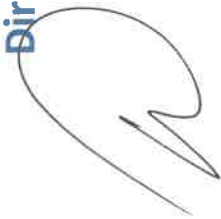


Amended Performance Plan

Director: Financial Services



AM

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	
						Annual	Q1	Q2	Q3		Q4
Divisional Performance											
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%	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%	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%	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%	90%	5.00
Divisional Performance total weights						20					
Managerial Performance											
D322	Good Governance and Public Participation	Attend to internal audit queries within 5 working days	% of Internal Audit queries attended to within 5 working days	100%	Performance confirmed by Internal Audit	90%	90%	90%	90%	90%	0.67
D323	Good Governance and Public Participation	Report quarterly 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	4	1	1	1	1	0.67

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
						Annual	Q1	Q2	Q3	Q4	
D324	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%	100%	0%	0%	0.67
D325	Good Governance and Public Participation	Respond to all external RFI's received within 2 working days after receipt unless an extension is agreed and approved by AGSA	% of external RFI's responded to within 2 working days	80.56%	Performance confirmed by Internal Audit	100%	100%	100%	0%	0%	0.67
D326	Municipal Financial Viability and Management	Report monthly to SCM on Service Level Agreements (SLA's) with service providers in line with relevant legislation i.e. Section 116 of the MFMA	Number of reports submitted	12	Proof of submission	12	3	3	3	3	0.67
D327	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	5	0	0	2	3	0.67
D328	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	Proof of submission	12	3	3	3	3	0.67
D329	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	0	Proof of submission	1	0	0	0	1	0.67
D331	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	Approved Budget and IDP Process plan submitted by 30 September	1	Proof of submission	1	1	0	0	0	0.67

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
						Annual	Q1	Q2	Q3	Q4	
D332	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	24	6	6	6	6	0.67
D333	Good Governance and Public Participation	Monthly discuss the departmental SDBIP and operational risks of each division with the MMC and managers	Number of meetings held	12	Minutes of the meetings held	11	3	2	3	3	0.66
D334	Good Governance and Public Participation	Conclude performance agreements with all staff by 30 July	% of performance agreements concluded	100%	Report from the system	100%	100%	0%	0%	0%	0.66
D335	Good Governance and Public Participation	Conduct mid-year performance assessments of all staff by 31 January	% of mid-year assessments conducted	100%	Report from the system	100%	0%	0%	100%	0%	0.66
D336	Municipal Financial Viability and Management	100% of deviations adhere to the requirements for deviation as indicated in the SCM policy	% of Deviations that adhere to the requirements in terms of the SCM policy	100%	Certifications submitted with deviation	100%	100%	100%	100%	100%	0.66
D337	Municipal Financial Viability and Management	95% of the maintenance budget for the directorate spent by 30 June	% of the maintenance budget spent by 30 June	New KPI	Maintenance budget report	95%	5%	30%	60%	95%	0.66
Managerial Performance total weights											
Strategic (Top Layer) Performance											
TL48	Basic Service Delivery	Provide water to the formal residential properties that are connected to the municipal water infrastructure network as at 30 June 2026	Number of formal residential properties connected to the water infrastructure network and provided with water	14 830	Billing report	14800	14 800	14 800	14 800	14 800	2.94
TL49	Basic Service Delivery	Provide electricity to the formal residential properties connected to the municipal	Number of formal residential properties connected to the electrical	18 515	Billing report	16 800	16 800	16 800	16 800	16 800	2.94

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
						Annual	Q1	Q2	Q3	Q4	
		electrical infrastructure network as at 30 June 2026	infrastructure network and provided with electricity								
TL50	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 2026, 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	15 418	Billing report	15 400	15 400	15 400	15 400	15 400	2.94
TL51	Basic Service Delivery	Provide refuse removal once per week to formal residential properties which are billed for refuse removal as at 30 June 2026	Number of residential properties which are billed for refuse removal	16 085	Billing report	16 000	16 000	16 000	16 000	16 000	2.94
TL52	Basic Service Delivery	Provide free basic water to indigent households as at 30 June 2026	Number of indigent households provided with free basic water	6 234	Billing report	7 000	7 000	7 000	7 000	7 000	2.94
TL53	Basic Service Delivery	Provide free basic electricity to indigent households as at 30 June 2026	Number of indigent households provided with free basic electricity	6 181	Billing report	7 000	7 000	7 000	7 000	7 000	2.94
TL54	Basic Service Delivery	Provide free basic sanitation to indigent households as at 30 June 2026	Number of indigent households provided with free basic sanitation services	6 091	Billing report	7 000	7 000	7 000	7 000	7 000	2.94
TL55	Basic Service Delivery	Provide free basic refuse removal to indigent households as at 30 June 2026	Number of indigent households provided with free basic refuse removal services	6 219	Billing report	7 000	7 000	7 000	7 000	7 000	2.94
TL56	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service	Percentage (%) of debt coverage	4.08%	Annual financial statements	30.00%	0.00%	0.00%	0.00%	30.00%	2.94

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
						Annual	Q1	Q2	Q3	Q4	
		debt obligations as at 30 June 2026									
TL57	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2026	Percentage (%) of outstanding service debtors	8.29%	Annual financial statements	12.00%	0.00%	0.00%	0.00%	12.00%	2.94
TL58	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2026	Number of months operational expenditure covered by available cash	3.59	Annual financial statements	2	2	2	2	2	2.94
TL59	Good Governance and Public Participation	Submit the Annual Financial Statements to the Auditor-General by 31 August 2025	Annual Financial Statements submitted to Auditor-General	1	Proof of submission	1	1	0	0	0	2.94
TL60	Municipal Financial Viability and Management	Achieve a debtor payment percentage of 95% as at 30 June 2026	Payment % achieved	94.12%	Annual financial statements	95.00%	35.00%	80.00%	85.00%	95.00%	2.94
TL61	Good Governance and Public Participation	Maintain the asset register in terms of GRAP standards (No more than four (4) material findings)	No more than four (4) material findings in the external Audit report on non-compliance with GRAP	0	Auditor General audit report	4	0	4	0	0	2.94
TL62	Good Governance and Public Participation	Limit misstatements in the Annual Financial Statements (No more than four (4) material findings)	No more than four (4) material misstatements as per Auditor General's audit report	0	Auditor General audit report	4	0	4	0	0	2.95
TL63	Municipal Financial Viability and Management	Submit the final budget to Council for approval by 31 May 2026	Final budget submitted to Council for approval	1	Approved annual budget and minutes of the council meeting where the budget was approved	1	0	0	0	1	2.95
TL64	Basic Service Delivery	Purchase vehicles for the municipality via financial leasing by 30 June 2026	Number of vehicles purchased	0	Delivery note	31	0	0	0	31	2.94

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight	
						Annual	Q1	Q2	Q3	Q4		
Strategic (Top Layer) Performance total weights												50
TOTAL												80


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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
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	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: • Change vision and strategy	1.67

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Competency	Definition	Weight
	• Process design and improvement • Change impact monitoring and evaluation	
Governance leadership	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: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
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
TOTAL		20