



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: ENGINEERING SERVICES**

**MR. S. COETZEE**

**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
<b>1.1</b> <u>Resignations</u> Promote a high staff retention rate  IDP: Strategic Focus Area 8B.5	3	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
<b>1.2</b> <u>Disciplinary Action</u> Ensure an efficient, effective, transparent & accountable local municipality  IDP: Strategic Focus Area 8B.1	3	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
<b>1.3</b> <u>Occupational Health &amp; Safety</u> Promote safety awareness and training  IDP: Strategic Focus Area 7A.6	3	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 and/or implementation initiated within 10 working days after receipt = 5  Number of resolutions executed and/or implementation initiated within 15 working days after receipt = 4  Number of resolutions executed and/or implementation initiated within 20 working days after receipt = 3	Quarterly meetings attended and number of resolutions executed

<p><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</p> <p><b>IDP:</b> <b>Strategic Focus Area 8B.1</b></p>	<p><b>3</b></p>	<p>To ensure legislative compliance to the Conditions of Services</p>	<p>Adhere to turn-around time to return monthly completed probation reports, received from Human Resources</p>	<p>Effective, economical and efficient utilisation of approved budget, resources on a continuous basis</p>	<p>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</p>	<p>Probation reports completed, signed and returned</p>
<p><b>1.5</b> <b>New appointments</b> Promote the appointment of local residents on job levels 6 – 13</p> <p><b>IDP:</b> <b>Strategic Focus Area 8F.1</b></p>	<p><b>3</b></p>	<p>To make new appointments from residents living in Midvaal as from 1 July 2012, excluding internal promotions</p>	<p>% New appointments made from residents living within Midvaal in line with Council's approved Recruitment Policy</p>	<p>Effective, economical and efficient utilisation of approved budget, resources on a continuous basis</p>	<p>% New appointments made: 100 % on levels 6 – 13 = 5 80 % on levels 6 – 13 = 4 50 % on levels 6 – 13 = 3</p>	<p>% New appointments made per quarter reported</p>
<p><b>1.6</b> <b>Employment Equity</b> 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><b>IDP:</b> <b>Strategic Focus Area 8B.6</b></p>	<p><b>2</b></p>	<p>To make new appointments from residents living in Midvaal focusing on equity targets with focus on women on job levels 1 – 5</p>	<p>% New appointments made from residents living within Midvaal and/or from targeted group in line with Council's approved Recruitment Policy</p>	<p>Effective, economical and efficient utilisation of approved budget, resources on a continuous basis</p>	<p>% New appointments made: 100 % equity targets met = 5 80 % equity targets met = 4 50 % equity targets met = 3</p>	<p>% New appointments made per quarter reported</p>
<p><b>KPA 1: TOTAL WEIGHT</b></p>	<p><b>20</b></p>					

**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
<b>2.1</b> <b>Service Delivery &amp; Budget Implementation Plan</b> Enforcement of legislation and by-laws  IDP: Strategic Focus Area 1A.11	4	To monitor the execution of activities in line with the Service Delivery & Budget Implementation Plan	Report on: <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>	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)
<b>2.2</b> <b>Complaints Finalisation</b> Maintain and monitor turn-around times of complaints  IDP: Strategic Focus Area 8C.2	5	To maintain turn-around times of complaints within 6 working days	Attend to departmental public complaints received via Helpdesk by: <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>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Finalise complaints within the following average number of working days:  6 working days = 5 8 working days = 4 10 working days = 3	Complaints dealt with according to procedures and monthly Mayoral Committee Resolutions
<b>2.3</b> <b>Roads</b> Maintain infrastructure to provide cost effective and reliable service  IDP: Strategic Focus Area 2D.2	5	To ensure service needs of gravel roads are addressed	<ol style="list-style-type: none"> <li>1. Compile annual maintenance program</li> <li>2. Monitor adherence to maintenance program</li> <li>3. Report progress in terms of maintenance program quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	% of gravel roads to be graded once a year:  85 % = 5 80 % = 4 75 % = 3	% gravel roads annually maintained

<p><b>2.4</b> <b>Storm Water</b> Maintaining infrastructure to provide cost effective and reliable service</p> <p><b>IDP:</b> <b>Strategic Focus Area 2D.2</b></p>	3	To ensure service needs in terms of storm water are effectively addressed	<ol style="list-style-type: none"> <li>1. Compile annual program to clean storm water drainage along all tar roads, during the winter before first rains</li> <li>2. Monitor adherence in terms of program</li> <li>3. Report progress in terms of maintenance program quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% of storm water systems cleaned before 30 Oct 2012:</p> <p>80 % = 5 75 % = 4 70 % = 3</p>	% storm water drainage cleaned along all tar roads
<p><b>2.5</b> <b>Meyerton Purification Works: Outflow</b> Maintaining infrastructure to provide cost effective and reliable service</p> <p><b>IDP:</b> <b>Strategic Focus Area 2D.2 &amp; 1A.11</b></p>	4	To monitor outflow of Meyerton Purification Works to ensure legislative compliance	<ol style="list-style-type: none"> <li>1. Conduct test sampling</li> <li>2. Report outcome of test sampling quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% compliance with legislation according to quarterly average:</p> <p>65 % = 5 62 % = 4 60 % = 3</p>	% Quality of outflow of Meyerton Purification Works in line with legislation
<p><b>2.6</b> <b>Vaal Marina Purification Works: Outflow</b> Maintaining infrastructure to provide cost effective and reliable service</p> <p><b>IDP:</b> <b>Strategic Focus Area 2D.2 1A.11</b></p>	4	To monitor outflow of Vaal Marina Purification Works to ensure legislative compliance	<ol style="list-style-type: none"> <li>1. Conduct test sampling</li> <li>2. Report outcome of test sampling quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% compliance with legislation according to quarterly average:</p> <p>92 % = 5 90 % = 4 85 % = 3</p>	% Quality of outflow of Vaal Marina Purification Works in line with legislation
<p><b>2.7</b> <b>Ohenimuri Purification Works: Outflow</b> Maintaining infrastructure to provide cost effective and reliable service</p> <p><b>IDP:</b> <b>Strategic Focus Area 2D.2 1A.11</b></p>	4	To monitor outflow of Ohenimuri Purification Works to ensure legislative compliance	<ol style="list-style-type: none"> <li>1. Conduct test sampling</li> <li>2. Report outcome of test sampling quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% compliance with legislation according to quarterly average:</p> <p>85 % = 5 80 % = 4 75 % = 3</p>	% Quality of outflow of Ohenimuri Purification Works in line with legislation

<p><b>2.8</b> <b>Meyerton: Water Quality</b> Better air and water quality</p> <p><b>IDP:</b> <b>Strategic Focus Area 6A.2</b></p>	4	To monitor Meyerton water quality	<ol style="list-style-type: none"> <li>1. Conduct test sampling</li> <li>2. Report outcome of test sampling quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Meyerton to get % improved ranking in terms of Blue Drop Award:</p> <p>90 % = 5 87 % = 4 85 % = 3</p>	Meyerton % ranking in terms of Blue Drop Award												
<p><b>2.9</b> <b>Vaal Marina: Water Quality</b> Better air and water quality</p> <p><b>IDP:</b> <b>Strategic Focus Area 6A.2</b></p>	3	To monitor Vaal Marina water quality	<ol style="list-style-type: none"> <li>1. Conduct test sampling</li> <li>2. Report outcome of test sampling quarterly to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Vaal Marina to get % improved ranking in terms of Blue Drop Award:</p> <p>60 % = 5 55 % = 4 50 % = 3</p>	Vaal Marina % ranking in terms of Blue Drop Award												
<p><b>2.10</b> <b>Water Loss Management</b> Monitoring of water losses</p> <p><b>IDP:</b> <b>Strategic Focus Area 2D.3</b></p>	4	To manage the reduction in water losses	<ol style="list-style-type: none"> <li>1. Compile and implement plan to reduce water losses to 22 %:</li> </ol> <table border="1" data-bbox="922 810 1196 1027"> <thead> <tr> <th>YEAR</th> <th>% LOSS</th> </tr> </thead> <tbody> <tr> <td>2007/2008</td> <td>-31.46</td> </tr> <tr> <td>2008/2009</td> <td>-25.77</td> </tr> <tr> <td>2009/2010</td> <td>-26.19</td> </tr> <tr> <td>2010/2011</td> <td>-23.16</td> </tr> <tr> <td>2011/2012</td> <td>-24.40</td> </tr> </tbody> </table> <ol style="list-style-type: none"> <li>2. Verify invoices received from Rand Water</li> <li>3. Monitor replacement of faulty water meters in collaboration with Finance Services</li> <li>4. Report quarterly % water losses to Mayoral Committee (Mayoral Committee Resolution)</li> </ol>	YEAR	% LOSS	2007/2008	-31.46	2008/2009	-25.77	2009/2010	-26.19	2010/2011	-23.16	2011/2012	-24.40	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% Reduction in water losses at 30 Jun 2013:</p> <p>22.5 % = 5 23 % = 4 23.5 % = 3</p>	% Reduction in water losses
YEAR	% LOSS																	
2007/2008	-31.46																	
2008/2009	-25.77																	
2009/2010	-26.19																	
2010/2011	-23.16																	
2011/2012	-24.40																	

<b>2.11</b> <b>Land Use Applications</b> Maintain good turn-around times on land use applications and building plans  <b>IDP:</b> <b>Strategic Focus Area</b> <b>1A.10</b>	<b>3</b>	To maintain average turn-around time for providing comments on land use applications, as measured from date of receipt from Development Planning & Housing to date of return per memorandum	<ol style="list-style-type: none"> <li>1. Provide comments on land use applications</li> <li>2. Return applications received within the agreed timeframe</li> </ol>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Average turn-around time maintained on:  3 weeks = 5 4 weeks = 4 5 weeks = 3	Average turn-around time maintained within 3 weeks
<b>KPA 2: TOTAL WEIGHT</b>	<b>43</b>					

**KEY PERFORMANCE AREA 3 – LOCAL ECONOMIC DEVELOPMENT**

PRIORITY linked with the IDP (Strategic Focus Areas)	WEIGHTING	KEY PERFORMANCE INDICATORS				
		OBJECTIVE	ACTIVITIES / PROCESS	INPUT INDICATOR	OUTPUT INDICATOR (TARGET)	OUTCOME / IMPACT INDICATOR
<b>3.1</b> <b>Expanded Public Works Programme (EPWP)</b> Direct job opportunities  IDP: Strategic Focus Area 1B.1	2	To secure participation in the Expanded Public Works Programme, subject to funding availability	1. Determine target in conjunction with the Municipal Manager  2. Provide assistance, when requested, to relevant stakeholders	Effective, economical and efficient utilisation of approved budget and resources quarterly	Number of new additional jobs created by 30 Jun 2013:  110 % of target = 5 105 % of target = 4 Target = 3	% of target achieved in terms of new additional jobs created vs previous target of 145
<b>KPA 3: TOTAL WEIGHT</b>	2					



**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														
<b>4.1</b> <u><b>Audit Opinion - Financial Statements &amp; Non-financial matters</b></u> (Operation clean Audit 2014) Submission of proper financial statements  IDP: <b>Strategic Focus Area 8D.1</b>	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														
<b>4.2</b> <u><b>Implementation of Action Plan – Financial &amp; Non-financial matters</b></u> Submission of proper financial statements  IDP: <b>Strategic Focus Area 8D.1</b>	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														
<b>4.3</b> <u><b>Income Budget</b></u> Improve budget process  IDP: <b>Strategic Focus Area 8D.4</b>	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;"> <thead> <tr> <th>SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Waste</td> <td align="right">93 366 092</td> </tr> <tr> <td>Water</td> <td align="right">25 085 192</td> </tr> <tr> <td>Water</td> <td align="right">133 937 181</td> </tr> <tr> <td>Electricity</td> <td align="right">274 845 178</td> </tr> <tr> <td>Administr</td> <td align="right">1 400 000</td> </tr> <tr> <td><b>TOTAL</b></td> <td align="right"><b>528 633 643</b></td> </tr> </tbody> </table>	SOURCE	BUDGET	Waste	93 366 092	Water	25 085 192	Water	133 937 181	Electricity	274 845 178	Administr	1 400 000	<b>TOTAL</b>	<b>528 633 643</b>	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Income generated by 30 June 2013:  103 % = 5 102 % = 4 100 % = 3	% Income generated
SOURCE	BUDGET																			
Waste	93 366 092																			
Water	25 085 192																			
Water	133 937 181																			
Electricity	274 845 178																			
Administr	1 400 000																			
<b>TOTAL</b>	<b>528 633 643</b>																			

<p><b>4.4</b>  <b>Maintenance of infrastructure</b>  Maintain infrastructure to provide cost effective and reliable service</p> <p>IDP:  Strategic Focus Area 2D.2</p>	<p>10</p>	<p>To manage infrastructure maintenance and procurement of capital items as per the approved capital budget</p>	<p>Report on % implementation of the approved capital budget, subject to CRR funding availability, and in line with quarterly expenditure projections:</p> <table border="1" data-bbox="920 328 1193 544"> <thead> <tr> <th>FUNDING SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>CRR</td> <td>11 691 000</td> </tr> <tr> <td>Grants</td> <td>37 050 000</td> </tr> <tr> <td>External Loans</td> <td>46 300 000</td> </tr> </tbody> </table>	FUNDING SOURCE	BUDGET	CRR	11 691 000	Grants	37 050 000	External Loans	46 300 000	<p>Effective, economical and efficient utilisation of approved budget and resources on a monthly basis</p>	<p>% Expenditure of capital budget (keeping savings into consideration) by 30 June 2013:</p> <p>≥ 90 % = 5  ≥ 85 % = 4  ≥ 80 % = 3</p>	<p>% Expenditure of capital budget</p>
FUNDING SOURCE	BUDGET													
CRR	11 691 000													
Grants	37 050 000													
External Loans	46 300 000													
<p><b>KPA 4: TOTAL WEIGHT</b></p>	<p>15</p>													
<p><b>Sub-Total</b></p>	<p>80</p>													

**SECTION B: CORE MANAGERIAL COMPETENCIES – TOTAL WEIGHTING 20**

<p><b>1. Strategic Capability and leadership</b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8B.</b></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><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>Well informed department</p>
<p><b>2. People Management &amp; Empowerment</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">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"> <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 em-</li> </ol>	<p>High staff morale</p>

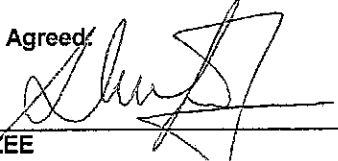
					<p>ployment legislation and regulations consistently;</p> <p>5. Facilitates team goal setting and problem solving;</p> <p>6. Deals with labour matters;</p> <p>7. Displays personal interest in the well-being of colleagues;</p> <p>8. Able to manage own time as well as time of colleagues and other stakeholders; and</p> <p>9. Manages conflict.</p>	
<p><b>3.</b> <b>Customer Orientation &amp; Client Focus</b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8A, 8B &amp; 8C.</b></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	<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>	Satisfied customers

<p><b>4.</b> <b>Financial Management</b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8D.</b></p>	<p><b>2</b></p>	<p>To facilitate financial sustainability</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>	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<ol style="list-style-type: none"> <li>1. Sets strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities;</li> <li>2. Manages and monitors financial risk;</li> <li>3. Continuously looks for new opportunities to obtain and save funds;</li> <li>4. Understand, analyses and monitors financial reports;</li> <li>5. Ensures effective utilisation of financial resources;</li> <li>6. Prepares own budget in line with the strategic objectives of the organisation;</li> <li>7. Allocates resources according to supply chain management objectives and requirements.</li> </ol>	<p>Sound financial management</p>
<p><b>5.</b> <b>Service Delivery Innovation</b> Efficient, effective, transparent and accountable local municipality</p> <p><b>IDP:</b> <b>Strategic Focus Area 8G.</b></p>	<p><b>3</b></p>	<p>To source and introduce service delivery innovations to enhance service delivery</p>	<p>Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery</p>	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<ol style="list-style-type: none"> <li>1. Consults on ways to improve 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; Integrates processes, policies and structures across the organisation to achieve improved effectiveness and efficiency in service delivery.</li> </ol>	<p>Effective service delivery</p>
<p><b>Sub-Total</b></p>	<p><b>20</b></p>					
<p><b>TOTAL</b></p>	<p><b>100</b></p>					

## EVALUATION RESULTS

1 <sup>st</sup> QUARTER			2 <sup>nd</sup> QUARTER			3 <sup>rd</sup> QUARTER			4 <sup>th</sup> 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. S. COETZEE  
 EXECUTIVE DIRECTOR: ENGINEERING SERVICES

20/09/2012  
 DATE

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

21/9/2012  
 DATE

  
 CLLR. M. HACK  
 MMC: ENGINEERING SERVICES

27/9/2012  
 DATE