



Revised Performance Plan

Director: Financial Services

Director Financial Services: 

Municipal Manager: _____

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)	2023/2024	Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				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%	3
SDBIP Graph	Municipal Transformation and	Good Governance and Human Capital	Effective Management and Functional Supervision of the Revenue Management Division	Percentage of Indicators of the Revenue Management	90%	90%	90%	90%	90%	90%	3

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							Q1	Q2	Q3	Q4	
	Institutional Development			Division achieved (Actual vs Target)							
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%	90%	3
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%	90%	3
GENERAL MANAGEMENT											
D33	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete matters allocated on collaborator (other than service delivery complaints) (entire department) within 10 days	Percentage of matters allocated on collaborator (other than service delivery complaints) (entire department) completed within 10 days	95%	95%	95%	95%	95%	95%	3


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							Q1	Q2	Q3	Q4	
D39	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Advertise tenders at least 5 months prior to the expiration of the current tender	Percentage of tenders advertised at least 5 months prior to expiration	100%	100%	100%	100%	100%	100%	3
D40	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	3
D41	Good Governance and Public Participation	Good Governance and Human Capital	Respond to all audit queries received from the AG/IA within 3 days (excluding instances where extension was granted)	Percentage of AG audit queries responded to within 3 days	100%	100%	100%	100%	100%	100%	3
D42	Good Governance and Public Participation	Good Governance and Human Capital	Implement the agreed corrective measures as identified within internal/external audit reports within due dates	Percentage of corrective measures identified in external audit reports implemented	100%	100%	100%	100%	100%	100%	3

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							Q1	Q2	Q3	Q4	
D43	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 2023	Percentage of inputs (non-financial) for the Annual Report to the Manager: IDP and PMS	100%	100%	100%	100%	100%	100%	3
D44	Good Governance and Public Participation	Good Governance and Human Capital	Submit all IDP inputs to the Manager: IDP and PMS by 30 November 2023	Percentage of inputs submitted	100	100	100%	100%	100%	100%	2
D45	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Report all injuries on duty within 2 days to the OHS department	Percentage of injuries on duty reported within 2 days	100%	100%	100%	100%	100%	100%	1
D46	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Ensure departmental sector plans are implemented	Percentage of departmental sector plans are implemented	New KPI	95%	N/A	N/A	N/A	95%	1
D47	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Ensure smart city departmental deliverables are implemented	Percentage of smart city departmental deliverables are implemented	New KPI	95%	N/A	N/A	N/A	95%	3

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							Q1	Q2	Q3	Q4	
D49	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Review and sign-off monthly tracker reports	Number of reviewed and signed-off tracker reports	New KPI	12	3	3	3	3	1
D48	Municipal Financial Viability and Management	Good Governance and Human Capital	Reduce annual overtime expenditure by 10%	Percentage of annual overtime expenditure reduced	New KPI	10%	N/A	N/A	N/A	10%	3
D34	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Finalise ICT Strategy by 31 August 2023	Number of ICT strategies finalised by 31 August 2023	New KPI	1	1	N/A	N/A	N/A	3
D35	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit monthly ICT strategy implementation reports to MM	Number of ICT strategy implementation reports submitted to the MM	New KPI	9	N/A	3	3	3	3
D36	Municipal Financial Viability and Management	Good Governance and Human Capital	Implement co-sourcing of credit control function by 30 September 2023	Number of co-sourcing of credit control function	New KPI	1	1	N/A	N/A	N/A	3

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							Q1	Q2	Q3	Q4	
D37	Municipal Financial Viability and Management	Good Governance and Human Capital	Implement the payment portal (including pre-paid electricity) on the Municipal App	Percentage of payment portal (including pre-paid electricity) implemented on the Municipal App	New KPI	100%	100%	N/A	N/A	N/A	3
D38	Municipal Financial Viability and Management	Good Governance and Human Capital	Ensure all installed smart-water meters are read monthly	Percentage of installed smart-water meters read	New KPI	100%	100%	100%	100%	100%	3
TOP LEVEL/STRATEGIC MANAGEMENT											
D102	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential water meters which are connected to the municipal water infrastructure network	36 878	37 250	0	37 250	0	37 250	3
D103	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential electricity meters connected to the municipal electrical	47 331	44 467	0	44 467	0	48 580	3


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							Q1	Q2	Q3	Q4	
				infrastructure network							
D104	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for sewerage	38 727	38 805	0	38 085	0	38 085	3
D105	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for refuse removal	39 590	37 137	0	37 137	0	37 137	3
D106	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic water	11 521	11 000	11 500	11 500	11 000	11 000	1

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							Q1	Q2	Q3	Q4	
D107	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic electricity	16 865	14 000	16 500	16 500	14 000	14 000	1
D108	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic sanitation	11 192	11 000	11 500	11 500	11 000	11 000	1
D109	Basic Service Delivery	Affordable Quality Services	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic refuse removal	11 291	11 000	11 500	11 500	11 000	11 000	1
D110	Municipal Financial Viability and Management	Good Governance and Human Capital	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2024 (Short Term Borrowing + Bank Overdraft + Short	Percentage Debt to Revenue obligations met as at 30 June 2024	13.83%	45%	N/A	N/A	N/A	45%	3

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							Q1	Q2	Q3	Q4	
			Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) X 100}								
D111	Municipal Financial Viability and Management	Good Governance and Human Capital	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024[(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2024	22%	16%	N/A	N/A	N/A	16%	2
D112	Municipal Financial Viability and Management	Good Governance and Human Capital	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment)/Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2024	3.15	2	N/A	N/A	N/A	2	2

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							Q1	Q2	Q3	Q4	
			and Loss on Disposal of Assets))								
D113	Municipal Financial Viability and Management	Good Governance and Human Capital	Achieve a payment percentage of 94% by 30 June 2024{(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Percentage of payment achieved by 30 June 2024	96.69%	95%	N/A	N/A	N/A	95%	1
TOTAL										80	

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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	Provide and direct for the 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

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Competency	Definition	Weight
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 • Financial strategy and delivery • Financial reporting and delivery 	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"> • Change visions 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 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

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Competency	Definition	Weight
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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