

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	90%	90%	90%	90%	90%	6
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	90%	90%	90%	90%	90%	6
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	90%	90%	90%	90%	90%	6
T18	Basic Service Delivery	Number of formal residential properties that are billed for water as at 30 June 2022	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	SAMRAS Water and Electricity Billing report (stats for INTER/MNTHDR/JNL)	21 370	21 380	21 380	21 380	21 380	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
			rental units.							
T19	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 2022	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.	Water and Electricity billing report (stats for INTER/MNTHDR/JNL) and Report from prepaid electricity vending service provider	24 539	23 250	23 250	23 250	23 250	2
T20	Basic Service Delivery	Number of formal residential properties that are billed for sanitation/sewerage services as at 30 June 2022	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)	19 138	19 160	19 160	19 160	19 160	2
T21	Basic Service Delivery	Number of formal residential properties that are billed for refuse removal as at 30 June 2022	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)	19 178	19 200	19 200	19 200	19 200	2
T22	Basic Service Delivery	Provide free basic water to indigent households earning less than R4500 as at 30 June 2022	Number of indigent households receiving free basic water	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	9 556	9 660	9 660	9 660	9 660	2
T23	Basic Service Delivery	Provide free basic electricity to indigent households	Number of indigent households receiving	Indigent excel formatted register	9 556	9 660	9 660	9 660	9 660	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
		earning less than R4500 as at 30 June 2022	free basic electricity	populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary						
T24	Basic Service Delivery	Provide free basic sanitation to indigent households earning less than R4500 as at 30 June 2022	Number of indigent households receiving free basic sanitation	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	9 556	9 660	9 660	9 660	9 660	2
T25	Basic Service Delivery	Provide free basic refuse removal to indigent households earning less than R4500 as at 30 June 2022	Number of indigent households receiving free basic refuse removal	Indigent excel formatted register populated from SAMRAS systems (BS-Q10A0) list accounts Masakhane Beneficiary.	9 556	9 660	9 660	9 660	9 660	2
T26	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 2022 (Short Term Borrowing + Long Term Borrowing) / (Total Operating Revenue - Operating Conditional Grant) x 100	% of debt coverage	Draft Annual Financial Statements	18.28%	0%	0%	0%	45%	5
T27	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June	% of outstanding service debtors	Annual Financial Statements & Section 71 reports	14.48%	0%	0%	0%	16.50%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
		2022 ((Total outstanding service debtors/ revenue received for services) X100)								
T28	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding 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	Annual Financial Statements	2.58%	0	0	0	1.5	2
T29	Basic Service Delivery	Limit unaccounted electricity losses to less than 10% by 30 June 2022 {(Number of Electricity Units Purchased - Number of Electricity Units Sold) / (Number of Electricity Units Purchased) x100}	% Unaccounted for electricity	Draft AFS and Electricity Bulk purchases report, SAMRAS report WC-P104b, Monthly Pre-Paid Vending Systems Management Report, Spreadsheet: Electricity losses	7.05%	0%	0%	0%	10%	1
T30	Basic Service Delivery	Limit unaccounted water losses to less than 20% by 30 June 2022 {(Number of	% unaccounted for water	Draft AFS and SAMRAS report WC-P104b, Monthly water	24.28	0%	0%	0%	25%	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
		kilolitres water available from reservoirs - number of kilolitres water sold) / (number of kilolitres water purchased or purified) x 100}		Balance report, Spreadsheet Water losses						
T31	Municipal Financial Viability and Management	Submit the approved financial statements for 2020/21 to the Auditor-General by 31 August 2021	Approved financial statements for 2020/21 submitted to the AG	Proof of submission of approved annual Financial Statements to Auditor-General	1	1	0	0	0	5
T32	Municipal Financial Viability and Management	Achieve a payment percentage of above 95% as at 30 June 2022 (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) x 100	% Payment achieved	SAMRAS Report (Debtors Transaction Summary - By Service [BS-Q901SE]); Internal Annual Write-off Report; Draft Annual Financial Statements	95%	0%	0%	0%	95%	2
T33	Municipal Financial Viability and Management	Review the MGRO Clean Audit Plan and submit to the Municipal Manager by 31 January 2022	Letter signed off by the Municipal Manager that MGRO Clean Audit Plan was reviewed and submitted	Proof of submission of MGRO Plan to the Municipal Manager	1	0	0	1	0	5
T34	Municipal Financial Viability and Management	Achieve an unqualified audit for the 2020/21 financial year by 31 January 2022	Audit report signed by the Auditor-General for 2020/21	Audit report received confirming unqualified audit	1	0	0	1	0	5
T35	Municipal Financial Viability and Management	Review the Long-Term Financial Plan and submit to Council for approval by 31 May 2022 (Final)	Final reviewed Long-Term Financial Plan submitted to Council for approval	Minutes of the Council meeting	0	0	0	0	1	2
D161	Municipal	Submit monthly reports to the	Number of reports	Proof of submission to	12	3	3	3	3	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
	Transformation and Institutional Development	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	submitted	MM						
D162	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%	0%	40%	0%	90%	3
D163	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	1
D164	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
D165	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%	3
D166	Municipal Financial Viability and	Conduct a one-to-one Performance Management	Number of one on one performance sessions	Minutes/Notes of discussions	2	1	0	1	0	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
	Management	session with all managers on a bi-annual basis	conducted with all managers							
D167	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%	1
D168	Municipal Financial Viability and Management	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%	1
TOTAL										80

