



EXECUTIVE DIRECTOR: FINANCE SERVICES

MRS. G.W. VAN NIEKERK
1 JULY 2011 – 30 JUNE 2012



KEY PERFORMANCE AREA	WEIGHTING	KEY PERFORMANCE INDICATOR	TARGET & TIME-FRAME	RATING PER QUARTER				PROGRESS QUARTERLY REPORT PERIOD:
				1	2	3	4	
KEY PERFORMANCE AREA 1 – BASIC SERVICE DELIVERY								
1.1 Service Delivery & Budget Implementation Plan (Section 71(1) – MFMA)	5	Service Delivery & Budget Implementation Plan monitoring and execution reported to: <ul style="list-style-type: none"> ➤ Municipal Manager ➤ Executive Mayor, ➤ National Treasury; and ➤ other authorities by: 	Timeframe in which monthly report to be submitted: 9 th working day = 5 10 th working day = 3					
1.2 Complaints finalisation	3	Attend to departmental public complaints received via Help-desk by: <ul style="list-style-type: none"> ✓ Acknowledge Receipt; ✓ Appropriate attention received; 	Average number of days allowed to finalise a complaint: 6 working days = 5 8 working days = 4 10 working days = 3					

			<ul style="list-style-type: none"> ✓ Returned to Helpdesk; within (average to be achieved); ✓ Feedback given to complainant. 						
KPA 1 – TOTAL WEIGHT		8	KEY PERFORMANCE AREA 2 – MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION						
2.1	Staff turnover	2	Staff turnover due to resignations maintained. Voluntary resignations within department to be limited to encourage career pathing and transfer of skills for current financial year	Number of voluntary resignations on job levels 1 – 6 to be maintained below: None – 1 official = 5 2 officials = 4 3 officials = 3					
2.2	Disciplinary Action	2	Institute effective, fair and consistent disciplinary actions, where necessary	Turn-around time to submit request for disciplinary action after date of incident to Human Resources, including the details of the prosecutor (excluding externalised processes) within: 3 weeks = 5 4 weeks = 4 6 weeks = 3					
2.3	Occupational Health & Safety	2	Ensure legislative compliance to the Occupational Health & Safety Act, Act 85 of 1993	1. Attend quarterly Central Safety Committee Meeting = 3					

2.6 Indigent Debt	3	Reduction in debt by 30 June 2012: <u>Outstanding Debt: 1 July 2011</u> <u>Sicelo Village:</u> Debt outstanding: R12 800 364.08 <u>Lakeside Estate:</u> Debt outstanding: R13 326 923.57 <u>Lakeside Extension:</u> Debt outstanding: R2 159 817.34 R28 287 104.99	% Reduction of debt in Sicelo & Lakeside by 30 June 2012: 5 % = 5 3 % = 4 No increase = 3																	
KPA 2: TOTAL WEIGHT		13	KEY PERFORMANCE AREA 4 – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																	
4.1 Revenue Enhancement	5	4.1.1 Property audit to be conducted to ensure correct billing and maximize revenue. Determine areas already finalized in line with Wards 4, 5, 7, 8 and 10) and include: Number of stands according to the Venus System <table border="1" data-bbox="1085 1187 1308 1545"> <thead> <tr> <th>AREA</th> <th>NO OF STANDS</th> </tr> </thead> <tbody> <tr> <td>Risiville</td> <td>1 169</td> </tr> <tr> <td>Rothdene</td> <td>604</td> </tr> <tr> <td>Kookrus</td> <td>1 465</td> </tr> <tr> <td>Kliprivier</td> <td>1 473</td> </tr> <tr> <td>TOTAL</td> <td>4 711</td> </tr> </tbody> </table>	AREA	NO OF STANDS	Risiville	1 169	Rothdene	604	Kookrus	1 465	Kliprivier	1 473	TOTAL	4 711	4.1.1.1 Plan implemented and number of properties completed in identified areas by 30 June 2012: 3500 properties = 5 3000 properties = 4 2500 properties = 3					
AREA	NO OF STANDS																			
Risiville	1 169																			
Rothdene	604																			
Kookrus	1 465																			
Kliprivier	1 473																			
TOTAL	4 711																			

<p>4.2 Accounts Distribution: Posting & E-mailing</p>	<p>5</p>	<p>Continued billing standard</p>	<p>Timeframe accounts and e-mails for cycles 40, 43, 47 and 48 to be handed in monthly for posting (Mail a Million) as follows (Meyerton: 20th week-end prior to the week-end):</p> <p>18th = 5 19th = 4 20th = 3</p>	
<p>4.3 Accounts Distribution: Posting & E-mailing</p>	<p>2</p>	<p>Continued billing standard</p>	<p>Accounts and e-mails for cycles 41, 42, 44, 45 and 46 to be handed in monthly for posting (Mail a Million) as follows:</p> <p>24rd = 5 25th = 4 26th = 3</p>	
<p>4.4 Accounts Distribution: SMS-System</p>	<p>2</p>	<p>Continued billing standard</p>	<p>Date system to SMS outstanding balances to ratepayers to be operational by:</p> <p>30 Nov 2011 = 5 31 Jan 2012 = 4 30 June 2012 = 3</p>	

<p>4.5 Meter Reading – Electricity Meters</p>	<p>4</p>	<p>Improved meter reading (Electricity)</p> <table border="1" data-bbox="245 1173 402 1547"> <thead> <tr> <th colspan="4">ELECTRICITY METERS 30 June 2011</th> </tr> <tr> <th>No of Meters</th> <th>Read</th> <th>Not Read</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>4507</td> <td>4412</td> <td>199</td> <td>4.41</td> </tr> </tbody> </table> <p>Baseline: 199</p>	ELECTRICITY METERS 30 June 2011				No of Meters	Read	Not Read	%	4507	4412	199	4.41	<p>% of unread electricity meters (0 readings) to be decreased by (to):</p> <p>8 % reduction = 5 5 % reduction = 4 Baseline maintained = 3</p>	
ELECTRICITY METERS 30 June 2011																
No of Meters	Read	Not Read	%													
4507	4412	199	4.41													
<p>4.6 Meter Reading – Water Meters</p>	<p>4</p>	<p>Improved meter reading (Water)</p> <table border="1" data-bbox="624 1173 780 1547"> <thead> <tr> <th colspan="4">WATER METERS 30 June 2011</th> </tr> <tr> <th>No of Meters</th> <th>Read</th> <th>Not Read</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>13666</td> <td>12910</td> <td>756</td> <td>5.53</td> </tr> </tbody> </table> <p>Baseline: 756</p>	WATER METERS 30 June 2011				No of Meters	Read	Not Read	%	13666	12910	756	5.53	<p>% of unread water meters (0 readings) to be decreased by (to):</p> <p>8 % reduction = 5 5 % reduction = 4 Baseline maintained = 3</p>	
WATER METERS 30 June 2011																
No of Meters	Read	Not Read	%													
13666	12910	756	5.53													
<p>4.7 Debt Collection</p>	<p>7</p>	<p>Effective management of debt in terms of:</p> <ul style="list-style-type: none"> ➤ Indigent Registration; ➤ Prescription Debt; ➤ Write offs; ➤ Disconnections. <p>Outstanding: 1 Jul 2011 R50 456 916 (Total less current excluding bulk contributions)</p> <p>Lakeside & Sicelo to be excluded</p>	<p>4.4.1.1 % Decrease in debt by 30 June 2012 (Quarterly to be re-viewed):</p> <p>No increase = 5 1 % increase = 4 2 % increase = 3</p>													

4.8 Revenue Management	5	Payment levels maintained (levied income) by enforcing to the approved Credit Control Policy	% Payment levels quarterly maintained: 100% = 5 99 % = 4 98 % = 3		
4.9 Asset Management	5	Continuous adequate asset management, with a focus on auctioning of redundant assets only if genuinely not usable, according to approved policy by 31 Oct 2011	<ol style="list-style-type: none"> 1. Date inspection to be set-up with Mayoral Committee and Municipal Manager to identify genuinely not usable assets: 30 Sept 2011 2. Date report on outcome of auction submitted to Council: 31 Oct 2011 3. Date proceeds of auction to be deposited into Council's bank account: 30 April 2012 Targets achieved: 1, 2 & 3 = 5 1 & 2 = 4 1 = 3		
4.10 Financial Sustainability	2	Liquidity ratio maintained	Liquidity ratio on 30 June 2012 maintained at: 1:2 = 5 1:1.5 = 4 1:1 = 3		

<p>4.11 Financial Statements</p>	<p>5</p>	<p>Maintain opinion issued on audit report as per financial legislation</p>	<p>Quality of opinion expressed on audit report: Unqualified = 5 Qualified = 1</p>																										
<p>4.12 Income Budget (Departmental)</p>	<p>3</p>	<p>Departmental income generated</p>	<p>% Income generated by 30 June 2012: 105 % = 5 104 % = 4 103 % = 3</p> <table border="1" data-bbox="622 784 1428 1164"> <thead> <tr> <th>SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Assessment Rates</td> <td>121 500 000</td> </tr> <tr> <td>Dishonoured Cheques</td> <td>5 300</td> </tr> <tr> <td>Clearance / Valuation Certificates</td> <td>66 780</td> </tr> <tr> <td>Equitable Share</td> <td>5 585 170</td> </tr> <tr> <td>MSIP</td> <td>590 000</td> </tr> <tr> <td>FMG</td> <td>1 250 000</td> </tr> <tr> <td>Interest on Arrears (Assessment Rates)</td> <td>5 975 000</td> </tr> <tr> <td>Interest on Investments</td> <td>800 000</td> </tr> <tr> <td>Access to Information</td> <td>65 000</td> </tr> <tr> <td>Lost Tokens</td> <td>500</td> </tr> <tr> <td>Sundry Income</td> <td>500 000</td> </tr> <tr> <td>Surplus Cash</td> <td>3 000</td> </tr> </tbody> </table>	SOURCE	BUDGET	Assessment Rates	121 500 000	Dishonoured Cheques	5 300	Clearance / Valuation Certificates	66 780	Equitable Share	5 585 170	MSIP	590 000	FMG	1 250 000	Interest on Arrears (Assessment Rates)	5 975 000	Interest on Investments	800 000	Access to Information	65 000	Lost Tokens	500	Sundry Income	500 000	Surplus Cash	3 000
SOURCE	BUDGET																												
Assessment Rates	121 500 000																												
Dishonoured Cheques	5 300																												
Clearance / Valuation Certificates	66 780																												
Equitable Share	5 585 170																												
MSIP	590 000																												
FMG	1 250 000																												
Interest on Arrears (Assessment Rates)	5 975 000																												
Interest on Investments	800 000																												
Access to Information	65 000																												
Lost Tokens	500																												
Sundry Income	500 000																												
Surplus Cash	3 000																												
<p>INCOME</p>																													
<table border="1"> <tr> <td>Budget</td> <td>R136 365 750</td> </tr> <tr> <td>Revised</td> <td></td> </tr> </table>				Budget	R136 365 750	Revised																							
Budget	R136 365 750																												
Revised																													
<table border="1"> <tr> <td colspan="2" style="text-align: center;">1st Quarter</td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> </table>				1st Quarter		Projection		YTD: Actual		%																			
1st Quarter																													
Projection																													
YTD: Actual																													
%																													
<table border="1"> <tr> <td colspan="2" style="text-align: center;">2nd Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> </table>				2nd Quarter		Q: Projection		Q: Actual		YTD: Actual		%																	
2nd Quarter																													
Q: Projection																													
Q: Actual																													
YTD: Actual																													
%																													
<table border="1"> <tr> <td colspan="2" style="text-align: center;">3rd Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> </table>				3rd Quarter		Q: Projection		Q: Actual		YTD: Actual		%																	
3rd Quarter																													
Q: Projection																													
Q: Actual																													
YTD: Actual																													
%																													
<table border="1"> <tr> <td colspan="2" style="text-align: center;">4th Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> </table>				4th Quarter		Q: Projection		Q: Actual		YTD: Actual		%																	
4th Quarter																													
Q: Projection																													
Q: Actual																													
YTD: Actual																													
%																													

<p>4.13 Income Budget (Total)</p>	<p>4</p>	<p>Total income budget generated</p>	<table border="1"> <tr> <td>SCM Tender Deposits</td> <td>25 000</td> </tr> <tr> <td>TOTAL</td> <td>136 365 750</td> </tr> </table>	SCM Tender Deposits	25 000	TOTAL	136 365 750																																							
SCM Tender Deposits	25 000																																													
TOTAL	136 365 750																																													
		<p>% Total approved income budget maintained:</p> <p>Income: Total 102 % = 5 100 % = 4 99 % = 3</p>																																												
		<table border="1"> <thead> <tr> <th>DEPT</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Corporate Serv</td> <td>2 819 000</td> </tr> <tr> <td>Finance Serv</td> <td>136 365 750</td> </tr> <tr> <td>Human Resources</td> <td>445 200</td> </tr> <tr> <td>Engineering Serv</td> <td>344 730 896</td> </tr> <tr> <td>Development Planning & Housing</td> <td>2 320 000</td> </tr> <tr> <td>Social Services</td> <td>49 941 810</td> </tr> <tr> <td>Protection Services</td> <td>18 113 700</td> </tr> <tr> <td>TOTAL</td> <td></td> </tr> </tbody> </table>	DEPT	BUDGET	Corporate Serv	2 819 000	Finance Serv	136 365 750	Human Resources	445 200	Engineering Serv	344 730 896	Development Planning & Housing	2 320 000	Social Services	49 941 810	Protection Services	18 113 700	TOTAL																											
DEPT	BUDGET																																													
Corporate Serv	2 819 000																																													
Finance Serv	136 365 750																																													
Human Resources	445 200																																													
Engineering Serv	344 730 896																																													
Development Planning & Housing	2 320 000																																													
Social Services	49 941 810																																													
Protection Services	18 113 700																																													
TOTAL																																														
		<p>INCOME</p> <table border="1"> <tr> <td>Budget</td> <td>R554 736 357</td> </tr> <tr> <td>Revised</td> <td></td> </tr> <tr> <td colspan="2">1st Quarter</td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> <tr> <td colspan="2">2nd Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> <tr> <td colspan="2">3rd Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> <tr> <td colspan="2">4th Quarter</td> </tr> <tr> <td>Q: Projection</td> <td></td> </tr> <tr> <td>Q: Actual</td> <td></td> </tr> <tr> <td>YTD: Actual</td> <td></td> </tr> <tr> <td>%</td> <td></td> </tr> </table>	Budget	R554 736 357	Revised		1st Quarter		Projection		YTD: Actual		%		2nd Quarter		Q: Projection		Q: Actual		YTD: Actual		%		3rd Quarter		Q: Projection		Q: Actual		YTD: Actual		%		4th Quarter		Q: Projection		Q: Actual		YTD: Actual		%			
Budget	R554 736 357																																													
Revised																																														
1st Quarter																																														
Projection																																														
YTD: Actual																																														
%																																														
2nd Quarter																																														
Q: Projection																																														
Q: Actual																																														
YTD: Actual																																														
%																																														
3rd Quarter																																														
Q: Projection																																														
Q: Actual																																														
YTD: Actual																																														
%																																														
4th Quarter																																														
Q: Projection																																														
Q: Actual																																														
YTD: Actual																																														
%																																														

4.10 Operational Budget	2	Management of approved operational budget	% Expenditure of operational funding by 30 June 2012: < 90 % = 5 < 87 % = 4 < 85 % = 3					OPERATIONAL							
												Budget	R31 592 617		
												Revised			
												1 st Quarter			
												Projection			
												YTD: Actual			
												%			
												2 nd Quarter			
												Projection(Q)			
												Actual(Q)			
												Actual: YTD			
												%			
												3 rd Quarter			
												Projection(Q)			
Actual(Q)															
Actual: YTD															
%															
4 th Quarter															
Projection(Q)															
Actual(Q)															
Actual: YTD															
%															
KPA 4: TOTAL WEIGHT						55									
KEY PERFORMANCE AREA 5 – GOOD GOVERNANCE & PUBLIC PARTICIPATION															
5.1							1.								

Budget	4	Follow public participation process, as approved, in terms of 2011/2012-budget	All scheduled workshops conducted in all wards according to programme = 3						
			2. Budget summary published in local newspapers, in the three main languages, and Bulletin to improve public participation = 4						
			3. Qualitative assessment done on efforts made to solicit public comments = 5						

KPA 5: TOTAL WEIGHT	4								
Sub-Total	80								

CORE MANAGERIAL COMPETENCIES

1. Strategic Capability and leadership	4	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals	<p>Generic Standard for "Fully Effective" Performance</p> <ol style="list-style-type: none"> 1. Gives direction to team in realising the organisation's strategic objectives; 2. Creates and secures commitment to a clear vision; 3. Develops detailed action plans to execute strategic initiatives; 4. Achieves strategic objectives; 5. Translates strategies into action plans; 6. Inspires staff with own behaviour -- "walks the talk"; 7. Is visible, approachable and earns respect; 8. Manages and calculates risks; 9. Communicates strategic plan to the organisation; 10. Utilises strategic planning methods and tools; 11. Inspires and shows loyalty. 						
-----------------------------------------------	----------	---------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--	--

<p>2. People Management & Empowerment</p>	<p>4</p>	<p>Understand the service needs of clients, customers (internal and external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner</p>	<ol style="list-style-type: none"> 1. Seeks opportunities to increase personal contribution and level of responsibility; 2. Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; 3. Delegates and empowers others to increase contribution and level of responsibility; 4. Applies labour and employment legislation and regulations consistently; 5. Facilitates team goal setting and problem solving; 6. Deals with labour matters; 7. Displays personal interest in the well-being of colleagues; 8. Able to manage own time as well as time of colleagues and other stakeholders; and 9. Manages conflict. 						
<p>3. Customer Orientation & Client Focus</p>	<p>4</p>	<p>Maximises the organisations' business sense and displays a sound business understanding in applying the most effective management practices to achieve organisational financing goals and objectives</p>	<ol style="list-style-type: none"> 1. Understand the range of clients to be served; 2. Follows through on client enquiries, requests, and complaints in a timely manner; 3. Advises clients about status of issue or progress of projects; 4. Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction; 5. Ensures professional and courteous service; 6. Makes clients and their needs a primary focus of actions; 7. Supports others to take personal responsibility to deliver excellent customer service; 8. Effectively represents the needs and interests of the client; 9. Aligns the organisational structure and management processes to support the client vision; 						

4. Financial Management	4	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	<ol style="list-style-type: none"> 1. Sets strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities; 2. Manages and monitors financial risk; 3. Continuously looks for new opportunities to obtain and save funds; 4. Understand, analyses and monitors financial reports; 5. Ensures effective utilisation of financial resources; 6. Prepares own budget in line with the strategic objectives of the organisation; 7. Allocates resources according to supply chain management objectives and requirements. 				
5. Service Delivery Innovation	4	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	<ol style="list-style-type: none"> 1. Consults on ways to improve delivery of services; 2. Communicates the benefits of service delivery opportunities to stakeholders; 3. Formulates and implements new ideas in service delivery; 4. Consults and utilises SDI best practices; Integrates processes, policies and structures across the organisation to achieve improved effectiveness and efficiency in service delivery. 				
Sub-Total	20						
TOTAL	100						
1ST QUARTER							
CMC's		CMC's	CMC's		CMC's	CMC's	CMC's
					WEIGHTING	SCORE	SCORE
					WEIGHTING	SCORE	SCORE
					WEIGHTING	SCORE	SCORE
					WEIGHTING	SCORE	SCORE

OPERATIONAL KPA'S	OPERATIONAL KPA'S	OPERATIONAL KPA'S	OPERATIONAL KPA'S	OPERATIONAL KPA'S	OPERATIONAL KPA'S
%	%	%	%	%	%

Accepted and Agreed:

D. van Niekerk

MRS. G.W. VAN NIEKERK
EXECUTIVE DIRECTOR: FINANCE SERVICES

16/10/2011
DATE

A.S.A. de Klerk

MR. A.S.A. DE KLERK
MUNICIPAL MANAGER

17/10/2011
DATE

P.D. Pretorius

CLLR. P.D. PRETORIUS
MMC: FINANCE & CORPORATE SERVICES

19/10/2011
DATE