

PERFORMANCE PLAN 2017/18															
DIRECTORATE: FINANCE															
CHIEF FINANCIAL OFFICER: MR VINCENT PILLAY															
LEVEL							DESCRIPTION								
5							Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA Performance Plan and maintained this in all areas of responsibility throughout the year.								
4							Performance is significantly higher than the expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.								
3							Performance fully meets expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators and fully achieved all others throughout the year.								
2							Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in PA and Performance Plan.								
1							Performance does not meet the standard expected of the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the								
SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS 2017/2018															
DIRECTORATE: FINANCE															
Specific Objectives	Strategies	Strategy Code	Key Performance Indicator	Project	Budget	Baseline 2016/2017	Target 2017/2018	Quarter 1 Target-Ending September 2017	Portfolio of Evidence	Quarter 2 Target-Ending December 2017	Portfolio of Evidence	Quarter 3 Target-Ending March 2018	Portfolio of Evidence	Quarter 4 Target-Ending June 2018	Portfolio of Evidence
KPA 1:MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT															
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	MFVM11	Number of smart meters installed	Smart Metering	R 63, 720, 000 (Capex)	0	11000	2000	Completed installation of electricity meters with sim cards	9000 (7000)	Completed installation of electricity meters with sim cards	2000	Completed installation of electricity meters with sim cards	9000	Completed installation of electricity meters with sim cards
KPA 2:MUNICIPAL BASIC SERVICE DELIVERY AND INFRASTRUCTURE															
To ensure all genuinely indigent households benefit from the indigent subsidy	Roll out indigent scheme to all indigent households in BCMM	MFVM12	Number of households earning less than R3200 per month with access to free basic services	1. Quartely comminucation campaigns via the monthly utilities bill and local media adverts. 2. Indigent Registration Campaign	1. R150 000 (Opex) 2. R750 000 (Opex)	75 500	5,000	1250	Indigent Register	2500 (1250)	Indigent Register	3750 (1250)	Indigent Register	5000 (1250)	Indigent Register
KPA 3:LOCAL ECONOMIC DEVELOPMENT															

Specific Objectives	Strategies	Strategy Code	Key Performance Indicator	Project	Budget	Baseline 2016/2017	Target 2017/2018	Quarter 1 Target-Ending September 2017	Portfolio of Evidence	Quarter 2 Target-Ending December 2017	Portfolio of Evidence	Quarter 3 Target-Ending March 2018	Portfolio of Evidence	Quarter 4 Target-Ending June 2018	Portfolio of Evidence
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	MFVM13	%Completion of Certified Valuation Roll	Compile General Valuation Roll for all properties within BCMM Area	R12 Million	0	100%	N/A	N/A	Draft Valuation Roll	Copy of the Draft Roll	100% Certified Valuation Roll	Copy of the Certified Valuation Rol	N/A	N/A
KPA 4:MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	MFVM3	% revenue Collection Rate as measured in accordance with the MSA performance regulations	1. Implementation of the Credit Control Policy 2. Revenue Enhancement Strategy Review	1. R9,470, 000 (General Expenses) 2. R100 000 (Opex)	89%	89%	100% (of the annual target)	Approved Section 71 Report	100% (of the annual target)	Approved Section 71 Report	89%	Approved Section 71 Report	89%	Approved Section 71 Report

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To ensure that BCMM is financially viable	Maintenance of credit rating at better than A	MFVM4	Credit rating maintained at A	Appointment of a credit rating institution for 3 years	R 250,000	A	A	A	Credit Rating Report	A	Credit Rating Report	A	Credit Rating Report	A	Credit Rating Report
	Maintain favourable cash management procedures	MFVM5	Current ratio (Municipality's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables).	N/A	N/A	1.6:1	1.65:1	1.8 : 1	Section 71 Report	1.8 : 1	Section 71 Report	1.8 : 1	Section 71 Report	1.8 : 1	Section 71 Report
To ensure that BCMM is financially viable	Maintain long term borrowings below NT threshold	MFVM7	Debt to revenue percentage (the extent of Total Borrowings in relation to Total Operating Revenue).	N/A	N/A	35%	45%	45%	Section 71 Report	45%	Section 71 Report	45%	Section 71 Report	45%	Section 71 Report
To ensure that BCMM is financially viable	Maintain long term borrowings below NT threshold	MFVM9	Cost coverage (ability to meet at least the municipality's monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month).	N/A	N/A	<3x fixed operating expenditure	<3x fixed operating expenditure	<3x fixed operating expenditure	Section 71 Report	<3x fixed operating expenditure	Section 71 Report	<3x fixed operating expenditure	Section 71 Report	<3x fixed operating expenditure	Section 71 Report
KPA 5:GOOD GOVERNANCE AND PUBLIC PARTICIPATION															
Expenditure of all grant/ capital infrastructure for service delivery in the applicable financial year	Accelerate implementation of grant / capital projects	MFVM2	% of municipality's capital budget actually spent on capital projects identified in terms of the IDP	Office Furniture and Equipment (Directorate)	R 500,000	90%	100%	10%	Section 71 Report	30% (20%)	Section 71 Report	45% (15%)	Section 71 Report	100% (55%)	Section 71 Report
				Smart Smetering Solution	R 63,720,000										
				Asset Replacements - Insurance	R 10,000,000										
				Fully Integrated Asset Management System	R 15,000,000										
				Acquire ERP System	R 5,000,000										
				Computers (Interns)	R 100,000										
				Construction of Office Accommodation for Customer Care Office - Mdantsane	R 2,000,000										
				Indigent Management System	R 1,500,000										