

## Performance Plan

**Director: Financial Services**

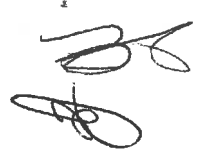


**The Performance Plan sets out:**

- 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	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Deputy Director: Cost and Management Accounting	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%	2
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Deputy Director: Financial Accounting	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%	2
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Budget Office	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%	2
SDBI P 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	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Assets and Insurance Management	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%	2

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Valuations	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%	2
SDBI P Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Expenditure	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%	2
SDBI P 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%	2
TL11	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	95% of the capital budget for the directorate spent by 30 June 2021	% of capital budget spent by 30 June	95%	CAPEX Report from finance	10%	40%	70%	95%	3
TL12	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	Compile an Audit Action Plan To Address AG Audit Findings In The Management Report And Submit To Management By 31 March 2021 For Approval	Plan Completed and Submitted to Management	1	Minutes of Management Meeting During Which Plan Was Approved	0	0	1	0	3
TL13	Good Governance and Public Participation	Work towards a sustainable future through sound financial management and continuous revenue growth	Successfully award tenders in line with Supply Chain Management Policies and Regulations	Number of successful SCM related appeals	1	Register of appeals referred and written response on outcome of appeals	1	1	1	1	2

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL14	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	Achieve a debtor payment percentage of 85% as at 30 June 2021 ((Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance – Bad Debts Written Off)/Billed Revenue) x 100	Payment % achieved	85%	Section 71 Report/Financial Statements	70%	79%	83%	85%	3
TL15	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 ((Total Operating Revenue- Operating Grants)/Debt Service Payments (i.e. interest + redemption) due within one year)	% of debt coverage	11%	Section 71 Report	0	0	0	11	5
TL16	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((Cash and Cash Equivalents – Unspent Conditional Grants – Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excl	Number of months it takes to cover fix operating expenditure with available cash	1.2	Section 71 Report	0	0	0	1.2	5
TL17	Municipal Financial Viability and Management	Work towards a sustainable future through sound financial management and continuous revenue growth	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors	60%	Section 71 Report	0%	0%	0%	60%	2
TL18	Basic Service Delivery	To maintain and improve basic service delivery and social	Provide 6kl free basic water per month to all indigent households during the 2020/21 financial year	Number of indigent households	4 800	Report from The Financial System with Registered	4 900	4 900	4 900	4 900	1

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL19	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Provide 70kwh of free basic electricity per month to all indigent households (Excluding Eskom) during the 2020/21 financial year	Number of indigent households receiving free basic electricity	5 419	Report from The Financial System with Registered Indigent Households	1 800	1 800	1 800	1 800	1
TL20	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Provide free basic refuse removal to indigent households in terms of the equitable share requirements during the 2020/21 financial year	Number of indigent households receiving free basic refuse removal	4 100	Report from The Financial System with Registered Indigent Households	4 200	4 200	4 200	4 200	1
TL21	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Provide free basic sanitation to indigent households in terms of the equitable share requirements during the 2020/21 financial year	Number of indigent households receiving free basic sanitation	4 000	Report from The Financial System with Registered Indigent Households	4 050	4 050	4 050	4 050	1
TL22	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the services during 2020/21 financial year	Number of residential properties which are billed for water or have prepaid meters	14 900	Report from The Financial System Indicating Billed Debtors	14 920	14 920	14 920	14 920	1
TL23	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (excluding ESKOM areas) and billed for the services during the 2020/21 financial year	Number of residential properties which are billed for electricity or have prepaid meters (excluding ESKOM areas)	7 000	Report from The Financial System Indicating Billed Debtors	7 100	7 100	7 100	7 100	1

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL24	Basic Services Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Number of formal residential properties for which refuse is removed once per week and billed for the services during the 2020/21 financial year	Number of residential properties which are billed for refuse removal once a month	15 200	Report from The Financial System Indicating Billed Debtors	15 220	15 220	15 220	15 220	1
TL25	Basic Services Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Purchase smart (utility) water meters by 30 April 2021	Number of smart water meters purchased	1 200	Invoices and Goods Received Note	0	0	0	2 000	5
TL26	Basic Services Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Number of formal residential properties connected to the municipal waste water sanitation/sewer network for sewerage services (inclusive of septic tanks) irrespective of the number of water closets (toilets) and billed for the services during the 2020/21	Number of formal residential properties which are billed for sewerage	14 000	Report from the Financial System Indicating Billed Debtors	14 020	14 020	14 020	14 020	1
TL27	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Achieve an unqualified audit opinion for the 2019/20 financial year	Unqualified audit opinion achieved	1	Signed Audit Report	0	0	1	0	4
TL28	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Submit the final annual budget to Council by 30 May 2021	Final budget submitted to Council	1	Council minutes	0	0	0	1	4
TL29	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Submit the Annual Financial Statements to the Auditor General (AG) by 31 October 2020	Annual Financial Statements submitted to the AG	1	Acknowledgement of receipt	0	1	0	0	3

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL58	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Submit a report in respect of COVID-19 (inclusive of the lockdown) that illustrates the damaged caused, risk (both current and future) and the new normal in terms of financial viability to the Strategic Session by 30 November 2020	Number of reports submitted to Council's Strategic Session	New KPI	Minutes of Strategic Session	0	1	0	0	4
D 32	Municipal Transformation and Institutional Development	To ensure a healthy and productive workforce by creating a conducive working environment	Send 85% of all requisitions for the filling of vacant post to Human Resources within the prescribed time frame	% of requisitions send to HR	85%	Requisition form and HR report	85%	85%	85%	85%	2
D 33	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Attend to all internal audit queries within the timeframes stipulated in the Internal Audit SOP	% of Internal Audit queries attended to in accordance with approved SOP	90%	Report from internal audit	90%	90%	90%	90%	3
D 35	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Respond to all COMAF's received as per agreed timelines with the AG.	% of external COMAF's responded to within 5 working days (or within given time frame if extension is requested)	100%	Proof of submission (and request for extension)	0%	100%	0%	0%	3
D 36	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Submit monthly reports to Management from April to June on the progress made with the implementation with Audit Action plan	Number of reports submitted	5	Management minutes	0	0	0	3	5
<b>TOTAL</b>											<b>80</b>



## 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	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <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	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <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	<p>Able to understand program and project management methodology, plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <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	<p>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:</p> <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	<p>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:</p> <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

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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 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
<b>TOTAL</b>		<b>20</b>

