

Adjustment Performance Plan

Director: Financial Services

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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 Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
DIVISION PERFORMANCE										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Budgeting and Treasury	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Income	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	3
SDBIP 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%	90%	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Financial Support and Expenditure Division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	3
STRATEGIC (TOP LAYER) PERFORMANCE										
TL9	Financial Viability	Submit the 2024/25 Procurement Plan to the Municipal Manager for approval by 30 June 2024	Number of Procurement Plans submitted to Municipal Manager	1	1	0	0	0	1	3

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Annexure A 2023/24

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
TL10	Financial Viability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2024 $\{(Short\ Term\ Borrowing + Long\ Term\ Borrowing) / (Total\ Operating\ Revenue - Operating\ Conditional\ Grant) \times 100\}$	% of debt coverage	0%	45%	0	0	0	45%	2
TL11	Financial Viability	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 $\{(Total\ outstanding\ service\ debtors / revenue\ received\ for\ services) \times 100\}$	% Of outstanding service debtors	90%	90%	0	0	0	90%	2
TL12	Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2023 $\{(Cash\ and\ Cash\ Equivalents - Unspent\ Conditional\ Grants - Overdraft) + Short\ Term\ Investment\} / Monthly\ Fixed\ Operational\ Expenditure\ excluding\ (Depreciation,\ Amortisation,\ and\ Provision\ for\ Bad\ Debts,\ Impairment\ and\ Loss\ on\ Disposal\ of\ Assets)\}$	Number of months it takes to cover fix operating expenditure with available cash	1	1	0	0	0	1	2
TL13	Financial Viability	Achieve a debtor payment percentage of 90% by 30 June 2024 $\{(Gross\ Debtors\ Closing\ Balance + Billed\ Revenue - Gross\ Debtors\ Opening\ Balance - Bad\ Debts\ Written\ Off) / Billed\ Revenue\} \times 100\}$	% Debtor payment achieved	45.25%	90%	90%	90%	90%	90%	2
TL26	Basic Services and Infrastructure	Limit unaccounted for electricity to less than 12% by 30 June 2024 $\{(Number\ of\ Electricity\ Units\ Purchased - Number\ of\ Electricity\ Units\ Billed) / Number\ of\ Electricity\ Units\ Purchased\} \times 100\}$	% unaccounted for electricity	19.50%	12%	0%	0%	0%	12%	2

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
		Units Sold) / Number of Electricity Units Purchased } x 100}								
TL27	Basic Services and Infrastructure	Limit unaccounted for water to less than 15% by 30 June 2024 {(Number of Kilotitres Water Purchased or Purified - Number of Kilotitres Water Sold) / Number of Kilotitres Water Purchased or Purified x 100}	% unaccounted for water	19.46%	15%	0%	0%	0%	15%	2
MANAGERIAL PERFORMANCE										
D55	Financial Viability	Review and report on the OPCAR on a quarterly basis to address audit findings	Quarterly revision of OPCAR and addressing of findings	4	4	1	1	1	1	4
D56	Good governance and Community Participation	Provide inputs on a quarterly basis to CRO on corrective measures implemented to reduce risk areas after the finalisation of the annual risk assessment	Number of risk management reports submitted	4	4	1	1	1	1	4
D57	Financial Viability	Submit Budget and Treasury Services inputs on the Demand Management Plan to SCM by 30 April	Plan and schedule submitted to SCM	1	1	0	0	1	0	4
D58	Financial Viability	Submit the monthly budget statement (Section 71 of the MFMA) reports in accordance with the new Municipal reporting regulations within 10 working days after each month	Number of Section 71 monthly budget statement reports submitted to National Treasury within 10 working days of each month	12	12	3	3	3	3	4

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Annexure A 2023/24

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D59	Financial Viability	Submit quarterly (Section 52 of the MFMA) reports to Council on the overall municipal financial performance	Submit quarterly Section 52 reports to Council on the overall municipal financial performance	4	4	1	1	1	1	5
D60	Financial Viability	Update the SDBIP with performance evidence by the 15th of each month	Number of updates completed	12	12	3	3	3	3	5
D61	Financial Viability	Report on Council Resolutions on quarterly basis	Number of reports submitted	New KPI	12	3	3	3	3	3
D62	Financial Viability	Submit progress reports in terms of the funded Budget Funding Plan on a monthly basis to Council and Treasury	Number of reports submitted	New KPI	4	1	1	1	1	3
D66	Financial Viability	Complete the Annual stock take (Inventory Count) by 30 June 2023	Annual Stock counts conducted	1	1	1	1	1	1	4
D67	Financial Viability	Submit 4 quarterly reports on the implementation of the SCM Policy and Regulations within 10 days after each quarter to the Mayor	Number of quarterly SCM Implementation reports submitted to the Mayor within 10 days after each quarter	4	4	1	1	1	1	4

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D68	Financial Viability	Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General	Number of Annual Financial Statements submitted	1	1	0	1	0	0	5
D69	Financial Viability	Submission of the Adjustment Budget to Council for approval by 28 February 2023	Adjustment Budget submitted	1	1	0	0	1	0	4
D70	Financial Viability	Review and submit Budget Related Policies to Council by 31 May 2023	Number of budget related policies reviewed	16	16	0	0	0	16	4
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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	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

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Competency	Definition	Weight
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
Governance leadership	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: <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

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