

NATIONAL KPA's	IDP REF NUMBER	STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2018	1st QUARTER ACTUAL End Sept 2018	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PERFORMANCE SYMBOLS	WEIGHTINGS	RESPONSIBLE PERSON
FINANCIAL VIABILITY & MANAGEMENT	FV01	To ensure sound revenue management	Revenue management	Monitoring of revenue collection & Installation of meters	a) Percentage collection rate b) Reduction of unmetered households	Percentage & number	a) 71% b) Report on assessment submitted	a) 85% b) 1000	Salaries	a) 80% b) 250	a) 67% b) 340	a) Conversions of prepaid to conventional metering has increased billing and consumers are taking more time to pay. Disconnections are not done frequently. High level of faulty prepaid meters. That is what leads to the conversions. Culture of non payment by consumers.	a) Enforce and implement the credit control policy. Disconnect consumers frequently. Hand over consumers to the debt collector for collection. Monitor meters that are not buying water and convert them to conventional metering and also monitor the ones that have been converted and track payments as there was a culture that the consumers are on prepaid and therefore not pay		1	a) Y b) Y	a) 😞 b) 😊	H	Manager Revenue
				Maintain clean data by enforcing strict controls over DRS masterfile (Consumer Database) amendments	Percentage accuracy in billing	Percentage	82%	90%	Salaries	65%	69%			2	Y	😊	H	Manager Revenue	
				Credit control	Percentage of overdue accounts restricted	Percentage	100%	100%	Salaries	100%	100%			3	Y	😊	H	Manager Revenue	
				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	Percentage	a) 100% b) 100%	a) 100% b) 100%	Salaries	a) 100% b) 100%	a) 100% b) 100%			4	a) Y b) Y	a) 😊 b) 😊	H	Manager Revenue	
				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	9%	5%	Salaries	1%	18%			5	Y	😊	H	Manager Revenue	
				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	59%	70%	Salaries	65%	96%			6	Y	😊	H	Manager Revenue	
				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	Number & Percentage	a) 100% b) 2536	a) 100% b) 4000	Salaries	a) 90% b) 3500	a) 100% b) 2034	b) There has been a decline in the number of consumers who are on the indigent register. This is because the consumers do not come to reapply whenever their support does expire. Consumers are getting water by other means and don't see the need to apply for the indigent relief.	b) Consumer awareness during community and public meetings. Plead with ward councillors to spread the benefit to the public at large during meetings. Have one indigent register with the whole district that will incorporate the LMs. Align the indigent registers of all LMs in the district.	7	a) Y b) Y	a) 😊 b) 😞	H	Manager Revenue	
				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%)	Percentage	100%	100% (2017/18 financial year)	Salaries	100%	0%	Council recommended that all avenues be visited before writing off any consumer. There were no writes offs that were permitted.	The process of verifying and also scrutinizing those accounts is underway and also the debt collector is then trying to collect from those accounts before any write offs are then effected.	8	Y-Insufficient evidence	😞	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 Monthly Reports - CFA - RME - AC - AD - OSA - CAA - FMG - MIG - MSIG - RTSG - BSAC - WSOG - PWPG - WSIG - RHIG - RBIG - EEDG 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 report were submitted on time				9	Y	😊	H	Manager: Budget & Compliance
				Credible budgeting and compliance	Approved fully funded Operating & Capital Budget for 2018/2019 by deadline	MFMA compliance Dates	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.	31 May 2019	Salaries	Submit 2018/2019 budget programme to the Mayor	Submitted to Council on 28 August 2018			10	Y	😊	H	Manager: Budget & Compliance	
				Compliance with MFMA regulations & Treasury	Compliance with MFMA Budget Regulations, circulars and Treasury	Compliance checklist from KZN Provincial Treasury	a) Compliance on KZN Provincial Treasury on 2017/18 approved budget checklist achieved. b) Compliance achieved on the tabled 2017/18 1st draft budget.	a) Compliance with 2018/2019 Treasury checklist b) Compliance with 2019/2020 Treasury checklist	Salaries	a) Compliance as evidenced by the KZN Provincial Treasury compliance checklist on 2018/2019 approved budget b) N/A	a) Complied b) N/A			11	Y	😊	M	Manager: Budget & Compliance	

NATIONAL KPA's	IDP REF NUMBER	STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2018	1st QUARTER ACTUAL End Sept 2018	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PERFORMANCE SYMBOLS	WEIGHTINGS	RESPONSIBLE PERSON	
FINANCIAL VIABILITY & MANAGEMENT				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	Number	a) 9 SOPs monitoring reports b) 3 AG key controls monitoring reports c) 3 AG Dashboard monitoring reports	a) 12 SOPs monitoring reports b) 4 AG key controls monitoring reports c) 4 AG Dashboard monitoring reports	Salaries	a) 3 SOP monitoring reports b) 1 AG key controls monitoring reports c) 1 AG Dashboard monitoring reports	a) 3 SOP monitoring reports b) 1 c) 1				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	Number & Percentage	a) 6 AFS including June 2017. b) 73%	a) 12 (Including June 2018 AFS) b) 80%	Salaries	a) 3 b) N/A	a) 3 b) N/A						13	a) Y b) N/A	a) 😊 b) N/A	H
	FV03	To ensure sound expenditure management	Debt management (Pg 9 of MFMA circular 71)	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	15%	25%	Salaries	25%	42%				14	Y	😊	H	Manager Expenditure	
			Cash flow management (Pg 7 & 8 of MFMA circular 71)	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	57 days	60 days cash on hand	Salaries	30 days	49 days					15	Y	😊	H	Manager Expenditure
			Working capital management		Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	Ratio	1.56:1	1.5:1	Salaries	1.3:1	1.17:1	This is largely dependent on the availability of cash which effectively means less creditors.	Same measures as in number 17 below			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)	Number	23 days	30 days	Salaries	30 days	45 days	Unpaid creditor invoices as at the end of September 2018 accounted for R25mil which translated into 45 creditors days. The number of days were to a large extent inflated by the value of unpaid grant funded capital projects invoices (10,8mil) mainly as a result of WSIG and MIG. Removing this factor from the equation leaves only 26 creditors' days which which is well within the 30 days target.	MIG tranche is scheduled to be received on the 8th of December 2018. Once these funds are received, the affected contractors/service providers' invoices will be paid and this will have a huge positive impact on the future calculation.			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%)	Percentage	36%	35%	Salaries	30%	33%					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	Percentage progress in implementing procurement plan	Percentage	78%	100%	Salaries	25%	31,57%					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)	Number of days	a) 8,30 days b) 3,25 days	a) 10 days b) 5 days	Salaries	a) 10 days b) 5 days	a) 9,62 days b) 2,45 days	a) Aug - Cameras - had to be advertised again as the spec was incorrect from the user department, Tracksuits - Samples had to viewed which had caused a delay in the process. Sep - Stores/cleaning material - Suppliers were cancelling orders and withdrawing due to them not being able to meet the prices that were originally quoted for.				20	a) Y b) Y	a) 😊 b) 😊	H	Manager SCM
			Supply chain management	Implementation of acquisition management	Turnaround for finalization of scm processes (closing date of an advert to the date of award with no objections)	Number	81 days	90 working days	Salaries	90 working days	108 days - Supply of protective clothing	There was a delay in the sitting of the BEC. No projects were awarded in the months of Aug and Sept 2018.	Target should be 90 calendar days (incl. weekends and public holidays) not working days. This will be corrected during the adjustment period.			21	Y	😞	H	Manager SCM
			Supply chain management	Contract management	Number of consolidated quarterly reports on performance of service providers prepared	Number	3	4	Salaries	1	1					22	Y	😊	H	Manager SCM
			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) 9 stock take completed b) 14 days c) 9	a) 12 b) 14 days c) 12	Salaries	a) 3 stock takes completed b) 14 days c) 3	a) 3 stock take completed b) 14 days c) 3					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	AG Report	AFS for IDM were submitted to AG on the 31st of August 2017, and Consolidated AFS were submitted to AG on the 29th of September 2017. Unqualified Audit Opinion with findings.	Clean audit report by the AG for 2017/2018	Salaries	Submission of AFS by 31 August 2018 for IDM. Consolidated AFS by 30 Sept 2018	AFS for IDM were submitted to AG on 31 August 2018, and Consolidated AFS were submitted to AG on the 28 of September 2018					24	Y	😊	H	Manager: Budget & Compliance

NATIONAL KPA's	IDP REF NUMBER	STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2018	1st QUARTER ACTUAL End Sept 2018	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PERFORMANCE SYMBOLS	WEIGHTINGS	RESPONSIBLE PERSON
FINANCIAL VIABILITY & MANAGEMENT	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 2017/18 4th quarter ii) immovable assets - for 2017/2018 FY b) Frequency of recons conducted between the asset register & AFS	Frequency	a) i) 3 ii) 1 b) 9	a) i) 4 ii) 1 b) 12	Salaries	a) i) 1 ii) 1 b) 3	a) i) 1 ii) 1 b) 3				25	a) i) Y ii) Y b) Y	a) i) 😊 ii) 😊 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)	Percentage	0.30%	0%	Salaries	0%	0.12%				26	Y	😊	H	Manager Assets & Logistics
			Assets and logistics management	Assets Under Construction monitoring	Frequency of recons conducted between assets under construction & project register	Frequency	9	12	Salaries	3	3				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%)	Percentage	28%	20%	Salaries	5%	24%	The high capital expenditure is attributable to current projects under construction and being paid for.	To review quarterly targets during the adjustment time.		28	Y	😊	H	Manager Assets & Logistics
GOOD GOVERNANCE & DEMOCRACY	GP04	To improve the quality of life within the district	Implementation of OSS	Operation Sukuma Sakhe	Number of District Task Team meetings attended	Number	0	10	Salaries	3	3				29	Y	😊	H	CFO
	GP06	Compliance and good Governance	To ensure effectiveness of Intergovernmental Relations	Promote Intergovernmental Relations	Number of CFO Forum meetings scheduled	Number	3	4	Salaries	1	1				30		😊	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	Number	a) 9 b) 3	a) 12 b) 4	Salaries	a) 3 b) 1	a) 3 b) 1				31	a) Y b) Y	a) 😊 b) 😊	H	CFO/Manager SCM/ Expenditure /Budget & Compliance/Assets & Logistics
	GP010	To ensure effective Performance Management	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	06-08-2018 11-09-2018 08-10-2018			POE's received late	32		😞	H	CFO
			People management	Performance Reviews	Number of performance reviews of employees' performance conducted quarterly	Number	3	4	Salaries	1	1				33		😊	L	CFO

PERFORMANCE SYMBOLS				
TARGET MET	IN PROGRESS	NOT MET	N/A	TOTAL
😊	😞	😞	N/A	
37	2	5	1	45

WEIGHTINGS			
HIGH	MEDIUM	LOW	TOTAL
H	M	L	
43	1	1	45