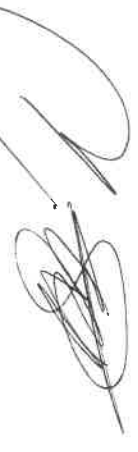


## Performance Plan

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	
<b>Divisional Performance</b>										
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%	5.00
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Income 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%	5.00
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%	5.00
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%	5.00
<b>Divisional Performance total weights</b>										
<b>20</b>										
<b>Managerial Performance</b>										
D33	Good Governance and Public Participation	Attend to all internal audit queries within 5 working days	% of Internal Audit queries attended to within 5 working days	90%	Performance confirmed by Internal Audit	90%	90%	90%	90%	0.77

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D34	Good Governance and Public Participation	Report monthly on progress made with the implementation of council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	12	Proof of submission	3	3	3	3	0.77
D35	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%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.77
D37	Good Governance and Public Participation	Respond to all external RFI's received within 2 working days after receipt	% of external RFI's responded to within 2 working days	100%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.77
D38	Municipal Financial Viability and Management	Compile a tender plan of all projects and submit to SCM by 31 July 2022	Tender plan completed and submitted by 31 July	1	Proof of submission	1	0	0	0	0.77
D39	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	0.77
D40	Good Governance and Public Participation	Submit monthly reports to Internal Audit from February to June on the progress made with the implementation	Number of reports submitted	5	Proof of submission	0	0	2	3	0.77

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D41	Good Governance and Public Participation	Submit monthly reports in terms of Section 71 of the MFMA to Council	Number of reports submitted to Council	1	Minutes of Council meeting during which report was discussed	3	3	3	3	0.77
D42	Good Governance and Public Participation	Develop a Demand Management Plan and submit to the MM by 30 June	Demand Management Plan submitted to the MM	1	Proof of submission	0	0	0	1	0.77
D43	Municipal Financial Viability and Management	Submit the final annual budget to Council by 31 May 2023	Final budget submitted to Council	1	Minutes of Council meeting during which the Budget was submitted for approval	0	0	0	1	0.77
D44	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 2022	Approved Budget and IDP Process plan submitted by 30 September 2018	1	Proof of submission	1	0	0	0	0.77
D45	Municipal Financial Viability and Management	Monitor the adherence to the budget polices within the organisation	Monthly CAPEX and OPEX reports submitted to OMT	24	Proof of submission	6	6	6	6	0.77
D46	Municipal Financial Viability and Management	Monthly discuss the departmental SDBIP with the MMC and managers	Number of meetings held	12	Minutes of the meetings held	3	3	3	3	0.76
<b>Managerial Performance total weights</b>										<b>10</b>

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
<b>Strategic (Top Layer) Performance</b>										
TL27	Basic Service Delivery	Provide water to the formal residential properties that are connected to the municipal water infrastructure network as at 30 June 2023	Number of formal residential properties connected to the water infrastructure network and provided with water	15 000	MUN837 report from the Promun financial system	14 500	14 500	14 500	14 500	3.85
TL28	Basic Service Delivery	Provide electricity to the formal residential properties connected to the municipal electrical infrastructure network as at 30 June 2023	Number of formal residential properties connected to the electrical infrastructure network and provided with electricity	19 000	MUN837 report from the Promun financial system	16 800	16 800	16 800	16 800	3.85
TL29	Basic Service Delivery	Provide waste water services (sanitation/sewerage) to the formal residential properties connected to the municipal waste water network service as at 30 June 2023, irrespective of the number of water closets (toilets) and which are billed for sanitation/sewerage	Number of formal residential properties connected to the municipal waste water (sanitation/sewerage) services and are provided with sanitation/sewerage services	15 000	MUN837 report from the Promun financial system	14 500	14 500	14 500	14 500	3.85
TL30	Basic Service Delivery	Provide refuse removal once per week to formal residential properties which are billed for	Number of residential properties which are billed for refuse removal	15 000	MUN837 report from the Promun financial system	14 500	14 500	14 500	14 500	3.85

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL31	Basic Service Delivery	Provide free basic water to indigent households as at 30 June 2023	Number of indigent households provided with free basic water	7 000	MUN837 report from the Promun financial system	7 000	7 000	7 000	7 000	3.85
TL32	Basic Service Delivery	Provide free basic electricity to indigent households as at 30 June 2023	Number of indigent households provided with free basic electricity	7 000	MUN837 report from the Promun financial system	7 000	7 000	7 000	7 000	3.85
TL33	Basic Service Delivery	Provide free basic sanitation to indigent households as at 30 June 2023	Number of indigent households provided with free basic sanitation services	7 000	MUN837 report from the Promun financial system	7 000	7 000	7 000	7 000	3.85
TL34	Basic Service Delivery	Provide free basic refuse removal to indigent households as at 30 June 2023	Number of indigent households provided with free basic refuse removal services	7 000	MUN837 report from the Promun financial system	7 000	7 000	7 000	7 000	3.85
TL35	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 2023 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Grant)	Percentage (%) of debt coverage	45%	Annual financial statements	0%	0%	0%	25%	3.85

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL36	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2023 (Total outstanding service debtors, including property rates/revenue received for services, including property rates and rental from fixed assets) x 100)	Percentage (%) of outstanding service debtors	12%	Annual financial statements	0%	0%	0%	12%	3.85
TL37	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2023 ((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 operational expenditure covered by available cash	2	Annual financial statements	2.2	2.2	2.2	2.2	3.85



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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL38	Good Governance and Public Participation	Submit the Annual Financial Statements to the Auditor-General by 31 August 2022	Annual Financial Statements submitted to Auditor-General	1	Acknowledgement of receipt by Auditor General	1	0	0	0	3.85
TL39	Municipal Financial Viability and Management	Achieve a debtor payment percentage of 95% as at 30 June 2023 $\{(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue\} \times 100\}$	Payment % achieved	95%	Annual financial statements	35%	80%	85%	95%	3.85
<b>Strategic (Top Layer) Performance total weights</b>										
<b>TOTAL</b>										
									50	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>