



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: SOCIAL SERVICES

MR. S.M. MOSIDI

1 AUGUST 2012 – 30 JUNE 2013



SECTION A: KEY PERFORMANCE AREAS – TOTAL WEIGHTING 30

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 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
1.2 Disciplinary Action 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
1.3 Occupational Health & Safety 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 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

1.4 Probation Reports Monitor and report on the performance of newly appointed staff to ensure they are fit for the post IDP: Strategic Focus Area 8B.1	3	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
1.5 New appointments Promote the appointment of local residents on job levels 6 – 13 IDP: Strategic Focus Area 8F.1	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	% 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
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 IDP: Strategic Focus Area 8B.6	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
KPA 1: TOTAL WEIGHT	18					

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	5	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	4	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>Family planning programs</u> Facilitate the provision of health care services IDP: Strategic Focus Area 6A.6	4	To increase access to family planning programs in Midvaal	Promote accessibility to family planning programs within Midvaal to encourage % increase in number of patients attended to	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	% increase in number of patients attended to: 10 % = 5 8 % = 4 5 % = 3	% increase in number of patients attended to

<p>2.4 HIV/AIDS – Midvaal Aids Council & Inter-sectoral Meetings Promote HIV awareness & planning</p> <p>IDP: Strategic Focus Area 6B.4</p>	4	To improve inter-sectoral / community approach and awareness	<p>1. Improve inter-sectoral / community approach to reduce mobility and mortality of HIV/AIDS by conducting:</p> <ul style="list-style-type: none"> • Midvaal Aids Council meetings; and • Midvaal Inter-sectoral Meetings 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of meetings conducted:</p> <p>One Midvaal Aids Council meeting held quarterly; and</p> <p>Number of Midvaal Inter-sectoral Meeting functional and meetings held per annum:</p> <p>9+ meetings = 5 7 - 8 meetings = 4 5 - 6 meetings = 3</p>	Number of meetings conducted
<p>2.5 Social Development - Indigent Policy Indigent Policy</p> <p>IDP: Strategic Focus Area 6B.4</p>	3	To review current Indigent Policy	<p>1. Determine and compile report in terms of status quo</p> <p>2. Submit report to Council in terms of way forward in collaboration with Finance Services (Council Resolution)</p>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Date report submitted into reporting cycle:</p> <p>30 Nov 2012 = 5 31 Jan 2013 = 4 28 Febr 2013 = 3</p>	Approved Indigent Policy
<p>2.6 Informal Crèches Protection of children, disabled and elderly</p> <p>IDP: Strategic Focus Area 6B.5</p>	3	To inspect informal crèches at least once a month	<p>1. Establish and maintain database of listed informal crèches</p> <p>2. Co-ordinate adherence to minimum health requirements at listed informal crèches, by conducting inspections to ensure compliance are met</p> <p>2. Report monthly on number of inspections conducted within agreed turn-around time</p>	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Turn-around time to conduct inspections at all listed facilities:</p> <p>Once a month = 5 6 weekly = 4 8 weekly = 3</p>	<p>Database of listed informal crèches</p> <p>Number of inspections</p> <p>Turn-around time adhered to</p>

<p>2.7 Industrial Premises Environmental Enforcement</p> <p>IDP: Strategic Focus Area 6A.1</p>	3	To inspect listed industrial premises	<ol style="list-style-type: none"> 1. Establish and maintain database of listed industrial premises 2. Co-ordinate adherence to minimum health requirements at listed industrial premises, by conducting inspections to ensure compliance are met 2. Report monthly on number of inspections conducted within agreed turn-around time 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of facilities inspected on a monthly basis:</p> <p>40 = 5 30 = 4 20 = 3</p>	Number of industrial premises inspected per month
<p>2.8 Land Use Applications Maintain good turn-around times on land use applications and building plans</p> <p>IDP: Strategic Focus Area 1A.10</p>	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	<p>Average turn-around time maintained on:</p> <p>3 weeks = 5 4 weeks = 4 5 weeks = 3</p>	Average turn-around time maintained within 3 weeks
<p>2.9 Grass Cutting Facilitate and provide recreational facilities</p> <p>IDP: Strategic Focus Area 6A.8</p>	4	To monitor adherence to the grass cutting program with bush-cutters included	<ol style="list-style-type: none"> 1. Compile grass cutting program to include bush-cutters according to: Own program; Contractor. 2. Monitor and report monthly on adherence to program 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Timely compliance with program:</p> <p>4 weekly = 5 5 weekly = 4 6 weekly = 3</p>	Compliance to turn-around times of program

<p>2.10 Vehicle Management: Parks Section Asset Management</p> <p>IDP: Strategic Focus Area 8D.5</p>	2	To conduct regular vehicle inspections	<ol style="list-style-type: none"> 1. Conduct daily, weekly and monthly inspections on vehicles, as per the approved inspection sheets 2. Submit completed inspection sheets monthly to the Mechanical Workshop 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% Inspection sheets completed and submitted to the Mechanical Workshop:</p> <p>100 % = 5 80 – 100 % = 4 70 - 80 % = 3</p>	% Completion of vehicle inspection sheets
<p>2.11 Refuse Collection Access to refuse removal</p> <p>IDP: Strategic Focus Area 2A.4</p>	3	To provide minimum level of service for refuse collection	<ol style="list-style-type: none"> 1. Compile refuse collection program to cover all areas 2. Implement and adhere to refuse collection program 3. Report monthly compliance reports in terms of program 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>% compliance to approved program:</p> <p>96 % = 5 94 % = 4 92 % = 3</p>	% Compliance to approved program
<p>2.12 Littering & Pollution Awareness Program Implement proactive measures to protect the environment</p> <p>IDP: Strategic Focus Area 3A.1</p>	2	To increase awareness on littering and pollution	<ol style="list-style-type: none"> 1. Compile and communicate awareness program to all relevant stakeholders in wards: 6 8 10 2. Monitor compliance to program 3. Report monthly on compliance to awareness program in terms of number of campaigns conducted 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<p>Number of awareness campaigns conducted per ward per annum:</p> <p>4 campaigns = 5 3 campaigns = 4 2 campaigns = 3</p>	Number of awareness campaigns conducted

<p>2.13 Recycling Initiative Promote waste recycling</p> <p>IDP: Strategic Focus Area 3A.5</p>	5	To implement a sustainable recycling collection initiative	<ol style="list-style-type: none"> 1. Communicate recycling collection initiative to all relevant stakeholders 2. Monitor implementation of recycling collection initiative 3. Report monthly on volumes collected 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Weight of recycled waste collected per annum: 100 0001 – 200 000 kg = 5 50 0001 – 100 000 kg = 4 Less than 50 000 kg = 3	Volumes collected to promote a sustainable recycling initiative								
<p>2.14 Vehicle Management: Waste Management Asset Management</p> <p>IDP: Strategic Focus Area 8D.5</p>	2	To conduct regular vehicle inspections	<ol style="list-style-type: none"> 1. Conduct daily, weekly and monthly inspections on vehicles, as per the approved inspection sheets 2. Submit completed inspection sheets monthly to the Mechanical Workshop 	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	% Inspection sheets completed and submitted to the Mechanical Workshop: 100 % = 5 80 – 100 % = 4 70 - 80 % = 3	% Completion of vehicle inspection sheets								
<p>2.15 Disposal Sites Implement proactive measures to protect the environment & Enforcement of legislation and by-laws</p> <p>IDP: Strategic Focus Area 3A.1 & 1A.11</p>	2	To maintain minimum level of compliance to legislation	<ol style="list-style-type: none"> 1. Monitor compliance to minimum level of compliance to legislation 2. Report outcome of GDARD audits to Council 3. Maintain baseline: <table border="1" data-bbox="907 1161 1182 1302"> <thead> <tr> <th>Type</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Henley-on-Klip</td> <td>75</td> </tr> <tr> <td>Walkerville</td> <td>75</td> </tr> <tr> <td>Vaal Marina</td> <td>15</td> </tr> </tbody> </table>	Type	%	Henley-on-Klip	75	Walkerville	75	Vaal Marina	15	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	% compliance to minimum requirements: 85 % = 5 80 % = 4 75 % = 3	% Compliance to minimum legislative requirements
Type	%													
Henley-on-Klip	75													
Walkerville	75													
Vaal Marina	15													

2.16 Project: Take back our parks Facilitate and provide recreational facilities IDP: Strategic Focus Area 6A.8	2	To revamp and secure our parks	1. Identify priority list of parks to be revamped and secured 2. Report on number of parks completed	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	Number of parks completed by 30 Jun 2013: 100 % = 5 80 % = 4 60 % = 3	Number of parks completed
KPA 2: TOTAL WEIGHT	50					

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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>Expanded Public Works Programme (EPWP)</u> 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
KPA 3: TOTAL WEIGHT	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
4.1 <u>Audit Opinion - Financial Statements & Non-financial matters</u> (Operation clean Audit 2014) Submission of proper financial statements IDP: Strategic Focus Area 8D.1	1	To maintain the audit opinion issued on the financial and non-financial matters as per the financial legislation by the Auditor-General	Report audit opinion expressed by the Auditor-General to the Performance & Audit Committee before 30 Nov 2012	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	Quality of audit opinion expressed on audit report: 80 % less of number of matters of emphasis = 5 70 % less of number of matters of emphasis = 4 Unqualified audit report = 3 Qualification = 2 Disclaimer = 1	% decrease in audit findings in terms of financial & non-financial matters
4.2 <u>Implementation of Action Plan – Financial & Non-financial matters</u> Submission of proper financial statements IDP: Strategic Focus Area 8D.1	1	To implement action plans on Auditor-General's report on financial and non-financial matters, as reported in management letter	Report on % of implementation plans successfully addressed as per the management letter to the Performance & Audit Committee on a quarterly basis	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Successful implementation of action plans by 30 Jun 2013: 70 % = 5 65 % = 4 60 % = 3	% decrease in number of matters of emphasis, reported in management letter
4.3 <u>Income Budget</u> Improve budget process IDP: Strategic Focus Area 8D.4	3	To monitor the income budget as per the approved quarterly targets and income source	Report on % income generated as per the approved income budget: <div style="border: 1px solid black; padding: 2px; display: inline-block;"> TOTAL 55 053 238 </div>	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
4.4 <u>Maintenance of infrastructure</u> Maintain infrastructure to provide cost effective and reliable service	5	To manage infrastructure maintenance and procurement of capital items as per the approved capital budget	Report on % implementation of the approved capital budget, subject to CRR funding availability, and in line with quarterly expenditure projections:	Effective, economical and efficient utilisation of approved budget and resources on a monthly basis	% Expenditure of capital budget (keeping savings into consideration) by 30 June 2013: 96 % = 5	% Expenditure of capital budget

IDP: Strategic Focus Area 2D.2			<table border="1"> <thead> <tr> <th>Funding Source</th> <th>Budget</th> </tr> </thead> <tbody> <tr> <td>CRR</td> <td>800 000</td> </tr> <tr> <td>Grants</td> <td>4 600 000</td> </tr> <tr> <td>Ext Loan</td> <td>7 950 000</td> </tr> <tr> <td>Publ Donat</td> <td>4 000 000</td> </tr> <tr> <td>TOTAL</td> <td>17 676 000</td> </tr> </tbody> </table>		Funding Source	Budget	CRR	800 000	Grants	4 600 000	Ext Loan	7 950 000	Publ Donat	4 000 000	TOTAL	17 676 000	93 % = 4 90 % = 3	
			Funding Source	Budget														
			CRR	800 000														
			Grants	4 600 000														
			Ext Loan	7 950 000														
			Publ Donat	4 000 000														
TOTAL	17 676 000																	
KPA 4: TOTAL WEIGHT		10																

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SECTION B: CORE MANAGERIAL COMPETENCIES – TOTAL WEIGHTING 20

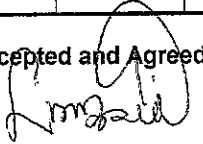
<p>1. Strategic Capability and Leadership Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8B.</p>	<p align="center">5</p>	<p>To promote strategic direction and effective leadership</p>	<p>Determines and articulates the vision, sets the direction for 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. People Management & Empowerment 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; 	<p>High staff morale</p>

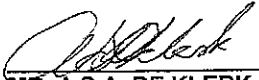
					<ul style="list-style-type: none"> 4. Applies labour and employment legislation and regulations consistently; 5. Facilitates team goal setting and problem solving; 6. Deals with labour matters; 7. Displays personal interest in the well-being of colleagues; 8. Able to manage own time as well as time of colleagues and other stakeholders; and 9. Manages conflict. 	
<p>3. <u>Customer Orientation & Client Focus</u> Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8A, 8B & 8C.</p>	5	To promote customer orientation and client focus	Understand the service needs of clients, customers (internal and external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner	Effective, economical and efficient utilisation of approved budget and resources on a continuous basis	<ul style="list-style-type: none"> 1. Understand the range of clients to be served; 2. Follows through on client enquiries, requests, and complaints in a timely manner; 3. Advises clients about status of issue or progress of projects; 4. Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction; 5. Ensures professional and courteous service; 6. Makes clients and their needs a primary focus of actions; 7. Supports others to take personal responsibility to deliver excellent customer service; 8. Effectively represents the needs and interests of the client; 9. Aligns the organisational structure and management processes to support the client vision; 	Satisfied customers


<p>4. Financial Management Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8D.</p>	<p>2</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"> 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. 	<p>Sound financial management</p>
<p>5. Service Delivery Innovation Efficient, effective, transparent and accountable local municipality</p> <p>IDP: Strategic Focus Area 8G.</p>	<p>3</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"> 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. 	<p>Effective service delivery</p>
<p>Sub-Total</p>	<p>20</p>					
<p>TOTAL</p>	<p>100</p>					

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. S.M. MOSIDI
 EXECUTIVE DIRECTOR: SOCIAL SERVICES
 19/09/2012
 DATE


 MR. A.S.A. DE KLERK
 MUNICIPAL MANAGER
 21/9/2012
 DATE


 CLLR. C.P. HARTMAN
 MMC: SOCIAL SERVICES
 27/9/2012
 DATE