## **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	Unit of Measurement	nt Portfolio of Evidence	Baseline		Weight			
Kerno	National RFA	(KPI)	Offit of Measurement	Folliono of Evidence	Daseille	Q1	Q2	Q3	Q4	weight
SDBIP Graph	Municipal Transformation and Institutional	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	Updated SDBIP and report	90%	90%	90%	90%	90%	6
SDBIP Graph	Development  Municipal  Transformation and  Institutional  Development	Manage and achieve 90% of the KPI's of the sub-directorate: Revenue	Dashboard report  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

2021/2022

Ref No	National KPA	Key Performance Indicator	Unit of Measurement	Portfolio of Evidence	Pasalina	Targets				Weight
Ket NO	National KPA	(KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Q1	Q2	Q3	Q4	weignt
			rental units.							
			Number of residential							
		Number of residential	properties that are	Water and Electricity						
		properties which are billed for	billed for electricity or	billing report (stats for						
	Basic Service	electricity or have pre-paid	have pre-paid meters,	INTER/MNTHDR/JNL)						
T19	Delivery	meters (excluding Eskom	charged on the	and Report from	24 539	23 250	23 250	23 250	23 250	2
	Delivery	Electricity supplied	residential tariffs for	prepaid electricity						
		properties) as at 30 June	consumption and	vending service						
		2022	residential prepaid	provider						
			tariffs.							
		Number of formal residential	Number of residential	SAMRAS report						
	Basic Service	properties that are billed for	properties that are	(SAMRAS unit type		19 160				
T20	Delivery	sanitation/sewerage services	billed for residential	service analysis by	nalysis by		19 160	19 160	19 160	2
	Bonvory	as at 30 June 2022	sewerage tariffs using	tariff (BS-Q906A)						
		as at so suite 2022	the erf as property	tariii (Bo Qoort)						
			Number of residential							
		Number of formal residential	properties that are	SAMRAS report		19 200	19 200	19 200	19 200	
T21	Basic Service	properties that are billed for	billed for refuse	(SAMRAS unit type	19 178					2
	Delivery	refuse removal as at 30 June	removal residential	service analysis by	10 170	10 200				_
		2022	tariffs using the erf as a	tariff (BS-Q906A)						
			property							
				Indigent excel						
		Provide free basic water to		formatted register						
	Basic Service	indigent households earning	Number of indigent	populated from						
T22	Delivery	less than R4500 as at 30	households receiving	SAMRAS systems (BS-	9 556	9 660	9 660	9 660	9 660	2
	,	June 2022	free basic water	Q10A0) list accounts						
				Masakhane						
				Beneficiary.						
T23	Basic Service	Provide free basic electricity	Number of indigent	Indigent excel	9 556	9 660	9 660	9 660	9 660	2
. = 5	Delivery	to indigent households	households receiving	formatted register						_

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Dof No.	Ref No National KPA	Key Performance Indicator	Unit of Measurement	Portfolio of Evidence	Baseline		Weight			
Ref No		(KPI)	Unit of Measurement	Portiolio of Evidence	baseline	Q1	Q2	Q3	Q4	weight
		earning less than R4500 as at	free basic electricity	populated from						
		30 June 2022		SAMRAS systems (BS-						
				Q10A0) list accounts						
				Masakhane Beneficiary						
				Indigent excel						
		Provide free basic sanitation		formatted register						
	Basic Service	to indigent households	Number of indigent	populated from						
T24	Delivery	earning less than R4500 as at	households receiving	SAMRAS systems (BS-	9 556	9 660	9 660	9 660	9 660	2
	Bollvory	30 June 2022	free basic sanitation	Q10A0) list accounts						
		00 00110 2022		Masakhane						
				Beneficiary.						
				Indigent excel						
		Provide free basic refuse	free basic refuse	formatted register						
	Basic Service	removal to indigent households receiv		populated from						
T25	Delivery			SAMRAS systems (BS-	9 556	9 660	9 660	9 660	9 660	2
	, ,		removal	Q10A0) list accounts						
			Tomovar	Masakhane						
				Beneficiary.						
		Financial viability measured								
		in terms of the municipality's								
		ability to meet its service debt								
	Municipal Financial	obligations as at 30 June		Draft Annual Financial						
T26	Viability and	2022 (Short Term Borrowing	% of debt coverage	Statements	18.28%	0%	0%	0%	45%	5
	Management	+ Long Term Borrowing) /								
		(Total Operating Revenue -								
		Operating Conditional Grant)								
		x 100		A 15:						
	Municipal Financial	Financial viability measured	% of outstanding	Annual Financial	44.400/	20/	00/	00/	40.500	
T27	Viability and	in terms of the outstanding	service debtors	Statements & Section	14.48%	0%	0%	0%	16.50%	2
	Management	service debtors as at 30 June	service depiors	71 reports						

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

Ref No	National KPA	Key Performance Indicator	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
Ref No	National KPA	(KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Q1	Q2	Q3	Q4	vveignt
		kilolitres water available from		Balance report,						
		reservoirs - number of		Spreadsheet Water						
		kilolitres water sold) /		losses						
		(number of kilolitres water								
		purchased or purified) x 100}								
	Municipal Financial	Submit the approved financial	Amman and financial	Proof of submission of						
T04	Municipal Financial	statements for 2020/21 to the	Approved financial	approved annual	4		0		0	_
T31	Viability and	Auditor-General by 31 August	statements for 2020/21	Financial Statements to	1	1	0	0	0	5
	Management	2021	submitted to the AG	Auditor-General						
T32	Municipal Financial Viability and Management  Municipal Financial Viability and	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  Review the MGRO Clean Audit Plan and submit to the	% Payment achieved  Letter signed off by the  Municipal Manager that  MGRO Clean Audit	SAMRAS Report (Debtors Transaction Summary - By Service [BS-Q901SE]); Internal Annual Write-off Report; Draft Annual Financial Statements  Proof of submission of MGRO Plan to the	95%	0%	0%	0%	95%	2
	Management	Municipal Manager by 31  January 2022	Plan was reviewed and submitted	Municipal Manager	'		Ů	·	v	v
T34	Municipal Financial Viability and	Achieve an unqualified audit for the 2020/21 financial year	Audit report signed by the Auditor-General for	Audit report received confirming unqualified	1	0	0	1	0	5
104	Management	by 31 January 2022	2020/21	audit	1			'		
	Management	Review the Long-Term	Final reviewed Long-	duuit						
	Municipal Financial	Financial Plan and submit to	Term Financial Plan	Minutes of the Council						
T35	Viability and	Council for approval by 31	submitted to Council for	meeting	0	0	0	0	1	2
	Management	May 2022 (Final)	approval	5319	0					
D161	Municipal	Submit monthly reports to the	Number of reports	Proof of submission to	12	3	3	3	3	3
	'	, ,	· '				1	1		1

Ref No	National KPA	Key Performance Indicator	Unit of Measurement	Doutfolio of Evidones	Deseline		Weight			
Ret No	National KPA	(KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Q1 Q2	Q2	Q3	Q4	weight
	Transformation and	MM by the 21st of each	submitted	MM						
	Institutional	month that include OH&S,								
	Development	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								
		90% of the approved capital								
		budget spent [Actual								
	Municipal Financial	expenditure divided by the	0/ -f t-  bdt	Former distance are needed						
D162	Viability and	total approved capital budget	% of capital budget spent	Expenditure reports from SAMRAS	95%	0%	40%	0%	90%	3
	Management	(excluding "safeguarding of	Spent	IIOIII SAIVIKAS						
		assets" & "insurance claims"								
		line items)]								
		Submit quarterly progress								
	Municipal Financial	report to MM on the	Noveles and assessed							
D163	Viability and	addressing of the top ten	Number of reports	Proof of submission	4	1	1	1	1	1
	Management	risks as reflected on the	submitted							
		Strategic Risk Register								
	Municipal Financial	100% of Auditor General	0/ of AC findings	Cianad aff						
D164	Viability and	findings addressed within the	% of AG findings	Signed-off implementation report	100%	0%	0%	0%	100%	3
	Management	directorate by 30 June	addressed	implementation report						
	Municipal Financial	100% of LGMTEC	% of LGMTEC							
D165	Viability and	recommendations addressed	recommendation	Signed-off	100%	0%	100%	100% 0%	0%	3
D103	Management	within the directorate by 31	addressed	implementation report	100 /6	0 /0	100 /6	0 /0	0 /0	3
	wanagement	December	addressed							
D166	Municipal Financial	Conduct a one-to-one	Number of one on one	Minutes/Notes of	2	1	0	1	0	1
טוט	Viability and	Performance Management	performance sessions	discussions	2	'		I	U	'

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
Kei No	National NFA		Offic of Measurement			Q1	Q2	Q3	Q4	weignt
	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
		ı	1	1		_1	L		TOTAL	80