

Performance Plan

Chief Financial Officer

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 **eighty percent** of the total employee assessment score.

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
Operational Performance of Department (Departmental SDBIP)										
SDBIP Graph	Establishment of a healthy financial management	Municipal Financial Viability and Management	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Revenue Management	90% of the KPIs of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	
SDBIP Graph	Establishment of a healthy financial management	Municipal Financial Viability and Management	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Asset and Risk Management	90% of the KPIs of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	
SDBIP Graph	Establishment of a healthy financial management	Municipal Financial Viability and Management	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Expenditure	90% of the KPIs of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	
SDBIP Graph	Establishment of a healthy financial management	Municipal Financial Viability and Management	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Budget and Treasury	90% of the KPIs of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	
SDBIP Graph	Establishment of a healthy financial management	Municipal Financial Viability and Management	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Supply Chain Management	90% of the KPIs of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	

Adjusted Annexure A

2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Improved Institutional Management	Institutional Development and Municipal Transformation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Information and Communication Technology Management	90% of the KPI's of the Sub-Directorate have been met as per Ignite Dashboard report	Previously Measured	90%	90%	90%	90%	
Strategic Performance (Top Layer SDBIP)										
TL36	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Develop and submit an audit action plan to Council to address matters raised by the auditor general within 60 days after the end of the audit	Developed and submitted audit action plan	1	-	-	1	-	
TL37	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Number of scheduled annual IT strategic planning sessions with each ED by 31 November 2025	Number of schedule IT strategic planning sessions with each ED	0	0	0	5	0	
TL38	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Quarterly review of the ICT Strategic Risk Register by the ICT Steering Committee by 30 June 2026	Quarterly review of the ICT Strategic Risk Register	0	1	1	1	1	
TL39	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Quarterly ICT Steering Committee meetings to ensure effective ICT Governance by 30 June 2026	Quarterly minutes of ICT Steering Committee	0	1	1	1	1	
TL40	Establishment of a healthy financial management	Municipal Financial Viability and Management	Number of indigent households earning less than R4 500 provided with free basic services (water, electricity, refuse and sanitation) by 30 June 2026	Number of indigent households provided with free basic services (water, electricity, refuse and sanitation)	7 390	0	0	0	11 800	

EL

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
TL41	Establishment of a healthy financial management	Municipal Financial Viability and Management	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2026 (Total actual amount spent on capital projects/Total amount budgeted for capital projects) X100	% of Capital budget spent by 30 June (Actual amount spent on capital projects / Total amount budgeted for capital projects) X100}	91%	15%	45%	75%	90%	
TL42	Establishment of a healthy financial management	Municipal Financial Viability and Management	The percentage of the total municipal operational budget spent by 30 June 2026 ((Actual amount spent on total operational budget/Total operational budget) X100)	% of the total municipal operational budget spent by 30 June 2026	95%	15%	45%	75%	90%	
TL45	Establishment of a healthy financial management	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2026 Debt (Total Borrowings) / Revenue (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Debt to revenue by 30 June	35%	0%	0%	0%	45%	
TL46	Establishment of a healthy financial management	Municipal Financial Viability and Management	Maintain the debt coverage ratio of 2:1 against net assets of the municipality by 30 June 2026 (Current Assets / Current Liabilities)	Debt coverage ratio	2.57:1	2.10:1	2.10:1	2.10:1	2.10:1	
TL47	Establishment of a healthy financial management	Municipal Financial Viability and Management	Reduce net debtor days to 300 days by 30 June 2026 ((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) x 365	Net debtor days	426	300	300	300	300	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
TL48	Establishment of a healthy financial management	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2026 (Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortization, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Cost coverage ratio by 30 June	0.82:1	01:01	01:01	01:01	01:01	
TL49	Establishment of a healthy financial management	Municipal Financial Viability and Management	Number of planned BSC meetings conducted to process bids by 30 June 2026	Number of meetings conducted	32	6	6	6	6	
TL50	Establishment of a healthy financial management	Municipal Financial Viability and Management	95% collection rate and ensure payment based on correct account by 30 June 2026 (receipts/ billing x100)	95% collection rate achieved	77%	95%	95%	95%	95%	
TL51	Establishment of a healthy financial management	Municipal Financial Viability and Management	Perform an annual cost analysis for each trading service for the new budget by 31 March 2026 (Water, Electricity, Sanitation and Refuse)	Cost analysis report	1	-	-	1	-	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
TL52	Establishment of a healthy financial management	Municipal Financial Viability and Management	75% reduction of irregular expenditure by 30 June 2026	% reduction of irregular expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance incurred) / Previous balance incurred	0%	75%	75%	75%	75%	
TL53	Establishment of a healthy financial management	Municipal Financial Viability and Management	100% elimination of Fruitless & wasteful expenditure by 30 June 2026	% Elimination of Fruitless and wasteful expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance incurred) / Previous balance incurred	0%	100%	100%	100%	100%	
TL54	Establishment of a healthy financial management	Municipal Financial Viability and Management	100% Elimination of unauthorized expenditure by 30 June 2026	% of Unauthorized expenditure after recovery/write-off (Cumulative expenditure incurred to date - Previous balance incurred) / Previous balance incurred	0%	100%	100%	100%	100%	
TL55	Establishment of a healthy financial management	Municipal Financial Viability and Management	% Submission of financial and non-financial MSCOA data strings and documentation on the GoMuni web-based application by the set deadlines provided by National Treasury by 30 June 2026. (All reports to be uploaded within 10 working days after the month-end)	% of reports loaded on the GoMuni application	90%	100%	100%	100%	100%	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
TL56	Establishment of a healthy financial management	Municipal Financial Viability and Management	Reduce Trade Creditors payment period to 30 days by 30 June 2026 (Trade Creditors Outstanding / Credit Purchases/(Operating and Capital) x365)	Creditors Payment Period (Trade Creditors)	284	30	30	30	30	
TL57	Establishment of a healthy financial management	Municipal Financial Viability and Management	Prepare and submit the Asset Register for the FY 2024/25 to the Auditor General by 31 August 2025	Approved Asset Register submitted to the Auditor General	1	1	-	-	-	
TL58	Institutional Development and Municipal Transformation	Improved Institutional Management	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure by 30 June 2026 (employee related costs and councilors remuneration/total operating expenditure x100)	Employee cost as a percentage of total operating cost	29%	33%	33%	33%	33%	
TL59	Improved Institutional Management	Institutional Development and Municipal Transformation	To implement ICT systems and technology to enable the municipality to deliver excellent customer experience by 30 June 2026	Percentage implementation of the ICT operational plan	98%	100%	100%	100%	100%	
Managerial Performance (Departmental SDBIP)										
D61	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	95%	95%	95%	95%	95%	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D62	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Implement correctives measures as identified in internal audit reports to reduce risk areas	% of issues raised and proposed corrective measures rectified	95%	95%	95%	95%	95%	
D63	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Manage risks identified for the Directorate and implement corrective measures to reduce risk areas and protect the municipality against legal actions and submit quarterly reports to the Manager: Risk Management	Number of risk management reports submitted	4	1	1	1	1	
D64	Establishment of a healthy financial management	Municipal Financial Viability and Management	100% of the grant funding spent in accordance with the transfer payment agreement	% of grant funding spent	100%	25%	50%	75%	100%	
D65	Economic growth through promoting Sol Plaatje Municipality as an economic hub	Local Economic Development	Submit departmental evaluation report of bid to SCM within 15 working days from closing date of the bid (excl Consulting engineers)	% submitted	100%	100%	100%	100%	100%	
D66	Establishment of a healthy financial management	Municipal Financial Viability and Management	Submit funding motivations to external sources and funders to enhance municipal revenue	Number of funding motivations submitted to external sources and funders	2	0	1	1	0	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D67	Improved Institutional Management	Institutional Development and Municipal Transformation	Submit Health and Safety reports of the department on a quarterly basis	Number of reports submitted	4	1	1	1	1	
D68	Improved Institutional Management	Institutional Development and Municipal Transformation	Hold monthly departmental Health and Safety meetings	Number of meetings held	10	3	2	2	3	
D69	Improved Institutional Management	Institutional Development and Municipal Transformation	Evaluate all identified personnel in terms of the performance management system	Number of formal evaluations completed	2	0	1	1	0	
D70	Improved Institutional Management	Institutional Development and Municipal Transformation	Hold monthly meetings with line managers and submit copies of the minutes to the Municipal Manager	Number of meetings and copies of minutes submitted	10	3	2	2	3	
D71	Improved Institutional Management	Institutional Development and Municipal Transformation	Develop and sign performance agreements and performance development plans with all identified personnel before 31 August	% signed agreements and development plans (Aug)	100%	100%	0	0	0	
D72	Improved Institutional Management	Institutional Development and Municipal Transformation	Liaise with the portfolio Councillor/ committee on a monthly basis to ensure the overall performance of the municipality	Number of meetings with the Portfolio Councillor / Committee	10	3	2	2	3	

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Adjusted Annexure A

2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D73	Improved Institutional Management	Institutional Development and Municipal Transformation	Visit outside departmental operational units	Number of departmental operational units visited	3	1	0	1	1	
D74	Improved Institutional Management	Institutional Development and Municipal Transformation	Monthly review sdtbp updates of departments prior to closure of the system	Number of reviews conducted	12	3	3	3	3	
D75	Establishment of a healthy financial management	Municipal Financial Viability and Management	Coordinate the submission of all budget related policies to council for approval with the draft budget	Number of policies submitted	22	0	0	22	0	
D76	Establishment of a healthy financial management	Municipal Financial Viability and Management	Conclude SLA's with all ERP system service providers	Number of SLA's concluded	3	3	0	0	0	
D77	Establishment of a healthy financial management	Municipal Financial Viability and Management	Monitor the performance of IT external service providers quarterly with SLA meetings	Number of meetings	4	1	1	1	1	
D78	Establishment of a healthy financial management	Municipal Financial Viability and Management	Provide inputs for the IDP budget process plan to the IDP unit by the end of August	Inputs submitted	1	1	0	0	0	

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2025/26

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D79	Good, Clean and Transparent Governance and Public Participation	Good Governance and Public Participation	Report quarterly on the progress of risk mitigation to the Risk Committee	Number of reports	4	1	1	1	1	

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	<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 	1.67

Competency	Definition	Weight
	<ul style="list-style-type: none"> 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 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
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

Chief Financial Officer:



Municipal Manager:

