

# PERFORMANCE SCORECARD

1 July 2011 – 30 June 2012

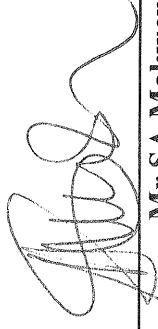
**DIRECTORATE: FINANCIAL SERVICES**

**Mr CF Hoffmann**



**Mr CF Hoffmann**

**DIRECTOR: FINANCIAL SERVICES**



**Mr SA Mokweni**  
**MUNICIPAL MANAGER**



**LANGEBERG**  
MUNICIPALITEIT MUNICIPALITY MASIPALA

# Appendix A Performance Scorecard (1 July 2010 – 30 June 2011)

Directorate: Financial Services      Chief Financial Officer: Mr CF Hoffmann

Evaluation Component	Weight	Score
<b>PART I: NATIONAL KEY PERFORMANCE AREAS</b>	<b>80%</b>	
KPA 1: Good Governance & Public Participation	20	
KPA 2: Municipal Financial Viability & Management	10	
KPA 3: Local Economic Development	10	
KPA 4: Municipal Institutional Development and Transformation	10	
KPA 5: Basic Service Delivery	30	
<b>PART II: CORE COMPETENCY REQUIREMENTS</b>	<b>20%</b>	
CCR 1: Strategic Capability & Leadership	6	
CCR 2: Financial Management	4	
CCR 3: People Management & Empowerment	4	
CCR 4: Performance Management & Reporting	2	
CCR 5: Client Orientation & Customer Focus	4	

Signature: 

Date: 8/7/2011



**KPA 1: Good Governance & Public Participation (20%)**

KPA

Key Performance Indicators (KPI)

Measurement

Assessment Comments

Function	KPI	Weight	Measurement	Assessment Comments
1.1 Risk Management	Input into Corporate Risk Management Policy; drafting of Directorate Risk Management Action Plan; Attention to key RMP activities	6	Ensuring compliance with the completion of the Risk Register	Provided information for Finance Department
1.2 Management of political interface	Create an enabling environment to facilitate oversight function of political office bearers	6	Regular communication with Portfolio Chairperson, the Executive Mayor, Mayco and Councilors in general.	Portfolio Councilor to complete five point questionnaire
1.3 Policy Management	Ensuring that applicable / relevant frameworks are in place to enhance compliance and ensuring administrative certainty.	3	Audit of policies/bylaws (existing), review of policies/bylaws, draft new where required	Existence of up-to-date list of directorate policies
1.4 Establishment and management of strategic partnerships	To secure and optimally utilise sources and resources to create a dynamic service delivery environment	5	Initiate, establish and maintain internal and external partnerships to enhance service delivery	Identify partners Meet with partners Agree areas of co-operation Involvement in professional bodies

**KPA 2: Municipal Viability and financial management (10%)**

2.1 Financial Protocol	To enforce the aims of the MFMA and ensuring a transparent, accountable and sustainable financial environment.	6	Adherence to the Financial Policies	Opinion of MM based on questionnaire
2.2 Asset Management	To ensure optimal utilisation, maintenance and application of asset base.	4	The management and control of financial resources assigned to the Directorate Complete Asset and Stock Count	% expenditure of Capital Budget Asset and stock count completed by June 2012

**KPA 3: Local Economic Development (10%)**

3.1 Economic development	Ensure the enhancement and stimulation of the local economy	5	Promote the objectives of the LED protocol in Directorate	Number of local businesses utilized
		5	Development of a budget that is in line with the Greater Langeberg's developmental needs and as reflected in the IDP	Linkages between budget, IDP and SDBIP

Function		KPA		Key Performance Indicators (KPI)		Weight		Measurement		Assessment Comments			
<b>KPA 4: Municipal Institutional Development and Transformation 10%</b>													
4.1 Human capital development and utilization	To improve human capital in the Directorate to enhance service delivery	Capacity building of staff											
		Keep abreast of good practices in functional areas		3				Number of staff attending relevant training programmes					
	4.2 Organisational Culture	Design and structure directorate and appoint skilled staff to ensure effective and efficient	Filling of key vacancies subject to availability of funds		1				key positions identified for filling				
			Put in place systems to promote a culture of open communication		2				Number of staff imbizo's held within directorate. Promote sound labour relations Regular management meetings				
		Loyalty to the organisation and a culture of performance	Deliver outstanding performance results for the entire Directorate		2					Reduction in complaints/increase in positive feedback from internal and external clients			
			Cascading Performance Management Scorecards to next reporting line in the Directorate		2					All managers have performance scorecards			
<b>KPA 5: Basic Service Delivery (30%)</b>													
5.1 Revenue	Ensure financial sustainability by enhancing revenue through increasing revenue streams	Completion and implementation of 2 interim valuations for the year on financial system							Valuations completed				
		Increase payment rate from around 99% in previous financial year to 100%		6					Payment rate at 100% confirmed in Annual Financial Statements				

Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments
5.2 Expenditure 5.3 SCM	Ensure prudent financial	Payment of creditors within 30 days	5	Payment done within 30 days	
	Ensure that SCM influences procurement so that the municipality achieves its operational objectives	Ensures that goods and services are procured in a fair, equitable, transparent, competitive and cost effective manner aligned to legislative prescripts.	4	Finalization of the tender process within 6 weeks after the tender closed.	
5.4 Budgeting and Costing	Ensure budget is used as developmental tool and ensure sustainable financial planning	Managing of the overall budget.	5	Monthly reporting on the status of the budget to the MM.	
		Managing of section 71/72 processes with regard to all expenditure and income not aligned to the SDBIP		Monthly reporting to Council	
		Compilation of a strategic budget by March of 2012		Tabling of a draft Budget by March 2012	
		Adoption of a credible budget by May 2012		Fully compliant budget submitted to Council	

Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments	
5.5 Financial statements and Reporting	Ensure a comprehensive generally accepted municipal accounting practice	Maintenance of a GRAP compliant asset register	5	No material findings by the AG		
		Submission of a GRAP compliant annual financial statements by 31 August 2011		Deadline met and no material findings by the AG		
		Achieve an unqualified audit from the Auditor General as far as it relates to activities under the CFO's control		Unqualified audit with regard to financial aspects		
5.6 Information communication Technology	<ul style="list-style-type: none"> <li>Present ICT 5-year Master Systems Plan (MSP) for consideration by Council</li> </ul>	ICT 5-year Master Systems Plan adopted by Council	5	Master Systems Plan adopted by May 2012		
		Information Technology Governance		Adoption and implementation of IT Policy	Adoption of Policy by September 2011	
		Information Technology continuity		<ul style="list-style-type: none"> <li>Implement backup system</li> </ul>	System implemented	
		Minimum downtime of IT system and network		Downtime less than 48 hours		

## Part B: Core Competency Requirements (20%)

CCR	Objective	Key Performance Indicators	Weight	Rating	Score
Strategic Capability & Leadership - HR's input	Determines and articulates the vision, sets the direction for the organisation and / or unit and inspires others to deliver on the organisational mandate	Gives direction to team in realising the organisation's strategic objectives	6		
		Creates and secures commitment to a clear vision			
		Develops detailed action plans to execute strategic initiatives			
		Achieves strategic objectives against specified performance measures			
		Translates strategies into action plans			
		Builds and supports a high-performance team			
		Seeks mutual benefit/win-win outcomes for all concerned			
		Inspires staff with own behaviour – "walks the talk"			
		Is visible, approachable and earns respect			
		Manages and calculates risks			
		Acts decisively having assessed the risks			
		Communicates strategic plan to the organisation			
		Utilises strategic planning methods and tools			
		Initiates and manages change in pursuit of strategic objectives			
		Inspires and shows loyalty			
Priorities identified in conjunction with portfolio councillor					
Financial Management	The effective and optimal use of business and financial skills in the effective and efficient utilisation of municipal resources in order to maximise resources and minimise risks	Set strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities	4		
		Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;			
		Understands, analyses and monitors financial reports;			
		Aligns expenditure to cash flow projections;			
		Recommends adjustment to the budget where necessary			
		Corrective measures / actions to ensure alignment of budget			
		Prepares own budget in line with the strategic objectives of the organisation.			
		Provide input into the financial strategy of the organisation			

CCR		Key Performance Indicators			Weight	Rating	Score
People Management & Empowerment	Objective						
People Management & Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches			4		
		Delegates staff to increase contribution and level of responsibility					
		Empowers staff and provide recognition					
		Facilitates team goal-setting and problem-solving					
		Provides developmental feedback in accordance with performance management principles					
		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					
		Manages conflict through a participatory transparent approach.					
		Understands the range of clients to be served:					
Client Orientation & Customer Focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding their needs.	Follows through on client enquiries, requests, and complaints in a timely manner;			4		
		Advises clients about status of issue or progress of projects;					
		Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction;					
		Ensures professional and courteous service;					
		Takes personal responsibility for providing excellent service quality;					
		Makes clients and their needs a primary focus of actions;					
		Corrects problems promptly, without being defensive;					
		Supports others to take personal responsibility to deliver excellent customer service;					
		Is accessible and models prompt, attentive service;					
		Defines a client service vision and how it strategically fits within the organisation;					
Performance Management & Reporting	To inculcate a performance culture within the directorate as a basis for accountable governance	Aligns the organisational structure and management processes to support the client vision			2		
		Put in place a system to attain client focused outcomes, (i.e. performance management, resource allocation etc.)					
		Sets clear objectives for reports and agrees on expected standards					
		Regular 1-on-1 meetings held with direct reports to monitor performance					
		Input provided to SDBIP reports and SDBIP utilised as monitoring tool					
		Service delivery challenges identified and addressed through reporting systems and mechanisms					

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

