

# PERFORMANCE PLAN

CHIEF FINANCIAL OFFICER

CAPRICON DISTRICT MUNICIPALITY

This plan defines the Council's expectations of the employee in accordance with the departmental business plan. This document provides the performance objectives and targets that must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and the Service Delivery Budget Implementation Plan.

There are 3 parts to this plan:

1. Score card detailing key objectives and their related performance indicators, weightings and target dates
2. Core managerial functions
3. Individual learning plan

The period of this plan is from July 2014 to June 2015

Signed and accepted by the Chief Financial Officer

NARZIM ESSA



Signed by the Municipal Manager on behalf of Council:

N.D. Molokwane



**DEPARTMENT: FINANCE**

Key Performance Area (KPA)		Municipal Financial Viability and Management										
Outcome 9:		Responsive, Accountable, Effective and Efficient Local Government System										
Outputs 1 & 7:		<ul style="list-style-type: none"> <li>Implement a differentiated approach to municipal financing, planning and support</li> <li>Administrative and financial capability</li> </ul>										
Strategic Objective		<ul style="list-style-type: none"> <li>To prepare a credible and realistic budget in line with MFMA timelines</li> <li>To prepare and submit credible financial information to stakeholders on a monthly basis</li> <li>To ensure financial viability and sustainability</li> <li>To collect 100 Percent of revenue billed</li> </ul>										
Project No	Priority Area(IDP)	Project Name	Key Performance Indicator	Baseline	Weighting	2014/15 Annual Target	Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets	2014/15 Annual Budget	Means Of Verification
<b>BUDGET AND TREASURY</b>												
FD-01	Budget and Treasury	Budget Compliance	Number of approved 2014/15 credible adjustment budget and number of 2015/16 annual budget to be tabled and adopted as per Municipal Finance Management Act (MFMA)timelines	One approved 2013/14 credible adjustment budget and one 2014/15 annual budget to be tabled and adopted as per Municipal Finance Management Act (MFMA)timelines	10	One approved 2014/15 credible adjustment budget and one 2015/16 annual budget to be tabled and adopted as per Municipal Finance Management Act (MFMA)timelines	N/A	N/A	Approval of 2014/15 adjustment budget on or before the 25 <sup>th</sup> January 2014	Approval 2015/16 credible budget to be tabled and adopted on or before the 31 <sup>st</sup> May 2014	Opex	One approved 2014/15 adjustment budget approved by council  One 2015/16 annual budget approved by council
FD-02	Budget and Treasury	Financial Reporting	Number of quarterly financial statements to stakeholders within 25 working days after the end of the quarter	Four of quarterly financial statements to stakeholders within 25 working days after the end of the quarter	5	Four of quarterly financial statements to stakeholders within 25 working days after the end of the quarter	One quarterly financial statements to stakeholder s within 25 working days after the end of the quarter	One quarterly financial statements to stakeholders within 25 working days after the end of the quarter	One quarterly financial statements to stakeholders within 25 working days after the end of the quarter	One quarterly financial statements to stakeholders within 25 working days after the end of the quarter	OPEX	Annual financial statements
FD-03	Budget and Treasury	Financial Reporting	Unqualified audit opinion	Qualified audit opinion for 2012/13	10	Unqualified audit opinion for 2013/14	2 <sup>nd</sup> Quarter target	Unqualified audit opinion for 2013/14	N/A	N/A	Opex	Auditors General Report

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FD-04	Budget and Treasury	Financial Reporting	Number of annual financial statements and performance reports submitted to the Auditor General by 31 <sup>st</sup> August	One annual financial statement submitted on the 31 August 2013	10	One annual financial statement to be submitted on the 31 August 2014	One annual financial statement to be submitted on the 31 August 2014	N/A	N/A	N/A	Opex	1 annual financial statement submitted on the 31 August 2014
FD-05	Treasury management	Treasury management	Number of monthly cash flow projections, bank and petty cash reconciliation prepared	12 monthly cash flow projections, bank and petty cash reconciliation prepared	2	12 cash flow projections, bank and petty cash reconciliation prepared	3 cash flow projections, bank and petty cash reconciliation prepared	3 cash flow projections, bank and petty cash reconciliation prepared	3 cash flow projections, bank and petty cash reconciliation prepared	3 cash flow projections, bank and petty cash reconciliation prepared	Opex	Reviewed and signed cash flow projections, bank and petty cash reconciliation prepared
<b>REVENUE MANAGEMENT</b>												
FD-06	Revenue management	Revenue management	Number of water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	12 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	2	12 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	3 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	3 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	3 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	3 water billing, Value Added Tax (VAT), investment income, debtors and sundry reconciliations performed	Opex	Reviewed and signed water billing, VAT, investment income, debtors and sundry reconciliations
FD-07	Revenue management	Revenue management	Percentage of water collection	New indicator	3	10% of water collection from	10% of water collection	10% of water collection	10% of water collection	10% of water collection from	R4 900 000 (Revenue)	Billing report

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FD-08	Revenue management	Revenue management	from service charges billed Percentage WSP provided with support financial management	from service charges billed New indicator	5	service charges billed 100% of WSP provided with support	collection from service charges billed 100% of WSP provided with support	from service charges billed 100% of WSP provided with support	from service charges billed 100% of WSP provided with support	service charges billed 100% of WSP provided with support	management R1 100 000 (Pre-paid meters) R 1 700 000	Billing reports
<b>EXPENDITURE</b>												
FD-09	Expenditure Management	Payables	Percentage creditors reconciled and paid within 30 days	80 Percent creditors reconciled and paid within 30 days	7	80 Percent creditors reconciled and paid within 30 days	80 Percent creditors reconciled and paid within 30 days	80 Percent creditors reconciled and paid within 30 days	80 Percent creditors reconciled and paid within 30 days	80 Percent creditors reconciled and paid within 30 days	Opex	Creditors paid register
FD-10	Expenditure Management	Employee benefits	Number of payroll runs and reconciliations performed	12 payroll runs and reconciliations performed	2	12 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	3 payroll runs and reconciliations performed	Opex	Review and sign-off of payroll runs and reconciliations
FD-11	Expenditure Management	Employee benefits	Number of employee cost benefit evaluation performed	1 Employee cost benefit evaluation performed for 2011/12	2	1 Employee cost benefit evaluation performed for 2012/13	1 Employee cost benefit evaluation performed for 2012/13	N/A	N/A	N/A	R 70 000	Employee cost benefit evaluation report

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<b>SUPPLY CHAIN MANAGEMENT</b>												
FD-12	Demand management	Demand management	Number of municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	3	1 municipal procurement plan developed and implemented	1 municipal procurement plan developed and implemented	1 municipal procurement plan implemented	1 municipal procurement plan implemented	1 municipal procurement plan implemented	Opex	Review and sign-off of procurement plan
FD-13	Demand management	Demand management	Number of municipal database for Service Providers updated	1 municipal database for Service Providers updated	3	1 municipal database for Service Providers updated	1 municipal database for Service Providers updated	1 municipal database for Service Providers updated	1 municipal database for Service Providers updated	1 municipal database for Service Providers updated	Opex	All application forms process on database
FD-14	Demand management	Demand management	Percentage of Supply Chain Management (SCM) requirements that are linked to the budget	100% of Supply Chain Management (SCM) requirements that are linked to the budget	3	100 Percent of Supply Chain Management (SCM) requirements are linked to the budget	100 Percent of Supply Chain Management (SCM) requirements are linked to the budget	100 Percent of Supply Chain Management (SCM) requirements are linked to the budget	100 Percent of Supply Chain Management (SCM) requirements are linked to the budget	100 Percent of Supply Chain Management (SCM) requirements are linked to the budget	Opex	Budget variation report

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FD-15	Acquisition management	Acquisition management	Percentage of orders issued within 7 working days after appointment	95 Percent of orders issued within 7 working days after appointment	2	95 Percent of orders issued within 7 working days after appointment	95 Percent of orders issued within 7 working days after appointment	95 Percent of orders issued within 7 working days after appointment	95 Percent of orders issued within 7 working days after appointment	95 Percent of orders issued within 7 working days after appointment	Opex	Order register
FD-16	Acquisition management	Acquisition management	Percentage of compliance to the SCM regulations that result in R nil irregular expenditure	100% of compliance to the SCM regulations that result in R nil irregular expenditure	5	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	100% compliance to the SCM regulations that result in R nil irregular expenditure	Opex	Internal audit reports Irregular expenditure register
FD-17	Acquisition management	Acquisition management	Days taken to appoint service providers since advertising of goods and services	90% of service providers appointed within 90 days since advertising of goods and services	3	90% of service providers appointed within 90 days since advertising of goods and services	90% of service providers appointed within 90 days since advertising of goods and services	90% of service providers appointed within 90 days since advertising of goods and services	90% of service providers appointed within 90 days since advertising of goods and services	90% of service providers appointed within 90 days since advertising of goods and services	Opex	Advert Appointment letters
FD-18	Acquisition management	Acquisition management	Days taken to submit list of irregular, fruitless	100% of all irregular, fruitless and wasteful	5	100% of all irregular, fruitless and wasteful	100% of all irregular, fruitless	100% of all irregular, fruitless and	100% of all irregular, fruitless and	100% of all irregular, fruitless and	Opex	Register of fruitless and wasteful

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			and wasteful expenditure to COHGTA and AGSA	wasteful expenditure submitted within 30 days to COHGTA and AGSA		expenditure submitted within 30 days to COHGTA and AGSA	and wasteful expenditure submitted within 30 days to COHGTA and AGSA	wasteful expenditure submitted within 30 days to COHGTA and AGSA	wasteful expenditure submitted within 30 days to COHGTA and AGSA	wasteful expenditure submitted within 30 days to COHGTA and AGSA		expenditure, irregular and unauthorised expenditure
FD-19	Assets and logistics management	Assets and logistics management	Number of inventory verifications performed	12 inventory verifications performed	3	12 inventory verifications performed	3 inventory verifications performed	3 inventory verifications performed	3 inventory verifications performed	3 inventory verifications performed	Opex	Inventory verification report
FD-20	Assets and logistics management	Assets and logistics management	Number of asset verifications performed	2 asset verification performed	3	2 asset verification performed	1 asset verification performed	1 <sup>st</sup> Quarter target	1 asset verification performed	3 <sup>rd</sup> Quarter target	Opex	Movable asset verification report
FD-21	Assets and logistics management	Assets and logistics management	Percentage of infrastructure assets unbundled in accordance with the accounting framework	New indicator	4	100% of infrastructure assets unbundled in accordance with the accounting framework	100% of infrastructure assets unbundled in accordance with the accounting framework	1 <sup>st</sup> Quarter target	100% of infrastructure assets unbundled in accordance with the accounting framework	3 <sup>rd</sup> Quarter target	R 3 500 000	Immovable asset verification report
FD-22	Assets and logistics management	Assets and logistics management	Number of inventory and asset registers compiled and updated	1 inventory and asset registers compiled and updated	4	1 inventory and asset registers compiled and updated	1 inventory and asset registers compiled and updated	1 <sup>st</sup> Quarter target	1 inventory and asset registers compiled and updated	1 inventory and asset registers compiled and updated	Opex	Complete asset register

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FD-23	Disposal management	Disposal management	Percentage of assets done in accordance with the MFMA	100 Percent of disposal of assets done in accordance with the MFMA	2	100 Percent of disposal of assets done in accordance with the MFMA	updated	100 Percent of disposal of assets done in accordance with the MFMA	100 Percent of disposal of assets done in accordance with the MFMA	100 Percent of disposal of assets done in accordance with the MFMA	R 100 000	Asset disposal report
FD-24	Disposal management	Asset disposal	Number of obsolescence planning reports	New indicator	2	1 obsolescence planning report	1 obsolescence planning report	1 obsolescence planning report	1 obsolescence planning report	1 obsolescence planning report	Opex	Obsolescence planning report
<b>Total</b>											<b>100%</b>	
<b>Chief Financial Officer:</b> N. D. M. FSSA										<b>Municipal Manager:</b> N. D. M. FSSA		
<b>Date:</b> 29 July 2014										<b>Date:</b> 29 July 2014		
<b>Signature:</b>										<b>Signature:</b>		



CORE MANAGERIAL COMPETENCIES	CHOICE	WEIGHT	CURRENT LEVEL (1-5)	DESIRED LEVEL
Strategic Capability and Leadership	✓	10%		
Programme and Project Management	✓	10%		
Financial Management	Compulsory	10%		
Change Management	✓	3%		
Knowledge Management	✓	2%		
Service Delivery Innovation	✓	3%		
Problem Solving and Analysis	✓	10%		
People Management and Empowerment	Compulsory	10%		
Client Orientation and Customer Focus	Compulsory	10%		
Communication	✓	5%		
Honesty and Integrity	✓	5%		
Interpretation of implementation within the legislative and national policy frameworks	✓	5%		
Knowledge of Developmental Local Government	✓	5%		
Knowledge of Performance Management and Reporting	✓	10%		
Competence in Policy Conceptualisation, Analysis and Implementation	✓	2%		
<b>Total</b>		<b>100%</b>		
<b>Chief Financial officer:</b>	N.O. Motomona			
<b>Date:</b>	2014 July 29			
<b>Signature:</b>				