APPENDIX A

Individual Performance Scorecard: 2007 - 2008

Chief Financial Officer

B. Shepherd

Position Purpose:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee 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.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	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 employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee 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.

To Provide sound financial management , support and strategic direction to Buffalo City Municipality in respect of Municipal assets and risks; budget and treasury; revenue and debt collection; and complete financial services to all directorates

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Type	Measurement Source	Frequency	Baseline	Target 07/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation / Barriers	Score Review 1 (1 2 3 4 5)	Score Review 2 (1 2 3 4 5)
Good governance & Public Participation	Municipal Asset Management Policy,Strategy & System	BCM2	Reviewed Municipal Asset Management Policy,Strategy & System	Input	Council minutes	Annually	Original Plan	100%	25% Review Policy, Strategy & System	50% Policy, Strategy & System adopted by Council	75% Implement Policy, Strategy & System	100% Policy, Strategy & System	Primary	5			
Municipal Financial Viability & Management	To achieve increased revenue through efficient, effective and coordinated financial management	BCM2	Adoption of an annual budget schedule	Process	Council resolution	Annually	0%	100%	100%	Achieved in 1st Quarter	Achieved in 1st Quarter	Achieved in 1st Quarter	Primary	5.8			
			Progress made with the implementation of the Municipal Properties Rates Act	Process	ss reports and Council m	Quarterly	30%	40%	30%	33%	36%	40%	Primary	5.8			
			Cost Coverage as defined in the Municipal Planning and Performance Management Regulations (2001)	Input	Financial Statements	Bi - annually	2.5	2.5	2.5	2.5	2.5	2.5	Primary	5.8			
			Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001)	Input	Financial Statements	Bi - annually	35%	35%	35%	35%	35%	35%	Primary	5.8			
Municipal Financial Viability & Management	To achieve increased revenue through efficient, effective and coordinated financial management		**Outstanding Service Debtors** to Revenue as defined in the Municipal Planning and Performance Management Regulations (2001)	Input	Financial Statements	Bi - annually	18%	18%	18%	18%	18%	18%	Primary	5.8			
			Revenue collection rate	Input	Monthly financial report	Quarterly	94%	96%	94%	94%	95%	96%	Primary	5.8			
			Total capital debt to annual income	Input	Financial Statements	Bi - annually	35%	35%	35%	35%	35%	35%	Primary	5.8			

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Type	Measurement Source	Frequency	Baseline	Target 07/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation / Barriers	Score	
																Review 1	Review 2
																1 2 3 4 5	1 2 3 4 5
Basic Service Delivery	To improve the standard of living through the provision of free basic services	BCM5	Number of registered indigent households	Output	Indegent register	Monthly	45000	55000	45000	45000	50000	55000	Primary	10			
Municipal Financial Viability & Management	To review, up-date and implement the computerised accounting system.	I&F3	% Progress made with E-venus system review	Process	Report	Annually	0%	100%	30% Review current system	40% Draft Implementation Plan	80% Implement Plan	100% Implementation of Plan	Primary	5.8			
Municipal Financial Viability & Management	To develop a GRAP compliant MTREF budget.	I&F3	Approved GRAP Compliant MTREF Budget	Process	MTREF Budget adopted by Council and approved by NT	Annually	0%	100%	Achieved in Quarter 1	Achieved in Quarter 1	Achieved in Quarter 1	Achieved in Quarter 1	Primary	5.8			
Good governance & Public Participation	To develop and implement a budget development process in accordance with legislated requirements.	I&F3	Budget process plan developed and approved by council	Process	Council resolution approving the budget process plan	Annually	2007/2008	100%	100%	n/a	n/a	n/a	Primary	5			
Municipal Financial Viability & Management	To develop and implement a uniform budget reporting framework.	I&F3	% compliance with standarised frameworks [MFMA & National Treasury guidelines]	Process	Monthly, Quarterly and Mid-year Statutory reports	Monthly	2006/2007 Monthly, Quarterly, Mid-year Statutory Reports	100%	25%	50%	75%	100%	Primary	5.8			
Municipal Institutional Development & Transformation	To ensure that the training and development of financial and other staff takes place	I&F3	% staff trained & developed in terms of the WSP [Finance]	Process	Training & Development Report	Annually	%	%	25%	50%	75%	100%	Primary	10			
Municipal Financial Viability & Management	To enhance budgetary controls and the timeliness of financial data.	I&F3	Reviewed approved budget policy	Process	Council resolution	Annually	Approved budget policy by Council - May 2007	100%	10%	25%	75%	100%	Primary	5.8			
		I&F3	% progress made towards the Budget Procedure Manual development	Process	Management Minute	Annually	0%	100%	20%	50%	95%	100%	Primary	5.8			