

**PERFORMANCE PLAN**

**Entered into by and between**

**ALBERTUS STEPHANUS ABRAHAM DE KLERK  
MUNICIPAL MANAGER**

**["the Employer"]**

**and**

**GESINA WILHELMINA VAN NIEKERK  
EXECUTIVE DIRECTOR: FINANCE SERVICES**

**["the Employee"]**

*PC*  


*Ala*  
*Spier*

## **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

## **2. Key responsibilities**

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organizations in the matters of local government.

## **3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organizational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development.
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

*Handwritten signatures and initials:*  
A large signature at the bottom left, possibly "S. J. ...".  
A smaller signature above it, possibly "M. ...".  
A small mark or signature at the top right of this section, possibly "R".

**MIDVAAL LOCAL MUNICIPALITY  
PERFORMANCE MANAGEMENT SYSTEM**

(LOCAL GOVERNMENT: PERFORMANCE REGULATIONS – GOVERNMENT GAZETTE 29089 DATED 1 AUGUST 2006)

**EXECUTIVE DIRECTOR: FINANCIAL SERVICES: MRS. G.W. VAN NIEKERK**

**PERIOD: 1 JULY 2009 – 30 JUNE 2010**

**2009/2010**

KEY PERFORMANCE AREAS (KPA) – 80 %								
KEY PERFORMANCE AREA	WEIGHTING	KEY PERFORMANCE INDICATOR	TARGET & TIME-FRAME	RATING PER QUARTER				PROGRESS QUARTERLY REPORT PERIOD:
				1	2	3	4	
<b>KPA 1 – TOTAL WEIGHT</b>	<b>10</b>							
<b>KPA 1 Basic Service Delivery</b>	<b>5</b>	1.1 Service Delivery & Budget Implementation Plan monitoring and execution	1.1 Monthly monitoring and reporting on % of expenditure and execution of activities to the Executive Mayor, National Treasury and other authorities by:  10th of each month = 5 15 <sup>th</sup> of each month = 4 20 <sup>th</sup> of each month = 3					
	<b>3</b>	1.2 Complaints received	1.2 Departmental complaints received from Helpdesk to be responded to and returned within, average to be achieved:  10 working days = 5 12 working days = 4 15 working days = 3					

	2	1.3 Maintain a list of e-mail addresses for Midvaal publications (e.g. Bulletin) if accounts are to be sent out electronically	<p>1.3 1<sup>st</sup> Quarter</p> <p>System operational and 700 accounts e-mailed by:</p> <p>20 Aug 2009 = 5 20 Sept 2009 = 4 20 Oct 2009 = 3</p> <p>5.2 2<sup>nd</sup> Quarter</p> <p>Accounts e-mailed to increase:</p> <p>1000 = 5 900 = 4 800 = 3</p> <p>5.3 3<sup>rd</sup> Quarter</p> <p>1100 = 5 1000 = 4 900 = 3</p> <p>5.4 4<sup>th</sup> Quarter</p> <p>1500 = 5 1250 = 4 1000 = 3</p>					
KPA 2: TOTAL WEIGHT	13							

<p><b>KPA 2</b> <b>Municipal Institutional Development &amp; Transformation</b></p> <p><b>2.1 Staff turnover</b></p>	<p><b>3</b></p>	<p>2.1 Staff turnover due to resignations maintained</p>	<p>2.1 Voluntary resignations within department to be limited to encourage career pathing and transfer of skills for current financial year. Job levels 1 – 8 maintained below:</p> <p>2 officials = 5 3 officials = 4 5 officials = 3</p>					
<p><b>2.2 Training</b></p>	<p><b>5</b></p>	<p>2.2 Training of departmental staff to comply with Section 83 of the MFMA</p>	<p>2.2 Determine backlog baseline of number of staff members not compliant.</p> <p>Percentage of staff enrolled or in process to address identified need, by 30 June 2010:</p> <p>50 % = 5 40 % = 4 30 % = 3</p>					
<p><b>2.3 Disciplinary Action</b></p>	<p><b>2</b></p>	<p>2.3 Effective and consequent disciplinary actions to be instilled</p>	<p>2.3 Submit request for disciplinary action, after date of incident to Management Services, including the details of the prosecutor within (excluding externalized processes):</p> <p>3 weeks = 5 4 weeks = 4 6 weeks = 3</p>					

<b>2.4 Indigent Debt</b>	<b>3</b>	2.4 Registered indigents as at 30 June 2009 to be determined and registration as indigents to be improved by 30 June 2010	2.4 % reduction of debt in Sicelo & Lakeside by 30 June 2010 as a result of indigent registrations  15 % = 5 12 % = 4 10 % = 3						
<b>KPA 4: TOTAL WEIGHT</b>		<b>52</b>							
<b>KPA 4 Municipal Financial Viability and Management</b>  <b>4.1 Revenue Enhancement</b>		<b>5</b>	4.1.1 Property audit to be conducted to ensure correct billing and maximize revenue. Plan compiled to audit Wards 4, 5, 6, 7 and 10 and submitted to Mayoral Committee for approval by 30 Sept 2009, indicating: <ul style="list-style-type: none"> <li>• Roll out strategy;</li> <li>• Time Frames allocated to tasks;</li> <li>• Relevant responsibilities.</li> </ul> Multi-departmental project, including Development & Planning, Engineering Services and Finance	4.1.1 Plan implemented and 1500 properties completed by 30 June 2010 = 3  4.1.2 Plan implemented and 2200 properties completed by 30 June 2010 = 4  4.1.3 Plan implemented and 3000 properties completed by 30 June 2010 = 5					

	5	4.2.1 Continued billing standard	4.2.1 All accounts to be handed in for posting by the:  25 <sup>th</sup> of each month = 5 26 <sup>th</sup> of each month = 4 27 <sup>th</sup> of each month = 3																							
4.3 Meter Reading	5	4.3 Improved meter reading  <table border="1"> <thead> <tr> <th></th> <th>Meters</th> <th>Read</th> <th>Diff</th> </tr> </thead> <tbody> <tr> <td>Water</td> <td>12983</td> <td>11282</td> <td>1701</td> </tr> <tr> <td>Elec</td> <td>4607</td> <td>3167</td> <td>1440</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">TARGET</th> </tr> </thead> <tbody> <tr> <td>Water</td> <td>425</td> </tr> <tr> <td>Electricity</td> <td>360</td> </tr> </tbody> </table>		Meters	Read	Diff	Water	12983	11282	1701	Elec	4607	3167	1440	TARGET		Water	425	Electricity	360	4.3 Quarterly accumulative % increase in reading of meters  25 % increase by Jun 2010 = 5 20 % increase by March 2010 = 4 15 % increase by Dec 2009 = 3					
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4.4 Debt Collection	5	4.4.1 Continuous handovers for the effective debt collection in all ward	4.4.1 Handovers for appropriate legal action to be done monthly in:  All wards = 5 9 wards = 4 8 wards = 3																							
	5	4.4.2 Effective management of debt	4.4.2 % Decrease in debt by 30 June 2010:  5 % decrease = 5 2.5 % decrease = 4 No increase = 3																							

	3	4.4.3 Government debt to be monitored and reduced as per baseline dated 30 June 2009	4.4.3 & Reduction in outstanding government by 30 Jun 2010:  20 % = 5 15 % = 4 10 % = 3					
4.5 Revenue Management	5	4.5.1 Payment levels to be increased	4.5.1 % Increase in payment levels by 30 June 2010:  97 % = 5 96 % = 4 95 % = 3					
	2	4.5.2 Overdraft to be monitored	4.5.2 R value of overdraft by 30 Jan 2010:  No overdraft = 5 Less than R2 m = 4 More than R2 – R4 m = 3					
	3	4.5.3 Investments to be secured	4.5.3 R value of investment by 20 Dec 2009:  R10 m = 5 R8 m = 4 R5 m = 3					

<p><b>4.6 Asset Management</b></p>	<p><b>2</b></p>	<p>4.6 Continuous adequate asset management, with a focus on auctioning of redundant assets <b>only if genuinely not usable</b>, according to approved policy by 31 Oct 2009</p>	<p>4.6.1 Proceeds of auction deposited into Council's bank account by 30 April 2010 = 5</p> <p>4.6.2 Report submitted to Council by 31 Oct 2009 = 4</p> <p>4.6.3 Set up inspection with Mayoral Committee and Municipal Manager to identify genuinely not usable assets by 30 Sept 2009 = 3</p>					
<p><b>4.7 Financial Sustainability</b></p>	<p><b>2</b></p>	<p>4.7 Liquidity ratio maintained</p>	<p>4.7. Liquidity ratio maintained at:</p> <p>1:2 = 5</p> <p>1:1.5 = 4</p> <p>1:1 = 3</p>					
<p><b>4.8 Financial Statements</b></p>	<p><b>5</b></p>	<p>4.8 Opinion issued on audit report as per financial legislation</p>	<p>4.8 Opinion on audit report received:</p> <p>Unqualified = 5</p> <p>Qualified = 0</p>					

4.9	Budget Expenditure	0	4.9 Infrastructure for service delivery is maintained and improved	4.9.1 % Expenditure of approved capital by 30 June 2010					<b>CAPITAL</b>	
									Budget: Fi	R100 000.00
									Revised	
									<b>1<sup>st</sup> Quarter</b>	
									Projection	
									Actual YTD	
									% Expenditure	
									<b>2<sup>nd</sup> Quarter</b>	
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									% Expenditure	
									<b>4<sup>th</sup> Quarter</b>	
									Projection	
									Actual YTD	
									% Expenditure	

	3		<p>4.9.2 % Income generated by 30 June 2010</p> <p><b>Income</b></p> <p>97 % = 5 96 % = 4 95 % = 3</p>					<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">INCOME</th> </tr> </thead> <tbody> <tr> <td style="width: 50%;"><b>Budget</b></td> <td style="text-align: right;">R88 297 244.00</td> </tr> <tr> <td><b>Revised</b></td> <td></td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>1<sup>st</sup> Quarter</b></td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>Actual YTD:</td> <td></td> </tr> <tr> <td>% Expenditure</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>2<sup>nd</sup> Quarter</b></td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>Actual YTD:</td> <td></td> </tr> <tr> <td>% Expenditure</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>3<sup>rd</sup> Quarter</b></td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>Actual YTD:</td> <td></td> </tr> <tr> <td>% Expenditure</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>4<sup>th</sup> Quarter</b></td> </tr> <tr> <td>Projection</td> <td></td> </tr> <tr> <td>Actual YTD:</td> <td></td> </tr> <tr> <td>% Expenditure</td> <td></td> </tr> </tbody> </table>	INCOME		<b>Budget</b>	R88 297 244.00	<b>Revised</b>		<b>1<sup>st</sup> Quarter</b>		Projection		Actual YTD:		% Expenditure		<b>2<sup>nd</sup> Quarter</b>		Projection		Actual YTD:		% Expenditure		<b>3<sup>rd</sup> Quarter</b>		Projection		Actual YTD:		% Expenditure		<b>4<sup>th</sup> Quarter</b>		Projection		Actual YTD:		% Expenditure	
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	2		<p>4.9.3 % Expenditure of approved service delivery focussed operational funding by 30 June 2010</p> <p><b>Operational</b></p> <p>90 % = 5 85 % = 4 80 % = 3</p>						<table border="1"> <tr><th colspan="2">OPERATIONAL</th></tr> <tr><td>Budget</td><td>R27 496 000.00</td></tr> <tr><td>Revised</td><td></td></tr> <tr><th colspan="2">1<sup>st</sup> Quarter</th></tr> <tr><td>Projection</td><td></td></tr> <tr><td>Actual YTD:</td><td></td></tr> <tr><td>% Expenditure</td><td></td></tr> <tr><th colspan="2">2<sup>nd</sup> Quarter</th></tr> <tr><td>Projection</td><td></td></tr> <tr><td>Actual YTD:</td><td></td></tr> <tr><td>% Expenditure</td><td></td></tr> <tr><th colspan="2">3<sup>rd</sup> Quarter</th></tr> <tr><td>Projection</td><td></td></tr> <tr><td>Actual YTD:</td><td></td></tr> <tr><td>% Expenditure</td><td></td></tr> <tr><th colspan="2">4<sup>th</sup> Quarter</th></tr> <tr><td>Projection</td><td></td></tr> <tr><td>Actual YTD:</td><td></td></tr> <tr><td>% Expenditure</td><td></td></tr> </table>	OPERATIONAL		Budget	R27 496 000.00	Revised		1 <sup>st</sup> Quarter		Projection		Actual YTD:		% Expenditure		2 <sup>nd</sup> Quarter		Projection		Actual YTD:		% Expenditure		3 <sup>rd</sup> Quarter		Projection		Actual YTD:		% Expenditure		4 <sup>th</sup> Quarter		Projection		Actual YTD:		% Expenditure	
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<b>KPA 5: TOTAL WEIGHT</b>	3																																														
<b>KPA 5 Good Governance &amp; Public Participation</b>	3	5.1 Draft 2010/2011 budget submitted to Council for approval	5.1 Date submitted to Council:  4 March 2010 = 5 11 March 2010 = 4 31 March 2010 = 3																																												

**CORE MANAGERIAL COMPETENCIES – 20 %**

<p><b>1. Strategic Capability and leadership</b></p>	<p align="center"><b>4</b></p>	<p>Determines and articulates the vision, sets the direction for the organisation and / or unit and inspires others to deliver on the organisational mandate</p>	<p><b>Generic Standard for “Fully Effective” Performance</b></p> <ol style="list-style-type: none"> <li>1. Gives direction to team in realising the organisation’s strategic objectives;</li> <li>2. Creates and secures commitment to a clear vision;</li> <li>3. Develops detailed action plans to execute strategic initiatives;</li> <li>4. Achieves strategic objectives;</li> <li>5. Translates strategies into action plans;</li> <li>6. Inspires staff with own behaviour – “walks the talk”;</li> <li>7. Is visible, approachable and earns respect;</li> <li>8. Manages and calculates risks;</li> <li>9. Communicates strategic plan to the organisation;</li> <li>10. Utilises strategic planning methods and tools;</li> <li>11. Inspires and shows loyalty</li> </ol>				
<p><b>2. People Management &amp; Empowerment</b></p>	<p align="center"><b>4</b></p>	<p>Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals</p>	<ol style="list-style-type: none"> <li>1. Seeks opportunities to increase personal contribution and level of responsibility;</li> <li>2. Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>3. Delegates and empowers others to increase contribution and level of responsibility;</li> <li>4. Applies labour and employment legislation and regulations consistently;</li> <li>5. Facilitates team goal setting and problem solving;</li> <li>6. Deals with labour matters;</li> <li>7. Displays personal interest in the</li> </ol>				

			<p>well-being of colleagues;</p> <p>8. Able to manage own time as well as time of colleagues and other stakeholders; and</p> <p>9. Manages conflict.</p>					
<b>3. Customer Orientation &amp; Client Focus</b>	<b>4</b>	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>1. Understand the range of clients to be served;</p> <p>2. Follows through on client enquiries, requests, and complaints in a timely manner;</p> <p>3. Advises clients about status of issue or progress of projects;</p> <p>4. Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction;</p> <p>5. Ensures professional and courteous service;</p> <p>6. Makes clients and their needs a primary focus of actions;</p> <p>7. Supports others to take personal responsibility to deliver excellent customer service;</p> <p>8. Effectively represents the needs and interests of the client;</p> <p>9. Aligns the organisational structure and management processes to support the client vision; and</p>					
<b>4. Financial Management</b>	<b>4</b>	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>1. Sets strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities;</p> <p>2. Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</p> <p>3. Manages and monitors financial risk;</p> <p>4. Continuously looks for new opportunities to obtain and save funds;</p> <p>5. Prepares financial reports and</p>					

			<p>guidelines based on prescribed format;</p> <ol style="list-style-type: none"> <li>6. Understand, analyses and monitors financial reports;</li> <li>7. Aligns expenditure to cash flow projections;</li> <li>8. Ensures effective utilisation of financial resources;</li> <li>9. Develops corrective measures/actions to ensure alignment of budget to financial resources; and</li> <li>10. Prepares own budget in line with the strategic objectives of the organisation;</li> <li>11. Allocates resources according to supply chain management objectives and requirements.</li> </ol>					
<b>5. Service Delivery Innovation</b>	<b>4</b>	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	<ol style="list-style-type: none"> <li>1. Consults clients and stakeholders in ways which improves delivery of services;</li> <li>2. Communicates the benefits of service delivery opportunities to stakeholders;</li> <li>3. Formulates and implements new ideas in service delivery;</li> <li>4. Consults and utilises SDI best practices;</li> <li>5. Integrates processes, policies and structures across the organisation to achieve improved effectiveness and efficiency in service delivery.</li> </ol>					
				<b>PERFORMANCE</b>				
				1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	
<b>TOTAL</b>	<b>100</b>							

Accepted and Agreed:



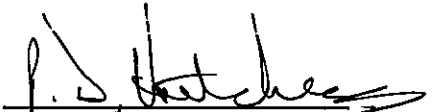
MRS. G.W. VAN NIEKERK  
EXECUTIVE DIRECTOR: FINANCE SERVICES

16/9/2009  
DATE



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

16/9/09  
DATE



CLLR. P.D. HUTCHESON  
MMC: SUPPORT SERVICES

15/09/09  
DATE