

## 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	Portfolio of Evidence	Baseline	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: 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	86,96%	90%	90%	90%	90%	5
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: SCM	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: Logistics & Fleet 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 & Admin	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%	2
TL27	Basic Service Delivery	Number of formal residential properties that are billed for water as at 30 June 2024	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)	21 483	21 480	21 480	21 480	21 500	2
TL28	Basic Service Delivery	Number of residential properties which are billed for electricity or have pre-paid meters (excluding Eskom Electricity supplied properties) as at 30 June 2024	Number of residential properties that are billed for electricity or have pre-paid meters, charged on the residential tariffs for	Water and Electricity billing report (stats for INTER/MNTHDR/JNL) and Report from prepaid electricity vending service	23 045	22 885	22 885	22 885	22 885	2

## Amended Annexure

2023/2024

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
			consumption and residential prepaid tariffs	provider						
TL29	Basic Service Delivery	Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2024	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)	19461	19 245	19 245	19 245	19 480	2
TL30	Basic Service Delivery	Number of formal residential properties that are billed for refuse removal as at 30 June 2024	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)	19 495	19 281	19 281	19 281	19 500	2
TL31	Basic Service Delivery	Provide free basic water to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic water	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	7 999	6 500	7 000	7 500	8 200	2
TL32	Basic Service Delivery	Provide free basic electricity to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic electricity	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary	7 999	6 500	7 000	7 500	8 200	2
TL33	Basic Service Delivery	Provide free basic sanitation to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic sanitation	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0)list accounts Masakhane Beneficiary.	7 999	6 500	7 000	7 500	8 200	2
TL34	Basic Service Delivery	Provide free basic refuse removal to indigent households earning less than R4500 as at 30 June 2024	Number of indigent households receiving free basic refuse removal	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0)list accounts Masakhane Beneficiary.	7 999	6 500	7 000	7 500	8 200	2
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 2024	% of debt coverage	Draft Annual Financial Statements	22%	0%	0%	0%	45%	2
TL36	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024	% of outstanding service debtors	Draft Annual Financial Statements & Section 71 reports	14%	0%	0%	0%	16,50%	2
TL37	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024	Number of months it takes to cover fix operating expenditure with available cash	Draft Annual Financial Statements	2	0	0	0	1,5	2
TL38	Basic Service Delivery	Limit unaccounted electricity losses to less than 10% by 30 June 2024	% unaccounted for electricity	Draft AFS and Electricity Bulk purchases report, SAMRAS RBL1CL	6.10%	0%	0%	0%	10%	2

## Amended Annexure

2023/2024

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
				Consumption Levy report, Monthly Pre-Paid Vending Systems Management Report, Spreadsheet: Electricity losses						
TL39	Basic Service Delivery	Limit unaccounted water losses to less than 25% by 30 June 2024	% unaccounted for water	Draft AFS and SAMRAS RBL1CL Consumption Levy report, Monthly water Balance report, Spreadsheet Water losses	14.29%	0%	0%	0%	25%	2
TL40	Municipal Financial Viability and Management	Submit the approved financial statements for 2022/23 to the Auditor-General by 31 August 2023	Approved financial statements for 2022/23 submitted to the AG	Proof of submission of approved annual Financial Statements to Auditor-General	1	1	0	0	0	6
TL41	Municipal Financial Viability and Management	Achieve a payment percentage of above 95% as at 30 June 2024	% Payment achieved	SAMRAS Report (Debtors Transaction Summary - By Service [BS-Q901SE]); Internal Annual Write-off Report; Draft Annual Financial Statements	93.81%	75%	90%	95%	95%	2
TL42	Municipal Financial Viability and Management	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2024	MGRO Clean Audit Plan submitted	Proof of submission of MGRO Plan to the Municipal Manager	1	0	0	1	0	4
TL43	Municipal Financial Viability and Management	Achieve an unqualified audit for the 2022/23 financial year by 31 January 2024	Audit report signed by the Auditor-General for 2022/23	Audit report received confirming unqualified audit	1	0	0	1	0	2
TL44	Municipal Financial Viability and Management	Review the Revenue Enhancement Plan and submit to Council for approval by 31 May 2024	Reviewed Revenue Enhancement Plan submitted to Council	Minutes of the Council meeting	1	0	0	0	1	2
D42	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include OH&S, progress with priority risk areas, Collab items, security measures, grant spending, compliance system, OPEX, amounts written off and top 5 priority areas per ward applicable to the Directorate	Number of reports submitted	Proof of submission to MM	12	3	3	3	3	2
D43	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
D44	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
D45	Municipal	100% of Auditor General findings addressed	% of AG findings	Signed-off implementation	100%	0%	0%	0%	100%	2

## Amended Annexure

2023/2024

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
	Financial Viability and Management	within the directorate by 30 June	addressed	report						
D46	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
D47	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
D48	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
703	Good Governance and Public Participation	R0 overspent on the overtime budget on a monthly basis	R-value overspent	Financial system report (Income & Expenditure statements)	R0.00	R0.00	R0.00	R0.00	R0.00	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	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <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	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <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	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <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	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: <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	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: <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67

Competency	Definition	Weight
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 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 manage risk.	1.67
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
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>