are manned to assist customers in applying. The outreach service is available on requests via Ward Councillors				7	a) Y b) Y	a) 😊 b) 😊	H	Manager Revenue	
		To ensure sound revenue management principles	Revenue management	Bad Debts management (Pg 6 of MFMA circular 71)	Bad Debts Written-off as % of the Bad Debt Provision  Bad Debts Written-off (Period under review) / Provision for Bad Debt (Period under review) x100  (Norm is 100%)	100% (2016/17 financial year)	N/A	N/A						8	N/A	N/A	H	Manager Revenue	
	FV02	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Compliance with MFMA regulations	Submission of monthly reports and quarterly reports by deadline <b>Monthly Reports</b> - CFA - RME - AC - AD - OSA - CAA - FMG - MIG - MSIG - RTSG - BSAC - WSOG - PWP - MWIG - RHIG <b>Quarterly Reports</b> - BM - ME - LTC - MFM1 - IM	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	Reports submitted by deadline	All reports submitted on time.						9	Y	😊	H	Manager: Budget & Compliance	
						Credible budgeting and compliance	Approved fully funded Operating & Capital Budget for 2018/2019 by deadline	31 May 2018	a) Prepare 2017/2018 mid term assessment and adjustment budget b) Prepare 2018/2019 draft budget and submit to Council for approval	a) 2017/2018 mid term assessment was prepared and submitted to Treasury on 25 January 2018 and tabled to Council on 30 January 2018. Adjustment budget was prepared and submitted to Council on 28 February 2018. b) 2018/2019 draft budget was prepared and tabled to Council on 29 March 2018 and it was submitted to PT and NT on the 3rd of April 2018.						10	a) Y b) Y	a) 😊 b) 😊	H

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FINANCIAL VIABILITY & MANAGEMENT				Compliance with MFMA regulations & Treasury	Compliance with MFMA Budget Regulations, circulars and Treasury	a) Compliance with 2017/2018 Treasury checklist b) Compliance with 2018/2019 Treasury checklist	a) Compliance as evidenced by the following: KZN Provincial Treasury compliance checklist on 2017/2018 Mid-term assessment b) N/A	a) Compliance achieved. b) N/A					11	a) Y b) N/A	a) 😊 b) N/A	M	Manager: Budget & Compliance	
				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) 12 SOPs monitoring reports b) 4 AG key controls monitoring reports c) 4 AG Dashboard monitoring reports	a) 9 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 9 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports					12	a) Y b) Y c) Y	a) 😊 b) 😊 c) 😊	H	Manager: Budget & Compliance	
				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) 9 (was 12) (Including June 2017 AFS) b) 80%	a) 6 (was 9) b) 50%	a) 6 AFS including June 2017. b) 73%	a) There is currently a process of preparing the Interim Financial Statements for the period ended 31 March 2018 and this requires all workings. The AFS are now prepared on Caseware due to the processes of mSCOA.	a) There is currently a process of preparation of AFS on a system and this will speed up the process going forward.			13	a) Y b) Y	a) 😊 b) 😊	H	Manager: Budget & Compliance	
	FV03	To ensure sound expenditure management	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)	25% (was 45%)	25% (was 45%)	15%					14	Y	😊	H	Manager Expenditure	
				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)	15 days cash on hand	15 days	57 days					15	Y	😊	H	Manager Expenditure
				Working capital management		Current Ratio  Current Assets / Current Liabilities  (Norm: 1.5 to 2.1)	1.3:1 (was 1:1)	1.3:1 (was 1:1)	1.56:1					16	Y	😊	H	Manager Expenditure
				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)	30 days	30 days	23 days					17	Y	😊	H	Manager Expenditure
				Expenditure management	Remuneration costs monitoring (Pg 17 of MFMA circular 71)	Remuneration (Employee Related Costs & Councillors Remuneration) as a % of Total Operating Expenditure  Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100  (Norm: 25% to 40%)	35%	34%	36%					18	Y	😊	H	Manager Expenditure
	FV04	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy framework	Supply chain management	Implementation of demand management		% progress in implementing procurement plan	80% (was 100%)	75%	78,12%					19	Y	😊	H	Manager SCM
				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)	a) 10 days b) 5 days	a) 10 days b) 5 days	a) 8,30 days b) 3,25 days					20	a) Y b) Y	a) 😊 b) 😊	H	Manager SCM
			Supply chain management	Implementation of acquisition management	Turn around for finalization of scm processes  (closing date of an advert to the date of award)	120 days	120 days	81 days					21	Y	😊	H	Manager SCM	
			Supply chain management	Contract management	Number of consolidated quarterly reports on performance of service providers prepared	4	3	3					22	Y	😊	H	Manager SCM	

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FINANCIAL VIABILITY & MANAGEMENT			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	a) 12 b) 14 days c) 12	a) 9 stock take completed b) 14 days c) 9	a) 9 stock take completed b) 14 days c) 9					23	a) Y b) Y c) Y	a) 😊 b) 😊 c) 😊	H	Manager SCM/	
	FV05	To maintain a clean audit opinion	Budget and compliance monitoring	Maintain Clean Audit	Maintain Clean Audit opinion	Clean audit report by the AG for 2016/2017	N/A	N/A					24	N/A	N/A	H	Manager: Budget & Compliance	
	FV06	To ensure sound and effective asset management	Assets and logistics management	Conduct Asset Verification for Quality and a reliable fixed asset register	a) Frequency of asset verification on i) movable assets including 2016/17 4th quarter ii) immovable assets - for 2016/2017 FY b) Frequency of recons conducted between the asset register & AFS	a) i) 4 ii) 1 b) 12	a) i) 3 ii) N/A b) 9	a) i) 3 ii) N/A b) 9					25	a) i) Y ii) N/A b) Y	a) i) 😊 ii) N/A b) 😊	H	Manager Assets & Logistics	
			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)	0%	N/A	N/A						26	N/A	N/A	H	Manager Assets & Logistics
			Assets and logistics management	Assets Under Construction monitoring	Frequency of recons conducted between assets under construction & project register	12	9	9						27	Y	😊	H	Manager Assets & Logistics
		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%)	20%	15%	28%	Capital expenditure is dependent on grant allocation. The high capital expenditure is attributable to current projects under construction and being paid for.					28	Y	😐	H	Manager Assets & Logistics	
GOOD GOVERNANCE & DEMOCRACY	GP06	Compliance and good Governance	Implementation of OSS	Operation Sukuma Sakhe	Number of District Task Team meetings attended	6 (was 10)	3 (was 7)	0					29	N	😞	H	CFO	
			To ensure effectiveness of Intergovernmental Relations	Promote Intergovernmental Relations	Number of CFO Forum meetings scheduled	4	3	3					30	Y	😊	H	CFO	
	GP08	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	a) 12 b) 4	a) 9 b) 3	a) 9 b) 3					31	a) Y b) Y	a) 😊 b) 😊	H	CFO/Manager SCM/ Expenditure /Budget & Compliance/Assets & Logistics	
	GP010	To ensure effective Organisational Performance Management	Budget and monitoring of performance against predetermined objectives	Clean administration	Performance Report with accurate & complete POEs submitted by deadline monthly and quarterly	10th day of each month	10th day of each month	20-10-2017 14-12-2017 10-01-2018 13-02-2018 14-03-2018 17-04-2018					32	Y	😞	H	CFO	
			People management	Performance Reviews	Number of performance reviews of employees' performance conducted quarterly	4	3	3					33	Y	😊	L	CFO	

PERFORMANCE SYMBOLS				
TARGET MET	IN PROGRESS	NOT MET	N/A	TOTAL
😊	😐	😞	N/A	
37	2	3	5	47

WEIGHTINGS			
HIGH	MEDIUM	LOW	TOTAL
H	M	L	
44	2	1	47