

FINANCIAL VIABILITY

| TLSDRP REF NUMBER | OUTCOME 9   | NATIONAL KPA                                 | BACK TO BASICS PILLAR              | EP PRIORITY                           | GOAL/OBJECTIVES   | STRATEGIES  | KPIs/LINKED TO DISCOST CENTER | APPROVED KEY PERFORMANCE INDICATOR  | REVISED KEY PERFORMANCE INDICATOR | TARGET QUARTER-ENDING 30 SEPTEMBER 2020  | TARGET QUARTER-ENDING 31 DECEMBER 2020   | MID-TERM STANDARDS/ACCUMULATIVE AVERAGE TARGET (1 JULY 2020-31 DECEMBER 2020)  | ACTUAL MID-TERM STANDARDS/ACCUMULATIVE AVERAGE TARGET (1 JULY 2020-31 DECEMBER 2020)  | TARGET QUARTER-ENDING 31 MARCH 2021  | TARGET QUARTER-ENDING 30 JUNE 2021   | ANNUAL STANDARD/ ACCUMULATIVE AVERAGE TARGET (1 JULY 2019-30 JUNE 2021)  | REVISED TARGET QUARTER-ENDING 31 MARCH 2021   | REVISED TARGET QUARTER-ENDING 30 JUNE 2021                      | REVISED ANNUAL STANDARD/ ACCUMULATIVE AVERAGE TARGET (1 JULY 2019-30 JUNE 2021) | REVISION MOTIVATION  |  |
|-------------------|---|--|------------------------------------|---------------------------------------|---|---|-------------------------------|---|-----------------------------------|--|--|--|---|--|--|--|---|---|---|--|--|
| TLSDRP-F1001      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To improve access to basic services   | To promote and / improve budgetary stability and / or to ensure that all budgetary units are eligible for the support and/or available a culture of non payment | KPI 1.1                       | The percentage of households earning less than R150 per month with access to free basic services (R500 as per the approved Newcastle Budget Policy)   | KPI not revised                   | 20% (10000-49320*100)  | 20% (10000-49320*100)  | 20% (10000-49320*100)  | 20% (10000-49320*100)   | 20% (10000-49320*100)  | 20% (10000-49320*100)  | 20% (10000-49320*100)  | Target not revised  | Target not revised  | Target not revised  | KPI revised based on the General KPI in Chapter 6 of the CGMA 20, of 2020  |  |
| TLSDRP-F1002      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure implementation of capital programme   | To ensure compliance with budget planning and implementation  | KPI 1.1                       | The percentage of a municipality's capital budget actually spent on capital projects. Measured for a particular financial year in terms of the Municipality's Integrated Development Plan (IDP)   | KPI not revised                   | 10%  | 10%  | 10%  | 10%   | 17%  | 100%   | 100%   |   |   |   |  |  |
| TLSDRP-F1003      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | Improve the quality of credit control and the quality of revenue management   | To ensure effective and efficient billing and revenue collection processes in order to enhance the amount of bills which has been not by regular Treasury       | KPI 1.1                       | Quarterly percentage of collection rate   | KPI not revised                   | 85.0%  | 85.0%  | 86.0%  | 85.0%   | 85.0%  | 87%  | 87%  |   |   |   | KPI has been revised to be specific and to be aligned to the annual target   |  |
| TLSDRP-F1004      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | Achieve Value for money   | To have an effective Supply Chain Management system in place  | KPI 1.1                       | Approval of 2021/22 annual procurement plan by June 2021 by the Municipal Manager   | KPI not revised                   |  |  |  | 2021/22 procurement plan - 66 contracts/awards/ 19 tenders were completed   | 2021/22 drafting of the procurement plan and consultation with users   | Approved 2021/22 annual procurement plan by June 2021 by the Municipal Manager   | Approved 2021/22 annual procurement plan by June 2021 by the Municipal Manager   |   |   |   |  |  |
| TLSDRP-F1005      | Output 6 Administrative and financial capability  | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | Revenue enhancement   | To report on the implementation of the Revenue Enhancement Strategy   | KPI 1.2                       | Quarterly submission to the FPSC on Departmental Progress made on Revenue Enhancement Action Plans  | KPI not revised                   |  |  |  | Quarterly reporting to the FPSC on Departmental Progress made on the Revenue Enhancement Action Plans   | Quarterly reporting to the FPSC on Departmental Progress made on the Revenue Enhancement Action Plans  | Quarterly reporting to the FPSC on Departmental Progress made on the Revenue Enhancement Action Plans  | Quarterly reporting to the FPSC on Departmental Progress made on the Revenue Enhancement Action Plans  | Quarterly reporting to the FPSC on Departmental Progress made on the Revenue Enhancement Action Plans |   |   |  |  |
| TLSDRP-F1006      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | Achieve Value for money   | To have an effective Supply Chain Management system in place  | KPI 2.1                       | Percentage implementation of the procurement plan per quarter   | KPI not revised                   | 100% implementation of the procurement plan  | 100% implementation of the procurement plan  | 100% implementation of the procurement plan  | 10%   | 100% implementation of the procurement plan  | 100% implementation of the procurement plan  | 100% implementation of the procurement plan  | 100% implementation of the procurement plan   |   |   |  |  |
| TLSDRP-F1007      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure sound financial and fiscal management and good governance   | Review the financial and fiscal management and good governance  | KPI 5.1.1                     | Number of Financial policies reviewed and approved by May 2021:<br>1. Provision for double debt and debtors write-off policy<br>2. Staff policy<br>3. Rates policy<br>4. Budget policy<br>5. Customer care, Credit control and Debt collection policy<br>6. Budget policy<br>7. Interest policy<br>8. Petty cash policy<br>9. Short Term Insurance<br>10. Fund & Reserve policy<br>11. Cash management and investment policy<br>12. Borrowing policy<br>13. Loss control policy<br>14. Asset management policy<br>15. SCM Policy<br>16. Cost containment policy | KPI not revised                   | Approval of the IDP/Budget and PMS Process Plan  | Drafting of the Budget Guidelines, including the notification of the review of the Budget Related Policies   | Budget Guidelines  | Workshop and submission of 16 draft policies to Council, and Council, by 31 March 2021 together with the budget<br>1. Provision for double debt and debtors write-off policy<br>2. Staff policy<br>3. Rates policy<br>4. Budget policy<br>5. Customer care, Credit control and Debt collection policy<br>6. Budget policy<br>7. Interest policy<br>8. Petty cash policy<br>9. Short Term Insurance<br>10. Fund & Reserve policy<br>11. Cash management and investment policy<br>12. Borrowing policy<br>13. Loss control policy<br>14. Asset management policy<br>15. SCM Policy<br>16. Cost containment policy | Approval 16 Final budget policies submitted to Council by 31 May 2021 together with the final budget<br>1. Provision for double debt and debtors write-off policy<br>2. Staff policy<br>3. Rates policy<br>4. Budget policy<br>5. Customer care, Credit control and Debt collection policy<br>6. Budget policy<br>7. Interest policy<br>8. Petty cash policy<br>9. Short Term Insurance<br>10. Fund & Reserve policy<br>11. Cash management and investment policy<br>12. Borrowing policy<br>13. Loss control policy<br>14. Asset management policy<br>15. SCM Policy<br>16. Cost containment policy | Approved 16 Financial policies   |  |   |   |   |  |  |
| TLSDRP-F1008      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | Revenue enhancement   | Facilitate the annual Review of the Revenue Enhancement Strategy  | KPI 1.1                       | Annual Review and Approval of the Revenue Enhancement Strategy by Council by June 2021  | KPI not revised                   | Consultation with all departments on a one on one basis to review the Revenue Enhancement Strategy and Action Plans  | Circulate the Revenue Enhancement Strategy to all Departments  | Draft Revenue Enhancement Strategy   | The Revenue Enhancement Strategy was discussed to departments   | Revised Revenue Enhancement Strategy and Action Plans  | Annual Review and Approval by Council of the Revenue Enhancement Strategy and action plan by June 2021   | Annual Review and Approval by Council of the Revenue Enhancement Strategy and action plan by June 2021   |   |   |   |  |  |
| TLSDRP-F1009      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure sound financial and fiscal management and good governance   | To ensure efficient and effective implementation of financial internal controls   | KPI 1.1                       | Percentage compliance with MFMA financial reporting obligations as per MFMA calendar  | KPI not revised                   | 100% compliance with MFMA reporting obligations as per MFMA calendar   | 100% compliance with MFMA reporting obligations as per MFMA calendar   | 100% compliance with MFMA reporting obligations as per MFMA calendar   | 94%   | 100% Percentage compliance with MFMA Financial reporting obligations   | 100% Percentage compliance with MFMA Financial reporting obligations   | 100% Percentage compliance with MFMA Financial reporting obligations   | 100% Percentage compliance with MFMA Financial reporting obligations                                  |   |   |  |  |
| TLSDRP-F1010      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure sound financial and fiscal management and good governance   | To ensure efficient and effective implementation of financial internal controls   | KPI 1.2                       | Financial viability in terms of debt coverage within the financial year   | KPI not revised                   | 4.7%   | 5.2%   | 5.2%   | 6.2%  | 4.7%   | 5.2%   | 5.2%   |   |   |   |  |  |
| TLSDRP-F1011      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure sound financial and fiscal management and good governance   | To ensure efficient and effective implementation of financial internal controls   | KPI 1.3                       | Financial viability in terms of cost coverage within the financial year   | KPI not revised                   | 1 Month  | 1 Month  | 1 Month  | 25 days   | 1 Month  | 1 Month  | 1 Month  |   |   |   |  |  |
| TLSDRP-F1012      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To ensure sound financial and fiscal management and good governance   | To ensure efficient and effective implementation of financial internal controls   | KPI 1.4                       | Financial viability in terms of outstanding service debtors   | KPI not revised                   | NA   | NA   | NA   | NA  | NA   | <1   | <1   |   |   |   |  |  |
| TLSDRP-F1013      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To purchase tools of trade for the use by staff members and councillors of the municipality   | To purchase furniture and equipment   | KPI 1.1                       | Quarterly Purchase of Furniture and Equipment IT equipment and Machinery equipment  | KPI not revised                   | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000 | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000 | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000 | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000  | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000   | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000 | Receive request forms from IT, (with assessment and specifications), advertise and delivery of furniture and equipment in line with regulation 18 for equipment above R30,000 but below R200,000 | Targets were unpacked into separate KPI's and quarterly targets                                       | Targets were unpacked into separate KPI's and quarterly targets | Targets were unpacked into separate KPI's and quarterly targets                 | The budget and vote numbers were processed into separate Budget and KPI's with quarterly targets   |  |
| TLSDRP-F1014      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To purchase tools of trade for the use by staff members and councillors of the municipality   | To promote and / improve budgetary stability and / or to ensure that all budgetary units are eligible for the support   | 5.1.2 PAGE 469                | Purchase of IT Equipment by June 2021   | KPI not revised                   | Appointment of the service provider  | Purchase of 26 Laptops and 1 desktop   | Purchase of 26 Laptops and 1 desktop   | 12 HPof 27" of Optiplex 3 HP laptop purchase 102  | Purchase of 30 IT Equipment  | Purchase of 40 IT equipment  | Purchase of 57 IT Equipment  |   |   |   |  |  |
| TLSDRP-F1015      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To purchase tools of trade for the use by staff members and councillors of the municipality   | To promote and / improve budgetary stability and / or to ensure that all budgetary units are eligible for the support   | 5.1.2 PAGE 469                | Purchase of Furniture and Equipment by June 2021  | KPI not revised                   | Purchase and delivery of furniture   | Purchase and delivery of furniture   | Purchase and delivery of furniture   | Fridge bought, but fridge 1000 not purchased and cost of 1000 not included in the budget  | Purchase and delivery of furniture   | Purchase and delivery of furniture   | Purchase and delivery of furniture   |   |   |   |  |  |
| TLSDRP-F1016      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To purchase tools of trade for the use by staff members and councillors of the municipality   | To promote and / improve budgetary stability and / or to ensure that all budgetary units are eligible for the support   | 5.1.2 PAGE 469                | Purchase of Machinery Equipment by 2021   | KPI not revised                   | NA   | Purchase and delivery of Machinery Equipment   | Purchase and delivery of Machinery Equipment   | No purchase of machinery equipment as there were no requests  | Purchase and delivery of Machinery Equipment   | Purchase and delivery of Machinery Equipment   | Purchase of Machinery Equipment by 2021  | Purchase of machinery as per the approved procurement plan  | Purchase of machinery as per the approved procurement plan      | Purchase of machinery as per the approved procurement plan                      | The revised target and KPI were  |  |
| TLSDRP-F1017      | Outcome 9 Administrative and financial capability | Municipal Financial Viability and Management | Sound Financial Management and     | Sound Financial Management/ Viability | To erect our own municipal offices within the municipal buildings at Madibani as a cost effective measure to improve the financial position by avoiding unnecessary expenditures. | Construction of municipal offices   | Cost centre 201               | Construction of Madibani Cashiers Office  | KPI not revised                   | Completion of BEC process  | Appointment of service provider, site establishment and 100% completion of the foundation  | Appointment of service provider, site establishment and 100% completion of the foundation  | The Service provider and site establishment was completed in December. Foundation is not completed as yet   | Completion of brick work, plastering and tiling  | Completion of construction of Madibani Cashiers Office   | Madibani Cashiers Office Constructed   | Completion of construction of the walls for the Madibani Cashiers Office                              | Final Completion of construction of Madibani Cashiers Office    | Final Completion of construction of Madibani Cashiers Office                    | The Quarter 3 and 4 targets were revised due to the late appointment of the service provider which was in result of the delay in finalisation of the specifications that requested from the Technical Services Department. |  |
| TLSDRP-G0011      | Output 6 Administrative and financial capability  | Municipal Financial Viability and Management | Municipal Financial Management and | Sound Financial Management/ Viability | To ensure good governance through openness, transparency and accountability in the organisation.  | To provide effective and efficient budget report services   | 004.1.2                       | Percentage of objections addressed within 60days as per SCM Regulations   | KPI not revised                   | 100% of objections resolved within 60days  | 100% of objections resolved within 60days  | 100% of objections resolved within 60days  | 100% of objections resolved within 60days   | 100% of objections resolved within 60days  | 100% of objections resolved within 60days  | 100% of objections resolved within 60days  | 100% of objections resolved within 60days   |   |   |  | KPI will target were not changed but moved from the Good Governance KPA to Financial Viability. The National KPA and Back To Basics Pillar were revised from Good Governance to Financial Viability. |