



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

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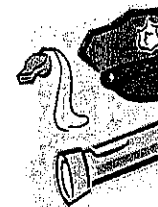
LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 (SECTIONS 57(1)(b), (2), (4) & (5))



EXECUTIVE DIRECTOR: PROTECTION SERVICES

MR. E. LENSLEY

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	10 th working day of the following month = 5 11 th working day of the following month = 4 12 th working day of the following month = 3	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	% New appointments made: 100 % on levels 6 – 13 = 5 80 % on levels 6 – 13 = 4 50 % on levels 6 – 13 = 3	% 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	% New appointments made: 100 % equity targets met = 5 80 % equity targets met = 4 50 % equity targets met = 3	% New appointments made per quarter reported
<p>1.7 Capacitation of staff: Fire Officers Risk management analysis per department – Implementation of the Workplace Skills Plan (WSP), Annual Skills Audit & Learnerships</p> <p>IDP: Strategic Focus Area: 7A.6</p>	2	To ensure properly skilled fire officers	<p>1. Oversee the proper training of fire officers according to the legislative required courses, namely:</p> <ul style="list-style-type: none"> • Fire Fighter I • Hazmat Awareness • Pump Operator Course • Internship (Basic Fire Fighter I, Hazmat and Level 1 First Aid • Level 1 – 3 First Aid • SHE Representative Course • Incident Investigation 	Effective, economical and efficient utilisation of approved budget, resources on a continuous basis	Report on number of successful completions per course, as part of the departmental quarterly report: Quarterly = 5 Bi-annually = 4 Annually = 3	Number of successful completions per course

<p>1.7 Capacitation of staff: Traffic Officers Risk management analysis per department – implementation of the Workplace Skills Plan (WSP), Annual Skills Audit & Learnerships</p> <p>IDP: Strategic Focus Area: 7A.6</p>	<p>2</p>	<p>To ensure properly skilled traffic officers officers</p>	<p>1. Oversee the proper training of traffic officers according to the legislative required courses</p> <p>2. Report quarterly on number of successful completions per course</p>	<p>Effective, economical and efficient utilisation of approved budget, resources on a continuous basis</p>	<p>Report on number of successful completions per course, as part of the departmental quarterly report:</p> <p>Quarterly = 5 Bi-annually = 4 Annually = 3</p>	<p>Number of successful completions per course</p>
<p>KPA 1: TOTAL WEIGHT</p>	<p>16</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
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>Complaints Finalisation</u> Maintain and monitor turn-around times of complaints IDP: Strategic Focus Area 8C.2	2	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"> ✓ Acknowledging Receipt; ✓ Appropriate attention received; ✓ Returning to Helpdesk; within (average to be achieved); ✓ Giving feedback to the complainant 	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
2.3 <u>Land Use Applications</u> Maintain good turn-around times on land use applications and building plans IDP: Strategic Focus Area 1A.10	2	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"> 1. Provide comments on land use applications 2. Return applications received within the agreed timeframe 	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

<p>2.4 Fire Prevention Protect and actively manage the environment</p> <p>IDP: Strategic Focus Area 1A.4</p>	<p>3</p>	<p>To monitor the functionality of the Fire Prevention Association</p>	<ol style="list-style-type: none"> 1. Register and operationalize Fire Prevention Association (FPA) 2. Conduct monthly sectoral meetings 3. Submit minutes of monthly sectoral meetings included in quarterly departmental reports to the Mayoral Committee (Mayoral Committee Resolution) 4. Report monthly income and expenditure reports submitted by FPA's, as part of the departmental quarterly report to the Mayoral Committee 5. Submit annual report to province 6. Conduct research in terms of fire balls and submit report to Mayoral Committee reflecting the implementation plan, stipulating the following activities, by 30 Mar 2013: <ul style="list-style-type: none"> • Lay-out plan; • Division of blocks and identification of fire marshalls; • Training for fire marshalls; • Procurement of equipment; • Distribution of equipment (fire balls) 	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<p>Activities achieved:</p> <p>All activities = 5 4 Activities = 4 3 Activities = 3</p>	<p>Functional Fire Prevention Association (FPA)</p>
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<p>2.5 Community Training: Fire Prevention Manage the community education and training program</p> <p>IDP: Strategic Focus Area 7A.6</p>	<p>3</p>	<p>To educate and train community members</p>	<p>1. Compile and submit community training program to Informal Mayoral Committee</p> <p>2. Manage the execution of the training program in terms of the training of community members and report on:</p> <p>1. Ward location 2. Number of trainees</p>	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<p>Number of wards completed and number of community members trained by 30 Jun 2013:</p> <p>14 wards completed = 5 10 wards completed = 4 6 wards completed = 3</p>	<p>Number of wards completed and number of community members trained</p>
<p>2.6 Fire Prevention Plan Manage the implementation of the Fire Prevention Plan</p> <p>IDP: Strategic Focus Area 7A.5 7A.6</p>	<p>5</p>	<p>To conduct inspections in terms of the Fire Prevention Plan</p>	<p>1. Establish database in terms of:</p> <p>1. Ward location; 2. Category, namely high risk industries, pre-schools, primary schools, high schools;</p> <p>2. Conduct inspections in terms of the Fire Prevention Plan</p> <p>3. Report monthly number of inspections and turn-around times maintained according to the following:</p> <p>1. High Risk Industries 2. Pre-schools / Primary Schools / High Schools 3. Old Age Homes</p>	<p>Effective, economical and efficient utilisation of approved budget and resources on a continuous basis</p>	<p>Targets achieved by 30 Jun 2013:</p> <p>1, 2 & 3 = 5 1 & 2 = 4 1 = 3</p>	<p>Number of inspections conducted</p>

<p>2.7 Informal Trading Protect the Central Business District & Enforcement of by-laws</p> <p>IDP: Strategic Focus Area 1A.7 7A.4</p>	4	To implement by-laws to protect Central Business District, to prevent illegal trading	<ol style="list-style-type: none"> 1. Compile program to monitor legal identified trading spots in all wards, signed off by MMC by 31 Aug 2012 2. Conduct inspections according to program and outcome weekly signed off by HOD and reported to MMC 3. Submit reviewed by-laws to be promulgated 4. Report in quarterly report number of fines / actions taken vs dockets opened 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Targets achieved:</p> <p>Report in quarterly report number of fines / actions action vs dockets opened = 5</p> <p>Number of inspections conducted and outcome weekly signed off by HOD and reported to MMC = 4</p> <p>Program compiled to identify legal trading spots in all wards, signed off by MMC = 3</p>	Number of inspections conducted
<p>2.8 Poster Management Protect the Central Business District & Enforcement of by-laws</p> <p>IDP: Strategic Focus Area 1A.7 7A.4</p>	3	To conduct in loco inspections to monitor legal advertising throughout Midvaal	<ol style="list-style-type: none"> 1. Compile program for implementation to cover all wards signed off by MMC by 31 Aug 2012 = 3 2. HOD to sign outcome of weekly inspections and report submitted to MMC 3. Number of illegal posters removed reported in quarterly report 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Targets achieved:</p> <p>1, 2 & 3 = 5 1 & 2 = 4 1 = 3</p>	Weekly inspections conducted and number of illegal posters removed in all wards
<p>2.9 Street Names Maintenance of street names</p> <p>IDP: Strategic Focus Area 2D.5</p>	5	To monitor street names by conducting in loco inspections	<ol style="list-style-type: none"> 1. Conduct in loco inspections in all wards to ensure street names are: <ul style="list-style-type: none"> • Erected / Replaced • Painted / Repaired • Standardized as per 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of wards covered by 30 Jun 2013:</p> <p>7 wards = 5 6 wards = 4 5 wards = 3</p>	Number of street names erected / replaced

			(Length) SANS Code 2. Report progress on number of wards quarterly covered in terms of number of street names replaced / erected in quarterly report			
2.10 <u>Road Traffic Signs & Markings</u> Maintenance of road traffic signs and markings IDP: Strategic Focus Area 2D.5	5	To monitor road traffic signs and markings by conducting in loco inspections	1. Conduct in loco inspections in all wards to ensure road markings street names are: <ul style="list-style-type: none"> • Erected / Replaced • Painted / Repaired • Standerized as per (Length) SANS Code 2. Report progress on number of wards quarterly covered in terms of number of street names replaced / erected in quarterly report	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Number of wards covered by 30 Jun 2013: 7 wards = 5 6 wards = 4 5 wards = 3	Number of street names erected / replaced
2.11 <u>Special Law Enforcement Operations (Heavy Duty Vehicles)</u> Facilitate safety on public transport and heavy duty vehicles IDP: Strategic Focus Area 4A.2	8	To conduct special law enforcement operations to ensure roadworthiness in terms of heavy duty vehicles	1. Conduct quarterly special operations throughout Midvaal 2. Report effectiveness and location in quarterly departmental report 3. Publish results in local media	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Number of quarterly special operations conducted throughout Midvaal and effectiveness and location included in quarterly departmental report: 6 operations per quarter = 5 5 operations per quarter = 4 4 operations per quarter = 3	Number of special operations quarterly conducted
2.12 <u>Special Law Enforcement Operations (Public Transport)</u> Facilitate safety on public transport and heavy duty vehicles	8	To conduct special law enforcement operations to ensure roadworthiness in terms of public transport	1. Conduct quarterly special operations throughout Midvaal in terms of public transport for roadworthiness:	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Number of quarterly special operations conducted throughout Midvaal and effectiveness and location included in quarterly departmental report:	Number of special operations quarterly conducted

<p>IDP: Strategic Focus Area 4A.2</p>			<ul style="list-style-type: none"> # School Busses # Public Busses # Taxi's <p>2. Report effectiveness and location in quarterly departmental report</p> <p>3. Publish results in local media</p>		<p>6 operations per quarter = 5</p> <p>5 operations per quarter = 4</p> <p>4 operations per quarter = 3</p>	
<p>2.13 Crime Prevention Forum Support community police forums</p> <p>Safety awareness & training</p> <p>IDP: Strategic Focus Area 7A.3</p>	2	To support and attend crime prevention forum / initiative	<p>1. Support the crime prevention forum/initiative consisting of delegates from:</p> <ul style="list-style-type: none"> ➤ South African Police Services; ➤ Active Community Policing Forums; ➤ Neighborhood Watches; ➤ Other community crime prevention forums. <p>2. Report on number of meetings attended and special operations in conjunction with SAPS & CPF's joined</p>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of meetings attended and special operations in conjunction with SAPS & CPF's joined, and report submitted to Mayoral Committee by 30 June 2013 via departmental quarterly report:</p> <p>3 meetings plus 3 special operations per annum = 5</p> <p>2 meetings plus 2 special operations per annum = 4</p> <p>1 meeting plus 1 special operation per annum = 3</p>	Number of meetings attended and special operations joined
KPA 2: TOTAL WEIGHT	53					

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	6	To monitor the income budget as per the approved quarterly targets and income source	Report on % income generated as per the approved income budget: Traffic <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Advertising</td> <td align="right">6 700</td> </tr> <tr> <td>Traffic</td> <td align="right">53 000</td> </tr> <tr> <td>Escort</td> <td align="right">26 500</td> </tr> <tr> <td>Fines</td> <td align="right">13 000 000</td> </tr> <tr> <td>Impounding</td> <td align="right">1 800</td> </tr> </tbody> </table>	SOURCE	BUDGET	Advertising	6 700	Traffic	53 000	Escort	26 500	Fines	13 000 000	Impounding	1 800	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
SOURCE	BUDGET																	
Advertising	6 700																	
Traffic	53 000																	
Escort	26 500																	
Fines	13 000 000																	
Impounding	1 800																	

			<table border="1"> <tr> <td>Sundry</td> <td>50 000</td> </tr> <tr> <td>Sub-totaal</td> <td>13 111 500</td> </tr> </table> <p>Fire</p> <table border="1"> <thead> <tr> <th>SOURCE</th> <th>BUDGET</th> </tr> </thead> <tbody> <tr> <td>Service Charges</td> <td>450 000</td> </tr> <tr> <td>Sub-totaal</td> <td>450 000</td> </tr> <tr> <td>TOTAL</td> <td>13 561 500</td> </tr> </tbody> </table>	Sundry	50 000	Sub-totaal	13 111 500	SOURCE	BUDGET	Service Charges	450 000	Sub-totaal	450 000	TOTAL	13 561 500			
Sundry	50 000																	
Sub-totaal	13 111 500																	
SOURCE	BUDGET																	
Service Charges	450 000																	
Sub-totaal	450 000																	
TOTAL	13 561 500																	
<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	<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"> <tr> <td>CRR</td> <td>1 690 000</td> </tr> <tr> <td>External Loans</td> <td>550 000</td> </tr> <tr> <td>Total</td> <td>2 240 000</td> </tr> </table>	CRR	1 690 000	External Loans	550 000	Total	2 240 000	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						
CRR	1 690 000																	
External Loans	550 000																	
Total	2 240 000																	
KPA 4: TOTAL WEIGHT	11																	
Sub-total	80																	

SECTION B: CORE MANAGERIAL COMPETENCIES – TOTAL WEIGHTING 20

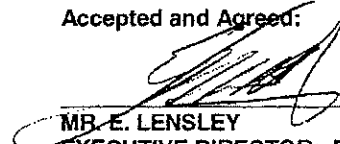
<p>1. <u>Strategic Capability and leadership</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B.</p>	<p align="center">5</p>	<p>To promote strategic direction and effective leadership</p>	<p>Determines and articulates the vision, sets the direction 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> <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. Customer Orientation & Client Focus 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	<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>	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. E. LENSLEY
 EXECUTIVE DIRECTOR: PROTECTION
 SERVICES

20/9/2012
 DATE


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

20/9/2012
 DATE


 CLLR. L.S. BOTSOERE
 MMC: PROTECTION SERVICES & HUMAN
 RESOURCES

20/9/2012
 DATE