



## Performance Plan

CHIEF FINANCIAL OFFICER

**The Performance Plan sets out:**

- 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
- 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%)**

IDP/ Ref No.	KPA > Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2019/2020	Funding Source	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2018/2019)				Weight
									Q1	Q2	Q3	Q4	
									DIVISION PERFORMANCE				
D697	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Effective Management and Functional Supervision of the Budget, Assets and Financial Reporting Division	Percentage of Indicators of the Budget, Assets and Financial Reporting Division achieved (Actual vs Target)	Outcome	New KPI	90% per annum	90%	DM	90%	90%	90%	90%	8
D698	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Effective Management and Functional Supervision of the Revenue and Expenditure Division	Percentage of Indicators of the Revenue and Expenditure Division achieved (Actual vs Target)	Outcome	New KPI	90% per annum	90%	DM	90%	90%	90%	90%	8

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									Q1	Q2	Q3	Q4	
D699	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Effective Management and Functional Supervision of the Supply Chain Management Division	Percentage of Indicators of the Supply Chain Management Division achieved (Actual vs Target)	Outcome	New KPI	90% per annum	90%	DM	90%	90%	90%	90%	8
D1615	KPA 3: Institutional Transformation> KFA 21. Processes and Procedures	Effective Management and Functional Supervision of the Division	Percentage of Indicators of the Financial Technical Advisory Services Division achieved (Actual vs Target)	Outcome	New KPI	90% per annum	90%	DM	90%	90%	90%	90%	3.5
D1616	KPA 3: Institutional Transformation> KFA 21. Processes and Procedures	Effective Management and Functional Supervision of the Division	Percentage of Indicators of the Strategic Financial Services Division achieved (Actual vs Target)	Outcome	New KPI	90% per annum	90%	DM	90%	90%	90%	90%	3.5
MANAGERIAL PERFORMANCE													
D700	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Attending to IDP Priority issues identified during the Public Participation Process	Percentage of IDP Committed Priority issues attended to quarterly	Outcome	100% per annum	100% per annum	100%	DM	100%	100%	100%	100%	1
D701	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Attending to registered complaints	Percentage registered complaints attended to within 2 working days after received	Outcome	100% per annum	100% per annum	100%	DM	100%	100%	100%	100%	1
D702	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Compliance with legislated compliance cases as per iComply system	Percentage compliance on legislative compliance cases per iComply system	Outcome	100% per annum	100% per annum	100%	DM	100%	100%	100%	100%	1



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IDP/ Ref No.	KPA > Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2019/2020	Funding Source	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2018/2019)				Weight
									Q1	Q2	Q3	Q4	
D703	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Conclusion of Staff Performance Agreements in the department (reporting level 0-3).	Percentage of Senior Manager's performance agreements concluded by 31 August	Outcome	100% per annum	100% per annum	100%	DM	100%	N/A	N/A	N/A	1
D704	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Facilitation of Management Meetings	Number of Management Meetings held by 30 June	Output	34 per annum	34 per annum	34	DM	9 (9)	7 (16)	8 (24)	10 (34)	1
D705	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Departmental Strategic Session held	Number of Departmental Strategic Sessions held by 30 April	Output	1 per annum	1 per annum	1	DM	N/A	N/A	1	N/A	1
D706	KPA 1: Governance and Stakeholder Participation> KFA 02. Risk Management and Assurance	Implement action plans to mitigate the risks identified and included in the Risk Register	Percentage of planned actions implemented on a quarterly basis to mitigate risks	Outcome	100% per annum	100% per annum	100%	DM	100%	100%	100%	100%	1
D707	KPA 1: Governance and Stakeholder Participation> KFA 02. Risk Management and Assurance	Implement agreed management actions in response to Internal Audit findings by agreed due date	Percentage of agreed management action plans implemented by the follow-up Audit date	Outcome	100% per annum	100% per annum	100%	DM	100%	100%	100%	100%	1




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IDP/ Ref No.	KPA > Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2019/2020	Funding Source	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2018/2019)				Weight
									Q1	Q2	Q3	Q4	
D708	KPA 1: Good Governance > KFA 02. Risk Management and Assurance	Implement the MAAP (Audit Action Plan) developed to maintain an unqualified audit opinion (Number of MAAP actions completed / Total number of MAAP actions identified to be completed)	Percentage of MAAP actions completed by 30 June	Output	100% per annum	100% per annum	100%	DM	N/A	60%	N/A	100%	1
D709	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Compliance with Monitoring and Evaluation deadlines	Percentage compliance with Monitoring and Evaluation deadlines measured monthly	Outcome	90% per annum	90% per annum	90%	DM	90%	90%	90%	90%	1
D711	KPA 3: Institutional Transformation> KFA 21. Processes and Procedures	Department-wide meeting held	Number of department-wide meetings held by 30 June	Output	1 per annum	1 per annum	1	DM	N/A	N/A	N/A	1	1
D712	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Innovation concepts per division implemented and reported per division	Number of innovation concepts per department implemented and reported by 30 June	Output	5 for the financial year 2019/2020	5 for the financial year 2019/2020	5	DM	N/A	N/A	N/A	5	2
D760	KPA 2: Financial Sustainability> KFA 13. Capital Expenditure	Actual expenditure on the approved Capital Budget for the Department: Financial Services by 30 June	Percentage of the approved Capital Budget of the Department: Financial Services actually spent by 30 June	Output	90% per annum	90% per annum	90%	DM	N/A	N/A	N/A	90%	2
D761	KPA 2: Financial Sustainability> KFA 10. Revenue Management	Raise / Collect Operating Budget revenue of the Department: Financial Services as per approved budget	Percentage of the Department: Financial Services revenue raised / collected by 30 June	Input	98% per annum	98% per annum	98%	DM	N/A	N/A	N/A	98%	4



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IDP/ Ref No.	KPA > Key Focus Area (KFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2019/2020	Funding Source	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2018/2019)				Weight
									Q1	Q2	Q3	Q4	
D713	KPA 01. Good Governance > KFA 01. Governance Structures	Monitor the implementation of Mayoral and Council Resolutions	Percentage Implementation of Mayoral and Council resolutions in accordance with action due dates	Outcome	New KPI	100% per annum	100%	DM	100%	100%	100%	100%	1
D714	KPA 3: Institutional Transformation> KFA 18. Organisational Structure	Submission of job descriptions (in terms of the approved Org structure) by 30 September	Percentage of job descriptions of all filled, funded and priority posts (for Financial Services) submitted by 30 September	Output	100% per annum	100% per annum	100%	DM	100%	N/A	N/A	N/A	1
D715	KPA 01. Good Governance > KFA 04. Policies and By- Laws	Review of Policies	Percentage of identified Budget-related Policies reviewed by 30 June	Output	100% per annum	100% per annum	100%	DM	N/A	N/A	N/A	100%	2
D759	KPA 3: Institutional Transformation> KFA 21 Performance Management and Monitoring and Evaluation	Submit to Council the Draft Annual Report	Number of Draft Annual Reports submitted to Council by 31 January	Output	1 submission per annum	1 submission per annum	1	DM	N/A	N/A	1	N/A	3
D1296	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Submission for the renewal of employment contracts 30 days before expiration	Percentage of employment contracts submitted for approval within 30 days before expiration	Output	New KPI	100% per annum	100% of employment contracts submitted for approval within 30 days before expiration	DM	100%	100%	100%	100%	1
D1297	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Contract management	Percentage of rates- tenders' contracts and ongoing service providers awarded (renewed) two calendar months before the contract lapses	Output	New KPI	100% per annum	100% of rates-tenders' contracts and ongoing service providers awarded (renewed) at least two calendar months before the contract lapses	DM	100%	100%	100%	100%	1

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								Funding Source	Q1	Q2	Q3		Q4
D1298	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Submission of a procurement plan	Submission of procurement plan (goods, services above R200 000) to the City Manager by 15 July	Output	New KPI	1 per annum	1 procurement plan (goods, services above R200 000) submitted to the City Manager by 15 July	DM	1	N/A	N/A	N/A	1
D1299	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	MMC meetings	Number of MMC Meetings held by 30 June	Output	New KPI	34 per annum	34	DM	9 (9)	7 (16)	8 (24)	10 (34)	1
D1300	KPA 3: Institutional Transformation> KFA 23. Processes and Procedures	Ensure all front-line staff are provided with name tags	Percentage of frontline staff provided with name tags by 30 June	Output	New KPI	100% per annum	100% of frontline staff provided with name tags by 30 June	DM	100%	100%	100%	100%	1
STRATEGIC (TOP LAYER) PERFORMANCE													
TL9 KPI015	KPA 02. Financial Sustainability> KFA 12. Budgeting / Funding	Submission of the MTREF (aligned to the IDP) to Council for approval by 31 May	Number of MTREFs submitted for approval to Council by 31 May	Input	1 Approved MTREF	1 MTREF submitted per annum	1 MTREF submitted for approval to Council by 31 May	DM	N/A	N/A	N/A	1	2
TL10 KPI016	KPA 02. Financial Sustainability> KFA 12. Budgeting / Funding	Submission of the Adjustments Budget to Council for approval by 28 February	Number of Adjustments Budgets submitted for approval to Council by 28 February	Input	1	1 Adjustments Budget submitted per annum	1 Adjustments Budget submitted to Council for approval by 28 February	DM	N/A	N/A	1	N/A	2
TL12 KPI019	KPA 02. Financial Sustainability> KFA 14. Asset Management	Submission of a GRAP Compliant Fixed Asset Register to the Auditor General	Number of GRAP Compliant Fixed Asset Registers submitted to the Auditor General by 31 August	Output	1	1 GRAP Compliant Fixed Asset Register submitted per annum	1 GRAP Compliant Fixed Asset Register submitted to the Auditor General by 31 August	DM	1	N/A	N/A	N/A	2

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									Q1	Q2	Q3	Q4	
TL13 KPI020	KPA 02. Financial Sustainability> KFA 15. 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), measured quarterly	Outcome	New KPI	Less than 45 days measured annually	≤50 days	DM	≤50	≤50	≤50	≤50	1
TL14 KPI021	KPA 02. Financial Sustainability> KFA 16 Supply Chain Management	Disclose in the Annual Financial Statements all deviations condoned by Council	Number of Disclosure notes in the Annual Financial Statements on all monthly reported deviations condoned by Council submitted to the Auditor General by 31 August	Output	1	1 Disclosure Note in Annual Financial Statements per annum on deviations	1 Disclosure Note in the Annual Financial Statements on all monthly reported deviations condoned by Council submitted to the Auditor General by 31 August	DM	1	N/A	N/A	N/A	1
TL15 KPI022	KPA 02. Financial Sustainability> KFA 15. Financial Reporting	Submit the Annual Financial Statements (AFS) by 31 August to the Office of the Auditor- General	Number of Annual Financial Statements submitted to the Auditor General by 31 August	Output	1	1 AFS submitted per annum	1 Annual Financial Statements submitted to the Auditor General by 31 August	DM	1	N/A	N/A	N/A	6
TL16 KPI023	KPA 02. Financial Sustainability> KFA 15. Financial Reporting	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, measured annually	Outcome	4.63	>1.0 greater than	>1.0 greater than	DM	N/A	N/A	N/A	>1.0	1
TL17 KPI024	KPA 02. Financial Sustainability> KFA 15. Financial Reporting	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MFMA, Reg. S10(g)(ii))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured annually	Outcome	8.69	>6.7 more than	>6.7 more than	DM	N/A	N/A	N/A	>6.7	1





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									Q1	Q2	Q3	Q4	
TL18 KPI025	KPA 02. Financial Sustainability> KFA 15. Financial Reporting	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) measured annually	Outcome	0.18	<0.25 less than	<0.25 less than	DM	N/A	N/A	N/A	<0.25	1
TL34 KPI115	KPA 05. Planning and Economic Development> KFA 31. Economic Development and Poverty Alleviation	Updated Indigent Register (NKPI Proxy - MFMA, Reg. S10(a))	Percentage of all qualifying indigent applications processed by 30 June	Output	100%	100% Per annum	100% of all qualifying indigent applications processed by 30 June	DM	100%	100%	100%	100%	1



## Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.66%	
2.8	Planning and organising			1.66%	
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			1.67%	

