

Performance Plan

Director: Financial Services

KMM

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.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

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 Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Revenue and Expenditure	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%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Budget and Accounting	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%	2
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%	Updated SDBIP and report	90%	90%	90%	90%	2
TL5	Good Governance and Public Participation	Review 19 budget related policies and submit to Council for approval by 31 May 2026	Number of policies reviewed and submitted to Council for approval	19	Proof of submission to Senior Clerk: Committee Services	0	0	0	19	8
TL6	Good Governance and Public Participation	Review and submit the MFMA delegation register to Council for approval by 31 May 2026	MFMA delegation registered reviewed and submitted to Council for approval	1	Proof of submission to Senior Clerk: Committee Services	0	0	0	1	2
TL7	Municipal Financial Viability and Management	Compile and submit the financial statements to the Auditor-General by 31 August 2025	Financial statements compiled and submitted to the Auditor-General	1	Proof of submission to the Auditor-General	1	0	0	0	15
TL8	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 2026 [(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	5%	Annual Financial Statements and calculation sheet	0%	0%	0%	5%	2
TL9	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	Cost coverage as at 30 June 2026	1.5	Annual Financial Statements and calculation sheet	0	0	0	1.5	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]								
TL10	Municipal Financial Viability and Management	Achieve a current ratio of 1:1 by 30 June 2026 (Current assets : Current liabilities)	Number of times the Municipality can pay back its short term- liabilities with its short-term assets by 30 June 2026	1	Annual Financial Statements and calculation sheet	0	0	0	1	2
D76	Municipal Financial Viability and Management	Develop an Audit Action Plan on the management letter of the Auditor General by 31 January and submit to the AG	Audit action plan developed and submitted	1	Proof of submission to AG	0	0	1	0	7
D77	Municipal Financial Viability and Management	Implement Council resolutions within the required timeframes [(Number of Council resolutions implemented within the required timeframes/Number of Council resolutions) x 100]	% of Council resolutions implemented	90%	Council resolution register	90%	90%	90%	90%	2
D78	Municipal Financial Viability and Management	Submit quarterly risk progress reports on the management of risks identified for the Directorate to the Office of the MM	Number of risk progress reports submitted	4	Proof of submission	1	1	1	1	5
D79	Municipal Financial Viability and Management	Develop staff performance agreements with measurable KPIs by 30 July [(Number of staff/Number of staff performance agreements completed) x 100]	% of performance agreements completed by 30 July	100%	Individual Performance System Report	100%	0%	0%	0%	2
D80	Municipal Financial Viability and Management	Conduct bi-annual evaluations of staff reporting directly to the Director	Number of formal evaluations completed	2	Individual Performance System Report	1	0	1	0	2
D81	Municipal Financial Viability and Management	Submit the final main budget to Council by the 31 May	Final main budget submitted by 31 May	1	Proof of submission	0	0	0	1	8
D82	Municipal Financial Viability and Management	Facilitate monthly meetings with line managers (except December and January)	Number of meetings with line managers	10	Minutes of meetings	3	2	2	3	2
D83	Municipal Financial Viability and Management	Submit the Mid-Year Performance Report in terms of Section 72 of the MFMA to the Mayor by 25 January	Mid-year report submitted	1	Proof of submission to Mayor	0	0	1	0	7

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D84	Municipal Financial Viability and Management	Spend 90% of finance department Capital budget by 30 June [(Actual amount spent on capital projects/Amount budgeted for capital projects) x 100]	% budget spent	90%	Financial Report	10%	40%	65%	90%	2
TBC	Municipal Transformation and Institutional Development	Submission of WSP Input by 30 November	Number of inputs submitted	1	Proof of submission	0	1	0	0	2
TBC	Municipal Transformation and Institutional Development	Compile and submit quarterly Training Evaluation Reports to Manager HR	Number of Reports submitted	4	Proof of submission and Evaluation Reports	1	1	1	1	2
TBC	Municipal Transformation and Institutional Development	Conduct one (1) formal Mentoring/Coaching session per quarter and submit signed record of development objectives to Manager HR	Number of sessions conducted	4	Proof of submission and Signed Record of development objectives	1	1	1	1	2
TOTAL										80

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: • 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: • 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: • 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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
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: • 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

15/11/25