

KEY : LOCAL KPA = Key focus Area, SERVICE = Key Result Area / subunit CORE (c) - core functions of the LM, Enabling = e.g. Policies, Non core -not municipal powers

National KPA	Local KPA	Service	Core vs Non-Core vs Enabling	Objective	Agreed KPI (including national KPIs)	Comments	Type	Budget	Frequency	Source	Baseline	Targets and Actual								Reasons for Performance Status	Proposed Corrective Action	Long Term Targets			Vote	Responsible Department		
												2011/2012										2011/2012	2012/2013	2013/2014				
												Annual	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target								Q4 Actual	
Financial Viability and Management		Loans Register	C	Quarterly reporting to council			Output		Quarterly	No. of quarterly reports		4	1		1		1		1				4	4	4		Finance	
	C		Annual details of bank account (Sec.9b)	Output			Annually		Before 30 June each year		30-Jun-12						30-Jun-12				30/06/2013	30/06/2014	30/06/2015		Finance			
	C		Quarterly reporting on withdrawals	Output			Quarterly		No. of quarterly reports		4	1		1		1		1			4	4	4		Finance			
	C		Mid-year budget (Sec.72)	Output			Annually		Before 25 January each year		25-Jan-12					25-Jan-12					25/01/2013	25/01/2014	25/01/2015		Finance			
	C		Bank reconciliation's	Output			Monthly		No. of reconciliations		12	3		3		3		3			12	12	12		Finance			
	C		Investments	Output			Quarterly		No. of bank certificates		4	1		1		1		1			4	4	4		Finance			
	C		Investment policy (annual review)	Input			Annually		Date approved		30-Jun-12							30-Jun-12			30/06/2013	30/06/2014	30/06/2015		Finance			
	C		Review of policies	Input			Annually		Date policies reviewed by Council - Credit		30-Jun-12							30-Jun-12			30/06/2013	30/06/2014	30/06/2015		Finance			
	C		Payment of interest & redemption	Loans Register			Output		R 1,346,764	Annually	Cheque vouchers		Bi-annually							1			1	1	1		Finance	
	C		Reconciliation with general ledger				Output			Annually	Reconciliation		Bi-annually							1			1	1	1		Finance	
	C		Inclusion in financial statements				Output			Annually	Appendix A		Annually							1			1	1	1		Finance	
	Multi-year budget (CH 4 of MFMA)		C	Time schedule			Budget framework is balanced and modelled on actual revenue collected.		Multi-year budget (CH 4 of MFMA)	Output	Annually	Date approved		31-Aug-11	31-Aug-11											31/08/2013	31/08/2014	31/08/2015
		C	Tabling of annual budget	Output	Annually	Date tabled				31-Mar-11					31-Mar-12						31/03/2013	31/03/2014	31/03/2015		Finance			
		C	Approval of annual budget	Output	Annually	Date approved				31-May-11						31-Mar-12				31/05/2013	31/05/2014	31/05/2015		Finance				
		C	Public meetings	Input	Monthly	No. of meetings				7	2		2		2		1			4	4	4		Finance				
		C	Undertake tariff setting during budget preparation process	Input	Annually					Annually							1			1	1	1		Finance				
		C	Align Budget with IDP	Only projects identified in the IDP to appear on Capital Budget.	Input	Annually					Annually							1			1	1	1		Finance			
		Budget Control	C	Monthly reports to Managers i.r.o I & E		Budget Control		Output		Monthly	No. of budget reports		Monthly	3		3		3		3				12	12	12		Finance
			C	Age Creditors Analysis				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Age Debtors Analysis				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Capital Acquisition Actuals				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Statement of Financial Performance (actuals)				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Cash Flow actuals				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Finance Management Grant				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Restructuring Grant				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Municipal Systems Implementation Grant				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	Municipal Infrastructure Grant				Output		Monthly	12 Monthly Budget Reports		10 working days after end of month	14-Oct-11		14-Jan-12		14-Apr-12		14-Jul-12			10 working days after end of month	10 working days after end of month	10 working days after end of month		Finance	
			C	List of Municipal Entities				Output		Quarterly	4 Quarterly Reports		24 Working days after end of quarter	3-Aug-11		3-Feb-12		4-May-12		3-Aug-12			24 Working days after end of quarter	24 Working days after end of quarter	24 Working days after end of quarter		Finance	
			C	Long Term Contracts				Output		Quarterly	4 Quarterly Reports		24 Working days after end of quarter	3-Aug-11		3-Feb-12		4-May-12		3-Aug-12			24 Working days after end of quarter	24 Working days after end of quarter	24 Working days after end of quarter		Finance	
			C	Implementation Priorities				Output		Quarterly	4 Quarterly Reports		24 Working days after end of quarter	3-Aug-11		3-Feb-12		4-May-12		3-Aug-12			24 Working days after end of quarter	24 Working days after end of quarter	24 Working days after end of quarter		Finance	
	C		Borrowing Monitoring	Output			Quarterly	4 Quarterly Reports		24 Working days after end of quarter	3-Aug-11		3-Feb-12		4-May-12		3-Aug-12			24 Working days after end of quarter	24 Working days after end of quarter	24 Working days after end of quarter		Finance				

Key and Expanded Features																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
---------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Key and Expanded Features																										
Financial Viability	Supply Chain and Asset Management		C	Establish new bid committees	% compliance with the requirements of the MFMA		Input		Annual	Committee s		Annual					1			1	1	1		Finance		
			C	Review internal procedures and processes			Input		Annual	Procurement Manual		30/06/2012					30-Jun-12			30/06/2013	30/06/2014	30/06/2015		Finance		
			C	Compile list of suppliers			Input		Monthly	Updated suppliers		Monthly	3		3		3			12	12	12		Finance		
			C	Approval of tenders not recommended.			Input		Quarterly	Monthly reports to		Quarterly	1		1		1			4	4	4		Finance		
		Asset Management	C	Inventory control		Asset Reester	Input	R 1,179,447	Quarterly	Frequency of		Quarterly	1		1		1			4	4	4		Finance		
			C	Updating of assets register			Input			Quarterly	Frequency of updates		Quarterly	1		1		1			4	4	4		Finance	
			C	Disposal of assets			Input			Annual	Date of report to		30/04/2012					30-Apr-12			31/05/2013	31/05/2014	31/05/2015		Finance	
			C	Additional assets acquired.			Input			Annual	Amount Spent		30/06/2012					30-Jun-12			30/06/2013	30/06/2013	30/06/2013		Finance	
		C	% Capital Budget Spent	Only projects identified in the IDP to appear on Capital Budget.	Multi-year budget (CH 4 of MFMA)	Input		Quarterly	Office Equipment		Quarterly					30-Jun-12			30/06/2013	30/06/2013	30/06/2013		Finance			
Financial Viability and Management			C	To improve key financial viability and liquidity indicators:	Outstanding debtors days (Debt Coverage Ratio)		Input		Annually	Reduce Outstanding Debt		R15m	R3.7m		R3.7m		R3.7m			R10m	R10m	R10m		Finance		
			C	Tariff adjustments			Input			Annually	Date Advertised		Annually					1			1	1	1		Finance	
			C	Debtors reconciliation			Input			Monthly	No. of reconciliations		Monthly	3		3		3			12	12	12		Finance	
		LED	NC	Additional revenue			Input			Annually	Rand value of additional revenue secured		Annually						1			1	1	1		Finance
Financial Viability and Management			C	Launch on-going data cleansing programme (in-house) Implement full blown credit control in accordance with Council Policy		Cost Coverage Ratio		Input		Monthly			Monthly	3		3		3			12	12	12		Finance	
			C	Rates Income				Input		-R 25,173,298	Monthly	Check I&E		Monthly	R 5,161,165		R 5,161,165		R 5,161,165			R25m	R25m	R25m		Finance
			C	Interest on External Investments				Input		-R 3,000,000	Monthly	Check I&E		Monthly	R 750,000		R 750,000		R 750,000			R4m	R4m	R4m		Finance
		C	Interest on Outstanding Debtors	Input				-R 1,640,000		Monthly	Check I&E		Monthly	R 375,000		R 375,000		R 375,000			R500k	R500k	R500k		Finance	
		C	Other Income	Input	-R 96,000	Monthly	Check I&E		Monthly	R 24,000		R 24,000		R 24,000									Finance			
		Expenditure Management	C	Creditors paid	% compliance with the requirements of the MFMA	Expenditure Management	Input	R 1,301,338	No of creditors days	30 days		No of creditors days								30 days	30 days	30 days		Finance		
			C	Salaries and allowances paid on time			Input			Annually	Payroll Payment Date		100%	25%		50%		75%		100%	100%	100%		Finance		
			C	Insurance of assets & liabilities			Input			Annually	Renewal Document		100%	25%		50%		75%		100%	100%	100%		Finance		
C	Procure debt management and credit control operating system		Input				Annually		System Implementation		Annually						30-Jun-12			30/06/2013	30/06/2014	30/06/2015		Finance		
C	% Capital Budget Spent	Only projects identified in the IDP to appear on Capital Budget.	Multi-year budget (CH 4 of MFMA)	Input		R 5,000	Quarterly	Office Equipment		Quarterly					30-Jun-12			30/06/2013	30/06/2014	30/06/2015		Finance				
Financial Viability	Social and Community Development	Environmental management	core	Income generation	Nature Reserve chalet & fishing	National KPI	outcome	R 50,000.00	quartely			R 50,000.00	15,000		15,000		10,000		10,000		R 50,000.00	R 60,000.00	R 75,000.00	environment	Community services	
Financial Viability	Social and Community Development	Environmental management	core	Income generation	Stock pound	National KPA	outcome	R 200,000.00	quartely			R 200,000.00	50,000		50,000		50,000		50,000		R 200,000.00	R 220,000.00	R 245,000.00	environment	Community services	
Financial Viability	Social and Community Development	Public Amenities	core	Income generation	Hall hire	National KPA	outcome	R 72,000.00	quartely			R 72,000.00	18,000		18,000		18,000		18,000		R 72,000.00	R 76,000.00	R 82,000.00	public amenities	Community services	
Financial Viability	Social and Community Development	Public Amenities	core	Income generation	Sports fields	National KPA	outcome	R 30,000.00	quartely			R 30,000.00	7500		7500		7500		7500		R 30,000.00	R 35,000.00	R 42,000.00	public amenities	Community services	
Financial Viability	Social and Community Development	Public Amenities	core	Income generation	Graveyards	National KPA	outcome	R 30,000.00	quartely			R 30,000.00	7500		7500		7500		7500		R 30,000.00	R 35,000.00	R 42,000.00	public amenities	Community services	
Financial Viability	Social and Community Development	Public Amenities	core	Income generation	Pool	National KPA	outcome	R 20,000.00	quartely			R 20,000.00		10000	10000					R 20,000.00	R 22,000.00	R 25,000.00	public amenities	Community services		
Financial Viability	Social and Community Development	Public Amenities	core	Income generation	Library	National KPA	outcome	R 1,500.00	quartely			R 1,500.00	375		375		375		375		R 1,500.00	R 1,700.00	R 1,950.00	public amenities	Community services	
Financial Viability	Social and Community Development	Environmental management	core	Expenditure	Renovation of Wilfried Baur Nature Reserve Picnic area	National KPA	outcome	R 300,000.00	quartely			R300 000	200 000		100 000									public amenities	Community services	
Financial Viability	Social and Community Development	Environmental management	core	Expenditure	Pound, Fire & Commonage	National KPA	outcome		quartely															public amenities	Community services	
Financial Viability	Social and Community Development	Public Amenities	core	Expenditure	Community Halls	National KPA	outcome	750,000	quartely			R 750,000.00	R 187,500.00		R 187,500.00		R 187,500.00		R 187,500.00					public amenities	Community services	
Financial Viability	Social and	Public Amenities	core	Expenditure	Sports fields	National	outcome		quartely															public	Community	
Financial Viability	Social and	Public Amenities	core	Expenditure	Graveyards	National	outcome		quartely															public	Community	
Financial Viability	Social and Community Development	traffic	core	Income generation	Traffic	National KPA	outcome		quartely			R 2,100,000.00	525,000		525,000		525,000		525 00					Community safety	Community services	
Financial Viability	Social and Community Development	traffic	core	Expenditure	Traffic	National KPA	outcome		quartely			R 1,000,000.00	250,000		375,000		375,000							Community safety	Community services	
Municipal Financial Viability and Management	Technical Services	Financial Management	E	To ensure implementation of IDP	capital budget actually spent on projects identified in the IDP	National KPI	Output	R 38 830 529,00	Annually	E/Share, MIG	-	100% expenditure	10%		25%		60%		100%		100%			E/Share & MIG	Technical Services	
Municipal Financial Viability and Management	Technical Services	Financial Management	E	To comply with MFMA	% compliance with MFMA regulations	National KPI	Output	nil	monthly/quarterly & annually	E/Share/MIG & Grant funding		comply with MFMA	100%		100%		100%		100%		Comply	comply	comply	E/Share & MIG	Technical Services	
Municipal Institutional Development and Transformation	Technical Services	Human Resource Development	E	To increase human resource capacity	number of approved posts as per staff establishment that are filled	National KPI	output	R820 000,00	Annually	E/Share & MIG		229	8		8					8	Nil	nil		E/Share & MIG	Technical Services	