

# APPENDIX A PERFORMANCE PLAN

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PERFORMANCE PLAN (REVENUE ENHANCEMENT)												
ID	Objectives	Baseline	Project Name	Project Location	Key Performance Indicator	Responsible Department	Quarterly Performance Target				Annual Performance Target (2017-18 FY)	Estimated Budget & Source
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		

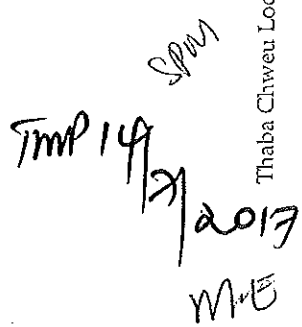
KPA: Financial Management & Viability

Strategic Objective: Increase revenue base and financial viability													
opex	Increase revenue base and financial viability	Revenue Enhancement Strategy 2016-17 FY	Reviewal of revenue enhancement strategy	Institutional	Approved Revenue enhancement strategy by end of June 2018	Revenue	Revenue enhancement strategy reviewed and approved by Council	N/A	N/A	N/A	Council resolution & Revenue enhancement strategy	Revenue enhancement strategy approved by Council by end of June 2018	opex
opex	Increase revenue base and financial viability	Approved Revenue Enhancement Strategy 2017-18 FY	Monitoring & Reconciliation of meters	Institutional	Number of registers submitted by end of June 2018	Revenue	3 registers submitted (meters record on billing system vs meters on infrastructure)	3 registers submitted (meters record on billing system vs meters on infrastructure)	3 registers submitted (meters record on billing system vs meters on infrastructure)	3 registers submitted (meters record on billing system vs meters on infrastructure)	Monitoring & Reconciliation on registers	12 registers submitted (meters record on billing system vs meters on infrastructure) by end of June 2018	opex
opex	Increase revenue base and financial viability	Approved Revenue Enhancement Strategy 2017-18 FY	Billing Statements	Institutional	Number of registers submitted by end of June 2018	Revenue	3 registers submitted (How many mails were suppressed, returned, corrected & resent to correct address)	3 registers submitted (How many mails were suppressed, returned, corrected & resent to correct address)	3 registers submitted (How many mails were suppressed, returned, corrected & resent to correct address)	3 registers submitted (How many mails were suppressed, returned, corrected & resent to correct address)	Billing Statements register	12 registers submitted (How many mails were suppressed, returned, corrected & resent to correct address) by end of June 2018	opex
opex	Increase revenue base and financial viability	Approved Revenue Enhancement Strategy 2017-18 FY	Cut-off list Audit (i.d. illegal reconnections)	Institutional	Number of reports submitted by end of June 2018	Revenue	3 Audit reports (Reconciliation between cut-off list & reconnection list)	3 Audit reports (Reconciliation between cut-off list & reconnection list)	3 Audit reports (Reconciliation between cut-off list & reconnection list)	3 Audit reports (Reconciliation between cut-off list & reconnection list)	Cut of lists audit report	12 Audit reports (Reconciliation between cut-off list & reconnection list)	opex

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opex	Increase revenue base and financial viability	2012 Approved valuation Roll	Valuation Roll	Institutional	Institutional	Revalued properties with the jurisdiction of TCLM by end of June 2018	Revenue	Development of terms of reference (TOR) and advertising of tender	Appointment of service provider	Draft Valuation Roll & Public participation	Final Valuation Roll	Q1: TOR, Minutes of Bid committees, Advert. Q2: Appointment letter. Q3: Advert for public participation. Q4: Council resolution	Valuation roll approved by Council by end of June 2018	R 4 400 000 (TCLM)
opex	Increase revenue base and financial viability	Billing report & Purchase pattern report	Meter audits	Institutional	Institutional	Number of audits conducted by end of June 2018	Revenue	3 monthly audit reports	3 monthly audit reports	3 monthly audit reports	3 monthly audit reports	Audit Report (Purchase pattern report & meter reading report)	12 monthly audit reports	opex
opex	Increase revenue base and financial viability	14984 HH	Monitoring of implementation of electricity cut-off lists	Institutional	Institutional	Number of defaulting households Cut-off by end of June 2018	Revenue	1500 HH cut-off	1500 HH cut-off	1500 HH cut-off	1500 HH cut-off	Cut of lists	6000 HH cut-off by end of June 2018	R1 500 000,00
opex	Increase revenue base and financial viability	15 000 households are billed on a monthly basis	Debtor billing for services rendered	Institutional	Institutional	Number of households billed	Revenue	15 000 households are billed monthly	15 000 households are billed monthly	15 000 households are billed monthly	15 000 households are billed monthly	Verification report from post office	15 000 households to be billed monthly throughout the FY	opex
opex	Increase revenue base and financial viability	Top 100 customers in arrears to the tune of R29 144 240.34	Decrease debt balances of top 100 customers	Institutional	Institutional	Decrease debt balances of top 100 customers by end of June 2018	Revenue	Reduce debt of top 100 customers by R 500 000 per quarter	Reduce debt of top 100 customers by R 500 000 per quarter	Reduce debt of top 100 customers by R 500 000 per quarter	Reduce debt of top 100 customers by R 500 000 per quarter	Top 100 customers' accounts report	Reduce debt of top 100 customers by R 2 000 000 by end of June 2017	opex


  
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opex	Increase revenue base and financial viability	Councillor accounts in arrears with R125 283.77. Employee accounts in arrears with R1 355 674.47	Report on status quo of outstanding councillor & municipal officials accounts	Institutional	Number of reports submitted on councillor & municipal officials accounts in arrears by end of June 2018	Revenue	1 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council	1 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council	1 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council	1 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council	1 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council	4 Report on status quo of outstanding councillor & municipal officials accounts submitted to Council by end of June 2018	opex
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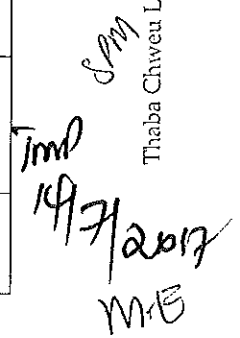
PERFORMANCE PLAN (COMPLIANCE)													
ID	Objectives	Baseline	Project Name	Project Location	Key Performance Indicator	Responsible Department	Quarterly Performance Target				Means of Verification	Annual Performance Target (2017-18 FY)	Estimated Budget & Source
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPA: Financial Management & Viability													
Strategic Objective: Ensure effective and good governance													
opex	Ensure effective and good governance	1 Asset Count conducted in 2016-17 FY	Asset Count	Institutional	Number of Asset Counts Conducted	Asset Management	Additions to Asset register	Verification of Assets	Update Asset Register	Q1-Q4: Updated Asset register verified (signed) by CFO	Updated Asset register by end of June 2018	opex	
opex	Ensure effective and good governance	4 SCM reports submitted to Council in 2016-17 FY	SCM Policy Implementation (SCM reports)	Institutional	Number of SCM reports submitted to Council by end of June 2018	SCM	1 SCM report submitted to Council	1 SCM report submitted to Council	1 SCM report submitted to Council	Council resolution & SCM report	4 SCM reports submitted to Council by end of June 2018	opex	
opex	Ensure effective and good governance	SCM Policy	SCM Policy Implementation (Stock count)	Institutional	Number of stock counts conducted by end of June 2018	SCM	1 Stock count conducted and Stock count report submitted to Council	1 Stock count conducted and Stock report submitted to Council	1 Stock count conducted and Stock count report submitted to Council	Council resolution & Stock count report	4 Stock counts conducted and 4 stock count report submitted to Council by end of June 2018	opex	

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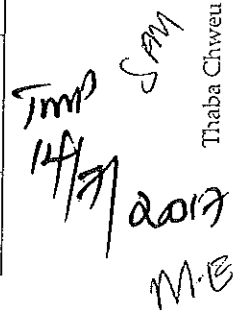
  
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opex	Ensure effective and good governance	2016-17 FY Process plan	Implementation of budget process plan by end of June 2018	Budget	Approval of Budget process plan (31 August). Approval of 2017-18 Final budget (31 May)	N/A	Section 72 report submitted to Executive Mayor. Approval of 2017-18 Budget adjustment by Council	Approval of Draft 2018-19 Budget (31 March)	Q1: Council resolution. Q3: Council resolution. Q4: Letter of submission to EM & Council resolution	Full implementation of budget process plan by end of June 2018	
opex	Ensure effective and good governance	12 Section 71 reports 2016-17 FY	Number of Sec 71 Reports submitted to the Executive Mayor	Budget	3 Section 71 reports submitted to the EM 10 days after the end of each month	3 Section 71 reports submitted to the EM 10 days after the end of each month	3 Section 71 reports submitted to the EM 10 days after the end of each month	3 Section 71 reports submitted to the EM 10 days after the end of each month	Letter of submission to the EM	12 Section 71 reports submitted to the EM 10 days after the end of the month by end of July 2018	opex
opex	Ensure effective and good governance	2016-17 FY AFS	AFS submitted by end of June 2016	Finance	AFS Submitted to AG on 31 August 2017	N/A	N/A	N/A	Letter of Acknowledgement from AG	AFS Submitted to AG by end of June 2018	opex
opex	Ensure effective and good governance	12 VAT201 SARS Statements submitted in 2016-17 FY	Number of submission of VAT returns made	Expenditure	3 VAT201 SARS Statement - Monthly VAT Recon	3 VAT201 SARS Statement - Monthly VAT Recon	3 VAT201 SARS Statement - Monthly VAT Recon	3 VAT201 SARS Statement - Monthly VAT Recon	VAT201 SARS	12 VAT201 SARS Statement - Monthly VAT Recon submitted by June 2018	opex
opex	Ensure effective and good governance	Spiceworks system	Percentage of call logs closed by end of June 2018	ICT	100% response to call logs	100% response to call logs	100% response to call logs	100% response to call logs	Call logs job cards	100% response to call logs by end of June 2018	opex
opex	Ensure effective and good governance	Business Continuity Policy, Disaster recovery policy & Back-up policy	Institutional Off-site back-up by end of June 2018	ICT	Development of TOR, placement of advert & issuing purchase order	Installation & configuration of disaster recovery plans	Commissioning of the data centre	Support and maintenance of data centre	Q1: TOR, Advert, Purchase order. Q2: Implementation Plans. Q3: Testing reports & projects sign-off report. Q4: Support & maintenance reports	Compliant data centre by end of June 2018	opex


  
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PERFORMANCE PLAN (OFFICE OF THE CFO)													
ID	Objectives	Baseline	Project Name	Project Location	Key Performance Indicator	Responsible Department	Quarterly Performance Target				Annual Performance Target (2017-18 FY)	Means of Verification	Estimated Budget & Source
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter			
KPA: Good Governance & Public Participation													
Strategic Objective: Ensure effective and good governance													
opex	Ensure effective and good governance	Audit report	Implementation of Audit Action Plan	Institutional	Percentage of Finance related audit findings resolved by end of June 2018	Finance	N/A	N/A	60% of Audit findings related to Finance resolved	40% of Audit findings related to Finance resolved	100% of Finance audit findings resolved by end of June 2018	Q2-Q4: Updated AAP & POEs	opex
opex	Ensure effective and good governance	Operational Risk register	Operational Risk register	Institutional	Progress reported on the mitigation of finance related operational risks by end of June 2018	Finance	Quarterly progress report on mitigation of operational risks	Quarterly progress report on mitigation of operational risks	Quarterly progress report on mitigation of operational risks	Quarterly progress report on mitigation of operational risks	4 progress reports by end of June 2018	Q1-Q4: Progress reports & POEs	opex
opex	Ensure effective and good governance	Council resolution register	Implementation of Council resolutions	Institutional	Percentage of Finance related Council resolution implemented by end of June 2018	Finance	90% of Finance Council resolutions implemented	90% of Finance Council resolutions implemented	90% of Finance Council resolutions implemented	100% of Finance Council resolutions implemented	100% Finance Council resolution implemented by end of June 2018	Q1-Q4: Updated Council resolution register & POEs	opex
opex	Ensure effective and good governance	Performance Management Policy Framework	Reporting on SDBIP implementation	Institutional	Number of quarterly performance reports submitted by end of June 2018	Finance	1 Quarterly reports submitted to the PMS unit (4th quarter performance of 2016-17 FY)	1 Quarterly reports submitted to the PMS unit (1st quarter performance of 2017-8. FY)	1 Quarterly reports submitted to the PMS unit (2nd quarter performance of 2017-18 FY)	1 Quarterly reports submitted to the PMS unit (3rd quarter performance of 2017-18 FY)	4 Quarterly reports submitted to the PMS unit by end of June 2018	Quarterly reports & POEs	opex


  
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4. DISPUTE RESOLUTION

- 4.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
  - 4.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
  - 4.1.2 any other person appointed by the MEC, whose decision shall be final and binding on both parties.
- 4.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

5. GENERAL

- 5.1 The contents of this agreement and the outcome of any review conducted in terms of Appendix A may be made available to the public by the Employer.
- 5.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 5.3 The performance assessment results of the Employee shall be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Hydenburg on this the 14  
July day of July 2017

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

[Signature]  
 EMPLOYEE

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

[Signature]  
 MUNICIPAL MANAGER