



Midvaal Local Municipality  
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[www.midvaal.gov.za](http://www.midvaal.gov.za)

## PERFORMANCE MANAGEMENT SYSTEM

In terms of the

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

&

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 (SECTIONS 57(1)(b), (2), (4) & (5))



### **EXECUTIVE DIRECTOR: CORPORATE SERVICES**

**MR. T.W. PEETERS**

**1 JULY 2012 – 30 JUNE 2013**



**SECTION A: KEY PERFORMANCE AREAS (80)**

KEY PERFORMANCE AREA linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATOR (MEASURABLE PERFORMANCE OBJECTIVE)	TARGET	PROGRESS QUARTERLY REPORT PERIOD:	RATING PER QUARTER				
					1	2	3	4	TOT
<b>KEY PERFORMANCE AREA 1 – MUNICIPAL TRANSFORMATION &amp; ORGANISATIONAL DEVELOPMENT</b>									
<b>1.1 Resignations</b> Promote a high staff retention rate  <b>IDP:</b> <b>Strategic Focus Area 8B.5</b>	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						
<b>1.2 Disciplinary Action</b> Ensure an efficient, effective, transparent & accountable local municipality  <b>IDP:</b> <b>Strategic Focus Area 8B.1</b>	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						
<b>1.3 Occupational Health &amp; Safety</b> Promote safety awareness and training	2	Ensure legislative compliance to the Occupational Health & Safety Act, Act 85 of 1993	1. Attend quarterly Central Safety Committee Meeting = 3						

<b>IDP:</b> <b>Strategic Focus Area</b> <b>7A.6</b>			2. Execution of quarterly Central Safety Committee resolutions, received from Human Resources in writing, within 15 working days after receipt = 4						
			3. Execution of quarterly Central Safety Committee resolutions, received from Management Services in writing, within 10 working days after receipt = 5						
<b>1.4</b> <b>Probation Reports</b> Monitor and report on the performance of newly appointed staff to ensure they are fit for the post  <b>IDP:</b> <b>Strategic Focus Area</b> <b>8B.1</b>	2	Ensure legislative compliance to the Conditions of Services	Turn-around time to return monthly completed probation reports, received from Human Resources, before the:  10 <sup>th</sup> working day of the following month = 5 11 <sup>th</sup> working day of the following month = 4 12 <sup>th</sup> working day of the following month = 3						
<b>1.5</b> <b>New appointments</b> Promote the appointment of local residents on job levels 7 – 13  <b>IDP:</b> <b>Strategic Focus Area</b> <b>8F.1</b>	3	New appointments made living in Midvaal as from 1 July 2012	% New appointments made:  100 % on levels 7 – 13 = 5 80 % on levels 7 – 13 = 4 50 % on levels 7 – 13 = 3						

<b>1.6</b> <u><b>Service Delivery &amp; Budget Implementation Plans</b></u> Enforcement of legislation and by-laws  <b>IDP:</b> <b>Strategic Focus Area 1A.11</b>	4	Compiling Service Delivery & Budget Implementation Plans according to legislation, Municipal Finance Management Act, Act 56 of 2003	1. Draft SDBIP's compiled in line with the IDP & draft budget by 28 Febr 2013 = 3						
			2. Draft SDBIP's & Measurable Performance Objectives compiled and included in draft budget as per budget regulations by 31 March 2013 = 4						
			3. Draft Performance Agreements, draft SDBIP's and draft scorecards submitted to the Executive Mayor for approval by 30 May 2013 = 5						
<b>1.7</b> <u><b>Performance Management System</b></u> Implement and monitor the Performance Management System  <b>IDP:</b> <b>Strategic Focus Area 8C.3</b>	5	Aligning the Performance Management System (PMS) to the IDP, KPA's and KPI's, developed and submitted to the Executive Mayor as stipulated by legislation	Performance Agreements drafted and submitted to Executive Mayor for approval by:  30 May 2013 = 5 30 June 2013 = 4 31 July 2013 = 3						
<b>KPA 1: TOTAL WEIGHT</b>									

**KEY PERFORMANCE AREA 2 – INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY**

<p><b>2.1</b> <b><u>Service Delivery &amp; Budget Implementation Plan</u></b> Enforcement of legislation and by-laws</p> <p><b>IDP:</b> <b>Strategic Focus Area 1A.11</b></p>	<p align="center"><b>4</b></p>	<p>Service Delivery &amp; Budget Implementation Plan monitoring, execution and reporting on:</p> <ul style="list-style-type: none"> <li>▪ % expenditure on capital, income and expenditure budget;</li> <li>▪ Progress on service delivery targets;</li> <li>▪ Contents of report discussed during evaluations.</li> </ul>	<p>Turn-around time to submit quarterly report to Mayoral Committee into the reporting cycle, within:</p> <p>4 weeks = 5 5 weeks = 4 6 weeks = 3</p>						
<p><b>2.2</b> <b><u>Complaints Distribution</u></b> Maintain and monitor turn-around times of complaints</p> <p><b>IDP:</b> <b>Strategic Focus Area 8C.2</b></p>	<p align="center"><b>3</b></p>	<p>Implementing continuous adjustments to current system to ensure compliance to approved turn-around time to dispatch public complaints received</p>	<p>Average number of days to dispatch a complaint to the responsible department per quarter:</p> <p>24 hours = 5 36 hours = 4 48 hours = 3</p>						
<p><b>2.3</b> <b><u>Public Complaints – Feedback rate</u></b> Maintain and monitor turn-around times of complaints</p> <p><b>IDP:</b> <b>Strategic Focus Area 8C.2</b></p>	<p align="center"><b>2</b></p>	<p>Attending to public complaints received via Helpdesk by conducting annual audits using statistical sampling determining the following and reported to the informal mayoral committee upon completion:</p> <ul style="list-style-type: none"> <li>• % feedback rate per department,</li> <li>• % satisfied complainants</li> <li>• % dissatisfied complainants</li> </ul>	<p>Conducting annual audit using statistical sampling to establish feedback rate:</p> <p>Quarterly = 5 Bi-annually = 4 Annually = 3</p>						

<p><b>2.4</b> <b>Complaints Finalisation</b> Maintain and monitor turn-around times of complaints</p> <p><b>IDP:</b> <b>Strategic Focus Area 8C.2</b></p>	1	<p>Attending to departmental public complaints received via Helpdesk by:</p> <ul style="list-style-type: none"> <li>✓ Acknowledging Receipt;</li> <li>✓ Appropriate attention received;</li> <li>✓ Returning to Helpdesk; within (average to be achieved);</li> <li>✓ Giving feedback to the complainant.</li> </ul>	<p>Finalising complaints within the following average number of working days:</p> <p>6 working days = 5 8 working days = 4 10 working days = 3</p>						
<p><b>2.5</b> <b>Resolution Register</b> Manage execution of Council Resolutions</p> <p><b>IDP:</b> <b>Strategic Focus Area 8C.4</b></p>	2	<p>Managing the execution of Council Resolutions by:</p> <ul style="list-style-type: none"> <li>○ Distributing resolutions for execution;</li> <li>○ Updating Council Resolution Register;</li> <li>○ Following-up and reporting on outstanding resolutions to the Municipal Manager.</li> </ul>	<p>1. Minutes to be signed off by Speaker/Executive Mayor delivered within 5 working days after approval</p> <p>2. Updated Resolution Register monthly signed off by Head of Department and Municipal Manager</p> <p>3. Resolutions not executed within 3 months reported to Municipal Manager, before the 15<sup>th</sup> of the following quarter, for intervention</p> <p><b>Targets achieved:</b> 1, 2 &amp; 3 = 5 1 &amp; 2 = 4 1 = 3</p>						
<p><b>2.6</b> <b>Contract Register</b> Maintain Council's Contract Register</p> <p><b>IDP:</b></p>	2	<p>Maintaining Council's Contract Register in terms of contracts approved, expired and contracts to be reviewed</p>	<p>1. Maintaining the Contract register monthly in terms of new, cancelled and expired contracts</p>						

<b>Strategic Focus Area 8C.4 &amp; 5</b>			2. Register monthly signed off by Head of Department and Municipal Manager						
			3. Notifying departments and the Department: Finance Services with regard to con- tracts to be reviewed/rene- wed  <b>Targets achieved:</b> 1 & 2 & 3 = 5 1 & 2 = 4 1 = 3						
<b>2.7 Information Technology Section (IT)</b> Establish a fast and effi- cient IT infrastructure  <b>IDP: Strategic Focus Area 8C.2</b>	<b>3</b>	Implementation of IT Incuba- tor outcomes to improve or enhance IT communications	1. Roll-out of proposals in con- junction with Sedibeng Dis- trict Council as budgeted for by:  30 April 2013 = 5 30 May 2013 = 4 30 June 2013 = 3						
	<b>2</b>		2. Address Auditor-General's concerns with a report to the Mayoral Committee by:  30 Sept 2012 = 5 15 Oct 2012 = 4 30 Oct 2012 = 3						
<b>KPA 2: TOTAL WEIGHT</b>									

**KEY PERFORMANCE AREA 4 – MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT**

<p><b>4.1</b> <b>Financial Statements – Implementation of action plans</b> (Operation clean Audit 2014) Submission of proper financial statements</p> <p><b>IDP:</b> <b>Strategic Focus Area 8D.1</b></p>		<p>Oversee implementation of action plans on Auditor-General's report on none financial matters and management letter</p>	<p>% successful implementation of action plans by 30 June 2013:</p> <p>70 % = 5 65 % = 4 60 % = 3</p>																																																												
<p><b>4.2</b> <b>Income Budget</b> Improve budget process (Capital &amp; Operational Budget)</p> <p><b>IDP:</b> <b>Strategic Focus Area 8D.4</b></p>	<p align="center">2</p>	<p>Management of approved income budget targets</p>	<p>% Income generated by 30 June 2013:</p> <p>102 % = 5 100 % = 4 99 % = 3</p> <table border="1" data-bbox="958 791 1294 1422"> <thead> <tr> <th>SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Telephone Income</td> <td align="right">90 000</td> </tr> <tr> <td><b>National Government:</b> Specific contribution towards councillor remuneration</td> <td align="right">3 319 394</td> </tr> <tr> <td><b>National Government:</b> Municipal Systems Improvement Program</td> <td align="right">200 000</td> </tr> <tr> <td><b>Rental</b> of municipal properties</td> <td align="right">910 000</td> </tr> <tr> <td><b>TOTAL</b></td> <td align="right"><b>R4 519 394</b></td> </tr> <tr> <td>Government Grants</td> <td align="right">3 519 394</td> </tr> <tr> <td>Rental</td> <td align="right">910 000</td> </tr> <tr> <td>Other</td> <td align="right">90 000</td> </tr> </tbody> </table>	SOURCE	BUDGET	Telephone Income	90 000	<b>National Government:</b> Specific contribution towards councillor remuneration	3 319 394	<b>National Government:</b> Municipal Systems Improvement Program	200 000	<b>Rental</b> of municipal properties	910 000	<b>TOTAL</b>	<b>R4 519 394</b>	Government Grants	3 519 394	Rental	910 000	Other	90 000	<table border="1" data-bbox="1308 608 1700 1422"> <thead> <tr> <th colspan="2">INCOME</th> </tr> </thead> <tbody> <tr> <td><b>Budget</b></td> <td align="right"><b>R4 519 394.00</b></td> </tr> <tr> <td><b>Adj Budget</b></td> <td></td> </tr> <tr> <th colspan="2">1<sup>st</sup> Quarter</th> </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"> </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"> </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"> </td> </tr> </tbody> </table>	INCOME		<b>Budget</b>	<b>R4 519 394.00</b>	<b>Adj Budget</b>		1 <sup>st</sup> Quarter		Projection		YTD: Actual		%				Q: Projection		Q: Actual		YTD: Actual		%				Q: Projection		Q: Actual		YTD: Actual		%								
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			Fire Extinguishers	8 000						
			Renovation at Randvaal Storage	75 000						
			<b>TOTAL</b>	<b>1 300 400</b>						
			<b>FUNDING SOURCE</b>	<b>BUDGET</b>						
			CRR	1 300 400						
<b>4.5</b> <b><u>Building Maintenance / Upgrading / Renovations</u></b> Maintain infrastructure to provide cost effective and reliable service  <b>IDP:</b> <b>Strategic Focus Area 2D.2 &amp; 8C.6</b>	<b>3</b>	Maintenance of buildings according to budget allocation in terms of:	1. Monthly identify hot spot needs (as per inspection register) = 3							
			2. Order to be done for identified projects, cash flow allowing, by 30 April 2013 = 4							
			3. Order to be done for identified projects, cash flow allowing, by 31 March 2013 = 5							
<b>4.6</b> <b><u>Cleanliness of facilities</u></b> Maintain infrastructure to provide cost effective and reliable service  <b>IDP:</b> <b>Strategic Focus Area 8C.6</b>	<b>3</b>	Monitor cleanliness of facilities according to pre-approved inspection sheet to ensure acceptable condition of facilities and appropriate actions taken, where identified	Turn-around time to conduct inspections:  Weekly = 5 Fortnightly = 4 Monthly = 3							
<b>KPA 4: TOTAL WEIGHT</b>										

**KEY PERFORMANCE AREA 5 – GOOD GOVERNANCE & PUBLIC PARTICIPATION**

<p><b>5.1</b> <b><u>Ward Committees</u></b> Effective and functional ward committees</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A.2</b></p>	<p align="center"><b>3</b></p>	<p>Functioning of ward committees and ensure:</p> <ul style="list-style-type: none"> <li>❖ Ward Committee Meetings held as per approved year plan;</li> <li>❖ Dysfunctional Ward Committees reported to the Speaker for corrective steps.</li> </ul>	<p>Number of quarterly Ward Committee Meetings held or addressed:</p> <p>14 = 5 12 = 4 10 = 3</p>						
<p><b>5.2</b> <b><u>Performance &amp; Audit Committee</u></b> Ensure legislative compliance in terms of a functional audit committee</p> <p><b>IDP:</b> <b>Strategic Focus Area 1A.11</b></p>	<p align="center"><b>3</b></p>	<p>Ensure Performance &amp; Audit Committee is functional as prescribed by legislation</p>	<p>1. Convene quarterly meetings according to annual plan</p>						
			<p>2. Distribute minutes as per the approved charter</p>						
			<p>3. Submit recommendations and/or concerns of the committee to Mayoral Committee</p> <p><b>Targets achieved:</b> 1, 2 &amp; 3 = 5 1 &amp; 2 = 4 1 = 3</p>						

<p><b>5.3</b> <b>Website</b> Effective and user-friendly website</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A.1</b></p>	2	Maintenance of website according to need/request and in line with legislation	<p>Legislative checklist signed off by Head of Department and website updated within:</p> <p>3 working days = 5 4 working days = 4 5 working days = 3</p>						
<p><b>5.4</b> <b>Petitions Policy</b> Effective and functional ward committees</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A.2</b></p>	2	Ensure petitions are dealt with in line with the approved policy and agreed working procedures are adhered to	<p>% stipulations of due process monthly adhered to:</p> <p>100 % = 5 95 % = 4 90 % = 3</p>						
<p><b>5.5</b> <b>Petitions Register</b> Effective and functional ward committees</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A.2</b></p>	2	Ensure Petitions Register is maintained and updated	<p>That the minutes of the Section 79-Petitions Committee Meetings be submitted in the reporting cycle to Council, within 15 working days after approval, within</p> <p>10 working days = 5 12 working days = 4 15 working days = 3</p>						
<p><b>5.6</b> <b>Promotion of Midvaal</b> Promote tourism development</p> <p><b>IDP:</b> <b>Strategic Focus Area 1A.6</b></p>	4	Marketing of Midvaal as a diverse dynamic and economically vibrant community /area	<p>1. Submit proposal by P. Hamid to market Midvaal by means of inter alia, website and branding, to Mayoral Committee by 28 Febr 2013 = 3</p> <p>2. Compile roll-out plan and submit to Mayoral Committee by 31 March 2013 = 4</p>						

			3. Implement roll-out plan according to applicable time frames = 5						
<b>5.7</b> <b><u>Fraud &amp; Corruption Policy</u></b> Promote the use of the Fraud & Corruption Hot line as per policy & implement no tolerance policy  <b>IDP:</b> <b>Strategic Focus Area 8E.1 &amp; 8E.2</b>	3	Review Fraud & Corruption Policy to include financial declarations for all staff members	Number of officials, all job levels provided to departments for completion and return of financial declarations by 30 June 2013:  All officials = 5 90 % = 4 80 % = 3						
<b>5.8</b> <b><u>Effective utilisation of all media mediums</u></b> Promote the utilisation of all available media mediums to enhance inter-governmental relationships and communication  <b>IDP:</b> <b>Strategic Focus Area 8A.3</b>	1	Build contacts with local, regional and national media	Update contact list of media and review annually:  Quarterly signed off by Media Liaison = 5 Six monthly signed off by Media Liaison = 4 Annually signed off by Media Liaison = 3						
<b>5.9</b> <b><u>System of Delegations</u></b> Ensure implementation of System of Delegations as approved by Council  <b>IDP:</b> <b>Strategic Focus Area 8C.5</b>	1	Implement and maintain as per legislative requirement, Section 79 of the Municipal Finance Management Act, Act 56 of 2003	System of Delegation reviewed and approved by Council:  Annually = 5 Twice per term = 4 Within 6 months of election = 3						
<b>KPA 5: TOTAL WEIGHT</b>									
<b>Sub-Total</b>	<b>80</b>								

**SECTION B: CORE MANAGERIAL COMPETENCIES (20)**

<p><b>1.</b> <b><u>Strategic Capability and leadership</u></b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8B.</b></p>	<p align="center"><b>5</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.</b> <b><u>People Management &amp; Empowerment</u></b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8B &amp; 8C.</b></p>	<p align="center"><b>5</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 well-being of col-</li> </ol>						

			<p>leagues;</p> <p>8. Able to manage own time as well as time of colleagues and other stakeholders; and</p> <p>9. Manages conflict.</p>						
<p><b>3.</b> <b><u>Customer Orientation &amp; Client Focus</u></b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A, 8B &amp; 8C.</b></p>	5	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;</p>						
<p><b>4.</b> <b><u>Financial Management</u></b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8D.</b></p>	2	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. Manages and monitors financial risk;</p> <p>3. Continuously looks for new opportunities to obtain and save funds;</p> <p>4. Understand, analyses and monitors financial reports;</p>						



			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.								
<b>5. Service Delivery Innovation</b> Efficient, effective, transparent and accountable local municipality  <b>IDP: Strategic Focus Area 8G.</b>	<b>3</b>	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	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.								
<b>Sub-Total</b>	<b>20</b>										
<b>TOTAL</b>	<b>100</b>										
<b>EVALUATION RESULTS</b>											
<b>1<sup>st</sup> QUARTER</b>			<b>2<sup>nd</sup> QUARTER</b>			<b>3<sup>rd</sup> QUARTER</b>			<b>4<sup>th</sup> QUARTER</b>		
	WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE
<b>SECTION A</b>			<b>SECTION A</b>			<b>SECTION A</b>			<b>SECTION A</b>		
<b>SECTION B</b>			<b>SECTION B</b>			<b>SECTION B</b>			<b>SECTION B</b>		
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Accepted and Agreed:

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MR. T.W. PEETERS  
EXECUTIVE DIRECTOR: CORPORATE SERVICES

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

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

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DATE

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DATE

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DATE

Corporate Services  
2012 - 2013