



Midvaal Local Municipality
Contact Details
PO Box 9, Meyerton, 1960
Tel: 016-360-7400
Fax: 016-360-7519
www.midvaal.gov.za

PERFORMANCE PLAN

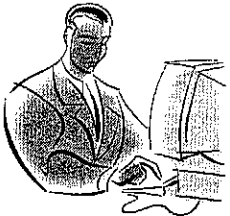
PERFORMANCE MANAGEMENT SYSTEM

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 – TOTAL WEIGHTING 80

KEY PERFORMANCE AREA 1 – MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

PRIORITY linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATORS				
		OBJECTIVE	ACTIVITIES / PROCESS	INPUT INDICATOR	OUTPUT INDICATOR (TARGET)	OUTCOME / IMPACT INDICATOR
1.1 <u>Resignations</u> Promote a high staff retention rate IDP: Strategic Focus Area 8B.5	2	To reduce staff turnover due to voluntary resignations. Voluntary resignations within department to be limited to encourage career pathing and transfer of skills for current financial year	1. Number of voluntary resignations on job levels 1 – 6 to be maintained 2. Staff Retention Policy implemented	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Number of resignations to be maintained below: None – 1 official = 5 2 officials = 4 3 officials = 3	Number of voluntary resignations per quarter reported
1.2 <u>Disciplinary Action</u> Ensure an efficient, effective, transparent & accountable local municipality IDP: Strategic Focus Area 8B.1	2	To institute effective, fair and consistent disciplinary actions, where required	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)	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Report to Human Resources within: 3 weeks = 5 4 weeks = 4 6 weeks = 3	Number of successful disciplinary actions instituted
1.3 <u>Occupational Health & Safety</u> Promote safety awareness and training IDP: Strategic Focus Area 7A.6	2	To ensure legislative compliance to the Occupational Health & Safety Act, Act 85 of 1993	Number of quarterly Central Safety Committee resolutions executed, received from Human Resources in writing	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Number of resolutions executed within 10 working days after receipt = 5 Number of resolutions executed within 15 working days after receipt = 4 Number of resolutions executed within 20 working days after receipt = 3	Quarterly meetings attended and number of resolutions executed

<p>1.4 Probation Reports Monitor and report on the performance of newly appointed staff to ensure they are fit for the post</p> <p>IDP: Strategic Focus Area 8B.1</p>	2	To ensure legislative compliance to the Conditions of Services	Adhere to turn-around time to return monthly completed probation reports, received from Human Resources	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	<p>10th working day of the following month = 5</p> <p>11th working day of the following month = 4</p> <p>12th working day of the following month = 3</p>	Probation reports completed, signed and returned
<p>1.5 New appointments Promote the appointment of local residents on job levels 6 – 13</p> <p>IDP: Strategic Focus Area 8F.1</p>	2	To make new appointments from residents living in Midvaal as from 1 July 2012, excluding internal promotions	% New appointments made from residents living within Midvaal in line with Council's approved Recruitment Policy	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	<p>% New appointments made:</p> <p>100 % on levels 6 – 13 = 5</p> <p>80 % on levels 6 – 13 = 4</p> <p>50 % on levels 6 – 13 = 3</p>	% New appointments made per quarter reported
<p>1.6 Employment Equity Promote the appointment of staff from residents living in Midvaal, focusing on departmental equity targets, with focus on women, on job levels 1 – 5</p> <p>IDP: Strategic Focus Area 8B.6</p>	2	To make new appointments from residents living in Midvaal focusing on equity targets with focus on women on job levels 1 – 5	% New appointments made from residents living within Midvaal and/or from targeted group in line with Council's approved Recruitment Policy	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	<p>% New appointments made:</p> <p>100 % equity targets met = 5</p> <p>80 % equity targets met = 4</p> <p>50 % equity targets met = 3</p>	% New appointments made per quarter reported
<p>1.7 Service Delivery & Budget Implementation Plans Enforcement of legislation and by-laws</p> <p>IDP: Strategic Focus Area 1A.11</p>	5	To compile Service Delivery & Budget Implementation Plans according to current relevant legislation and the Municipal Finance Management Act, Act 56 of 2003	Draft SDBIP's (including measurable performance objectives) compiled in line with the IDP & draft budget and draft performance agreements compiled	Effective, economical and efficient utilisation of approved budget and resources annually	<p>Draft documents completed by:</p> <p>30 Apr 2013 = 5</p> <p>31 May 2013 = 4</p> <p>31 Jun 2013 = 3</p>	Draft SDBIP's, measurable performance objectives and draft performance agreements approved by Council (Council Resolution)

CU9 

<p>1.8 Public Participation implement enhanced public participation</p> <p>IDP: Strategic Focus Area 8A2 & 8A.3</p>	<p>5</p>	<p>To implement an enhanced public participation strategy to improve effective public participation and communication</p>	<ol style="list-style-type: none"> 1. Complete design proposal to restructure the Office of the Speaker 2. Negotiation with staff and labour 3. Report to Council 4. Request funding for implementation by 30 Jun 2013 	<p>Effective, economical and efficient utilisation of approved budget and resources as per target date</p>	<p>Process completed by:</p> <p>28 Febr 2013 = 5 31 Mar 2013 = 4 30 Apr 2013 = 3</p>	<p>Process completed and implementation date reported</p>
<p>KPA 1: TOTAL WEIGHT</p>	<p>22</p>					

SP
069

KEY PERFORMANCE AREA 2 – INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY						
PRIORITY linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATORS				
		OBJECTIVE	ACTIVITIES / PROCESS	INPUT INDICATOR	OUTPUT INDICATOR (TARGET)	OUTCOME / IMPACT INDICATOR
2.1 <u>Service Delivery & Budget Implementation Plan</u> Enforcement of legislation and by-laws IDP: Strategic Focus Area 1A.11	3	To monitor the execution of activities in line with the Service Delivery & Budget Implementation Plan	Report on: <ul style="list-style-type: none"> ▪ % expenditure on capital, income and expenditure budget; ▪ Progress on service delivery targets; ▪ Contents of report discussed during evaluations 	Effective, economical and efficient utilisation of approved budget and resources quarterly	Turn-around time to submit quarterly report to Mayoral Committee into the reporting cycle, within: 4 weeks = 5 5 weeks = 4 6 weeks = 3	Report submitted to Mayoral Committee (Mayoral Committee Resolution)
2.2 <u>Public Complaints – Feedback rate</u> Maintain and monitor feedback rate to complainants IDP: Strategic Focus Area 8C.2	2	To monitor and report on the feedback rate and level of satisfied complainants	Conduct audits using statistical sampling to establish feedback rate of public complaints received via the Helpdesk and report to the informal mayoral committee upon completion: <ul style="list-style-type: none"> • % feedback rate per department, • % satisfied complainants • % dissatisfied complainants 	Effective, economical and efficient utilisation of approved budget and resources quarterly	Audits conducted: Quarterly = 5 Bi-annually = 4 Annually = 3	Audits conducted and report submitted to Informal Mayoral (Informal Mayoral Committee Resolution)

<p>2.3 Public Complaints – Streamline process Streamline complaints system to be more effective</p> <p>IDP: Strategic Focus Area 8C.2</p>	<p>4</p>	<p>To streamline the complaints system to be more effective in terms of turn-around times and feedback</p>	<p>1. Categorisation of complaints to differentiate short term and longer term response actions – Weekly management reports to monitor complaints</p> <p>2. Monitor complaints categories and advise MMC's and HOD's of deviations to the norms or of red flag issues</p> <p>3. Implementation of Sicelo telephone complaints line and inform public</p>	<p>Effective, economical and efficient utilisation of approved budget and resources quarterly</p>	<p>Number of actions completed by:</p> <p>28 Febr 2012 = 5 31 Mar 2012 = 4 30 Apr 2012 = 3</p>	<p>Weekly meetings conducted</p> <p>Sicelo telephone complaints line implemented</p>
<p>2.4 Complaints Finalisation Maintain and monitor turn-around times of complaints</p> <p>IDP: Strategic Focus Area 8C.2</p>	<p>2</p>	<p>To maintain turn-around times of complaints within 6 working days</p>	<p>Attend to departmental public complaints received via Helpdesk by:</p> <ul style="list-style-type: none"> ✓ Acknowledging Receipt; ✓ Appropriate attention received; ✓ Returning to Helpdesk; within (average to be achieved); ✓ Giving feedback to the complainant 	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<p>Finalise 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>Complaints dealt with according to procedures and monthly Mayoral Committee Resolutions</p>
<p>2.5 Resolution Register Manage execution of Council Resolutions</p> <p>IDP: Strategic Focus Area 8C.4</p>	<p>2</p>	<p>To monitor and report the execution of Council Resolutions within 30 days after approval</p>	<p>1. Minutes to be signed off by Speaker / Executive Mayor delivered within 5 working days after approval</p> <p>2. Update Resolution Register monthly and signed off by Head of Department and Municipal Manager</p> <p>3. Resolutions not executed within 3 months reported to Municipal Manager, before</p>	<p>Effective, economical and efficient utilisation of approved budget and resources on a monthly basis</p>	<p>Targets achieved:</p> <p>1, 2 & 3 = 5 1 & 2 = 4 1 = 3</p>	<p>Minutes signed off</p> <p>Resolution Register monthly signed off</p> <p>Memorandum to Municipal Manager</p>

			the 15 th of the following quarter, for intervention			
<p>2.6 Contract Register Maintain Council's Contract Register</p> <p>IDP: Strategic Focus Area 8C.4 & 5</p>	2	To maintain Council's Contract Register in terms of contracts approved, expired and contracts to be reviewed	<ol style="list-style-type: none"> 1. Maintain the Contract register monthly in terms of new, cancelled and expired contracts 2. Register monthly signed off by Head of Department and Municipal Manager 3. Notify departments and the Department: Finance Services with regard to contracts to be reviewed / renewed 	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>Targets achieved:</p> <p>1, 2 & 3 = 5 1 & 2 = 4 1 = 3</p>	<p>Updated Contract Register</p> <p>Register monthly signed off</p> <p>Memorandum to all affected departments</p>
<p>2.7 Information Technology Section (IT) Establish a fast and efficient IT infrastructure</p> <p>IDP: Strategic Focus Area 8C.2</p>	4	To facilitate strategic intervention, input from an IT Specialist to assess the IT System and advise on requirements (specific reference to e-mails)	<p>Roll-out of proposals in conjunction with Sedibeng District Council as budgeted for, namely:</p> <ol style="list-style-type: none"> 1. Back-up Policy 2. Disaster Recovery Procedure 3. Terms of Reference for IT Steering Committee 4. Standard Operating Procedure: Access to Systems & Controls 5. IT Usage Policy 6. Service Level Agreement with Sedibeng District Council 7. Review of IT Functions 8. IT Strategy for 2011/2012 & 2012/2013 	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>Roll-out completed by:</p> <p>30 April 2013 = 5 30 May 2013 = 4 30 June 2013 = 3</p>	Report to Council (Council Resolution)

2.8 Information Technology Section (IT) Auditor-General's audit findings addressed	2	To address all audit findings identified by the Auditor-General	Report progress on the Auditor-General's concerns to the Mayoral Committee (Mayoral Committee Resolution)	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	Mayoral Committee resolution obtained by: 30 Sept 2012 = 5 15 Oct 2012 = 4 30 Oct 2012 = 3	Report to Mayoral Committee (Mayoral Committee Resolution)
KPA 2: TOTAL WEIGHT	21					




KEY PERFORMANCE AREA 4 – MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

PRIORITY linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATORS												
		OBJECTIVE	ACTIVITIES / PROCESS	INPUT INDICATOR	OUTPUT INDICATOR (TARGET)	OUTCOME / IMPACT INDICATOR								
4.1 <u>Audit Opinion - Financial Statements & Non-financial matters</u> (Operation clean Audit 2014) Submission of proper financial statements IDP: Strategic Focus Area 8D.1	1	To maintain the audit opinion issued on the financial and non-financial matters as per the financial legislation by the Auditor-General	Report audit opinion expressed by the Auditor-General to the Performance & Audit Committee before 30 Nov 2012	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	Quality of audit opinion expressed on audit report: 80 % less of number of matters of emphasis = 5 70 % less of number of matters of emphasis = 4 Unqualified audit report = 3 Qualification = 2 Disclaimer = 1	% decrease in audit findings in terms of financial & non-financial matters								
4.2 <u>Implementation of Action Plan – Financial & Non-financial matters</u> Submission of proper financial statements IDP: Strategic Focus Area 8D.1	1	To implement action plans on Auditor-General's report on financial and non-financial matters, as reported in management letter	Report on % of implementation plans successfully addressed as per the management letter to the Performance & Audit Committee on a quarterly basis	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Successful implementation of action plans by 30 Jun 2013: 70 % = 5 65 % = 4 60 % = 3	% decrease in number of matters of emphasis, reported in management letter								
4.3 <u>Income Budget</u> Improve budget process IDP: Strategic Focus Area 8D.4	3	To monitor the income budget as per the approved quarterly targets and income source	Report on % income generated, as per the approved income budget: <table border="1" style="width: 100%; border-collapse: collapse;"> <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> <tr> <td>TOTAL</td> <td align="right">4 519 394</td> </tr> </table>	Government Grants	3 519 394	Rental	910 000	Other	90 000	TOTAL	4 519 394	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Income generated by 30 June 2013: 102 % = 5 100 % = 4 99 % = 3	% Income generated
Government Grants	3 519 394													
Rental	910 000													
Other	90 000													
TOTAL	4 519 394													

<p>4.4 Maintenance of infrastructure Maintain infrastructure to provide cost effective and reliable service</p> <p>IDP: Strategic Focus Area 2D.2</p>	3	To manage infrastructure maintenance and procurement of capital items as per the approved capital budget	Report on % implementation of the approved capital budget, subject to CRR funding availability, and in line with quarterly expenditure projections	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>% Expenditure of capital budget (keeping savings into consideration), total of R1 300 400.00 funded from CRR, by 30 June 2013:</p> <p>96 % = 5 93 % = 4 90 % = 3</p>	% Expenditure of capital budget
<p>4.5 Building Maintenance / Upgrading / Renovations Maintain infrastructure to provide cost effective and reliable service</p> <p>IDP: Strategic Focus Area 2D.2 & 8C.6</p>	3	To maintain and/or upgrade buildings according to approved budget allocation	<ol style="list-style-type: none"> 1. Identify hot spot needs on a monthly basis according to the predetermined inspection register 2. Place orders for identified hot spots, according to, cash flow projections 	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>Maintenance and/or upgrading completed by:</p> <p>30 March 2013 = 5 30 Apr 2013 = 4 31 May 2013 = 3</p>	Report quarterly to Mayoral Committee on actual expenditure (Mayoral Committee Resolution)
<p>4.6 Cleanliness of facilities Maintain infrastructure to provide cost effective and reliable service</p> <p>IDP: Strategic Focus Area 8C.6</p>	3	To monitor cleanliness of facilities according to pre-approved inspection sheet to ensure acceptable condition of facilities and appropriate actions taken, where identified	<ol style="list-style-type: none"> 1. Conduct physical inspections according to predetermined inspection sheet 2. Inspection sheets monthly signed off by head of department 3. Address identified short-comings within 7 working days 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Turn-around time to conduct inspections:</p> <p>Weekly = 5 Fortnightly = 4 Monthly = 3</p>	<p>Completed inspection sheets</p> <p>Inspection sheets monthly signed off by head of department</p>
KPA 4: TOTAL WEIGHT	14					

KEY PERFORMANCE AREA 5 – GOOD GOVERNANCE & PUBLIC PARTICIPATION						
PRIORITY linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATORS				
		OBJECTIVE	ACTIVITIES / PROCESS	INPUT INDICATOR	OUTPUT INDICATOR (TARGET)	OUTCOME / IMPACT INDICATOR
5.1 Ward Committees Effective and functional ward committees IDP: Strategic Focus Area 8A.2	3	To manage the effective functioning of all ward committees	1. Ward committee meetings held in all wards according to approved year plan, minutes and attendance registers kept 2. Report dysfunctioning ward committees to the Speaker for corrective steps	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Number of quarterly ward committee meetings held or addressed: 14 = 5 12 = 4 10 = 3	Minutes of ward committee meetings distributed Attendance registers kept
5.2 Performance & Audit Committee Ensure legislative compliance in terms of a functional audit committee IDP: Strategic Focus Area 1A.11	3	To ensure a functional Performance & Audit Committee as prescribed by legislation	1. Convene quarterly meetings according to annual plan 2. Distribute minutes as per the approved charter 3. Submit recommendations and/or concerns of the committee to Mayoral Committee	Effective, economical and efficient utilisation of approved budget and resources on a quarterly basis	Targets quarterly achieved: 1, 2 & 3 = 5 1 & 2 = 4 1 = 3	Minutes of quarterly meetings Report to Mayoral Committee (Mayoral Committee Resolutions)
5.3 Website Effective and user-friendly website and branding IDP: Strategic Focus Area 8A.1	2	To maintain website according to need/request and in line with legislation	Re-model website according to consultant proposal	Effective, economical and efficient utilisation of approved budget and resources on a quarterly basis	Re-modeling finalized by: 28 Febr 2013 = 5 30 Mar 2013 = 4 30 Apr 2013 = 3	Newly re-modeled website active

<p>5.4 Promotion of Midvaal Promote tourism development</p>	4	To promote and attract sustainable tourism within the jurisdiction of Midvaal	<p>1. Promote Midvaal through appropriate branding</p> <p>2. Submit re-branding proposal to Council regarding:</p> <ul style="list-style-type: none"> ➤ Bill boards; ➤ Radio advert; ➤ Street signage; ➤ Banners; ➤ Developers' brochure; ➤ Head office boards. 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Proposal submitted to Mayoral Committee by:</p> <p>15 Dec 2012 = 5 31 Jan 2013 = 4 28 Febr 2013 = 3</p>	Re-branding proposal fully completed
<p>5.5 Petitions Register Effective and functional ward committees</p> <p>IDP: Strategic Focus Area 8A.2</p>	3	To ensure Petitions Register is maintained and updated	Compile and submit minutes of Section 79-Petitions Committee Meetings into the reporting cycle to Council within 15 working days after approval	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Minutes 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>Minutes of Section 79-Petitions Committee approved</p> <p>Resolutions executed</p>
<p>5.6 Fraud & Corruption Policy Promote the use of the Fraud & Corruption Hot line as per policy & implement no tolerance policy</p> <p>IDP: Strategic Focus Area 8E.1 & 8E.2</p>	3	To monitor effective implementation of the Fraud & Corruption Policy	<p>1. Implement approved Fraud & Corruption Policy</p> <p>2. Distribute Financial Declarations to all officials annually</p> <p>3. Report outcome to the Municipal Manager</p>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of officials completed and returned financial declarations by 31 Oct 2012:</p> <p>All officials = 5 90 % = 4 80 % = 3</p>	<p>Approved Fraud & Corruption Policy</p> <p>Completed Financial Declarations by all officials</p> <p>Report to Municipal Manager</p>
<p>5.7 Effective utilisation of all media mediums Promote the utilisation of all available media mediums to enhance inter-governmental relationships and communication</p>	3	To promote the utilisation of all available media mediums to enhance relationships and communication	<p>1. Build contacts with local, regional and national media</p> <p>2. Update contact list and review annually</p>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Contact list of media:</p> <p>Quarterly signed off by Media Liaison = 5</p> <p>Six monthly signed off by Media Liaison = 4</p>	Signed off media contact list by Media Liaison

IDP: Strategic Focus Area 8A.3					Annually signed off by Media Liaison = 3	
5.8 System of Delegations Ensure implementation of System of Delegations as approved by Council IDP: Strategic Focus Area 8C.5	2	To implement and maintain, as per legislative require- ment, Section 79 of the Mu- nicipal Finance Manage- ment Act, Act 56 of 2003	<ol style="list-style-type: none"> 1. Review System of Delegation 2. Submit report to Council 3. Communicate reviewed System of Delegation within Council 	Effective, economical and efficient utilisation of ap- proved budget and re- sources on a continuous basis	System of Delegation re- viewed and approved by Council: Annually = 5 Twice per term = 4 Within 6 months of elec- tion = 3	Approved System of Delegation (Council Resolution)
KPA 5: TOTAL WEIGHT	23					
Sub-Total	80					

Handwritten signatures and initials, including a large signature on the right and initials 'DS' on the left.

SECTION B: CORE MANAGERIAL COMPETENCIES – TOTAL WEIGHTING 20

<p>1. <u>Strategic Capability and leadership</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B.</p>	<p align="center">5</p>	<p>To promote strategic direction and effective leadership</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>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<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>Well informed department</p>
<p>2. <u>People Management & Empowerment</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B & 8C.</p>	<p align="center">5</p>	<p>To manage and empower staff</p>	<p>Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals</p>	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</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 em- 	<p>High staff morale</p>

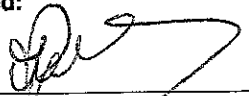
					<p>ployment legislation and regulations consistently;</p> <ol style="list-style-type: none"> 5. Facilitates team goal setting and problem solving; 6. Deals with labour matters; 7. Displays personal interest in the well-being of colleagues; 8. Able to manage own time as well as time of colleagues and other stakeholders; and 9. Manages conflict. 	
<p>3. <u>Customer Orientation & Client Focus</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8A, 8B & 8C.</p>	5	To promote customer orientation and client focus	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	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<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; 	Satisfied customers

<p>4. Financial Management Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8D.</p>	2	To facilitate financial sustainability	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	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<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. 	Sound financial management
<p>5. Service Delivery Innovation Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8G.</p>	3	To source and introduce service delivery innovations to enhance service delivery	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<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. 	Effective service delivery
Sub-Total	20					
TOTAL	100					

EVALUATION RESULTS

1 st QUARTER			2 nd QUARTER			3 rd QUARTER			4 th QUARTER		
	WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE
SECTION A			SECTION A			SECTION A			SECTION A		
SECTION B			SECTION B			SECTION B			SECTION B		

Accepted and Agreed:




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

04/09/2012
DATE



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

21/9/2012
DATE



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

25/09/2012
DATE