



DRAKENSTEIN
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Performance Plan

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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 80% (eighty percent) of the total employee assessment score.



Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

CHIEF FINANCIAL OFFICER												
IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2020/2021)	5 Year Target	2022/2023 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
								Q1	Q2	Q3	Q4	
DIVISIONAL PERFORMANCE												
TBC	KPA 2: Finance	Effective management and functional supervision of the Budget, Assets and Financial Reporting Division	Percentage of the Budget, Assets and Financial Reporting Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
TBC	KPA 2: Finance	Effective management and functional supervision of the Revenue and Expenditure Division	Percentage of Indicators of the Revenue and Expenditure Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
TBC	KPA 2: Finance	Effective management and functional supervision of the Supply Chain Management Division	Percentage of indicators of the Supply Chain Management Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
TBC	KPA 2: Finance	Effective management and functional supervision of the Financial Technical Advisory Services Division	Percentage of indicators of the Financial Technical Advisory Services Division Scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
MANAGERIAL PERFORMANCE												
TBC	KPA 1. Governance and Compliance > PDO 1. Governance Structures	Submit monthly Portfolio reports	Number of monthly portfolio reports submitted to MMC (one) (1)	Output	New KPI	1.1 per annum per MMC	11	11	11	11	11	

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IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2020/2021)	5 Year Target	2022/2023 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
								Q1	Q2	Q3	Q4	
TBC	KPA 2: Finance > PDO 09: Expenditure	Actual expenditure on the approved Capital Budget (excluding grants) of the Department: Financial Services by 30 June	Percentage of the approved Capital Budget (excluding grants) of the Department: Financial Services actually invoiced (captured on SOLAR)	Output	90%	90% per annum	90%	10%	20%	50%	90%	2
TBC	KPA 2: Finance > PDO 14: Supply Chain Management	Implementation of departmental procurement plan	Percentage adherence to the departmental procurement plan	Output	100%	100% per annum	100%	100%	100%	100%	100%	2
TBC	KPA 4: Infrastructure and Services > PDO 26: Municipal and Public Facilities	Implementation of approved departmental maintenance plan	Percentage of adherence to approved departmental maintenance plan	Output	New KPI	95% per annum	95%	95%	95%	95%	95%	2
TBC	KPA 2: Finance > PDO 14: Supply Chain Management	Approved Departmental procurement SPECS (for new financial year)	Percentage of departmental procurement SPECS approved by 31 May (for new financial year)	Output	New KPI	95% per annum	95%	N/A	N/A	N/A	95%	2
TBC	KPA 2: Finance > PDO 14: Supply Chain Management	Finalised Supply Chain Management adverts (for new financial year)	Percentage of Supply Chain Management adverts finalised by 30 June (for next financial year)	Output	New KPI	100% per annum	100%	100%	N/A	N/A	N/A	2
TBC	KPA 2: Finance > PDO 14: Supply Chain Management	Supply Chain Management Capital budget actually captured	Percentage of Capital project full budgets committed during 1 st purchase requisition	Output	New KPI	100% per annum	100%	100%	100%	100%	100%	2
TBC	KPA 3: Organisation and Human Capital > PDO 17: Human Capital	Submit needs-based departmental skills development plan	Number of needs-based departmental skills plans submitted	Output	New KPI	1 per annum	1	1	N/A	N/A	N/A	2

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IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2020/2021)	5 Year Target	2022/2023 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
								Q1	Q2	Q3	Q4	
TBC	KPA 1. Governance and Compliance > PDO 02. Risk and Assurance	Implement the DAAP (Departmental Audit Action Plan) actions completed / Total number of DAAP actions identified to be completed) within due dates	Percentage of DAAP (Departmental Audit Action Plan) actions completed quarterly within due dates (Number of DAAP actions completed / Total number of DAAP actions identified to be completed)	Output	New KPI	100% per annum	100%	100%	100%	100%	100%	2
TBC	KPA 3: Organisation and Human Capital > PDO 18. Performance Management	Compliance with Monitoring and Evaluation (M&E) results orientated deadlines	Percentage compliance with Monitoring and Evaluation (M&E) deadlines measured monthly	Output	90%	90% per annum	90%	90%	90%	90%	90%	2
TBC	KPA 3: Organisation and Human Capital > PDO 18. Performance Management	Update departmental management information (MI)	Percentage of departmental management information (MI) updated monthly	Output	100%	100% per annum	100%	100%	100%	100%	100%	2
TBC	KPA 2: Finance> PDO 08. Revenue	Raise/collect Operating Budget revenue as per approved budget of the Department: Financial Services	Percentage of the Department: Financial Services revenue raised/collected	Output	98%	95% per annum	95%	N/A	N/A	N/A	95%	2
TBC	KPA 2: Finance> PDO 09. Expenditure	Decrease debts write-off (consumer debtors')	Percentage of debt write-offs reduced (consumer debtors)	Output	New KPI	10% per annum	6%	3%	5%	8%	10%	3

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IDP/ Ref No.	KPA >Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2020/2021)	5 Year Target	2022/2023 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
								Q1	Q2	Q3	Q4	
TBC	KPA 2: Finance> PDO 08. Revenue	Debtors Collection (Formal and Indigent)	Percentage increase in outstanding debt (60 days and more) collection per month	Output	New KPI	8% per annum	8%	8%	10%	12%	15%	2
TBC	KPA 2: Finance> PDO 08. Revenue	Reduce Equitable Share Overspending	Percentage of Equitable Share Overspending reduced	Output	29%	10% per annum	20%	N/A	N/A	N/A	20%	2
STRATEGIC (TOP LAYER) PERFORMANCE												
TBC	KPA 02. Finance> PDO 08. Revenue	Raise/collect Operating Budget revenue as per approved budget	Percentage Operating Budget revenue raised/collected	Output	97.24%	95% per annum	95%	95%	95%	95%	95%	2
TBC	KPA 02. Finance> PDO 10. Budgeting/Funding	Submission of the MTREF (aligned to the IDP) to Council for approval by 31 May	Number of MTREFs submitted to Council by 31 May	Output	1	1 per annum	1	N/A	N/A	N/A	1	2
TBC	KPA 02. Finance> PDO 11. Capital Expenditure	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (INKPI - M/FMA, Reg. S10(c))	Percentage of approved Capital Budget actually spent	Output	101.56%	90% per annum	90%	N/A	N/A	N/A	90%	2
TBC	KPA 02. Finance > PDO 13. Financial Viability	Ratio in respect of Debtor Payment Days (Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments)	Net Debtors Days Ratio ((Gross Debtors - Bad Debt Provision)/Billed Revenue) x 365 (Target Number of days)	Output	41.66 days	≤45 days per annum (less than or equal to)	≤45 days (less than or equal to)	≤45	≤45	≤45	≤45	2

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IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2020/2021)	5 Year Target	2022/2023 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2022/2023)				Weight
								Q1	Q2	Q3	Q4	
TBC	KPA 02. Finance > PDO 15. Financial Reporting	Submission of the Annual Financial Statement (AFS) to the Auditor-General of South Africa	Number of Annual Financial Statements (AFS) submitted to the Auditor-General of South Africa by 31 August	Output	1	1 per annum	1	N/A	N/A	N/A	N/A	2
TBC	KPA 02. Finance > PDO 13. Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MFMA, Reg. S10(g)(iii))	Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure	Output	1.59	>1.0 per annum (more than)	>1.0 (more than)	N/A	N/A	N/A	>1.0	2
TBC	KPA 02. Finance > PDO 13. Financial Viability	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MFMA, Reg. S10(g)(i))	Debt coverage ratio (Total operating revenue - operating grants received)/(Debt service payments due within the year)	Output	14.58	>6.7 per annum (more than)	>6.7 (more than)	N/A	N/A	N/A	>6.7	2
TBC	KPA 02. Finance > PDO 13. Financial Viability	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MFMA, Reg. S10(g)(ii))	Service debtors to revenue ratio - (Total outstanding service debtors/revenue received for services)	Output	0.19	<0.25 per annum (Less than)	<0.25 (Less than)	N/A	N/A	N/A	<0.25	2
TBC	KPA 02. Finance > PDO 13. Financial Viability	Updating of the Indigent Register (NKPI Proxy - MFMA, Reg. S10(a))	Percentage of all qualifying indigent applications processed	Output	100%	100% per annum	100% of all qualifying indigent applications processed	100%	100%	100%	100%	2
TBC	KPA 02. Finance > PDO 14: Supply Chain Management	Implement electronic contract management system	Number of electronic contract management systems implemented	Output	New KPI	1 per annum	1 electronic contract management system	N/A	1	N/A	N/A	2

Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.67%	
2.2	People management			1.67%	
2.3	Programme and project management			1.67%	
2.4	Financial management			1.67%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.66%	
2.7	Moral competence			1.66%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.66%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.66%	