



Midvaal Local Municipality
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PERFORMANCE PLAN

PERFORMANCE MANAGEMENT SYSTEM

In terms of the

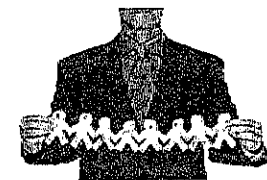
LOCAL GOVERNMENT: PERFORMANCE REGULATIONS – GOVERNMENT GAZETTE 29089 DATED 1 AUGUST 2006

&

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



MUNICIPAL MANAGER
MR. A.S.A. DE KLERK
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 Resignations Maintain 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 Strategy to be implemented	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Number of resignations, per department, to be maintained below: None – 1 official = 5 2 officials = 4 3 officials = 3	Number of voluntary resignations per quarter reported
1.2 Labour Relations & Conditions of Service – Disciplinary Actions Enforcement of legislation and collective agreements IDP Strategic Focus Area 1A.11	3	To ensure compliance to Disciplinary Procedure & Code Collective Agreement (Council Resolution (C605/07/2010 dated 29 Jul 2010)	1. Oversee the issuing of charge sheets, within 2 weeks, only after receipt of: <ul style="list-style-type: none"> ➤ The investigating report; ➤ Request to institute disciplinary action; ➤ Appointment of prosecutor; and ➤ Presiding Officer 2. Oversee the distribution of the outcome of disciplinary hearing to all relevant stakeholders within 10 working days, after the finalization of the process.	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Maintain turn-around time to issue charge sheets within: 2 weeks = 5 3 weeks = 4 4 weeks = 3	Charge sheets issued within 2 weeks after receipt of relevant documentation and outcome of disciplinary hearing should be communicated to all relevant stakeholders within 10 working days; after the finalization of the process.

<p>1.3 Occupational Health & Safety Promote safety awareness and training</p> <p>IDP: Strategic Focus Area 7A.6</p>	3	To ensure legislative compliance to the Occupational Health & Safety Act, Act 85 of 1993	<p>1. Oversee the execution of quarterly Central Safety Committee resolutions; and</p> <p>2. Monitor the submission of the report to the next Central Health & Safety Committee meeting on the number of resolutions executed per department, within the agreed time frame</p>	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	<p>Number of resolutions executed within 10 working days after receipt = 5</p> <p>Number of resolutions executed within 15 working days after receipt = 4</p> <p>Number of resolutions executed within 20 working days after receipt = 3</p>	Quarterly meetings attended and number of resolutions executed
<p>1.4 New appointments (Council) Promote the appointment of local residents on job levels 6 – 13</p> <p>IDP: Strategic Focus Area 8F.1</p>	3	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>1.5 Employment Equity (Council) Promote the appointment of staff from residents living in Midvaal, focusing on equity targets (with focus on women), on job level 1 – 5, to attempt to address Council's imbalance in terms of employment equity</p> <p>IDP: Strategic Focus Area 8B.6</p>	3	To make new appointments from residents living in Midvaal focusing on equity targets (with focus on women) on job level 1 – 5	Monitor the % 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 holistically 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
KPA 1: TOTAL WEIGHT	14					

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
<p>2.1 Service Delivery & Budget Implementation Plan Enforcement of legislation and by-laws</p> <p>IDP: Strategic Focus Area 1A.11</p>	3	To monitor the execution of activities in line with the Service Delivery & Budget Implementation Plan	Oversee departmental quarterly reporting 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	Maintaining of turn-around time, by all departments, 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)
<p>2.2 Service Delivery & Budget Implementation Plans Enforcement of legislation and by-laws</p> <p>IDP: Strategic Focus Area 1A.11</p>	3	To compile Service Delivery & Budget Implementation Plans according to current relevant legislation and the Municipal Finance Management Act, Act 56 of 2003	Ensure 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	Draft documents completed by: 30 Apr 2013 = 5 31 May 2013 = 4 31 Jun 2013 = 3	Draft SDBIP's, measurable performance objectives and draft performance agreements approved by Council (Council Resolution)
<p>2.3 Public Complaints – Feedback rate Maintain and monitor feedback rate to complainants</p> <p>IDP: Strategic Focus Area 8C.2</p>	3	To monitor and report on the feedback rate and level of satisfied complainants	Oversee the conducting of 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	Intervals to conduct audits: Quarterly = 5 Bi-annually = 4 Annually = 3	Audits conducted and report submitted to Informal Mayoral (Informal Mayoral Committee Resolution)

<p>2.4 Public Complaints – Streamline process Streamline complaints system to be more effective</p> <p>IDP: Strategic Focus Area 8C.2</p>	<p>2</p>	<p>To streamline the complaints system to be more effective in terms of turn-around times and feedback</p>	<ol style="list-style-type: none"> 1. Oversee the categorisation of complaints to differentiate short term and longer term response actions – Weekly management reports to monitor complaints 2. Oversee the monitoring of complaints categories and advise MMC's and HOD's of deviations to the norms or of red flag issues 3. Oversee the implementation of Sicelo telephone complaints line and the public information process 	<p>Effective, economical and efficient utilisation of approved budget and resources quarterly</p>	<p>Activities to be 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>2.5 Recycling Initiative Promote waste recycling</p> <p>IDP: Strategic Focus Area 3A.5</p>	<p>5</p>	<p>To implement a sustainable recycling collection initiative</p>	<ol style="list-style-type: none"> 1. Oversee the recycling collection initiative communication process to all relevant stakeholders 2. Monitor implementation of recycling collection initiative 3. Ensure monthly reporting on volumes collected 	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<p>Weight of recycled waste collected per annum:</p> <p>100 0001 – 200 000 kg = 5 50 0001 – 100 000 kg = 4 Less than 50 000 kg = 3</p>	<p>Volumes collected to promote a sustainable recycling initiative</p>
<p>2.6 Performance Management System – Roll-out to job levels 1 – 5 Roll-out of PMS to job levels 1 – 5</p> <p>IDP: Strategic Focus Area 8C.3</p>	<p>3</p>	<p>To implement and monitor the Performance Management System to job levels 1 – 5</p>	<ol style="list-style-type: none"> 1. Oversee the sourcing and implementation of procured system 2. Ensure signed performance agreements for all job levels 1 – 5 	<p>Effective, economical and efficient utilisation of approved budget, resources on a continuous basis</p>	<p>Date system implemented:</p> <p>30 Apr 2013 = 5 30 May 2013 = 4 30 Jun 2013 = 3</p>	<p>Signed performance agreements for job levels 1 – 5 to ensure effective and efficient utilisation of staff and equipment in terms of the SDBIP & Performance Plans</p>

<p>2.7 Housing Facilitate a process to eradicate informal settlements</p> <p>IDP: Strategic Focus Area 8A.3</p>	<p>3</p>	<p>To formalize housing opportunities for Sicelo</p>	<ol style="list-style-type: none"> 1. Oversee the preparation of the application to rezone Council property: Erf 78, Meyerton Farms 2. Ensure submission of report to Council in terms of rezoning application 3. Oversee the execution of the Council Resolution 	<p>Effective, economical and efficient utilisation of approved budget and resources on a monthly basis</p>	<p>Date report submitted to Mayoral Committee for consideration:</p> <p>30 Apr 2013 = 5 30 May 2013 = 4 30 Jun 2013 = 3</p>	<p>Rezoning Certificate issued</p>
<p>KPA 2: TOTAL WEIGHT</p>	<p>22</p>					

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
3.1 <u>Local Economic Development</u> Promote local economic development initiatives IDP: Strategic Focus Area 1C.1	2	To assist with the establishment of sustainable food gardens	1. Oversee the identification process and procedures in wards: 4 6 10 2. Oversee the donation of funds to purchase the necessary tools to a maximum value of R30 000 per ward 3. Ensure quarterly progress reporting in terms of wards: 4 6 10	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Donation of funds done by: 30 Apr 2013 = 5 31 May 2013 = 4 30 Jun 2013 = 3	Number of sustainable food gardens established
3.2 <u>Expanded Public Works Programme (EPWP)</u> Direct job opportunities IDP: Strategic Focus Area 1B.1	4	To secure participation in the Expanded Public Works Programme, subject to funding availability	1. Assist the following departments with the determination of the annual target in terms of new additional jobs to be created: <ul style="list-style-type: none"> • Engineering Services • Human Resources • Social Services 2. Oversee the provision of 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
KPA 4: TOTAL WEIGHT	6					

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
<p>4.1 Audit Opinion - Financial Statements & Non-financial matters (Operation clean Audit 2014) Submission of proper financial statements</p> <p>IDP: Strategic Focus Area 8D.1</p>	4	To maintain the audit opinion issued on the financial and non-financial matters as per the financial legislation by the Auditor-General	Oversee reporting of 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
<p>4.2 Implementation of Action Plan – Financial & Non-financial matters Submission of proper financial statements</p> <p>IDP: Strategic Focus Area 8D.1</p>	2	To oversee implementation of action plans on Auditor-General's report on financial and non-financial matters, as reported in management letter	Ensure compilation and distribution of implementation plans to all relevant stakeholders within 30 days after receipt of final management letter	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	Timeframe to distribute implementation plan to all relevant stakeholders within: 30 days = 5 60 days = 4 90 days = 3	% decrease in number of matters of emphasis, reported in management letter
<p>4.3 Implementation of Action Plan – Financial & Non-financial matters Submission of proper financial statements</p> <p>IDP: Strategic Focus Area 8D.1</p>	2	To implement action plans on Auditor-General's report on financial and non-financial matters, as reported in management letter	Oversee the quarterly reporting to the Performance & Audit Committee on the successful addressing of the implementation plans as per the management letter	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

<p>4.4 Revenue Enhancement Improvement of revenue base, accurate meter readings and property audits</p> <p>IDP: Strategic Focus Area 8D.1</p>	2	To improve the revenue base with accurate meter readings and property audits	<p>1. Oversee the execution of the property audit to ensure correct billing and maximize revenue</p> <p>2. Assist with the determination of the areas already finalised in line with Wards 4, 5, 7, 8 and 10) and include:</p> <p>Number of stands according to the Venus System</p> <table border="1" data-bbox="913 560 1189 770"> <thead> <tr> <th>AREA</th> <th>NO OF STANDS</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td>TOTAL</td> <td> </td> </tr> </tbody> </table>	AREA	NO OF STANDS									TOTAL		Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>Plan implemented and number of properties completed in identified areas by 30 June 2013:</p> <p>3500 properties = 5 3000 properties = 4 2500 properties = 3</p>	R Value increase in revenue collection
AREA	NO OF STANDS																	
TOTAL																		
<p>4.5 Revenue Management Sound cash flow levels, whilst not hampering service delivery</p> <p>IDP: Strategic Focus Area 8D.9</p>	5	To ensure sound cash flow levels to prevent hampering in service delivery	Monitor the maintaining of payment levels (levied income) by enforcing disconnections according to the approved Credit Control Policy	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>% Payment levels quarterly maintained:</p> <p>97 % = 5 96 % = 4 95 % = 3</p>	% Payment levels												
<p>4.6 Debt Collection Reduction and management of outstanding debts</p> <p>IDP: Strategic Focus Area 8D.6</p>	5	To manage outstanding debt to realize a reduction in outstanding debt	<p>Oversee the debt collection management process by implementing the following:</p> <ul style="list-style-type: none"> ➤ Facilitate increase in Indigent Registrations; ➤ Writing off of Prescription Debt; ➤ Write offs; ➤ Disconnections. <p>Baseline: 1 Jul 2012 (R (Total less current excluding bulk contributions)</p>	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>% Decrease in debt by 30 June 2013 (Quarterly to be reviewed):</p> <p>5 % increase = 5 6 % increase = 4 7.5 % increase = 3</p>	% Decrease in debt												

<p>4.7 Income Budget (Council) Prepare the budget to support the Integrated Development Plan & Improved budget process</p> <p>IDP: Strategic Focus Area 8D.7 8D.4</p>	4	To monitor the income budget as per the approved quarterly targets and income source	<p>Monitor the % income generated as per the approved income budget:</p> <table border="1" data-bbox="907 244 1196 721"> <thead> <tr> <th>DEPT</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Corp S</td> <td>4 519 394</td> </tr> <tr> <td>Finance S</td> <td>151 315 615</td> </tr> <tr> <td>Human R</td> <td>848 000</td> </tr> <tr> <td>Eng Serv</td> <td>528 633 643</td> </tr> <tr> <td>Dev PI & H</td> <td>1 667 000</td> </tr> <tr> <td>Soc Serv</td> <td>55 053 238</td> </tr> <tr> <td>Prot Serv</td> <td>19 222 500</td> </tr> <tr> <td>TOTAL</td> <td>R761 259 390</td> </tr> </tbody> </table>	DEPT	BUDGET	Corp S	4 519 394	Finance S	151 315 615	Human R	848 000	Eng Serv	528 633 643	Dev PI & H	1 667 000	Soc Serv	55 053 238	Prot Serv	19 222 500	TOTAL	R761 259 390	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>% Income generated:</p> <p>102 % = 5 100 % = 4 99 % = 3</p>	% Income generated
DEPT	BUDGET																							
Corp S	4 519 394																							
Finance S	151 315 615																							
Human R	848 000																							
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Dev PI & H	1 667 000																							
Soc Serv	55 053 238																							
Prot Serv	19 222 500																							
TOTAL	R761 259 390																							
<p>4.8 Maintenance of infrastructure Maintain infrastructure to provide cost effective and reliable service</p> <p>IDP: Strategic Focus Area 2D.2</p>	4	To manage infrastructure maintenance and procurement of capital items as per the approved capital budget	<p>Monitor the implementation of the approved capital budget, subject to CRR funding availability, and in line with quarterly expenditure projections:</p> <table border="1" data-bbox="907 940 1196 1305"> <thead> <tr> <th>Funding Source</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td>Corp</td> <td>1 300 400</td> </tr> <tr> <td>Fi</td> <td>0</td> </tr> <tr> <td>HR</td> <td>501 000</td> </tr> <tr> <td>Eng</td> <td>167 351 949</td> </tr> <tr> <td>DP & H</td> <td>0</td> </tr> <tr> <td>Soc Serv</td> <td>17 676 000</td> </tr> <tr> <td>Prot Serv</td> <td>2 240 000</td> </tr> <tr> <td>TOTAL</td> <td>194 730 349</td> </tr> </tbody> </table>	Funding Source	Budget	Corp	1 300 400	Fi	0	HR	501 000	Eng	167 351 949	DP & H	0	Soc Serv	17 676 000	Prot Serv	2 240 000	TOTAL	194 730 349	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	<p>% Expenditure of capital budget (keeping savings into consideration) by 30 June 2013:</p> <p>96 % = 5 93 % = 4 90 % = 3</p>	% Expenditure of capital budget
Funding Source	Budget																							
Corp	1 300 400																							
Fi	0																							
HR	501 000																							
Eng	167 351 949																							
DP & H	0																							
Soc Serv	17 676 000																							
Prot Serv	2 240 000																							
TOTAL	194 730 349																							
KPA 4: TOTAL WEIGHT	28																							

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 Budget Prepare the budget to support the Integrated Development Plan & Improved budget process IDP: Strategic Focus Area 8D.7 8D.4	5	To follow public participation process, as approved, in terms of 2012/2013-budget	1. Oversee the conducting of all scheduled workshops in all wards according to program 2. Ensure publishing of budget summary in local newspapers, in the three main languages, and Bulletin to improve public participation	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	Activities achieved by 30 Mar 2013: 1, 2 & 3 = 5 1 & 2 = 4 1 = 3	Number of workshops conducted in terms of program
5.2 Integrated Development Plan (IDP) Enforcement of legislation and by-laws IDP: Strategic Focus Area 1A.11	5	To prepare IDP in terms of legislative requirements	1. Oversee the preparation of the Integrated Development Plan (IDP) in terms of legislative requirements and aligned to budget. 2. Ensure submission of draft to Council for approval and ward committees conducted with: <ul style="list-style-type: none"> • Agenda; • Attendance registers; • Minutes. 	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Adherence to public participation according to time-table as approved by Council: 100% = 5 95 % = 4 80 % = 3	Approved IDP according to legislative requirements
KPA 5: TOTAL WEIGHT	10					
Sub-Total	80					

SECTION B: CORE MANAGERIAL COMPETENCIES – TOTAL WEIGHTING 20

<p>1. Strategic Capability and leadership Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B.</p>	<p align="center">4</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. People Management & Empowerment Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B & 8C.</p>	<p align="center">4</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> <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>3. <u>Customer Orientation & Client Focus</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8A, 8B & 8C.</p>	4	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>4. Financial Management Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8D.</p>	4	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>	4	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

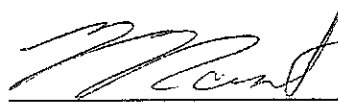
1 st QUARTER			2 nd QUARTER			3 rd QUARTER			4 th QUARTER		
	WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE		WEIGHTING	SCORE
SECTION A			SECTION A			SECTION A			SECTION A		
SECTION B			SECTION B			SECTION B			SECTION B		

Accepted and Agreed:



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

25/10/2012
DATE



CLR. T.K. NAST
EXECUTIVE MAYOR

24/10/12
DATE