



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)	Project/Program/Process /Activity	Key Performance Indicator (KPI)	Indicator Type	Baseline (Actual) 2022/2023)	5 Year Target	Annual Target 2024/2025	TOP LAYER: Service Delivery and Budget Implementation Plan (2024/2025)				% 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%	7
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%	7



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Serial No.	KPA >Pre-determined Objective (PDO)	Project/Program/Process /Activity	Key Performance Indicator (KPI)	Indicator Type	Baseline (Actual) 2022/2023)	5 Year Target	Annual Target 2024/2025	TOP LAYER: Service Delivery and Budget Implementation Plan (2024/2025)				% Weight (80%)
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 Management Division scorecard achieved.	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
FS 4	KPA 1. Governance and Compliance	Effective management and functional supervision of the Financial Technical Advisory Services Division.	Percentage of (weighted average) indicators of the Financial Technical Advisory Services Division scorecard achieved.	Outcome	90%	90% per annum	90%	90%	90%	90%	90%	7
MANAGERIAL PERFORMANCE												
FS 5	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	3
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%	4
FS 7	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	90%	90% per annum	90%	90%	90%	90%	90%	4




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FS 8	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	90%	90%% per annum	90%	90%	90%	90%	90%	3
FS 9	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 10	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%	3
FS 11	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%	3
FS 12	KPA 3: Organisation and Human Capital > PDO 17. Human Capital	Supervisors (team leaders) implementing SUPUS quarterly.	Percentage of supervisors (team leaders) implementing SUPUS quarterly.	Outcome	New KPI	90% per annum	90%	90%	90%	90%	90%	3



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STRATEGIC (TOP LAYER) PERFORMANCE												
FS 13 (TL 4)	KPA 02. Finance> PDO 10. Budgeting/Funding	Submission of the MTREF (aligned to the IDP) to Council by 31 May.	Number of MTREFs submitted for approval to Council by 31 May.	Output	1 MTREF	1 per annum	1 MTREF submitted to Council	N/A	N/A	N/A	1	3
FS 14 (TL 5)	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).	Outcome	37.6 days	≤45 days (less than or equal to)	≤45 days (less than or equal to)	≤45	≤45	≤45	≤45	4
FS 15 (TL 6)	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) submitted to the Auditor- General of South Africa	1	N/A	N/A	N/A	3
FS 16 (TL 7) NKPI	KPA 02. Finance> PDO 13. Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii)).	Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure.	Outcome	2.31	>1.0 per annum (more than)	>1.0 (more than)	N/A	N/A	N/A	>1.0	3
FS 17 (TL 8) NKPI	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 - MSA, Reg. S10(g)(i)).	Debt coverage ratio ((Total operating revenue - operating grants received)/ (Debt service payments due within the year)).	Outcome	11.21	>6.7 per annum (more than)	>6.7 (more than)	N/A	N/A	N/A	>6.7	3




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								Q1	Q2	Q3	Q4	
FS 18 (TL 9) NKPI	KPA 02. Finance> PDO 13. Financial Viability	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(iii)).	Service debtors to revenue ratio – (Total outstanding service debtors/revenue received for services).	Outcome	0.18	<0.25 (less than)	<0.25 (less than)	N/A	N/A	N/A	<0.25	3
FS 19 (TL 10) NKPI	KPA 2: Finance> PDO 13. Financial Viability	Updating of the Indigent Register (NKPI Proxy – MSA, Reg. S10(a)).	Percentage of all qualifying indigent applications processed.	Output	100%	100% per annum	100% qualifying indigent applications processed	100%	100%	100%	100%	4
FS 20 (TL 11)	KPA 02.. Finance> PDO 10. 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	1 Adjustment Budget	N/A	N/A	1	N/A	3




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%	

