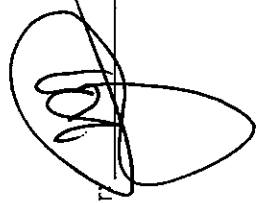



Adjustment Performance Plan

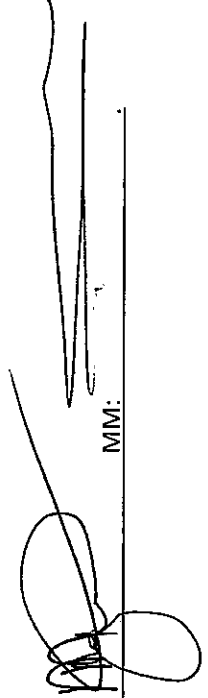
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The Performance Plan sets out:

- 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.

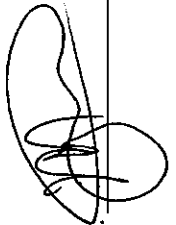

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KEY PERFORMANCE INDICATORS

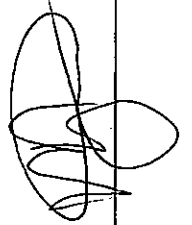
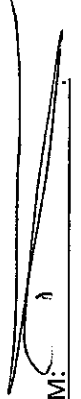
The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Budgeting and Reporting	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: AFS and Compliance	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: Assets and Liabilities	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Expenditure Service	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Revenue Services	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	90%	3

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Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
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
TL8	Basic Service Delivery	Provide subsidies for free basic services to indigent households as at 30 June 2022	Number of indigent households receiving subsidies for free basic services as per Financial System	3 930	3 930	3 930	3 930	3 930	3 930	3
TL9	Basic Service Delivery	Number of residential properties with piped water which are connected to the municipal water infrastructure network and billed for the service as at 30 June 2022	Number of residential properties billed for piped water	12 291	12 291	0	12 291	0	12 291	2
TL10	Basic Service Delivery	Number of residential properties with electricity which are connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) and billed for the service as at 30 June 2022	Number of residential properties billed credit meter and prepaid meters connected to the network	12 672	12 672	0	12 672	0	12 672	2
TL11	Basic Service Delivery	Number of residential properties with sanitation services to which are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service, irrespective of the number of water closets (toilets) as at 30 June 2022	Number of residential properties which are billed for sewerage	12 369	12 369	0	12 369	0	12 369	2

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Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
TL12	Municipal Financial Viability and Management	Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2022	Number of residential properties which are billed for refuse removal	13 385	13 385	0	13 385	0	13 385	4
TL13	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2022 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100	% of debt coverage	18.91%	25%	0%	0%	0%	25%	5
TL14	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2022 ((Total outstanding service debtors/ revenue received for services)x100)	% of outstanding service debtors	9.97%	11.80%	0	0	0	11.8%	4
TL15	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2022 ((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)) as per Circular 71	Number of months it takes to cover fixed operating expenditure with available cash	1.25	2	0	0	0	2	4
TL16	Municipal Financial Viability and Management	Achieve a debtor payment percentage of 90% by 30 June 2022 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	% debtor payment achieved	92%	90%	90%	90%	90%	90%	5

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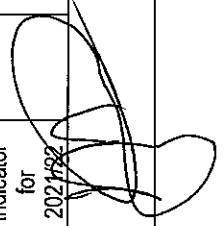
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Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
TL17	Municipal Financial Viability and Management	Limit unaccounted for water to less than 25% by 30 June 2022 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	% bulk water handling losses	4.79%	25%	05	25%	0%	25%	4
TL18	Municipal Financial Viability and Management	Limit unaccounted for electricity to less than 12% as at 30 June 2022 {(Number of units purchased - Number of units Sold (incl free basic electricity) / Number of units purchased) X100}	% unaccounted electricity	11.58%	12%	0%	12%	0%	12%	4
D52	Good Governance and Public Participation	Submit bi-monthly Health and Safety committee minutes to ensure the safety of all personnel and to protect the municipality from legal actions to the health and safety committee	Number of reports submitted	6	6	2	1	1	2	1
D53	Good Governance and Public Participation	Report quarterly on the corrective measures implemented to reduce the top 10 risk areas within the department to the official responsible for risk management	Number of risk management reports submitted	100%	4	1	1	1	1	2
D54	Good Governance and Public Participation	Sign performance agreements with all direct reportees by 30 September 2021	Number of agreements signed	100%	6	6	0	0	0	1
D55	Good Governance and Public Participation	Conduct a risk assessment for the Directorate by 31 March 2022	Number of Risk assessment conducted	New key performance indicator for 2021/22	1	0	0	1	0	2

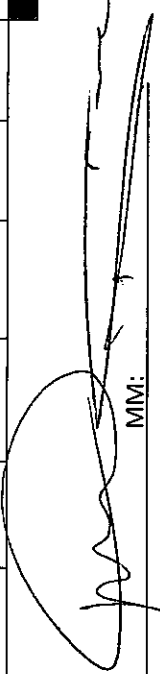
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Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D56	Good Governance and Public Participation	Respond to requests form Internal Audit within 3 working days	% of requests responded to	New key performance indicator for 2021/22	90%	90%	90%	90%	90%	2
D57	Good Governance and Public Participation	Update the SDBIP monthly before 15th of each month	Number of months updated	New key performance indicator for 2021/22	12	3	3	3	3	2
D58	Good Governance and Public Participation	Spend 90% of the Directorate capital budget by 30 June 2022 (including shadow balances for first 3 quarters)	% of budget spent	90%	90%	10%	40%	60%	90%	2
D59	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance	Number irregular expenditures reported	0	0	0	0	0	0	4
D60	Municipal Financial Viability and Management	Submit the annual financial statements to AGSA by 31 August	Annual financial statements submitted to AGSA	1	1	1	0	0	0	4
D61	Municipal Financial Viability and Management	Compile a the OPCAR report to address the audit findings and submit to the Municipal Manager by 31 January	Plan completed and submitted to Municipal Manager	1	1	0	0	1	0	3
D62	Municipal Financial Viability and Management	100% of attendance at the Bid Adjudication Committee Meetings except when on leave or attending to other important matters	% attendance of the Bid Adjudication Committee Meetings	0	100%	100%	100%	100%	100%	2

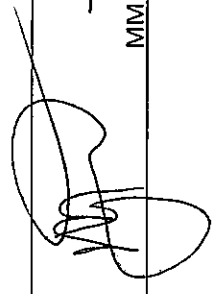

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COMPETENCIES

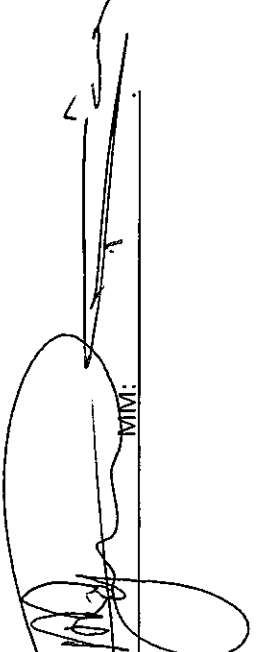
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

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
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> <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	<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
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


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