

**NAMAKWA
DISTRICT MUNICIPALITY**



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.

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 does 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.

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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	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
SDBIP Graph	Municipal Financial Viability and Management	Manage and achieve 70% of the KPI's of the Asset Management division	70% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	70%	70%	70%	70%	70%	2	Performance dashboard report
SDBIP Graph	Municipal Financial Viability and Management	Manage and achieve 70% of the KPI's of the Expenditure & Liabilities division	70% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	70%	70%	70%	70%	70%	5	Performance dashboard report
SDBIP Graph	Municipal Financial Viability and Management	Manage and achieve 70% of the KPI's of the Budgeting, Treasury & Compliance division	70% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	70%	70%	70%	70%	70%	5	Performance dashboard report

Ref	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
SDBIP Graph	Municipal Financial Viability and Management	Manage and achieve 70% of the KPI's of the Supply Chain Management division	70% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	70%	70%	70%	70%	70%	5	Performance dashboard report
TL16	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	% of debt coverage	45%	0%	0%	0%	45%	3	Calculation based on AFS by end of August

Ref	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
TL17	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2026 ((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 fix operating expenditure with available cash	3	0	0	0	3	1	Calculation based on AFS by end of August
TL18	Municipal Financial Viability and Management	Submit the adjustments budget for consideration to Council by 28 February 2027	Adjustment budget submitted to Council by 28 February 2027	1	0	0	1	0	8	Proof of submission to Council
TL19	Municipal Financial Viability and Management	Submit the draft annual budget to Council by 31 March 2027	Draft main budget submitted to Council by 31 March 2027	1	0	0	1	0	8	Proof of submission to Council
TL20	Municipal Financial Viability and Management	Submit the final annual budget for consideration/approval to Council by 31 May 2027	Final main budget submitted to Council by 31 May 2027	1	0	0	0	1	8	Proof of submission to Council

Ref	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
TL21	Municipal Financial Viability and Management	Submit the annual financial statements to AGSA by 31 August 2026	Annual financial statements submitted to AGSA by 31 August 2026	1					10	Confirmation of receipt of AFS by AGSA
TL22	Municipal Financial Viability and Management	100% spend of the FMG allocation in terms of the approved business plan by 30 June 2027 (Actual expenditure / total grant allocation received) x 100	% Of the grant allocation	100	10%	30%	60%	100%	4	Solar report for spending on Finance Management Grant
TL23	Municipal Financial Viability and Management	Update long-term financial plan and submit to council by 31 December 2026	Number of long-term financial plans submitted to Council	1	0	1	0	0	1	Proof of submission to Council
D264	Good Governance and Public Participation	Submit quarterly reports to the MM on the progress made with the implementation of Council resolutions.	Number of reports submitted	4	1	1	1	1	1	Proof of submission
D265	Good Governance and Public Participation	Conduct monthly meetings with line managers except December and January	Number of meetings conducted with line managers	10	3	2	2	3	1	Minutes of meetings held
D267	Good Governance and Public Participation	Submit Monthly reports to the MM except December and January	Number of reports submitted	12	3	2	2	3	2	Email proof of submission of Ignite performance reports




Ref	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
D268	Good Governance and Public Participation	Prepare the mid-year budget and performance report in terms of sec72 of the MFMA and submit to the Mayor by the 25th of January	Report submitted to the Mayor by 25 January	1	0	0	1	0	4	Proof of submission to Executive Mayor
D269	Good Governance and Public Participation	Compile an Audit Action Plan and submit it to the MM by 31 January 2027 to address the issues raised by the AG	Audit Action Plan compiled and approved by the MM by 31 January 2027	1	0	0	1	0	3	Proof of submission of audit action plan to MM
D270	Good Governance and Public Participation	90% of the Audit action plan implemented by 30 June 2027 (Number of actions implemented/total number of actions indicated on the plan)	% of audit action plan implemented	90%	0%	0%	0%	90%	3	Audit action plan progress sheet
D271	Municipal Transformation and Institutional Development	Update the policy register annually with new/revised policies by 31 May 2027	Number of updates	1	0	0	0	1	3	Council resolution
D272	Good Governance and Public Participation	Implement controls/corrective measures for 90% of identified risks in the Risk Register by 30 June to reduce risk areas for Budget and Treasury Office (Number of risks	Percentage of risks attended to	75%	0%	0%	0%	90%	1	Progress sheet from Risk Officer

Ref	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight	Evidence
					Q1	Q2	Q3	Q4		
		for which controls/corrective measures were implemented/ Total number of identified risks as indicated in Risk Register)								
D273	Good Governance and Public Participation	Submit quarterly report to Executive Mayor on the implementation of the supply chain management policy	Submission of report to the Executive Mayor	4	1	1	1	1	1	Signed off report
D276	Good Governance and Public Participation	Reporting on the performances of external service providers, Sec 46(1)(a) of MSA to Council	Submitted completed template for annual report	3	1	0	1	1	1	Reporting template/extract of draft annual report
Subtotal									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.

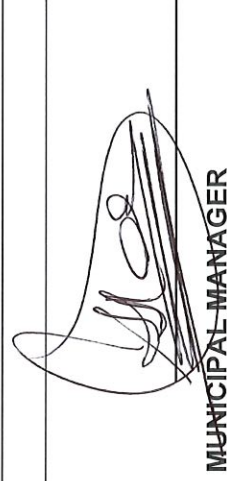
Competency	Definition	Weight
LEADING COMPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic 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

Competency	Definition	Weight
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
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

Thus, signed at Springbok on this the 29th of July 2026.

Signed by:


EMPLOYEE


MUNICIPAL MANAGER