

# **BLOUBERG MUNICIPALITY**



## **2014/15 PERFORMANCE PLAN**

**CHIEF FINANCIAL OFFICER**

**RAGANYA MC**

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7/7/2014

**2014/15 PERFORMANCE PLAN : FINANCE DEPARTMENT CHIEF FINANCIAL OFFICER**

**KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT WEIGHT = 6**

| Project   | Objectives   | KPI No | KPI/Measurable Objective   | Annual Target | Baseline             | Q1(July-Sep) | Q2(Oct-Dec) | Q3(Jan-Mar) | Q4(Apr-Jun) | Evidence  | Weight |
|---|--|--------|--|---------------|----------------------|--------------|-------------|-------------|-------------|---|--------|
| <b>Performance Management System Implementation</b> | To ensure that the work of all the employees is managed and monitored. | 1.     | % of Unit Managers with signed performance plans (No of unit managers with plans/total No of managers) | 100%          | PMS policy available | 100%         | 100%        | 100%        | 100%        | Signed performance plans with unit managers               | 50     |
|   |  | 2.     | % of employees with signed performance plans (No of employees with plans/total no of employees)        | 100%          | PMS policy available | 100%         | 100%        | 100%        | 100%        | Signed performance plans with Budget & Treasury Employees | 50     |

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**KPA 4; MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT WEIGHT =61**

| Project  | Objectives  | KPI No | KPI/Measurable Objective  | Annual Target   | Baseline   | Q1(July-Sep)                               | Q2(Oct-Dec)     | Q3(Jan-Mar)  | Q4(Apr-Jun)                          | Evidence  | Weight |
|--|---|--------|---|---|--|--|-----------------|--|--------------------------------------|---|--------|
| <b>Support of Financial Viability and Management structures/forums</b> | To ensure functionality of Financial Viability and Management Financial Viability and Management) | 3.     | No of Budget Steering Committee resuscitated                        | Budget steering committee established and functional.               | Budget Steering Committee established and inducted | Resuscitation of Budget steering committee | N/A             | N/A  | N/A                                  | Attendance registers and minutes                    | 5      |
|  |   | 4.     | No of meetings of the Budget Steering Committee                     | 4 meetings held for the year  | Process plan                                       | 1 meeting held.                            | 1 meeting held. | 1 meeting held.  | 1 meeting held.                      | Financial reports and attendance registers          | 5      |
| <b>Financial Planning</b>  | To develop forward financial plans required for financial sustainability                          | 5.     | To develop the 3/5 year financial plan within required timeframe    | Adoption of the 3/5 Budget within the prescribed legal requirements | 3/5 Year Financial Plan developed and approved     | N/A  | N/A             | Draft plan developed and tabled in council for public participation. | Final plan approved and implemented  | Financial plan report                               | 5      |
| <b>Free Basic Services (Indigent Register)</b>                         | To conduct awareness campaigns in updating indigent register                                      | 6.     | No of awareness campaigns conducted to update the indigent register | 4   | Indigent policy                                    | 1  | 1               | 1  | 1                                    | Indigent register and attendance register           | 5      |
| <b>Revenue Enhancement strategy.</b>                                   | Increase revenue collection strategy of the   | 7.     | To review the Revenue Enhancement Strategy                          | Revenue enhancement strategy developed.                             | Reviewed Revenue Enhancement Strategy              | N/A  | N/A             | Draft revised Revenue Enhancement strategy                           | Approved revised Revenue Enhancement | Revenue enhancement strategy report as submitted by | 5      |

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**KPA 4; MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT WEIGHT =61**

| Project                       | Objectives   | KPI No | KPI/Measurable Objective                             | Annual Target                               | Baseline  | Q1(July-Sep)   | Q2(Oct-Dec)                  | Q3(Jan-Mar)                  | Q4(Apr-Jun)                  | Evidence   | Weight |
|-------------------------------|--|--------|--|---|---|--|------------------------------|------------------------------|------------------------------|--|--------|
|                               | municipality.  |        |  |   | approved  |  |                              |                              | Strategy                     | department   |        |
|                               |  | 8.     | % implementation of the Revenue Enhancement Strategy | 100%  | 100%  | Action plan implemented and review by management and Internal Audit. | 100%                         | 100%                         | 100%                         | Consolidated action plan(revenue enhancement strategy) as per submission by department | 5      |
| <b>Revenue Management</b>     | To build a strong revenue base and collect revenue due to the Municipality that ensures financial sustainability of the Municipality to ensure it fulfills its developmental roles | 9.     | % of projected revenue collected                     | 100% projected revenue collected.           | 100% collection of revenue due to the Municipality collected. | 25%  | 50%                          | 75%                          | 100%                         | Billing reports and post report  | 5      |
|                               |  | 10.    | % of debt collected                                  | 100% collection of outstanding debts        | 60% collection from Debtors.                                  | Credit control and debt management policy.                           | 60% collection from Debtors. | 20% collection from Debtors. | 20% debt submitted collected | Debt collectors report   | 5      |
| <b>Expenditure Management</b> | To ensure expenditure is kept within budget limit and cash flow projections  | 11.    | % capital budget spent on capital projects           | Projected capital expenditure budget spends | 100% Capital expenditure spends                               | 25%  | 25%                          | 25%                          | 25%                          | Finance report capital-expenditure   | 5      |
|                               |  | 12.    | % of operating budget spent                          | 90% of operating expenditure budget spends. | Demand Management Plan  | 23%  | 23%                          | 23%                          | 21%                          | Finance report operational expenditure   | 5      |

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**KPA 4; MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT WEIGHT =61**

| Project                                | Objectives   | KPI No | KPI/Measurable Objective                    | Annual Target   | Baseline   | Q1(July-Sep)  | Q2(Oct-Dec)  | Q3(Jan-Mar)   | Q4(Apr-Jun)                                   | Evidence   | Weight |
|--|--|--------|---|---|--|---|--|---|---|--|--------|
| <b>Assets and Inventory Management</b> | To maintain integrity of the Assets Register by ensuring that all assets are recorded in the Register, physically located and functional. Ensure compliance to asset and inventory management policy (i.e. GRAP17 & GRAP 12) | 13.    | No of assets verifications conducted        | No of assets verified and recorded to fixed register.     | 2 assets verifications conducted                                   | N/A   | 1 asset verification done for the quarter                      | N/A   | 1 asset verification done for the quarter     | Verification reports                                       | 5      |
|  |  | 14.    | No of stock taking performed per annum      | 4   | 4  | 1   | 1  | 1   | 1   | Stock taking report  | 5      |
|  |  | 15.    | % compliance to Asset Standard (GRAP 17)    | Approved Asset Management Policy in place and implemented | 100% of all municipal assets reviewed and recorded in Fixed Assets | 100% infrastructure assets unbundled and completed              | infrastructure assets unbundled                                | N/A   | 100% infrastructure assets unbundled          | Assets register report                                     | 5      |
|  |  | 16.    | % implementation of Assets Maintenance Plan | Development of asset plans for the year.                  | Assets Maintenance Plan Developed and Implemented                  | 100%.Implementation of Assets Maintenance Plan (Reconciliation) | 100%Implementation of Assets Maintenance Plan (Reconciliation) | 100% Implementation of Assets Maintenance Plan (Reconciliation) | 100%Implementation of Assets Maintenance Plan | Assets maintenance reports as per submission by department | 5      |
| <b>Budget Preparation</b>              | To ensure timeous  | 17.    | % of Compliance with timelines for          | Availability of Adopted                                   | IDP/Budget Process Plan  | 100%IDP and Budget time   | N/A  | N/A   | N/A   | IDP/Budget timeline schedule report                        | 5      |

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**KPA 4; MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT WEIGHT =61**

| Project                        | Objectives  | KPI No | KPI/Measurable Objective  | Annual Target  | Baseline                   | Q1(July-Sep)                                | Q2(Oct-Dec) | Q3(Jan-Mar)   | Q4(Apr-Jun)  | Evidence  | Weight |
|--------------------------------|---|--------|---|--|----------------------------|---|-------------|---|--|---|--------|
|                                | preparation of the annual and adjustments budgets   |        | preparation and approval of the Annual Budget (2013/14) in terms of S 16 of the MFA   | annual budget and adjusted annual budget                         |                            | schedule developed and submitted to council |             |   |  |   |        |
|                                |   | 18.    | 100% progress with the timeous tabling and adoption of annual budget to Council   | Availability of Adopted annual budget and adjusted annual budget | IDP/Budget Process Plan    | N/A   | N/A         | Q3: 50% progress (submission of adjustment budget (end February) and draft budget (end March) to council) | 100% progress (public participation, compilation of final budget and submitted to Council for adoption by end May) | Adjustment and annual budget report (draft and final) | 5      |
|                                |   | 19.    | To prepare and submit annual financial statements and performance report to the Auditor General by 31 <sup>st</sup> August. | Preparation of AFS( Annual Financial Statement                   | 2013/14 Financial records  | N/A   | N/A         | Preparation of midyear preliminary AFS  | Preparation of 2014/15 AFS   | AFS Process plan and interim AFS report               | 5      |
| <b>SCM – Demand Management</b> | To procure municipal goods and services in a manner that is fair, equitable, transparent, competitive and cost-effective, in compliance with relevant regulations, policies and | 20.    | No of municipal procurement plan developed and implemented.   | 1 plan developed and implemented                                 | Submitted Procurement Plan | N/A   | N/A         | N/A   | 1 Annual Procurement Plan developed  | Consolidated procurement plan                         | 5      |

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**KPA 4; MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT WEIGHT =61**

| Project                            | Objectives   | KPI No     | KPI/Measurable Objective                  | Annual Target             | Baseline        | Q1(July-Sep)              | Q2(Oct-Dec)               | Q3(Jan-Mar)             | Q4(Apr-Jun)             | Evidence            | Weight |
|------------------------------------|--|------------|---|---------------------------|-----------------|---------------------------|---------------------------|-------------------------|-------------------------|---------------------|--------|
|                                    | standards.   |            |   |                           |                 |                           |                           |                         |                         |                     |        |
| <b>Free basic Service Services</b> | To ensure that qualifying people access free basic services                    | <b>21.</b> | Indigent register updated and implemented | Updated indigent register | Indigent Policy | Ongoing                   | Ongoing                   | Ongoing                 | Ongoing                 | Indigent register   | 5      |
|                                    | To ensure that the Municipality is having a credible database of its customers | <b>22.</b> | To develop a credible customer database   | 1 Credible Database       | New Indicator   | Collection of information | Collection of information | Draft customer database | Final Customer Database | Creditable Database | 5      |

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**KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION WEIGHT = 33**

| Project  | Objectives  | KPI No     | KPI/Measurable Objective                                       | Annual Target                                    | Baseline  | Q1(July-Sep)   | Q2(Oct-Dec)  | Q3(Jan-Mar)  | Q4(Apr-Jun)  | Evidence                 | Weight |
|--|---|------------|--|--|---|--|--|--|--|--------------------------|--------|
| <b>Auditing</b>                                  | To address all queries raised by the internal audit                     | <b>23.</b> | % of audit queries raised by internal audit unit               | 100%   | Internal audit unit in place and annual audit plan annually developed | 100%   | 100%   | 100%   | 100%   | Internal Audit Plan      | 9      |
|  | To address all queries raised by the external audit                     | <b>24.</b> | % of audit queries raised by external audit unit               | 100%   | Audit Action Plan   | 100%   | 100%   | 100%   | 100%   | Internal Audit Plan      | 9      |
| <b>Audit &amp; Risk Committee allowance</b>      | To ensure that Audit & Risk Committee Members are paid                  | <b>25.</b> | % of payment of Audit & Risk Committee allowances              | 100% payment of Audit & Risk Committee allowance | Schedule of meetings  | 25% allowance paid to audit & Risk Committee members | 25% allowance paid to audit & Risk Committee members | 25% allowance paid to audit & Risk Committee members               | 25% allowance paid to audit & Risk Committee members             | Proof of payments        | 9      |
| <b>Risk Management</b>                           | To protect the municipality from potential risk.                        | <b>26.</b> | No of departmental risk register developed for risk management | 1  | Risk Implementation Plan  | Review and update of risk register                   | Review and update of risk register                   | Review and update of risk register                                 | Development and approval of risk register                        | Risk report              | 9      |
| <b>Annual financial report</b>                   | To ensure that annual report submitted with annual financial statement. | <b>27.</b> | No of annual financial report developed                        | The development of 1 annual financial report     | 13/14 Annual report   | Financial annual report be prepared                  | N/A  | N/A  | N/A  | Annual financial report  | 9      |
| <b>Review of finance policies and strategies</b> | To ensure alignment of policies to relevant legislations                | <b>28.</b> | No of policies reviewed for the year                           | 13 policies reviewed for the year                | 12 budget related policies and 1 strategy reviewed and approved.      | 4 policies reviewed                                  | 4 policies reviewed                                  | 5 policies reviewed and tabled in council for public participation | 13 policies and strategies adopted by council for implementation | Draft and final policies | 9      |
| <b>Audit Queries</b>                             | To ensure that the Municipality achieves clean                          | <b>29.</b> | % implementation of AG Action                                  | 100% implementation of AG action                 | Issues raised by the AG on the 2014/15                                | 100% implementation of AG action plan                | 100% implementation of AG action                     | 100% implementation of AG action                                   | 100% implementation of AG action                                 | Finance Action Plan      | 9      |

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**KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION WEIGHT = 33**

| Project  | Objectives  | KPI No     | KPI/Measurable Objective  | Annual Target  | Baseline  | Q1(July-Sep)   | Q2(Oct-Dec)  | Q3(Jan-Mar)  | Q4(Apr-Jun)  | Evidence                                      | Weight |
|--|---|------------|---|--|---|--|--|--|--|---|--------|
|  | audit on the financial statements by 2014/15 FY   |            | Plan t on 2013/14 Audit Report                                      | plan   | Financial Statements resolved at 75%  |  | plan   | plan   | plan   |   |        |
| <b>MFMA Implementation/treasury implementation</b> | To enhance accountability and compliance to statutory and other compulsory reporting requirements | <b>30.</b> | No of Sec. 71 Reports submitted to Provincial and National Treasury | Continuous compliance                                  | 100% compliance with sec 71 reports(144 reports completed and submitted to both treasuries) | 36 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME, Schedule C and conditional grants reports MSIG, MIG,FMG and EPWP)           | 36 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME, Schedule C and conditional grants reports MSIG, MIG,FMG and EPWP)       | 36 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME, Schedule C and conditional grants reports MSIG, MIG,FMG and EPWP)           | 36 Reports (OSA, CAA, CFA, BSAC,AD, AC, RME, Schedule C and conditional grants reports MSIG, MIG,FMG and EPWP)           | National Treasury Acknowledgement and reports | 9      |
|  |   | <b>31.</b> | No of financial management reports to Council                       | Management reports prepared and reported continuously. | 4 financial reports prepared and submitted to the Mayor quarterly                           | 1  | 1  | 1  | 1  | Finance reports                               | 9      |
|  |   | <b>32.</b> | No of Monthly reconciliation developed and approved                 | All reconciliations developed and filed                | All reconciliation be completed and monitored (128) .                                       | 32 reconciliations completed and approved (Debtors, Creditors, grants, investments, stores. suppliers, payroll, VAT 201) | 32 reconciliations completed and approved(Debtors,Creditors,grants,investments, stores.suppliers, payroll, VAT 201 ) | 32 reconciliations completed and approved(Debtors, Creditors, grants, investments, stores. suppliers, payroll, VAT 201 ) | 32 reconciliations completed and approved(Debtors, Creditors, grants, investments, stores. suppliers, payroll, VAT 201 ) | Reconciliation reports                        | 9      |
|  |   | <b>33.</b> | Half-Year Financial performance assessment report compiled          | Analysis of half-year financial performance of the     | Half year financial performance assessment report compiled                                  | N/A  | N/A  | Half year report prepares and submitted to the Mayor and two Treasuries.   | N/A  | Mid-year financial report                     | 9      |

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**KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION WEIGHT = 33**

| Project | Objectives | KPI No | KPI/Measurable Objective                                     | Annual Target | Baseline  | Q1(July-Sep) | Q2(Oct-Dec) | Q3(Jan-Mar) | Q4(Apr-Jun) | Evidence | Weight |
|---------|------------|--------|--|---------------|---|--------------|-------------|-------------|-------------|----------|--------|
|         |            |        | and submitted to the Mayor, Provincial and National Treasury | municipality. | and submitted to the Mayor; Provincial and National Treasury by 25 January 2012 |              |             |             |             |          |        |

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