

NATIONAL KPA's	IDP REF NUMBER	STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	STATUS QUO / BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2021	2nd QUARTER TARGET End Dec 2021	3RD QUARTER TARGET End March 2022	4TH QUARTER TARGET End June 2022	EVIDENCE REF NUMBER	WEIGHTINGS	RESPONSIBLE PERSON	REASONS FOR ADJUSTMENTS
PAL FINANCIAL VIABILITY & MANAGEMENT	FV01	To ensure sound revenue management	Revenue management	Monitoring of revenue collection & Installation of meters	Percentage collection rate by deadline	Percentage	57%	65% collection rate by end June 2022	R -	65%	65%	65%	65%	1 Ref TL15	H	Manager Revenue	Baseline updated
	FV01	To ensure sound revenue management	Revenue management	Monitoring of revenue collection & Installation of meters	Number of reduction of unmetered households by deadline	Number	1025	1000 reduction of unmetered households by end June 2022	R -	250	500	750	1000	2 Ref TL16	H	Manager Revenue	Baseline updated
	FV01	To ensure sound revenue management	Revenue management	Monitoring of revenue collection & Installation of meters	Outstanding service debtors to revenue (Total outstanding service debtors / annual revenue actually received for services)	Ratio	354:1	3:1 by end June 2022	R -	3:1	3:1	3:1	3:1	3 Ref TL17	H	Manager Revenue	Baseline updated
	FV01	To ensure sound revenue management	Revenue management	Indigent Debtors Management	Percentage of households earning less than R4000 per month with access to free basic services	Percentage	100%	100% by end June 2022	R -	N/A	N/A	N/A	100%	4	H	Manager Revenue	Legislative KPI added
	FV01	To ensure sound revenue management	Revenue management	Maintain clean data by enforcing strict controls over DRS masterfile (Consumer Database)	Percentage accuracy in billing by deadline	Percentage	99.6%	95% accuracy in billing by end June 2022	R -	65%	70%	75%	95%	5	H	Manager Revenue	Baseline updated
	FV02	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Quality, reliable financial statements and management information	Number of monthly financial statements prepared by deadline	Number	12 (Including June 2020 AFS)	12 monthly financial statements prepared by end June 2022 (Including June 2020 AFS)	R -	3	6	9	12	6	H	Manager: Budget & Compliance	Baseline updated
	FV02	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Compliance with MFMA regulations	Submission of monthly reports by deadline Monthly Reports - Monthly Move - Debtors - Creditors - FMG	MFMA compliance Dates	48 - All reports were submitted on time.	48 (was 12) monthly reports not submitted later than 10 working days after the end of each month	R -	12	24	36	48	7	H	Manager: Budget & Compliance	Baseline updated. Updated annual target to be in line with Q4 target.
	FV02	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Compliance with MFMA regulations	Submission of quarterly reports by deadline Quarterly Reports - BM -LTC - IM -ME Quarterly Verifications BM -IM -Conditional grants -S71 MFMA Reports - FMG Quarterly evaluation report	Number	14 - All reports were submitted on time.	28 (was 40) quarterly reports not submitted later than 24 working days after end of each quarter	R -	N/A	N/A	N/A	28 (was 40)	8 Ref TL18	H	Manager: Budget & Compliance	Baseline updated. ME and LTC quarterly reports discontinued in 2021/2022 FY therefore target adjusted.
	FV03	To ensure sound expenditure management	Cash flow management	Liquidity Management (Pg 7 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	64 days	30 days cash on hand by 30 June 2022	R -	30 days	30 days	30 days	30 days	9 Ref TL19	H	Manager Expenditure	Baseline updated

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MUNICIPALITY	FV03	To ensure sound expenditure management	Working capital management	Current Ratio (Pg 7 & 8 of MFMA circular 71)	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	Ratio	2.18:1	1.5:1 Current Ratio by 30 June 2022	R -	1.5:1	1.5:1	1.5:1	1.5:1	10	H	Manager Expenditure	Baseline updated
	FV03	To ensure sound expenditure management	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	49 days	30 days taken for trade creditors to be paid by 30 June 2022	R -	30 days	30 days	30 days	30 days	11	H	Manager Expenditure	Baseline updated
	FV03	To ensure sound expenditure management	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	26%	35% Remuneration costs by 30 June 2022	R -	35%	35%	35%	35%	12	H	Manager Expenditure	Baseline updated
	FV04	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy	Supply chain management	Implementation of demand management	Percentage progress in implementing procurement plan by deadline	Percentage	72%	80% progress in implementing procurement plan by end June 2022	R -	10%	25%	50%	80%	13 Ref TL20	H	Manager SCM	Baseline updated
	FV04	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner	Supply chain management	Implementation of acquisition management	Number of days for finalization of tender awards (SCM processes) by deadline (closing date of an advert to the date of award with no	Number	86 calendar days	90 calendar days for finalization of tender awards by end June 2022	R -	90 calendar days	90 calendar days	90 calendar days	90 calendar days	14 Ref TL21	H	Manager SCM	Baseline updated
	FV04	To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within policy	Supply chain management	Contract management	Number of consolidated quarterly reports on performance of service providers prepared by deadline	Number	4	4 consolidated reports on performance of service providers prepared by end June 2022	R -	1	2	3	4	15	H	Manager SCM	Baseline updated
BUDGET & COMPLIANCE	FV05	To achieve a clean audit opinion	Budget and compliance monitoring	Maintain unqualified audit opinion	Number of Clean audit opinion report received from AG for 2020/2021 financial year	AG Report	1 - Unqualified audit report by the AG for 2019/2020 received.	1 - Clean audit opinion report received from AG for 2020/2021 financial year by 31 December 2021	R -	N/A	1- Clean audit opinion report	N/A	N/A	16 Ref TL 22	H	Manager: Budget & Compliance	Baseline updated
	FV05	To achieve a clean audit opinion	Budget and compliance monitoring	Maintain unqualified audit opinion	Number of Annual Financial Statements submitted to AG by deadline	Number	2	2 - 2020/2021 AFS submitted to AG by 31 August and 30 Sept 2021	R -	2 - Submission of Consolidated AFS by 30 Sept 2021	N/A	N/A	N/A	17	H	Manager: Budget & Compliance	
	FV05	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Quality, reliable financial statements and management information	Percentage progress on audit queries resolving plan for the finance department by deadline	Percentage	91% for entire municipality	80% progress on audit queries resolving plan for the finance department by end June 2022	0	0	0	50%	80%	18	H	Manager: Budget & Compliance	Baseline updated

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MUNICIPAL FINANCIAL VIAL	FV05	To ensure sound budgeting and compliance principles	Budget and compliance monitoring	Quality, reliable financial statements and management information	Number of repeat findings in the auditor generals management report for the finance department by deadline	Number	0	0 repeat findings for the finance department by end June 2022	R -	N/A	0	N/A	N/A	19	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	Number of asset verification on movable assets including 2020/21 4th quarter conducted by deadline	Number	4	4 asset verification on movable assets conducted by 30 June 2022	R -	1	2	3	4	20 - Ref TL24	H	Manager Assets & Logistics	Baseline updated
	FV06	To ensure sound and effective asset management	Assets and logistics management	Conduct Asset Verification for Quality and a reliable fixed asset register	Number of asset verification on immovable assets - for 2020/2021 FY by deadline	Number	1	1 asset verification on immovable assets - by end September 2021	R -	1	0	0	0	21 - Ref TL25	H	Manager Assets & Logistics	Baseline updated
GOOD GOVERNANCE & PUBLIC PARTICIPATION	GP04	To improve the quality of life within the district	Implementation of	Operation Sukuma Sakhe	Number of District Task Team meetings attended by deadline	Number	10	12 District Task Team meetings attended by 30 June 2022	R -	3	6	9	12	22	H	CFO	Baseline updated
	GP06	Compliance and good Governance	To ensure effectiveness of Intergovernmental Relations	Promote Intergovernmental Relations	Number of CFO Forum meetings held by deadline	Number	4	4 CFO Forum meetings held by 30 June 2022	R -	1	2	3	4	23	H	CFO	Baseline updated
	GP08	To implement and maintain compliant, effective and efficient enterprise risk management systems	To ensure effective Risk management	Risk management - Finance department	Number of updated risk monitoring tool submitted by the finance department by deadline	Number	12	12 updated risk monitoring tool submitted by the finance department by 30 June 2022	R -	3	6	9	12	24	H	CFO/Manager SCM/ Expenditure /Budget & Compliance/Asse	Baseline updated
	GP010	To ensure effective Performance Management	People management	Performance Reviews	Number of performance reviews conducted quarterly between Senior Manager and Managers by deadline	Number	4	4 performance reviews conducted between Senior Manager and Managers by end June 2022	R -	1	2	3	4	25	L	CFO	Baseline updated