

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	
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	90%	Updated SDBIP and report	90%	90%	90%	90%	
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	90%	Updated SDBIP and report	90%	90%	90%	90%	
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	90%	Updated SDBIP and report	90%	90%	90%	90%	
TL33	Basic Service Delivery	Number of formal residential properties that are billed for water as at 30 June 2020	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.	20 860	SAMRAS Water and Electricity Billing report (stats for INTER/MNTHDR/JNL)	0	0	0	20 890	
TL34	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 2020	Number of residential properties that are billed for electricity or have pre-paid meters, charged on the residential tariffs for consumption and residential prepaid tariffs	22 516	Water and Electricity billing report (stats for INTER/MNTHDR/JNL) and Report from prepaid electricity vending service provider	0	0	0	22 580	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL35	Basic Service Delivery	Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2020	Number of residential properties that are billed for residential sewerage tariffs using the erf as property	18 590	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A))	0	0	0	18 620	
TL36	Basic Service Delivery	Number of formal residential properties that are billed for refuse removal as at 30 June 2020	Number of residential properties that are billed for refuse removal residential tariffs using the erf as a property	18 765	SAMRAS report (SAMRAS unit type service analysis by tariff (BS-Q906A))	0	0	0	18 795	
TL37	Municipal Financial Viability and Management	Provide free basic water to indigent households earning less than R4500 as at 30 June 2020	Number of indigent households receiving free basic water	8 596	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	0	0	0	8 700	
TL38	Municipal Financial Viability and Management	Provide free basic electricity to indigent households earning less than R4500 as at 30 June 2020	Number of indigent households receiving free basic electricity	8 596	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary	0	0	0	8 700	
TL39	Municipal Financial Viability and Management	Provide free basic sanitation to indigent households earning less than R4500 as at 30 June 2020	Number of indigent households receiving free basic sanitation	8 596	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	0	0	0	8 700	
TL40	Municipal Financial Viability and Management	Provide free basic refuse removal to indigent households earning less than R4500 as at 30 June 2020	Number of indigent households receiving free basic refuse removal	8 596	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	0	0	0	8 700	
TL41	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 2020 (Short Term Borrowing + Long Term Borrowing) / Total Operating Revenue - Operating Conditional Grant	% of debt coverage	45.00%	Annual Financial Statements	0.00%	0.00%	0.00%	45.00%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL42	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2020 ((Total outstanding service debtors/ revenue received for services) X100)	% of outstanding service debtors	16.93%	Annual Financial Statements & Section 71 reports	0.00%	0.00%	0.00%	16.50%	
TL43	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash	1.35	Annual Financial Statements	0	0	0	1.5	
TL44	Basic Service Delivery	Limit unaccounted electricity losses to less than 10% by 30 June 2020 {(Number of Electricity Units Purchased -Number of Electricity Units Sold) / (Number of Electricity Units Purchased) x100}	% unaccounted for electricity	10.00%	Draft AFS and Electricity Bulk purchases report, SAMRAS report WC-P104b, Monthly Pre-Paid Vending Systems Management Report, Spreadsheet: Electricity losses	0.00%	0.00%	0.00%	10.00%	
TL45	Basic Service Delivery	Limit unaccounted water losses to less than 21% by 30 June 2020 {(Number of kiloliters water available from reservoirs - number of kiloliters water sold) / (number of kiloliters water purchased or purified) x 100}	% unaccounted for water	21.00%	Draft AFS and SAMRAS report WC-P104b, Monthly water Balance report, Spreadsheet Water losses	0.00%	0.00%	0.00%	21.00%	
TL46	Municipal Financial Viability and Management	Submit the approved financial statements for 2018/19 to the Auditor-General by 31 August 2019	Approved financial statements for 2018/19 submitted to the AG	1	Proof of submission of approved annual Financial Statements to Auditor-General	1	0	0	0	
TL47	Municipal Financial Viability and Management	Achieve a payment percentage of above 95% as at 30 June 2020 (Gross Debtors Opening Balance + Billed Revenue -Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) x 100	% Payment achieved	95.00%	Final Draft Annual Financial Statements	0.00%	0.00%	0.00%	95.00%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL48	Municipal Financial Viability and Management	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2020	Letter signed off by the Municipal Manager that MGRO Clean Audit Plan was reviewed and submitted	1	Proof of submission of MGRO Plan to the Municipal Manager	0	0	1	0	
TL49	Municipal Financial Viability and Management	Achieve a clean audit for the 2018/19 financial year by 31 December 2019	Audit report signed by the Auditor-General for 2018/2019	1	Audit report received confirming clean audit	0	1	0	0	
D362	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	Number of reports submitted	12	Acknowledgement of receipt by the MM	3	3	3	3	
D363	Municipal Financial Viability and Management	95% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	95.00%	Expenditure reports from SAMRAS	0.00%	40.00%	0.00%	95.00%	
D364	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	4	Proof of submission	1	1	1	1	
D365	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June 2020	% of AG findings addressed	100.00%	Signed-off implementation report	0.00%	0.00%	0.00%	100.00%	
D366	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December 2019	% of LGMTEC recommendation addressed	100.00%	Signed-off implementation report	0.00%	100.00%	0.00%	0.00%	
D367	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	Minutes/Notes of discussions	1	0	1	0	
D368	Municipal Financial Viability and Management	Implement the recommendations applicable on the 2019/20 Financial year as reflected in the Long-Term Financial Strategy by 30 June 2020 {(Number of recommendations implemented/ Total number of short-term recommendations to be implemented) x100}	% of recommendations implemented {(Number of recommendations implemented/ Total number of short-term recommendations to be implemented) x100}	100.00%	Signed-off recommendations implemented	0.00%	0.00%	0.00%	100.00%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
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D369	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100.00%	Collab report	100.00%	100.00%	100.00%	100.00%	
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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	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"> • 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