

Revised
2019/20
Director:
Finance

Annexure A

Performance Plan

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Director: Finance

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.



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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 (KPI) | Unit of Measurement | Baseline | Portfolio of evidence | Targets | | | | Weight |
|--------------|------------------------|--|--|----------|--------------------------|---------|-----|-----|-----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| SDBIP Graphs | Basic Service Delivery | Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Accounting services | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report | 100 | Updated SDBIP and report | 90% | 90% | 90% | 90% | 4 |
| SDBIP Graphs | Basic Service Delivery | Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Expenditure and asset 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% | 4 |
| SDBIP Graphs | Basic Service Delivery | Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Revenue | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report | 100 | Updated SDBIP and report | 90% | 90% | 90% | 90% | 4 |
| SDBIP Graphs | Basic Service Delivery | Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Deputy Director: Finance & SCM | 90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report | 100 | Updated SDBIP and report | 90% | 90% | 90% | 90% | 4 |

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| Ref No | National KPA | Key Performance Indicator (KPI) | Unit of Measurement | Baseline | Portfolio of evidence | Targets | | | | Weight |
|--------|--|---|--------------------------------|----------|-------------------------|---------|----|----|--------|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| TL13 | Municipal Financial Viability and Management | Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure) (MPPMR Reg. 10 (g)) | Ratio achieved | 6.56 | Section 71 reports | 0 | 0 | 0 | 3 | 4 |
| TL14 | Municipal Financial Viability and Management | Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (MPPMR Reg. 10 (g)) * Calculation type changed to number | Ratio achieved | 19.79% | Section 71 reports | 0 | 0 | 0 | 15 | 4 |
| TL15 | Municipal Financial Viability and Management | Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services) (MPPMR Reg. 10 (g)) | % achieved | 10.55% | Section 71 reports | 0% | 0% | 0% | 14,75% | 4 |
| TL16 | Municipal Financial Viability and Management | Financial statements submitted to the Auditor-General by 31 August 2019 | Financial statements submitted | 1 | AFS submitted to the AG | 1 | 0 | 0 | 0 | 4 |

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|-------------|--|--|---|----------|--|---------|------|------|------|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| TL17 | Municipal Financial Viability and Management | Submit a reviewed long term financial plan to the CFO by end October 2019 | Reviewed long term financial plan submitted | 1 | Reviewed long term financial plan | 0 | 1 | 0 | 0 | 4 |
| TL 34 | Basic Service Delivery | Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements (MPPMR Reg. 10 (b)) | Number of indigent households | 7 385 | Monthly summary from the indigent register | 7450 | 7450 | 7450 | 7450 | 4 |
| TL 39 | Municipal Financial Viability and Management | Achieve a debt recovery rate not less than 96% (Receipts/total billed for the 12 month period x 100) | % Recovered | 99.64% | Calculation of 12 month rolling average | 96% | 96% | 96% | 96% | 4 |
| Dept. SDBIP | Municipal Financial Viability and Management | Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services | Planning schedules for procuring timeframes for the financial year submitted by end June 2020 | 1 | SCM records | 0 | 0 | 0 | 1 | 4 |
| Dept. SDBIP | Good Governance and Public Participation | Departmental Annual Report prepared and submitted by 13 August 2019 | Report submitted by 13 August 2019 | 1 | Copy of annual report inputs submitted | 1 | 0 | 0 | 0 | 4 |

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|-------------|--|--|---|----------|--|---------|-----|-----|-----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| Dept. SDBIP | Good Governance and Public Participation | Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received) | % of queries rectified | 97.5% | Feedback submitted to Manager: Internal Audit | 85% | 85% | 85% | 85% | 4 |
| Dept. SDBIP | Good Governance and Public Participation | Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate) | % of Council resolutions implemented | 98.33% | Council minutes for the month and Council resolution feedback report from Collaborator | 95% | 95% | 95% | 95% | 4 |
| Dept. SDBIP | Good Governance and Public Participation | Report quarterly to the MM on corrective measures implemented to reduce risk areas | Number of risk management reports submitted | 4 | Minutes of TMT meeting | 1 | 1 | 1 | 1 | 4 |
| Dept. SDBIP | Municipal Financial Viability and Management | Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM | Number of reports verified | 4 | Copies of reports verified | 1 | 1 | 1 | 1 | 4 |
| Dept. SDBIP | Municipal Financial Viability and Management | Submit the Final MTREF Budget by the end of May 2020 | Final Budget submitted | 1 | Agenda of the Council meeting | 0 | 0 | 0 | 1 | 4 |

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|-------------|------------------------|--|-----------------------------------|----------|--------------------------------|---------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| Dept. SDBIP | Basic Service Delivery | 95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget) | % of the capital budget spent | 100% | Expenditure report from SAMRAS | 5 | 20 | 55 | 95 | 4 |
| Dept. SDBIP | Basic Service Delivery | 95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget) | % of the operational budget spent | 93.74% | Expenditure report from SAMRAS | 20 | 40 | 60 | 95 | 4 |
| 80 | | | | | | | | | | |

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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 | <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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness | 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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management | 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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation | 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> | 1.67 |

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| Competency | Definition | Weight |
|--------------------------------------|--|--------|
| | <ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery | |
| 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"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation | 1.67 |
| 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. | 1.63 |

