

**MIDVAAL LOCAL MUNICIPALITY  
PERFORMANCE MANAGEMENT SYSTEM**

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

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

**PERIOD: 1 JULY 2012 – 30 JUNE 2013**

**2012/2013**



**MUNICIPAL MANAGER**

**MR. A.S.A. DE KLERK**

**1 JULY 2012 – 30 JUNE 2013**



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 – BASIC SERVICE DELIVERY</b>																								
<b>1.1 Service Delivery &amp; Budget Implementation Plan</b>	<b>5</b>	Service Delivery & Budget Implementation Plan monitoring, execution and reporting 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>	Average rating of all seven departments achieved. Turn-around time to submit quarterly report to Mayoral Committee into the reporting cycle, within:  4 weeks = 5 5 weeks = 4 6 weeks = 3					<b>1<sup>st</sup> Quarter</b> <table border="1"> <thead> <tr> <th>DEPARTMENT</th> <th>RATING</th> </tr> </thead> <tbody> <tr> <td>1. Corporate Serv</td> <td></td> </tr> <tr> <td>2. Finance Serv</td> <td></td> </tr> <tr> <td>3. Human Resources</td> <td></td> </tr> <tr> <td>4. Engineering Serv</td> <td></td> </tr> <tr> <td>5. Development Planning &amp; Housing</td> <td></td> </tr> <tr> <td>6. Social Services</td> <td></td> </tr> <tr> <td>7. Protection Serv</td> <td></td> </tr> </tbody> </table>	DEPARTMENT	RATING	1. Corporate Serv		2. Finance Serv		3. Human Resources		4. Engineering Serv		5. Development Planning & Housing		6. Social Services		7. Protection Serv	
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<p><b>1.2 Service Delivery</b></p>	<p><b>5</b></p>	<p>Monitor performance and ensure achievement of minimum service delivery targets</p>	<p>% average of all 7 departments, for service delivery targets achieved (KPA 1):</p> <p>90 % or 274 = 5 85 % or 258 = 4 80 % or 242 = 3</p>					
<p><b>1.3.1 Public Complaints – Distribution of Complaints</b></p>	<p><b>2</b></p>	<p>Continuous monitoring and improvement to current system</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>1.3.2 Public Complaints – Feedback rate</b></p>	<p><b>5</b></p>	<p>Attend to departmental public complaints received via Helpdesk by:</p> <ul style="list-style-type: none"> <li>✓ Acknowledge Receipt;</li> <li>✓ Appropriate attention received;</li> <li>✓ Returned to Helpdesk; within (average to be achieved):</li> </ul>	<p>Establish feedback rate by conducting at least 2 audits per annum using statistical sampling:</p> <p>80 % = 5 75 % = 4 70 % = 3</p>					
<p><b>1.4 Recycling Initiative</b></p>	<p><b>5</b></p>	<p>Implementation of a sustainable recycling collection initiative</p>	<p>1. Host recycling stakeholder indaba with attendance register before 28 Febr 2012 = 3</p> <p>2. Advertise tender according to approved specifications by <b>20 April 2012</b> = 4</p>					

			3. Appoint contractor/s before 31 May 2012 = 5					
<b>KPA 1: TOTAL WEIGHT</b>	<b>22</b>							
<b>KPA 2 – MUNICIPAL INSTITUTIONAL DEVELOPMENT &amp; TRANSFORMATION</b>								
<b>2.1 Staff Turnover</b>	<b>2</b>	Voluntary resignations within departments to be limited to encourage career pathing and transfer of skills for current financial year	Number of departments achieved expectations as set, for job levels 1 – 6:  7 departments = 5 6 departments = 4 5 departments = 3					
<b>2.2 Labour Relations &amp; Conditions of Service</b>	<b>2</b>	Oversee the effective management of appropriate disciplinary actions in terms of legislation	Charge sheets to be issued, within the time frames set below, only after receipt of the investigating report as well as request to institute disciplinary action, and appointment of prosecutor:  2 weeks = 5 3 weeks = 4 4 weeks = 3					
<b>2.3 Central Safety Committee Meetings</b>	<b>2</b>	Ensure legislative compliance to the Occupational Health & Safety Act, Act 85 of 1993	1. Quarterly meetings arranged and agenda distributed a week before the meeting & Overall risk assessment completed by 30 Dec 2011					
			2. Minutes quarterly compiled and distributed within 10 working days after date of the meeting					

			<p>3. Resolutions distributed for execution and progress reported at the next Central Safety Committee Meeting</p> <p>Targets achieved:  1, 2 &amp; 3 = 5  1 &amp; 2 = 4  1 = 3</p>					
<b>2.4 New appointments</b>	<b>5</b>	New appointments of residents living in Midvaal as from 1 July 2011, excluding scarce skills, where proof is provided that no Midvaal resident (candidate) could be found	<p>% Appointments made within all departments:</p> <p>100 % on levels 7 – 13 = 5  80 % on levels 7 – 13 = 4  50 % on levels 7 – 13 = 3</p>					
<b>2.5.1 Performance Management System &amp; Service Delivery &amp; Budget Implementation Plans</b>	<b>2</b>	Service Delivery & Budget Implementation Plans compiled as stipulated by legislation	<p>1. Draft SDBIP's compiled in line with the IDP &amp; draft budget by 28 Febr 2012 = 3</p>					
			<p>2. Draft SDBIP's &amp; Measurable Performance Objectives compiled and included in draft budget as per budget regulations by 31 March 2012 = 4</p>					
			<p>3. Draft Performance Agreements, draft SDBIP's and draft scorecards submitted to the Executive Mayor for approval by 30 May 2012 = 5</p>					

<b>2.5.2 Performance Management System</b>	<b>2</b>	Performance Management System (PMS) aligned 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 2012 = 5 30 June 2012 = 4 31 July 2012 = 3					
<b>KPA 2: TOTAL WEIGHT</b>	<b>15</b>							
<b>KPA 3 – LOCAL ECONOMIC DEVELOPMENT &amp; HOUSING</b>								
<b>3.1 Local Economic Development</b>	<b>3</b>	Optimal infrastructure and cost effective services to support business activity to promote economic growth by increased tourism, employment and entrepreneurial opportunities	Date of implementation of LED project in conjunction with Mayo-ral Committee to value of R200 000.00 by:  30 April 2012 = 5 31 May 2012 = 4 30 June 2012 = 3					
<b>3.2 Expanded Pubic Works Programme (EPWP)</b>	<b>3</b>	Secure participation in the Expanded Public Works Programme, subject to funding availability.  <b>Target: 145</b>	Number of EPWP jobs created by 30 June 2012:  110 % of target = 5 105 % of target = 4 Target = 3					
<b>KPA 3: TOTAL WEIGHT</b>	<b>6</b>							
<b>KPA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>								
<b>4.1 Revenue Enhancement</b>	<b>3</b>	Property audit to be conducted to ensure correct billing and maximize revenue.  Determine areas already fina-lized in line with Wards	Plan implemented and number of properties completed in identified areas by 30 June 2012:  3500 properties = 5					

		4, 5, 7, 8 and 10) and include:  <b>Number of stands according to the Venus System</b>	3000 properties = 4 2500 properties = 3																	
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<b>4.2 Revenue Management</b>	<b>5</b>	Payment levels maintained (levied income) by enforcing disconnections according to the approved Credit Control Policy	% Payment levels quarterly maintained:  97% = 5 96 % = 4 95 % = 3																	
<b>4.3.1 Financial Statements – Audit opinion</b>	<b>5</b>	Maintain opinion issued on audit report as per financial legislation	Quality of opinion expressed on audit report:  Unqualified = 5 Qualified = 1																	
<b>4.3.2 Financial Statements – Implementation of action plans</b>	<b>3</b>	Manage implementation of action plans on Auditor-General's report on none financial matters	% successful implementation of action plans by 30 June 2012:  70 % = 5 65 % = 4 60 % = 3																	

<b>4.4 Debt Collection</b>	<b>5</b>	Effective management of debt in terms of: <ul style="list-style-type: none"> <li>➤ Indigent Registration;</li> <li>➤ Prescription Debt;</li> <li>➤ Write offs;</li> <li>➤ Disconnections.</li> </ul> <b>Outstanding: 1 Jul 2011 R78 564 259</b> (Total less current excluding bulk contributions)	4.4.1.1 % Decrease in debt by 30 June 2012 (Quarterly to be reviewed):  5 % increase = 5 6 % increase = 4 7.5 % increase = 3					
<b>4.5.1 Budget Management – Capital Budget Expenditure</b>	<b>3</b>	Manage expenditure according to cash flow projections as approved per the Service Delivery & Budget Implementation Plans (SDBIP's)	% Expenditure as per the approved capital budget:  90 % = 5 85 % = 4 80 % = 3					
<b>4.5.2 Budget Management – Income Budget</b>	<b>3</b>	Manage income according to projections as approved per the Service Delivery & Budget Implementation Plans (SDBIP's)	% Income generated as per the approved budget:  102 % = 5 100 % = 4 99 % = 3					
<b>4.5.3 Budget Management – Operational Budget Expenditure</b>	<b>2</b>	Manage expenditure according to projections as approved per the Service Delivery & Budget Implementation Plans (SDBIP's)	% Expenditure as per the approved operational budget:  < 90 % = 5 < 87 % = 4 < 85 % = 3					
<b>KPA 4: TOTAL WEIGHT</b>	<b>29</b>							

KPA 5 - GOOD GOVERNANCE & PUBLIC PARTICIPATION							
<b>5.1 Integrated Development Plan (IDP)</b>	<b>3</b>	Integrated Development Plan (IDP) prepared in terms of legislative requirements and aligned to budget. Draft submitted to Council for approval and ward committees conducted with: <ul style="list-style-type: none"> <li>• Agenda</li> <li>• Attendance Registers</li> <li>• Minutes</li> </ul>	% Adherence to public participation according to timetable as approved by Council:  100% = 5 95 % = 4 80 % = 3				
<b>5.2 Budget</b>	<b>5</b>	Follow public participation process, as approved, in terms of 2011/2012-budget	1. All scheduled workshops conducted in all wards according to programme = 3				
			2. Budget summary published in local newspapers, in the three main languages, and Bulletin to improve public participation = 4				
			3. Qualitative assessment done on efforts made to solicit public comments = 5				
<b>KPA 5: TOTAL WEIGHT</b>	<b>8</b>						
<b>TOTAL WEIGHT</b>	<b>80</b>						



**CORE MANAGERIAL COMPETENCIES – 20 %**

<p>1. Strategic Capability and leadership</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. Builds and supports a high-performance team;</li> <li>7. Seeks mutual benefit/win-win out-comes for all concerned;</li> <li>8. Inspires staff with own behaviour – “walks the talk”;</li> <li>9. Is visible, approachable and earns respect;</li> <li>10. Manages and calculates risks;</li> <li>11. Acts decisively having assessed the risks</li> <li>12. Communicates strategic plan to the organisation;</li> <li>13. Utilises strategic planning methods and tools;</li> <li>14. Initiates and manages change in pursuit of strategic objectives;</li> <li>15. Inspires and shows loyalty</li> </ol>					
<p>2. People Management &amp; Empowerment</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 in-crease contribution and level of responsibility;</li> <li>4. Applies labour and employment legislation and regulations consistently;</li> <li>5. Facilitates team goal setting and</li> </ol>					

			<p>problem solving;</p> <ol style="list-style-type: none"> <li>6. Recognises individuals and teams and provides developmental feed-back in accordance with performance management principles;</li> <li>7. Adheres to internal and national standards with regard to HR practices;</li> <li>8. Deals with labour matters;</li> <li>9. Identifies competencies required and suitable resources for specific tasks;</li> <li>10. Displays personal interest in the well-being of colleagues;</li> <li>11. Able to manage own time as well as time of colleagues and other stakeholders; and</li> <li>12. Manages conflict through a participatory transparent approach.</li> </ol>					
3. Customer Orientation & Client Focus	4	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	<ol style="list-style-type: none"> <li>1. Understand the range of clients to be served;</li> <li>2. Follows through on client enquiries, requests, and complaints in a timely manner;</li> <li>3. Advises clients about status of issue or progress of projects;</li> <li>4. Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction;</li> <li>5. Distributes helpful information to clients;</li> <li>6. Ensures professional and courteous service;</li> <li>7. Takes personal responsibility for providing excellent service quality;</li> <li>8. Makes clients and their needs a primary focus of actions;</li> <li>9. Corrects problems promptly, without being defensive;</li> <li>10. Supports others to take personal responsibility to deliver excellent customer service;</li> <li>11. Effectively represents the needs and interests of the client;</li> <li>12. Understands the client's issues</li> </ol>					

			<p>and seeks information about their current and future requirements;</p> <p>13. Is accessible and models prompt, attentive service;</p> <p>14. Defines a client service vision and how it strategically fits within the organisation;</p> <p>15. Sets the climate and creates a culture to attain client focused outcomes, (i.e. performance management, resource allocation etc.);</p> <p>16. Takes specific and sustained action to implement the client service vision;</p> <p>17. Implements client satisfaction feedback to ensure provision of quality service;</p> <p>18. Clearly articulates the Council's vision that supports a client focused workforce;</p> <p>19. Aligns the organisational structure and management processes to support the client vision; and</p> <p>20. Demonstrates personal commitment to the client service vision through own actions and attitudes;</p> <p>21. Recognises individuals and areas that are demonstrating behaviours and outcomes consistent with the client service vision.</p>					
4. Financial Management	4	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>					

			<ul style="list-style-type: none"> <li>guidelines based on prescribed format;</li> <li>6. Understands and weighs up financial implications of proposition;</li> <li>7. Understand, analyses and monitors financial reports;</li> <li>8. Aligns expenditure to cash flow projections;</li> <li>9. Ensures effective utilisation of financial resources;</li> <li>10. Develops corrective measures/actions to ensure alignment of budget to financial resources; and</li> <li>11. Prepares own budget in line with the strategic objectives of the organisation;</li> <li>12. Allocates resources according to supply chain management objectives and requirements.</li> </ul>								
5. Service Delivery Innovation	4	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	<ul 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> </ul>								
<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
	20		CMC's	20		CMC's	20		CMC's	20	
			OPERATIONAL KPA's			OPERATIONAL KPA's			OPERATIONAL KPA's		
	%			%							

**Accepted and Agreed:**

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

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**CLLR. T.K. NAST  
EXECUTIVE MAYOR**

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**DATE**