



Performance Plan

CHIEF FINANCIAL OFFICER

- 1 -

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%)

IDP/ Ref No.	KPA >Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	CHIEF FINANCIAL OFFICER		TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight	
					Baseline (Actual 2019/2020)	5 Year Target	2021/2022 Target	Q1	Q2	Q3		Q4
					DIVISIONAL PERFORMANCE							
TBC	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%	90%	10
TBC	Effective management and functional supervision of the Revenue and Expenditure Division	Percentage of the Revenue and Expenditure Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	90%	10

IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	CHIEF FINANCIAL OFFICER		TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight	
					Baseline (Actual 2019/2020)	5 Year Target	2021/2022 Target	Q1	Q2	Q3		Q4
					MANAGERIAL PERFORMANCE							
TBC	KPA 2: Financial Sustainability	Effective management and functional supervision of the Supply Chain Management Division	Percentage of the Supply Chain Management Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	10
TBC	KPA 2: Financial Sustainability	Effective management and functional supervision of the Financial Technical Advisory Services Division	Percentage of the Financial Technical Advisory Services Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	8
TBC	KPA 1: Good Governance > PDO 01. Governance Structures	Facilitation of management meetings	Number of Executive Management Team (EMT) Meetings held by 30 June	Output	34	34 per annum	34	9 (9)	7 (16)	8 (24)	10 (34)	4
TBC	KPA 3: Institutional Transformation > PDO 20. Performance Management and Monitoring and Evaluation	Compliance with Monitoring and Evaluation results orientated deadlines	Percentage compliance with Monitoring and Evaluation deadlines measured monthly	Outcome	90% per annum	90% per annum	90%	90%	90%	90%	90%	5
TBC	KPA 2: Financial Sustainability > PDO 12. 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	Outcome	90% per annum	90% per annum	90%	N/A	N/A	N/A	90%	5
TBC	KPA 2: Financial Sustainability > PDO 09. Revenue Management	Raise/collect Operating Budget revenue as per approved budget of the Department: Financial Services	Percentage of the Department: Financial Services revenue raised/collected by 30 June	Outcome	98% per annum	95% per annum	95%	N/A	N/A	N/A	95%	7

IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	CHIEF FINANCIAL OFFICER		TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight	
					Baseline (Actual 2019/2020)	5 Year Target	2021/2022 Target	Q1	Q2	Q3		Q4
					Outcome	0% per annum	0%	0%	0%	0%		0%
TBC	KPA 2: Financial Sustainability > PDO 10. Expenditure and Cost Management	Actual expenditure on the approved discretionary budget of the Department: Financial Services by 30 June	Percentage overspending of operational discretionary budget by 30 June	Outcome	New KPI	0% per annum	0%	0%	0%	0%	0%	4
STRATEGIC (TOP LAYER) PERFORMANCE												
TBC	KPA 02. Financial Sustainability > PDO 11. 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	Output	1 Approved MTREF	1 per annum	1	N/A	N/A	N/A	1	2
TBC	KPA 02. Financial Sustainability > PDO 11. Budgeting / Funding	Submission of the Adjustments Budget to Council for approval by 28 February	Number of Adjustments Budget submitted for approval to Council by 28 February	Output	1	1 per annum	1	N/A	N/A	1	N/A	2
TBC	KPA 02. Financial Sustainability > PDO 12. Capital Expenditure	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MFMA, Reg. S10(c))	Percentage of approved Capital Budget actually spent by 30 June	Outcome	101.56%	90% per annum	90%	N/A	N/A	N/A	90%	2
TBC	KPA 02. Financial Sustainability > PDO 16. Financial Reporting	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	45.22 days	<45 days per annum (less than)	≤45 days (less than)	≤45	≤45	≤45	≤45	3

IDP/ Ref No.	KPA >Pre- determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	CHIEF FINANCIAL OFFICER			TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
					Baseline (Actual 2019/2020)	5 Year Target	2021/2022 Target	Q1	Q2	Q3	Q4	
TBC	KPA 02. Financial Sustainability > PDO 16. 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	1	N/A	N/A	N/A	3
TBC	KPA 02. Financial Sustainability > PDO 14. 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, measured annually	Outcome	0.73	>1.0 per annum (more than)	>1.0 (more than)	N/A	N/A	N/A	>1.0	1
TBC	KPA 02. Financial Sustainability > PDO 14. 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)) measured annually	Outcome	6.28	>6.7 per annum (more than)	>6.7 (more than)	N/A	N/A	N/A	>6.7	1
TBC	KPA 02. Financial Sustainability > PDO 14. 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) measured annually	Outcome	0.16	<0.25 per annum (Less than)	<0.25 (Less than)	N/A	N/A	N/A	<0.25	1
TBC	KPA 02. Financial Sustainability > PDO 09. Revenue Management	Updating of the Indigent Register (NKPI Proxy - MFMA, Reg. S10(a))	Percentage of all qualifying indigent applications processed by 30 June	Outcome	100%	100% per annum	100%	100%	100%	100%	100%	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			4%	
2.2	People Management			4%	
2.3	Programme and Project Management			4%	
2.4	Financial Management			4%	
2.5	Communication			4%	

