



Performance Plan

Director: Financial Services



71 York Street, George | PO Box 19, George, 6530



044 801 9111



www.george.gov.za



nm

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.

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 80% (eighty percent) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
DIVISIONAL MANAGEMENT											
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Financial Management Division	Percentage of Indicators of the Financial Management Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Revenue Management Division	Percentage of Indicators of the Revenue Management Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	2



Handwritten signatures and initials.

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Expenditure and SCM Division	Percentage of Indicators of the Expenditure and SCM Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2	
					90%	90%	90%	90%	2		
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the IT Division	Percentage of Indicators of the IT Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	2	
					90%	90%	90%	90%	2		
GENERAL MANAGEMENT											
D60	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days	% of matters allocated on collaborator completed within 10 days	95%	95%	95%	95%	95%	2	
					95%	95%	95%	95%	2		
D61	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit quarterly reports to the internal audit division on the management of risks identified for the Directorate	Number of risk management reports submitted	4	4	1	1	1	2	
					4	4	1	1	1	2	
D62	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conduct mid-year evaluations of all staff by 30 January in terms of Regulation 890	% of evaluations completed	100%	100%	100%	100%	100%	2	
					100%	100%	100%	100%	2		




www.george.gov.za


044 801 9111



71 York Street, George | PO Box 19, George, 6530


Handwritten signatures and initials: YF, AD, B, NAN

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				
							Q1	Q2	Q3	Q4	Weight
D63	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit at least one funding proposal to secure new funds not currently made available by NT or DoRA	Number of proposals submitted	1	1			1	2	
D64	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Assist with and facilitate expenditure of grant funding so that 95% of funds are spent or committed by 30 June	Value of MIG project funds spent or committed by 30 June /total value of MIG funds for current financial year	95%	95%	10%	40%	60%	95%	2
D65	Municipal Transformation and Institutional Development	Good Governance and Human Capital	At least one innovative idea implemented to improve administration or service delivery	Proof of business plan or project implemented	1	1			1	2	
D66	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Filling of all vacant budgeted posts within the set timeframes as approved in the action plan	80% of dates in strategic plan adhered to	new	80%	80%	80%	80%	3	
D68	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Advertise tenders at least 5 months prior to the expiration of the current tender	% of tenders advertised at least 5 months prior to expiration	100%	100%	100%	100%	100%	2	







Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
D69	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conclude performance agreements with all staff by 30 July in terms of Regulation 890	% of performance agreements concluded	100%	100%	100%				2
D70	Good Governance and Public Participation	Good Governance and Human Capital	Identify and implement at least one cost cutting measure	Number of cost cutting measures identified and implemented	1	1	1			1	1
D71	Good Governance and Public Participation	Good Governance and Human Capital	No successful appeals against tender awards	% successful appeals	0.0%	0%	0%	0%	0%	0%	2
D72	Good Governance and Public Participation	Good Governance and Human Capital	Monitor and report monthly to the MM on SLA's/contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	12	12	3	3	3	3	2
D73	Good Governance and Public Participation	Good Governance and Human Capital	Respond 100% on all audit queries received from the AG within 3 days (excluding instances where extension was granted)	% of AG audit queries responded to within 3 days	100%	100%	100%	100%	100%	100%	2



www.george.gov.za








Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
D74	Good Governance and Public Participation	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within internal audit reports within due dates	% of corrective measures identified in internal audit reports implemented	100%	100%	100%	100%	100%	2	
D75	Good Governance and Public Participation	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within external audit reports within due dates	% of corrective measures identified in external audit reports implemented	100%	100%	100%	100%	100%	2	
D76	Good Governance and Public Participation	Good Governance and Human Capital	Account for 95% of all loose assets allocated to the Section during the loose asset count	% of loose assets allocated to Section accounted for during loose asset count	95%	95%			95%	2	
D77	Good Governance and Public Participation	Good Governance and Human Capital	Take remedial action for all exceptions on the Time and Attendance Report within 5 working days	% Actions taken	95%	95%	95%	95%	95%	2	
D78	Good Governance and Public Participation	Good Governance and Human Capital	Submit 95% of Council items on collaborator on time as per the schedule provided by the MM	% of Council Item submitted on time on collab as per schedule	95%	95%	95%	95%	95%	1	
D79	Good Governance and Public Participation	Good Governance and Human Capital	Award all quotations for expenditure less than R30 000 within 5 working days of closure	% of quotations awarded within 5 working days	95%	95%	95%	95%	95%	2	



[Handwritten signatures and initials]

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
D80	Good Governance and Public Participation	Good Governance and Human Capital	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31 July	Inputs submitted	1	1	1				1
D81	Good Governance and Public Participation	Good Governance and Human Capital	Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December	Inputs submitted	1	1	1				1
D85	Transformation and Institutional Development	Good Governance and Human Capital	Report all injuries on duty within 2 days to the OHS department	% of injuries on duty reported within 2 days	100%	100%	100%	100%	100%	100%	2
D86	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit incident investigation report within 7 days from date of injury to the OHS department	% of incident reports submitted within 7 days	100%	100%	100%	100%	100%	100%	1
D87	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Increase revenue by 10% compared to the 2021/22 financial year by 30 June 2023	% increase in revenue	100%	100%				100%	2
D88	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Report all LTI incidents exceeding 14 days to the Department of Labour within 7 days	% of incidents reported	100%	100%	100%	100%	100%	100%	1

[Handwritten signature]
[Handwritten initials]
[Handwritten name]

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
D89	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Commence SCM process for all capital projects by 31 July	% of capital projects for which SCM processes commenced	100%	100%	100%				1
D90	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conduct twice weekly toolbox talks regarding safety to staff	Number of talks conducted	96	96	24	24	24	24	1
D91	Municipal Transformation and Institutional Development	Good Governance and Human Capital	100% of all probation evaluations completed every 2nd of the month and on Collaborator	% of evaluations completed	100%	100%	100%	100%	100%	100%	1
TOP LEVEL/ STRATEGIC MANAGEMENT											
TL30	Basic Service Delivery	Affordable Quality Services	Number of formal residential water meters connected to the municipal water infrastructure network	Number of formal residential water meters which are connected to the municipal water infrastructure network	39 484	39 484	0	39 484	0	39 484	2

[Handwritten signatures and initials]

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
TL31	Basic Service Delivery	Affordable Quality Services	Number of formal residential electricity meters connected to the municipal electrical infrastructure network	Number of formal residential electricity meters connected to the municipal electrical infrastructure network	44 467	44 467	0	44 467	0	44 467	2
TL32	Basic Service Delivery	Affordable Quality Services	Number of formal residential account holders connected to the municipal waste water (sanitation/sewerage) network for sewerage service, irrespective of the number of water closets (toilets), and billed for these services	Number of residential account holders which are billed for sewerage	38 085	38 805	0	38 805	0	38 805	2
TL33	Basic Service Delivery	Affordable Quality Services	Number of formal residential account holders for which refuse is removed at least once per week and billed for these services	Number of residential account holders billed for refuse removal	37 137	37 137	0	37 137	0	37 137	2
TL34	Basic Service Delivery	Affordable Quality Services	Provide free basic water to indigent account holders	Number of indigent account holders receiving free basic water	14 712	12 500	12 500	12 500	12 500	12 500	2





Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
TL35	Basic Service Delivery	Affordable Quality Services	Provide free basic electricity to indigent account holders	Number of indigent account holders receiving free basic electricity	19 730	16 500	16 500	16 500	16 500	16 500	2
TL36	Basic Service Delivery	Affordable Quality Services	Provide free basic sanitation to indigent account holders	Number of indigent account holders receiving free basic sanitation	14 722	12 500	12 500	12 500	12 500	12 500	2
TL37	Basic Service Delivery	Affordable Quality Services	Provide free basic refuse removal to indigent account holders	Number of indigent account holders receiving free basic refuse removal	14 853	12 500	12 500	12 500	12 500	12 500	2
TL38	Municipal Financial Viability and Management	Affordable Quality Services	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2023 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) X 100}	% Debt to Revenue	45%	45%	0%	0%	0%	45%	2





71 York Street, George | PO Box 19, George, 6530 | 044 801 9111


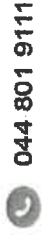
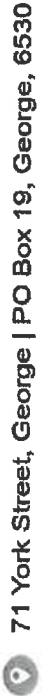
www.george.gov.za

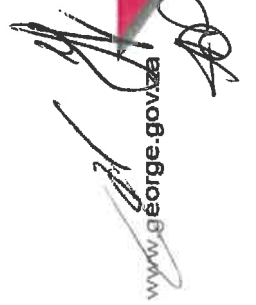





Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
							Q1	Q2	Q3	Q4	
TL39	Municipal Financial Viability and Management	Affordable Quality Services	Financial viability measured in terms of the outstanding service debtors as at 30 June 2023 [(Total outstanding service debtors/ revenue received for services) x 100]	% Service debtors	16%	16%				16%	2
			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 fixed operating expenditure with available cash	2	2			2	1	
TL41	Municipal Financial Viability and Management	Affordable Quality Services	Achieve a payment percentage of 95,5% by 30 June 2023 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts	Payment %	95.5%	95.5%				95,5%	1

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2021/2022)	2022/2023	Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight	
							Q1	Q2	Q3	Q4		
			Written Off/Billed Revenue x 100}									
TL42	Municipal Financial Viability and Management	Affordable Quality Services	Review the Long Term Financial Plan and submit to Council by 31 March 2023	Reviewed Long Term Financial Plan submitted to Council	1	1	0	0	1	0	0	1
TL47	Municipal Financial Viability and Management	Affordable Quality Services	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2023 $\{(Actual\ amount\ spent\ on\ projects/Total\ amount\ budgeted\ for\ capital\ projects\ less\ savings) \times 100\}$	% budget spent	95%	95%	10%	40%	60%	95%	95%	1
							TOTAL					80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior manager, 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 COMPETENCIES		
Strategic direction and leadership	<p>Provide and direct for the 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 process 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"> • Budget planning and execution 	1.67

Competency	Definition	Weight
	<ul style="list-style-type: none"> 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 visions and strategy Process design and improvement Change impact monitoring and evaluation <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
Governance leadership	<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 process 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