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.
- 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	Unit of	Portfolio of Evidence	Baseline		Targets			
Rei NO	National NFA	Indicator (KPI)	Measurement	Fortiono of Evidence	Daseille	Q1	Q2	Q3	Q4	Weight
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Financial Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	100%	90%	90%	90%	90%	5
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Revenue	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	84.38%	90%	90%	90%	90%	5
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	Updated SDBIP and report	100%	90%	90%	90%	90%	5
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Financial Quality Control & Administration	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	100%	90%	90%	90%	90%	5
TL22	Basic Service Delivery	Number of formal residential properties that are billed for water as at 30 June 2025	Number of residential properties that are billed for residential consumption water meters charged residential domestic tariffs or residential flat rate tariffs using an erf as a household except municipal rental flats which will be measured by using the number of rental units.	SAMRAS Water and Electricity Billing report (stats for INTER/MNTHDR/JNL)	21 628	21 480	21 480	21 650	21 700	3
TL23	Basic Service Delivery	Number of residential properties which are	Number of residential properties that are	Water and Electricity billing report (stats for	23 271	22 885	22 885	22 500	22 550	2

D 611	N. C LICEA	Key Performance	Unit of	D (()) (55.1)			Targets			
Ref No	National KPA	Indicator (KPI)	Measurement	Portfolio of Evidence	Baseline	Q1	Q2	Q3	Q4	Weight
		billed for electricity or have pre-paid meters (excluding Eskom Electricity supplied properties) as at 30 June 2025	billed for electricity or have pre-paid meters, charged on the residential tariffs for consumption and residential prepaid tariffs	INTER/MNTHDR/JNL) and Report from prepaid electricity vending service provider						
TL24	Basic Service Delivery	Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2025	Number of residential properties that are billed for residential sewerage tariffs using the erf as property	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A)	19 476	19 245	19 245	19 245	19 480	3
TL25	Basic Service Delivery	Number of formal residential properties that are billed for refuse removal as at 30 June 2025	Number of residential properties that are billed for refuse removal residential tariffs using the erf as a property	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A)	19 505	19 281	19 281	19 520	19 540	3
TL26	Basic Service Delivery	Provide free basic water to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2025	Number of indigent households receiving free basic water	Indigent excel formatted register populated from SAMRAS systems (BS- Q10A0) list accounts Masakhane Beneficiary.	7 133	6 500	7 000	7 200	7 450	3
TL27	Basic Service Delivery	Provide free basic electricity to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2025	Number of indigent households receiving free basic electricity	Indigent excel formatted register populated from SAMRAS systems (BS- Q10A0) list accounts Masakhane Beneficiary	7 133	6 500	7 000	7 200	7 450	2
TL28	Basic Service Delivery	Provide free basic sanitation to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2025	Number of indigent households receiving free basic sanitation	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	7 133	6 500	7 000	7 200	7 450	2
TL29	Basic Service Delivery	Provide free basic refuse removal to indigent households in terms of the approved tariffs earning up to R6000 as at 30 June 2025	Number of indigent households receiving free basic refuse removal	Indigent excel formatted register populated from SAMRAS systems (BS- Q10A0) list accounts Masakhane Beneficiary.	7 133	6 500	7 000	7 200	7 450	2
TL30	Municipal Financial Viability and	Financial viability measured in terms of the	% of debt coverage	Draft Annual Financial Statements	23.59%	0%	0%	0%	45%	2

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Ref No	National KPA	Indicator (KPI)	Measurement	Portfolio of Evidence	Baseline	Q1	Q2	argets Q3	Q4	Weight
	Management	municipality's ability to meet its service debt obligations as at 30 June 2025								
TL31	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2025	% of outstanding service debtors	Draft Annual Financial Statements & Section 71 reports	10.19%	0%	0%	0%	16.50%	2
TL32	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2025	Number of months it takes to cover fix operating expenditure with available cash	Draft Annual Financial Statements	2	0	0	0	1.5	2
TL33	Basic Service Delivery	Limit unaccounted electricity losses to less than 10% by 30 June 2025	% unaccounted for electricity	Draft AFS and Electricity Bulk purchases report, SAMRAS Consumption Levy Report, Monthly Pre-Paid Vending Systems Management Report, Spreadsheet: Electricity losses	5.93%	0%	0%	0%	10%	2
TL34	Basic Service Delivery	Limit unaccounted water losses to less than 25% by 30 June 2025	% unaccounted for water	Draft AFS and SAMRAS Consumption Levy Report, Monthly water Balance report, Spreadsheet Water losses	12.69%	0%	0%	0%	25%	2
TL35	Municipal Financial Viability and Management	Submit the approved financial statements for 2023/24 to the Auditor-General by 31 August 2024	Approved financial statements for 2023/24 submitted to the AG	Proof of submission of approved annual Financial Statements to Auditor-General	1	1	0	0	0	3
TL36	Municipal Financial Viability and Management	Achieve a payment percentage of above 95% as at 30 June 2025	% Payment achieved	SAMRAS Report (Debtors Transaction Summary - By Service [BS-Q901SE]); Internal Annual Write-off Report; Draft Annual Financial Statements	96.48%	75%	90%	95%	95%	2
TL37	Municipal Financial Viability and Management	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2025	MGRO Clean Audit Plan submitted	Proof of submission of MGRO Plan to the Municipal Manager	1	0	0	1	0	2

DefNe	Notice of KDA	Key Performance	Unit of	Double of Friday	Danding	Targets				Weight
Ref No	National KPA	Indicator (KPI)	Measurement	Portfolio of Evidence	Baseline	Q1	Q2	Q3	Q4	Weight
TL38	Municipal Financial Viability and Management	Achieve an unqualified audit for the 2023/24 financial year by 31 January 2025	Audit report signed by the Auditor-General for 2023/24	Audit report received confirming unqualified audit	1	0	0	1	0	6
TL39	Municipal Financial Viability and Management	Review the Revenue Enhancement Plan and submit to Council for approval by 31 May 2025	Reviewed Revenue Enhancement Plan submitted to Council	Minutes of the Council meeting	1	0	0	0	1	2
D37	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month on the performance and activities of the directorate	Number of reports submitted	Proof of submission to MM	12	3	3	3	3	2
D38	Municipal Financial Viability and Management	90% of the approved capital budget spent [Actual expenditure divided by the total approved capital budget (excluding "safeguarding of assets" & "insurance claims" line items)]	% of capital budget spent	Expenditure reports from SAMRAS	95%	20%	40%	70%	90%	2
D39	Municipal Financial Viability and Management	Submit quarterly progress report to MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	Proof of submission	4	1	1	1	1	2
D40	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	Signed-off implementation report	100%	0%	0%	0%	100%	3
D41	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	Signed-off implementation report	100%	0%	100%	0%	0%	2
D42	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	Collab report	100%	100%	100%	100%	100%	2
D43	Good Governance and Public Participation	Achieve 90% of the activities listed in the Demand Management Plan on a monthly basis	% of activities achieved	Progress as stipulated on the Demand Management Plan	80%	90%	90%	90%	90%	2
			T01	TAL						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: 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 Process design and improvement Change impact monitoring and evaluation	1.67

Competency	Definition	Weight				
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					
	CORE COMPETENCIES	1				
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behavior 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 nanage risk.					
Analysis and innovation	Able to critically analyses 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				
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				