



DRAKENSTEIN
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Paarl | Wellington | Gouda | Saron | Simondium

Performance Plan

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												
Serial No.	KPA >Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (80%)
DIVISIONAL PERFORMANCE												
FS 1	KPA 1. Governance and Compliance	Effective management and functional supervision of the Budget, Assets and Financial Reporting Division	Percentage of the (weighted average) Indicators of the Budget, Assets and Financial Reporting Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	10
FS 2	KPA 1. Governance and Compliance	Effective management and functional supervision of the Revenue and Expenditure Division	Percentage of (weighted average) Indicators of the Revenue and Expenditure Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	10

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FS 3	KPA 1. Governance and Compliance	Effective management and functional supervision of the Supply Chain Management Division	Percentage of (weighted average) indicators of the Supply Chain Managements Division scorecard achieved	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	10
MANAGERIAL PERFORMANCE												
FS 4	KPA 1. Governance and Compliance > PDO 1. Governance Structures	Facilitation of Executive Management Team (EMT) meetings	Number of Executive Management Team (EMT) meetings facilitated	Input	34	34 per annum	34	9	8	8	9	2
FS 5	KPA 1. Governance and Compliance > PDO 1. Governance Structures	Facilitation of departmental wide staff meetings	Number of departmental wide staff meetings facilitated.	Input	New KPI	1 per annum	1	N/A	N/A	N/A	1	2
FS 6	KPA 3: Organisation and Human Capital > PDO 18. Performance Management	Compliance with Monitoring and Evaluation results orientated deadlines	Percentage compliance with Monitoring and Evaluation deadlines measured monthly	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	6
FS 7	KPA 2: Finance > PDO 15. Financial Reporting	Increase in cash and cash equivalents (year on year)	Percentage of growth on the cash and cash equivalents on the AFS (2022/2023)	Outcome	New KPI	20%	20% increase	N/A	N/A	N/A	20%	2
FS 8	KPA 1. Governance and Compliance > PDO 02. Risk and Assurance	Implement the DAAP (Departmental Audit Action Plan) (Number of DAAP actions completed / Total number of DAAP actions identified to be completed)	Percentage of DAAP (Departmental Audit Action Plan) actions completed quarterly (Number of DAAP actions completed / Total number of DAAP actions identified to be completed)	Outcome	New KPI	90% per annum	90%	90%	90%	90%	90%	8




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FS 9	KPA 3: Organisation and Human Capital > PDO 17. Human Capital	Implement the DOHSAP (Departmental Occupational Health and Safety Action Plan) actions (Number of DOHSAP actions completed/ Total number of DOHSAP actions identified to be completed)	Percentage of DOHSAP (Departmental Occupational Health and Safety Action Plan) actions completed quarterly within due dates (Number of DOHSAP actions completed / Total number of DOHSAP actions identified to be completed)	Outcome	New KPI	90%% per annum	90%	90%	90%	90%	8	
FS 10	KPA 2: Finance > PDO 09. Expenditure	Actual expenditure of the approved Capital Budget of the Department	Percentage of actual expenditure of the approved departmental Capital Budget	Outcome	90%	90% per annum	90%	N/A	N/A	N/A	90%	3
FS 11	KPA 2: Finance> PDO 14. Supply Chain Management	Implementation of departmental procurement plan	Percentage of departmental procurement plans implemented	Outcome	90%%	90% per annum	90%	90%	90%	90%	90%	2
FS 12	KPA 2: Finance> PDO 8. Revenue	Debtors Management (Formal and Indigent)	Percentage of debt collected monthly	Outcome	95%	95% per annum	95%	95%	95%	95%	95%	5
STRATEGIC (TOP LAYER) PERFORMANCE												
TL4	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 for approval to Council by 31 May	Output	1 Approved MTREF	1 per annum	1 MTREF	N/A	N/A	N/A	1	1



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Serial No.	KPA >Pre-determined Objective (PDO)	Indicator	Unit of Measurement	Indicator Type	Baseline (Actual 2021/2022)	5 Year Target	2023/2024 Target	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/2024)				% Weight (30%)
TL5	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), measured quarterly	Outcome	41.66 days	≤45 days (less than or equal to)	≤45 days (less than or equal to)	≤45	≤45	≤45	≤45	1
TL6	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 Annual Financial Statement (AFS)	1	N/A	N/A	N/A	1
TL7	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, measured annually	Outcome	1.59	>1.0 per annum (more than)	>1.0 (more than)	N/A	N/A	N/A	>1.0	2
TL8	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)) measured annually	Outcome	14.58	>6.7 per annum (more than)	>6.7 (more than)	N/A	N/A	N/A	>6.7	2
TL9	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) measured annually	Outcome	0.19	<0.25 per annum (less than)	<0.25 (less than)	N/A	N/A	N/A	<0.25	2




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TL10	KPA 2: Finance> PDO 09. Revenue	Updating of the Indigent Register (NKPI Proxy – MFMA, Reg. S10(a))	Percentage of all qualifying indigent applications processed by 30 June	Output	100%	100% per annum	100% qualifying indigent applications processed	100%	100%	100%	100%	1
TL 11	KPA 02. Finance> PDO 10. Budgeting/Funding	Submission of the Adjustments Budget to Council for approval by 28 February	Number of Adjustment Budgets submitted for approval to Council by 28 February	Output	1	1 per annum	1 Adjustment Budget	N/A	N/A	1	N/A	1
TL12	KPA 02. Finance> PDO 11. 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		90%	90%	90%	N/A	N/A	N/A	90%	1




Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(December) 1 st Assessment	(July) Final Assessment	Weights (20)	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%	