

PERFORMANCE PLAN
CHIEF FINANCIAL OFFICER
(DEPUTY MUNICIPAL MANAGER FINANCIAL SERVICES)
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Chief Financial Officer (CFO) in accordance with the Chief Financial Officer's performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (MM) (as representative of Council).

There are 7 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Core Competency Requirements
6. Consolidated score (Performance Assessment Calculator)
7. Link to reward

The period of this plan is from 01 July 2013 to 30 June 2014.

Signed and accepted by the **CHIEF FINANCIAL OFFICER (CFO)**:

Date: 2013-07-31

Signed by the **Municipal Manager (MM)** on behalf of Council:

Date: 2013-07-31

1. POSITION PURPOSE

To perform all the duties and functions of the Chief Financial Officer (CFO) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Chief Financial Officer and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Chief Financial Officer.

2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The MM may request input from agendas, minutes and “customers” on the CFO’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the CFO’s performance since they have worked closely with him on some or all aspects of his job.
3. The CFO to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The CFO to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The CFO and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the CFO scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the CFO’s performance against agreed objectives as a result of portfolio of evidence and/or comments and “customer” input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the CFO will be based on the following rating scale for KPA's:

| Terminology | Description | Rating Level |
|---|---|--------------|
| Outstanding Performance | Performance far exceeds the standard expected of the CFO at this level. The appraisal indicates that the CFO has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year. | 5 |
| Performance significantly above expectation | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the CFO has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year. | 4 |
| Fully Effective | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the CFO has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan. | 3 |
| Performance not fully Effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the CFO has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan. | 2 |
| Unacceptable Performance | Performance does not meet the standard expected for the job. The review/assessment indicates that the CFO has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The CFO has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. | 1 |

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the CFO on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The MM and the CFO to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and CFO to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) of the uMhlathuze Local Municipality for the financial year 2013/2014 is aligned to the prescribed National Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National Key Performance Areas.

The Chief Financial Officer is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2013/2014 financial year as indicated in the IDP column of the scorecard:

| National Key Performance Area | Developmental Strategies | IDP No | Strategic Objectives | IDP No | Programmes | IDP No | Sub Programmes/Projects |
|--|----------------------------|--------|----------------------|--------|---|---------|--|
| Municipal Financial Viability & Management | Sound Financial Management | 5.1 | Expenditure | | | | |
| | | | | 5.1.1 | Budget and Financial Management | | |
| | | | | | | 5.1.1.1 | Budget and Financial Control |
| | | | | | | 5.1.1.2 | Annual Financial Statements, Assets, Reporting and Loans |
| | | | | 5.1.2 | Expenditure and Cash Management | | |
| | | | | | | 5.1.2.1 | Creditors Management |
| | | | | | | 5.1.2.2 | Payroll and Policy Management |
| | | 5.2 | Revenue | | | | |
| | | | | 5.2.1 | Revenue Control, Billing, Rates and Tariffs | | |
| | | | | | | 5.2.1.1 | Rates, Non-Metered Services, Cash Control |
| | | | | | | 5.2.1.2 | Revenue Control, Tariff Design, Budget and Reporting |

| National Key Performance Area | Developmental Strategies | IDP No | Strategic Objectives | IDP No | Programmes | IDP No | Sub Programmes/Projects |
|-------------------------------|--------------------------|--------|-------------------------|--------|--|---------|---|
| | | | | | | 5.2.1.3 | Billing, Metered Services, System Tariff Administration and Reporting |
| | | | | 5.2.2 | Revenue Enhancement | | |
| | | | | | | 5.2.2.1 | Metered Services |
| | | | | | | 5.2.2.2 | Sundry Services |
| | | | | 5.2.3 | Revenue Customer Relations, Credit Management and Indigent Support | | |
| | | | | | | 5.2.3.1 | Branch Management and Community Liaison |
| | | | | | | 5.2.3.2 | Customer Relations and Indigent Support |
| | | 5.3 | Supply Chain Management | | | | |
| | | | | 5.3.1 | Demand and Acquisitions | | |
| | | | | 5.3.2 | Stores Control | | |
| | | | | 5.3.3 | Logistics and Supply Chain Management Risk | | |

4. FUNCTIONAL KEY PERFORMANCE AREA SCORECARD

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|--|-------|-----|--|-------------|--------|---|---|---|---|---|----------------------------------|--|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| SOUND FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | | | |
| KEY PERFORMANCE AREA: Expenditure – (Budgeting and Reporting) | | | | | | | | | | | | |
| Effectively planning, executing and managing of the budgeting process in accordance with the Municipal Finance Management Act, 2003 | 1.1.1 | 5.1 | Prepare and submit final 2014/2015 budget to Council for approval by 31 May 2014 in terms of Sec.87 (4) of the MFMA | 31 May 2014 | 13 | a) Copy of item to EXCO b) Copy of EXCO resolution noting or adopting budget time schedule | <u>Target:</u> Key deadlines schedule to EXCO before 31 August 2013 | <u>Target:</u> | <u>Target:</u> Draft budget to Council for approval by 22 March 2014 | <u>Target:</u> Final budget to Council for approval by 31 May 2014 | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| | 1.1.2 | 5.1 | Prepare and submit the Mid-Year Financial Review or the 2013/2014 budget in terms of S.72 of the MFMA and the adjustments budget if required, by 25 January 2014 | 25 Jan 2014 | 7 | a) Copy of 2013/2014 mid-year financial review or adjustments budget & item to Council in terms of the MFMA b) Copy of Council resolution approving the financial review and/or the adjustments budget | <u>Target:</u> | <u>Target:</u> | <u>Target:</u> Mid-Year Financial Review by 25 January 2014 | <u>Target:</u> | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Submission of monthly, quarterly and annual financial reports and statements that comply with applicable legislation (GRAP and MFMA) | 1.2.1 | 5.1 | Prepare and submit monthly financial reports to the Mayor within 10 working days after month end in terms of S.71 of the MFMA, thereafter via the Finance Portfolio Committee to Council within 30 days of each month end. | 30 Jun 2014 | 5 | a) Copies of monthly financial reports and item to Council and EXCO in terms of the MFMA b) Copy of the resolutions taken by EXCO in respect of the reports submitted. | <u>Target:</u> Copy of the report to Council | <u>Target:</u> Copy of the report to Council | <u>Target:</u> Copy of the report to Council | <u>Target:</u> Copy of the report to Council | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|---|-------|-----|---|-------------|--------|---|--|---|---|--|----------------------------|-----------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| | 1.2.2 | 5.1 | Submit completed 2012/2013 financial statements to Auditor General by 31 August 2013 in line with legislation and submit the Audit Report on 2012/2013 financial year to Council via the Audit Committee not later than 30 days after receipt from the Auditor General. | 31 Jan 2014 | 7 | a) Copy of item together with financial statements to Council/Audit committee b) Copy of C/Res i.r.o the financial statements c) Evidence of submission of AFS to the AG. i.e. either signed letter or acknowledgement via a delivery book by the AG d) Return receipt of e-mail addressed to the AG e) Copy of item together with financial audit report on 2012/2013 financial year to Council/Audit Committee f) Copy of Council Res. | <u>Target:</u> 2012/2013 (AFS) Financial statements | <u>Target:</u> 2012/2013 AG Audit report submitted within 30 days of receipt from AG | <u>Target:</u> | <u>Target:</u> | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| | 1.2.3 | 5.1 | Contribute to the financial component to the Annual Report by providing the Annual Financial Statement for submission to Council by 31 January 2014. | 31 Jan 2014 | 3 | a) Copy of the financial component included in the Annual report | <u>Target:</u> Submit AFS to the AG by 30 Aug 2013 | <u>Target:</u> | <u>Target:</u> Submit financial component for annual report by 16 Jan 2014. | <u>Target:</u> | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Revision of Service Delivery and Budget Implementation Plan (SDBIP) as per Section 69(3)(a) of the MFMA for the 2013/2014 financial year. | 1.3.1 | 5.1 | Prepare and submit the draft SDBIP for 2014/2015 to the Mayor within 14 days after approval of budget by Council. | 30 Jun 2014 | 5 | a) Copy of item together with SDBIP to Council and resolution b) Copy of C/Res adopting the Budget c) Copy of receipt of draft SDBIP by the Mayor. | <u>Target:</u> | <u>Target:</u> | <u>Target:</u> Ensure draft SDBIP prepared together with the draft 2014/2015 budget and submitted to Exco by 31 April 2014 | <u>Target:</u> Ensure submission of final SDBIP 2014/2015 to Exco by 20 June 2014 and submission to National Treasury and Provincial treasury as legislated | | |

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|---|-------|---------------|--|--------------------------|--------|---|---|--|--|--|-------------------------------------|---|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| | | | | | | | Achievements: Target Met / Not met | Achievements: Target Met / Not met | Achievements: Target Met / Not met | Achievements: Target Met / Not met | | |
| | 1.3.2 | 5.1 | Submit quarterly progress report on SDBIP to the Exco within 30 days of the last day of each quarter. | Quarterly to 30 Jun 2014 | 5 | a) Copy of item together with quarterly financial report to Exco/Council b) Copy of Promis accounting system figures to support quarterly SDBIP figures | Target: Quarterly report Achievements: Target Met / Not met | Target: Quarterly report Achievements: Target Met / Not met | Target: Quarterly report Achievements: Target Met / Not met | Target: Quarterly report Achievements: Target Met / Not met | | |
| | | | | | 45 | | | | | | | |
| KEY PERFORMANCE AREA: Revenue | | | | | | | | | | | | |
| Developing and maintaining of revenue enhancement policies in terms of the MFMA | 2.1 | 5.2.2 | Review revenue enhancement policies annually, i.e. Tariff Policy and Rates Policy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2014. | 30 Jun 2014 | 3 | a) Copy of the revised tariff and rates policies b) Copy of items with revised policies to the Finance Portfolio committee, EXCO and Council c) Copy of resolutions | Target: Achievements: Target Met / Not met | Target: Number of policies reviewed Achievements: Target Met / Not met | Target: Number of policies reviewed Achievements: Target Met / Not met | Target: Number of policies reviewed Achievements: Target Met / Not met | | |
| Developing of a Revenue Enhancement Strategy | 2.2 | 5.2.2 (TAS 1) | Review the revenue enhancement strategy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2014. | 30 June 2014 | 5 | a) Copy of item with strategy to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions | Target: Achievements: Target Met / Not met | Target: Review, maintain an implement a credit control and Debt collection policy to enhance the credit control and debt collection procedure and mechanisms Achievements: Target Met / Not met | Target: Review current revenue management business model and process applied and develop revenue turnaround strategy Achievements: Target Met / Not met | Target: Review current revenue management business model and process applied and develop revenue turnaround strategy Achievements: Target Met / Not met | | |

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by "X" (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|--|-------|-------|--|-------------|--------|---|---|---|---|---|----------------------------|-----------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Improvement on revenue collection | 2.3.1 | 5.2.2 | Submit monthly outstanding debtors' through S71 reports to the Exco/Council not more than 14 days after the end of each month. | 30 Jun 2014 | 4 | a) Copy of debtors' age analysis reflecting outstanding debtors by category and by area. b) Item with supporting docs to the Council c) Copy of resolution | <u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly outstanding debtors' report <u>Achievements:</u> Target Met / Not met | | |
| | 2.3.2 | 5.2.2 | Maintain the turnover rate of all outstanding monthly recurring rates and service charges between 14% to 20% and report monthly progress to Council | 30 Jun 2014 | 3 | a) Copy of cash collection report reflecting cash collected for each month against the total revenue raised for each month on an incremental basis b) Item with supporting docs to the Council c) Copy of resolution | <u>Target:</u> 3 monthly progress reports to the Council <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly progress reports to the Council <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly progress reports to the Council <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 monthly progress reports to the Council <u>Achievements:</u> Target Met / Not met | | |
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| KEY PERFORMANCE AREA: Supply Chain Management | | | | | | | | | | | | |
| Supply Chain Management control in terms of regulations, policy and procedures | 3.1.1 | 5.3 | Submit annual review report on the Supply Chain Management policy by 30 August 2013 and submit via the Finance Portfolio Committee to EXCO and Council for approval. | 30 Aug 2013 | 3 | a) Copy of the annual review report on SCM together with supporting documentation to verify accuracy of figures b) Copy of item to the Finance Portfolio committee, EXCO and Council with recommendations c) Copy of resolution | <u>Target:</u> Annual review report by 30 August 2013 <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Communicate approved SCM to all relevant stakeholders <u>Achievements:</u> Target Met / Not met | <u>Target:</u> <u>Achievements:</u> Target Met / Not met | <u>Target:</u> <u>Achievements:</u> Target Met / Not met | | |
| | 3.1.2 | 5.3 | Submit quarterly SCM reports to the Council within 30 days of end of each quarter in terms of Council policy. | 30 Jun 2014 | 2 | a) Copy of the quarterly SCM report b) Copy of item to Finance Portfolio Com with recommendations c) Copy of Council resolution | <u>Target:</u> Quarterly SCM reports <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarterly SCM reports <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarterly SCM reports <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarterly SCM reports <u>Achievements:</u> Target Met / Not met | | |
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| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|---|-----|-------|---|--------------|--------|--|--|--|--|--|----------------------------|-----------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Controlling and monitoring of stores centres by performing quarterly stock counts | 3.2 | 5.3 | Perform annual stock count for 2012/2013 financial year by 30 August 2013, and submit quarterly report on stock counts for the 2013/2014 to Council | 30 June 2014 | 4 | a) Copy of annual stock count report of 2012/2013 b) Copy of items to Council c) Copy of Council resolutions | <u>Target:</u> Annual stock count report for 2012/2013 by 30 August 2013 <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarter 1 report on stock count for 2013/2014 <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarter 2 report on stock count for 2013/2014 <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Quarter3 report on stock count for 2013/2014 <u>Achievements:</u> Target Met / Not met | | |
| Monitoring of timely payment of creditors and salaries | 3.3 | 5.3 | Monitor the payment of creditors and salaries by submitting monthly cash flow statement via the Finance Portfolio Committee to EXCO and Council together with creditors' age analysis. | 30 Jun 2014 | 2 | a) Copy of monthly cash flow statement b) Copy of creditors age analysis c) Item to Finance Portfolio committee d) Copy of Item to EXCO/Council e) Copy of Council resolution | <u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end <u>Achievements:</u> Target Met / Not met | | |
| | 3.4 | 5.1.2 | Ensure cash coverage of two times normal creditors by the end of June 2014. | 30 Jun 2014 | 2 | a) Copy of item to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions | <u>Target:</u> 1.5 Quarterly report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 1.5 Quarterly report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 1.7 Quarterly report <u>Achievements:</u> Target Met / Not met | <u>Target:</u> 2 Quarterly report <u>Achievements:</u> Target Met / Not met | | |
| Sale of council owned erven in the City of uMhlathuze, to facilitate growth | 3.5 | 3.3.1 | Ensure that land sold by council is paid for in terms of the sales agreements. Especially where a formal township establishment processes have been completed in accordance with Council's approved policy and make erven available to the market | 30 Jun 2014 | 2 | a) Maintain an updated list /register of erven that are transferable after the sale thereof b) Proof that the amount of real estate made available to the market during 2013/2014 has been paid | <u>Target:</u> Report on progress <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Report on progress <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Number of Council owned erven advertised <u>Achievements:</u> Target Met / Not met | <u>Target:</u> Number of Council owned erven advertised <u>Achievements:</u> Target Met / Not met | | |
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| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|--|-------|---------|---|-------------|--------|---|---|---|---|---|-------------------------------|--------------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| KEY PERFORMANCE AREA: Financial Management | | | | | | | | | | | | |
| Developing and maintaining of expenditure management policies in terms of the MFMA | 4.1 | 5.1.1 | Review expenditure management policies, i.e. the Investment and Cash Management Policy, Credit and Debt Control Policy and the Indigent Policy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2014. | 30 Jun 2014 | 3 | a) Copy of the revised Investment and Cash policy b) Copy of item with revised policy c) Copy of Council resolution | <u>Target:</u> Report progress on number of policies reviewed | <u>Target:</u> Report progress on number of policies reviewed | <u>Target:</u> Report progress on number of policies reviewed | <u>Target:</u> Number of policies reviewed | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Administration and maintenance of an Asset Management System and Asset register | 4.2.1 | 5.1.1 | Submit annual review report on the Fixed Asset Management policy to the Council by 30 June 2014. | 30 Jun 2014 | 3 | a) Copy of the FA Management policy b) Copy of item to Council with recommendations c) Copy of item to Council | <u>Target:</u> | <u>Target:</u> | <u>Target:</u> | <u>Target:</u> Annual review report to Council | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| | 4.2.2 | 5.1.1.2 | Maintain Asset Register in line with the prevailing accounting standards and include the figures in the Annual Financial Statements. (2012/2013 financial year) and submit to Council and the Auditor General. | 30 Jun 2014 | 3 | a) Copy of asset register b) Copy of AFS c) Copy of item to Council d) Copy of resolution e) Copy of submission to the Auditor General f) Reconciliation of GL to FAR as at 30 June 2013 | <u>Target:</u> Asset register figures to AG | <u>Target:</u> Quarterly report to Council | <u>Target:</u> Asset register figures in AFS to Council | <u>Target:</u> Quarterly report to Council | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Reporting on grants as gazetted | 4.3 | 5.1.2 | Submit monthly Grant reports on all DORA reportable grants received to the Municipal Manager within 10 days after receipt of payment from National Treasury | 30 Jun 2014 | 3 | a) Copy of monthly grant reports on all DORA reportable grants | <u>Target:</u> 3 monthly Grant reports included in Section 71 report | <u>Target:</u> 3 monthly Grant reports included in Section 71 report | <u>Target:</u> 3 monthly Grant reports included in Section 71 report | <u>Target:</u> 3 monthly Grant reports included in Section 71 report | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|---|-----|------------|--|-------------|--------|--|---|--|--|--|-------------------------------|--------------------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Maintaining of an Investment Register | 4.4 | 5.1.1 | Submit quarterly reports of the investment register with details of investment, period, interest rate and term as part of the quarterly financial report to the Council within 30 days from quarter end. | 30 Jun 2014 | 3 | a) Copy of register and investments in quarterly financial report to Finance Portfolio Com b) Copy of Promis accounting system figures to support quarterly investment figures c) Copy of item to the Council | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Maintaining of a Loans Register | 4.5 | 5.1.1 | Submit quarterly report of details of all loans as part of the quarterly financial report to Council, within 30 days from end of quarter. | 30 Jun 2014 | 3 | a) Copy of report with details of all loans as part of the item included in quarterly report to Finance Portfolio Com b) Copy of Promis accounting system figures aligned to the loans register to support loan figures in the report c) Copy of item to the Council | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| | | | | | 18 | | | | | | | |
| KEY PERFORMANCE AREA: Departmental Management | | | | | | | | | | | | |
| Sufficient departmental response to internal and external audit and general enquiries and implement-approved recommendations timeously. | 5.1 | 5 (TAS 10) | Respond to all internal and external audit enquiries and other general enquiries and implement all approved recommendations within 30 days unless there is reason why implementation is not possible, in which case an agreed extended date to be agreed with and approved by the MM to ensure an unqualified audit report relating to the CFO area of responsibility. | 30 Jun 2014 | 3 | a) Evidence of receipt of query recorded in a register and the date of response acknowledged by auditors b) Measurement to be based on testing a random sample of 5 items which would provide assurance that the recommendations have been consistently implemented from the action date indicated. | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | <u>Target:</u> Quarterly report | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |

| STRATEGIC OBJECTIVE | No | IDP | PERFORMANCE TARGETS | Date | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with reference to supportive documentation) | | | | CFO SCORE Rating 1 2 3 4 5 | EVAL PANEL SCORE Rating 1 2 3 4 5 |
|---|-----|-------|---|--------------------------|--------|---|---|--|--|--|----------------------------------|--|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| Manage departmental risk identified in the organisational risk assessment register | 5.2 | 1.1.1 | Ensure that departmental risk identified in the organisational risk assessment register is attended to, update and report quarterly risk assessment register. | Quarterly to 30 Jun 2014 | 2 | a) Quarterly risk assessment registers | <u>Target:</u> Quarterly risk assessment register | <u>Target:</u> Quarterly risk assessment register | <u>Target:</u> Quarterly risk assessment register | <u>Target:</u> Quarterly risk assessment register | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| Management of staff and communicate what is expected from them to ensure efficiency of staff. | 5.3 | 5 | Hold at least ten monthly meetings with departmental management informing them of Council resolutions impacting on the Department and keep record of minutes of meetings to communicate with staff and present evidence to Performance evaluation panel | Monthly to 30 Jun 2014 | 2 | a) Copies of agendas b) Copies of attendance registers c) Copies of minutes for each meeting. d) Content of discussions and minutes to be aligned to improving efficiency and effective utilisation of staff | <u>Target:</u> 2 copies of minutes and Agenda. | <u>Target:</u> 3 copies of minutes and Agenda. | <u>Target:</u> 2 copies of minutes and Agenda. | <u>Target:</u> 3 copies of minutes and Agenda. | | |
| | | | | | | | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | <u>Achievements:</u> Target Met / Not met | | |
| | | | | | 7 | | | | | | | |
| TOTAL | | | | | 100 | | | | | | | |

5. CORE COMPETENCY REQUIREMENTS FOR THE CHIEF FINANCIAL OFFICER (CCR)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

| 1 | 2 | 3 | 4 | 5 |
|---|--|------------------------------|---|--|
| Performance clearly below acceptable level. | Performance is competent in some aspects, but shows need for improvement in other aspects. | Fully competent performance. | Noticeably better than competent performance. | Distinguished performance, obvious to all. |

| Core Competency requirement | Description / Definition | Generic Standards for "Fully Effective" Performance | V (Choice) | Observation / Comment | Weight | Rating 1 2 3 4 5 |
|-----------------------------|-----------------------------------|--|---|-----------------------|--------|---------------------|
| A | Core Managerial Competency | | | | | |
| 1 | Financial Management | Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives. | <ul style="list-style-type: none"> ➤ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ➤ Manages and monitors financial risk; ➤ Continuously looks for new opportunities to obtain and save funds; ➤ Prepares financial reports and guidelines based on prescribed format; ➤ Understands and weighs up financial implications of propositions; ➤ Understands, analyses and monitors financial reports; ➤ Allocates resources to established goals and objectives; ➤ Aligns expenditure to cash flow projections; ➤ Ensures effective utilisation of financial resources; ➤ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ➤ Prepares own budget in line with the strategic objectives of the organisation. | Compulsory | 20 | |
| 2 | People Management and empowerment | Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals. | <ul style="list-style-type: none"> ➤ Seeks opportunities to increase personal contribution and level of responsibility; ➤ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ➤ Delegates and empowers others to increase contribution and level of responsibility; ➤ Applies labour and employment legislation and regulations consistently; ➤ Facilitates team goal setting and problem solving; | Compulsory | 10 | |

| Core Competency requirement | | Description / Definition | Generic Standards for "Fully Effective" Performance | V (Choice) | Observation / Comment | Weight | Rating 1 2 3 4 5 |
|-----------------------------|---------------------------------------|---|--|------------|-----------------------|--------|---------------------|
| A | Core Managerial Competency | | | | | | |
| | | | <ul style="list-style-type: none"> ➤ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ➤ Adheres to internal and national standards with regards to HR practices; ➤ Deals with labour matters; ➤ Identifies competencies required and suitable resources for specific tasks; ➤ Displays personal interest in the well-being of colleagues; ➤ Able to manage own time as well as time of colleagues and other stakeholders; and ➤ Manages conflict through a participatory transparent approach. | | | | |
| 3 | Client Orientation and Customer Focus | Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice | <ul style="list-style-type: none"> ➤ Develops clear and implementable service delivery improvement programmes; ➤ Identifies opportunities to exceed the expectations of customers; ➤ Designs internal work processes to improve customer service; ➤ Adds value to the organisation by providing exemplary customer service; and ➤ Applies customer rights in own work environment. | Compulsory | | 10 | |
| 4 | Change Management | Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments | <ul style="list-style-type: none"> ➤ Performs analysis to determine the impact of changes in the social, political and economic environment; ➤ Keeps self and others calm and focused during times of change or ambiguity; ➤ Initiates, supports and encourages new ideas; ➤ Volunteers to lead change efforts outside of own work team; ➤ Consults and persuades all the relevant stakeholders of the need for change; ➤ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ➤ Coaches colleagues on how to manage change; ➤ Proactively seeks new opportunities for change; ➤ Identifies and assists in resolving resistance to change with stakeholders; | Choice | | 6 | |

| Core Competency requirement | | Description / Definition | Generic Standards for "Fully Effective" Performance | V (Choice) | Observation / Comment | Weight | Rating 1 2 3 4 5 |
|-----------------------------|-----------------------------------|--|---|------------|-----------------------|--------|---------------------|
| A | Core Managerial Competency | | | | | | |
| | | | <ul style="list-style-type: none"> ➤ Designs specific projects to enable change that are aligned to the organisational objectives; and ➤ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. | | | | |
| 5 | Service Delivery Innovation | Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals. | <ul style="list-style-type: none"> ➤ Consults clients and stakeholders on ways to improve the delivery of services; ➤ Communicates the benefits of service delivery improvement opportunities to stakeholders; ➤ Identifies internal process improvement opportunities to SDI; ➤ Demonstrates full knowledge of principles on service delivery innovations; ➤ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ➤ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and ➤ Implements innovative service delivery options in own department/organisation. | Choice | | 9 | |
| 6 | Honesty and Integrity | Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service. | <ul style="list-style-type: none"> ➤ Conducts self in accordance with organisational code of conduct; ➤ Admits own mistakes and weaknesses and seeks help from others were unable to deliver; ➤ Reports fraud, corruption, nepotism and maladministration; ➤ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ➤ Discloses conflict of interests issues; ➤ Establishes trust and shows confidence in others; ➤ Treats all employees with equal respect; ➤ Undertakes roles and responsibilities in a sincere and honest manner; ➤ Incorporates organisational values and beliefs into daily work; ➤ Uses work time for organisational matters and not for personal matters; and ➤ Shares information openly, whilst respecting the principle of confidentiality. | Choice | | 8 | |

| Core Competency requirement | Description / Definition | Generic Standards for “Fully Effective” Performance | V (Choice) | Observation / Comment | Weight | Rating 1 2 3 4 5 |
|---|-----------------------------------|--|------------|-----------------------|-----------|---------------------|
| A | Core Managerial Competency | | | | | |
| 7 | Programme and Project Management | Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes. ➤ Establishes broad stakeholder involvement and communicates the project status and key milestones; ➤ Defines roles and responsibilities for project team members and clearly communicates expectations; ➤ Balances quality of work with deadlines and budget; ➤ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ➤ Uses computer software programmes to help manage project; and ➤ Sets and manages service level agreements with contractors. | Choice | | 7 | |
| Total Core Managerial Competency | | | | | 70 | |

| Core Competency requirement | | Description / Definition | V (Choice) | Observation / Comment | Weight | Rating 1 2 3 4 5 |
|------------------------------------|---|--|------------|-----------------------|--------|---------------------|
| B | Core Occupational Competency | | | | | |
| 1 | Knowledge of developmental Local Government. | This includes a working knowledge of Council Regulations, By Laws and Policies, National, Provincial and Local Government Structures and applicable legislation including the Municipal Finance Management Act, Municipal Structures Act and Municipal Systems Act, Municipal performance regulations, Administrative Justice Act and Access to Information Act. | Choice | | 15 | |
| 2 | Knowledge of Performance Management and Reporting | Skills required to measure the general performance of processes within the CFO area of responsibility. This includes planning documents, budgets, research, delegations and authorisations. It involves being able to apply performance measurement techniques. It requires reporting in terms of legislative requirements and also when things do not go according to plan and then requires the appropriate corrective action to be taken. | Choice | | 15 | |
| Total Core Occupational Competency | | | | | 30 | |
| Total Core Competency | | | | | 100 | |

6. CONSOLIDATED SCORE (Refer to Performance Assessment Rating Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

7. LINK TO REWARD

The CFO' performance will be rewarded in accordance with Section 11 of the Performance Contract. (Regulation 32 (2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006).