

## Performance Plan

Director: Financial Services



**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

**Performance should be evaluated:**

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.



### KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below.  
The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

| Ref No      | National KPA                                           | Key Performance Indicator (KPI)                                                                                                                                                                              | Unit of Measurement                                                                                               | Baseline | Portfolio of evidence                          | Targets |       |       |       | Weight |
|-------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------|---------|-------|-------|-------|--------|
|             |                                                        |                                                                                                                                                                                                              |                                                                                                                   |          |                                                | Q1      | Q2    | Q3    | Q4    |        |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Expenditure Services                                                                                                                             | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report                              | 90%      | Updated SDBIP and report                       | 90%     | 90%   | 90%   | 90%   | 2      |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Revenue Services                                                                                                                                 | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report                              | 90%      | Updated SDBIP and report                       | 90%     | 90%   | 90%   | 90%   | 2      |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Budget Office                                                                                                                                    | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report                              | 90%      | Updated SDBIP and report                       | 90%     | 90%   | 90%   | 90%   | 2      |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Supply Chain Management                                                                                                                          | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report                              | 90%      | Updated SDBIP and report                       | 90%     | 90%   | 90%   | 90%   | 2      |
| T48         | Basic Service Delivery                                 | Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and which are billed for water or have pre-paid meters as at 30 June 2021   | Number of residential properties which are billed for water or have pre paid meters                               | 15000    | MUN837 report from the Promun financial system | 14500   | 14500 | 14500 | 14500 | 3      |
| T49         | Basic Service Delivery                                 | Number of formal residential properties connected to the municipal electrical infrastructure network and which are billed for electricity or have pre paid meters as (Excluding Eskom areas) at 30 June 2021 | Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas) | 19000    | MUN837 report from the Promun financial system | 16800   | 16800 | 16800 | 16800 | 3      |

| Ref No | National KPA                                 | Key Performance Indicator (KPI)                                                                                                                                                                                                                                                          | Unit of Measurement                                                        | Baseline | Portfolio of evidence                          | Targets |       |       |       | Weight |
|--------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------|------------------------------------------------|---------|-------|-------|-------|--------|
|        |                                              |                                                                                                                                                                                                                                                                                          |                                                                            |          |                                                | Q1      | Q2    | Q3    | Q4    |        |
| T50    | Basic Service Delivery                       | Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and which are billed for sanitation/sewerage as at 30 June 2021                                   | Number of residential properties which are billed for sanitation/sewerage  | 15000    | MUN837 report from the Promun financial system | 14500   | 14500 | 14500 | 14500 | 3      |
| T51    | Basic Service Delivery                       | Number of formal residential properties for which refuse is removed once per week and which are billed for refuse removal as at 30 June 2021                                                                                                                                             | Number of residential properties which are billed for refuse removal       | 15000    | MUN837 report from the Promun financial system | 14500   | 14500 | 14500 | 14500 | 3      |
| T52    | Basic Service Delivery                       | Provide free basic water to indigent households as at 30 June 2021                                                                                                                                                                                                                       | Number of indigent households receiving free basic water                   | 7000     | Mun837 report from the Promun financial system | 6800    | 6800  | 6800  | 6800  | 3      |
| T53    | Basic Service Delivery                       | Provide free basic electricity to indigent households as at 30 June 2021                                                                                                                                                                                                                 | Number of indigent households receiving free basic electricity             | 7000     | Mun837 report from the Promun financial system | 6800    | 6800  | 6800  | 6800  | 3      |
| T54    | Basic Service Delivery                       | Provide free basic sanitation to indigent households as at 30 June 2021                                                                                                                                                                                                                  | Number of indigent households receiving free basic sanitation services     | 7000     | Mun837 report from the Promun financial system | 6800    | 6800  | 6800  | 6800  | 3      |
| T55    | Basic Service Delivery                       | Provide free basic refuse removal to indigent households as at 30 June 2021                                                                                                                                                                                                              | Number of indigent households receiving free basic refuse removal services | 7000     | Mun837 report from the Promun financial system | 6800    | 6800  | 6800  | 6800  | 3      |
| T56    | Municipal Financial Viability and Management | Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) | % of debt coverage                                                         | 45%      | Annual financial statements                    | 0       | 0     | 0     | 5     | 3      |





| Ref No | National KPA                                 | Key Performance Indicator (KPI)                                                                                                                                                                                                                                                                                                                                            | Unit of Measurement                                                                | Baseline | Portfolio of evidence                                                         | Targets |     |     |     | Weight |
|--------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------|---------|-----|-----|-----|--------|
|        |                                              |                                                                                                                                                                                                                                                                                                                                                                            |                                                                                    |          |                                                                               | Q1      | Q2  | Q3  | Q4  |        |
| T57    | Municipal Financial Viability and Management | Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services)                                                                                                                                                                                                             | % of outstanding service debtors                                                   | 12%      | Annual financial statements                                                   | 0       | 0   | 0   | 12  | 3      |
| T58    | Municipal Financial Viability and Management | Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((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)) | Number of months it takes to cover fixed operating expenditure with available cash | 2        | Annual financial statements                                                   | 2.2     | 2.2 | 2.2 | 2.2 | 3      |
| T59    | Good Governance and Public Participation     | Submit the final annual budget to Council by 31 May 2021                                                                                                                                                                                                                                                                                                                   | Final budget submitted to Council                                                  | 1        | Minutes of council meeting during which the Budget was submitted for approval | 0       | 0   | 0   | 1   | 5      |
| T60    | Good Governance and Public Participation     | Submit monthly reports in terms of Section 71 of the MFMA to Council                                                                                                                                                                                                                                                                                                       | Number of reports submitted to Council                                             | 12       | Minutes of council meeting during which report was discussed                  | 3       | 3   | 3   | 3   | 5      |
| T61    | Municipal Financial Viability and Management | Achieve a debtor payment percentage of 98% as at 30 June 2021 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue} x 100}                                                                                                                                                                             | Payment % achieved                                                                 | 98%      | Annual financial statements                                                   | 70%     | 80% | 85% | 98% | 3      |
| D313   | Good Governance and Public Participation     | Attend to all internal audit queries within 10 working days                                                                                                                                                                                                                                                                                                                | % of Internal Audit queries attended to within 10 working days                     | 90%      | Proof of submission                                                           | 90%     | 90% | 90% | 90% | 2      |
| D314   | Good Governance and Public Participation     | Report monthly on progress made with the implementation council resolutions applicable to the directorate to the Office of the MM                                                                                                                                                                                                                                          | Number of reports submitted                                                        | 12       | Proof of submission                                                           | 3       | 3   | 3   | 3   | 2      |



| Ref No | National KPA                                 | Key Performance Indicator (KPI)                                                                                                               | Unit of Measurement                                                 | Baseline | Portfolio of evidence            | Targets |      |    |    | Weight |
|--------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------|----------------------------------|---------|------|----|----|--------|
|        |                                              |                                                                                                                                               |                                                                     |          |                                  | Q1      | Q2   | Q3 | Q4 |        |
| D315   | Good Governance and Public Participation     | Respond to all external COMAF's received within 5 working days after receipt                                                                  | % of external COMAF's responded to within 5 working days            | 100%     | Proof of submission              | 100%    | 100% | 0% | 0% | 5      |
| D316   | Municipal Financial Viability and Management | Compile a tender plan of all projects and submit to SCM and the CFO by 31 July 2021                                                           | Tender plan completed and submitted by 31 July                      | 1        | Proof of submission              | 1       | 0    | 0  | 0  | 2      |
| D317   | Municipal Financial Viability and Management | Report monthly to SCM on Service Level Agreements (SLA's) with service providers in line with relevant legislation ie Section 116 of the MFMA | Number of reports submitted                                         | 4        | Proof of submission              | 3       | 3    | 3  | 3  | 2      |
| D318   | Good Governance and Public Participation     | Submit monthly reports to Internal Audit from February to June on the progress made with the implementation with Audit Action plan            | Number of reports submitted                                         | 5        | Proof of submission              | 0       | 0    | 2  | 3  | 2      |
| D319   | Good Governance and Public Participation     | Develop a Demand Management Plan and submit to the MM by 30 June 2021                                                                         | Demand Management Plan submitted to the MM                          | 1        | Proof of submission              | 0       | 0    | 0  | 1  | 2      |
| D320   | Municipal Financial Viability and Management | Submit the Annual Financial Statements to the Auditor-General before 31 August 2021                                                           | AFS submitted before 31 August                                      | 100%     | Acknowledgement of receipt by AG | 1       | 0    | 0  | 0  | 5      |
| D321   | Municipal Financial Viability and Management | Submit the approved budget and IDP process plan to the Provincial Treasury, National Treasury and Auditor General by 30 September 2021        | Approved Budget and IDP Process plan submitted by 30 September 2018 | 1        | Proof of submission              | 1       | 0    | 0  | 0  | 2      |
| D322   | Municipal Financial Viability and Management | Monitor the adherence to the budget policies within the organisation                                                                          | Monthly CAPEX and OPEX reports submitted to OMT                     | 24       | Proof of submission              | 6       | 6    | 6  | 6  | 2      |
| TOTAL  |                                              |                                                                                                                                               |                                                                     |          |                                  |         |      |    |    | 80     |



## COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

| Competency                         | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Weight |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| <b>LEADING COPETENCIES</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        |
| Strategic direction and leadership | <p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>                                                                                                           | 1.67   |
| People management                  | <p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>                                                              | 1.67   |
| Programme and project management   | <p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>                                                                                      | 1.67   |
| Financial management               | <p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul> | 1.67   |
| Change leadership                  | <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> </ul>                                                                                                                                                                                  | 1.67   |



| Competency                           | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Weight    |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                      | <ul style="list-style-type: none"> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>                                                                                                                                                                                                                                                                                                                                  |           |
| Governance leadership                | <p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul> | 1.67      |
| <b>CORE COMPETENCIES</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |
| Moral competence                     | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.                                                                                                                                                                                                                                                                                                                             | 1.67      |
| Planning and organising              | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.                                                                                                                                                                                                                                                                                            | 1.67      |
| Analysis and innovation              | Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.                                                                                                                                                                                                                                                     | 1.67      |
| Knowledge and information management | Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government                                                                                                                                                                                                                                                                                     | 1.67      |
| Communication                        | Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.                                                                                                                                                                                                                                                 | 1.67      |
| Results and quality focus            | Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.                                                                                                                                                                                       | 1.67      |
| <b>TOTAL</b>                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>20</b> |


