# Mid-year Amended 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.

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## 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 | | | | | | | | | | | |
| D361 | Good Governance and Public Participation | Attend to internal audit queries within 5 working days | % of Internal Audit queries attended to within 5 working days | 91.67% | Performance confirmed by Internal Audit | 90% | 90% | 90% | 90% | 90% | **0.71** |
| D362 | 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 | 80.56 | Proof of submission | 4 | 1 | 1 | 1 | 1 | **0.71** |



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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Annual | Q1 | Q2 | Q3 | Q4 | |
| D363 | 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 | 94.44% | Performance confirmed by Internal Audit | 100% | 100% | 100% | 0% | 0% | **0.71** |
| D364 | 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 | 45.03% | Performance confirmed by Internal Audit | 100% | 100% | 100% | 0% | 0% | **0.71** |
| D365 | 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 | 10 | Proof of submission | 12 | 3 | 3 | 3 | 3 | **0.71** |
| D366 | 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 | 4 | Proof of submission | 5 | 0 | 0 | 2 | 3 | **0.71** |
| D367 | 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 | Proof of submission | 12 | 3 | 3 | 3 | 3 | **0.71** |
| D368 | 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 | 24 | Proof of submission | 1 | 0 | 0 | 0 | 1 | **0.71** |
| D369 | 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 | 12 | Proof of submission | 1 | 1 | 0 | 0 | 0 | **0.72** |



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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Annual | Q1 | Q2 | Q3 | Q4 | |
| D370 | Municipal Financial Viability and Management | Monitor the adherence to the budget polices within the organisation | Monthly CAPEX and OPEX reports submitted to OMT | 100 | Proof of submission | 24 | 6 | 6 | 6 | 6 | **0.72** |
| D371 | 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 | 11 | Minutes of the meetings held | 11 | 3 | 2 | 3 | 3 | **0.72** |
| D372 | 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% | **0.72** |
| D373 | 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% | **0.72** |
| D374 | 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% | **0.72** |
| **Managerial Performance total weights** | | | | | | | | | | | **10** |
| **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 | 14 905 | Post Billing Report | 14 800 | 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 electrical infrastructure network as at 30 June 2026 | Number of formal residential properties connected to the electrical infrastructure network and provided with electricity | 17 923 | Property service report | 16 800 | 16 800 | 16 800 | 16 800 | 16 800 | **2.94** |
| TL50 | Basic Service Delivery | Provide waste water services | Number of formal residential properties | 15 793 | Post Billing Report | 15 400 | 15 400 | 15 400 | 15 400 | 15 400 | **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 | |
| | | (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 | connected to the municipal waste water (sanitation/sewerage) services and are provided with sanitation/sewerage services | | | | | | | | |
| 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 | 16 260 | Post 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 | 4 741 | Post 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 | 4 797 | Property service 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 | 4 589 | Post 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 | 4 712 | Post 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 debt obligations as at 30 June 2026 | Percentage (%) of debt coverage | 2.78% | Annual financial statements | 30% | 0% | 0% | 0% | 30% | **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 | |
| 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 | 18.75% | Annual financial statements | 20% | 0% | 0% | 0% | 20% | **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 | 2.14 | 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 | 83.18% | Annual financial statements | 95% | 35% | 80% | 85% | 95% | **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 | 0 | 0 | 0 | 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 | 0 | 0 | 0 | 0 | 0 | **2.94** |
| 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 | Spend 95% of the budget allocated to purchase municipal vehicles by 30 June 2026 | Percentage (%) of the approved budget spent | 0% | Monthly capital expenditure report | 95% | 0% | 0% | 0% | 95% | **2.95** |
| **Strategic (Top Layer) Performance total weights** | | | | | | | | | | | **50** |

| Ref No | National KPA | Key Performance Indicator (KPI) | Unit of Measurement | Baseline | Portfolio of evidence | Targets | | | | | Weight |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Annual | Q1 | Q2 | Q3 | Q4 | |
| 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 |
|---|---|---|
| | **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:<br>• Impact and influence<br>• Institutional performance management<br>• Strategic planning and management<br>• 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:<br>• Human capital planning and development<br>• Diversity management<br>• Employee relations management<br>• 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:<br>• Program and project planning and implementation<br>• Service delivery management<br>• 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:<br>• Budget planning and execution<br>• Financial strategy and delivery<br>• 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:<br>• Change vision and strategy | 1.67 |

| Competency | Definition | Weight |
|---|---|---|
| | • Process design and improvement<br>• 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:<br>• Policy formulation<br>• Risk and compliance management<br>• 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** |

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