



# **MID-TERM PERFORMANCE REPORT**

## **ADMINISTRATIVE PILLAR**

**FOR THE PERIOD**

**JULY - DECEMBER 2012**

# 1. INTRODUCTION

## 1.1 ADHERENCE TO LEGISLATIVE REQUIREMENT

Chapter 6 (Section 38 to 49) of the Municipal Systems Act (Act 32 of 2000) requires that a performance management system be established to promote a culture of performance management amongst its political structures as well as the administration of the council and to ensure that the Council administers its affairs in an economical, effective, efficient and accountable manner.

Lesedi Local Municipality ensures that appropriate key performance indicators are set, as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality's development priorities and objectives set out in its IDP.

Lesedi have its performance monitored and reviewed at least once during a financial year and to produce a performance outcome in a percentage based on the following table.

RATING	%	CLASSIFICATION	COLOUR
0	0% – 35%	<b>Emergency</b>	Almost Zero Performance
1	36% – 48%	<b>Unacceptable Performance</b>	Performance does not meet the standard expected. The Performance Review & Assessments indicates that the department has achieved below fully effective results against almost all the performance criteria
2	49% – 61%	<b>Performance not fully effective</b>	Performance is below the standard required in key areas. Performance meets some of the standards expected. The Performance Reviews & Assessments indicates that the department has achieved below fully effective results against more than half the performance criteria
3	62% – 74%	<b>Fully Effective</b>	Performance fully meets the standards expected in all areas. The Performance Reviews & Assessments indicates that the department has fully achieved effective results against all significant performance criteria.
4	75% – 87%	<b>Performance significantly above expectations</b>	Performance is significantly higher than the standard expected. The Performance Reviews & Assessments indicates that the department has achieved above fully effective results against more than half of the performance criteria.
5	88% – 100%	<b>Outstanding Performance</b>	Performance far exceeds the standard expected of a department. The Performance Reviews & Assessments indicates that the department is fully effective in the performance against all performance criteria.

## 1.2 ADMINISTRATIVE RESPONSIBILITY

As with the Governance Pillar, the Systems Act, also applies to the Administrative Pillar. The outcome of the Administrative Pillar comprises the roles of the Municipal Manager, Heads of Departments and all employees of the municipality. All employees manages a Purpose Portfolio that relates to his/her job description and also contains strategic objectives taken from the Planning Documents of the Council.

The results obtained from each group are shown separately in this report, and in a comparative format, to appraise the performance as well as to assist with the improvement of performance.

Although each group is discussed separately, to identify the different challenges for the municipality there is also a global view of the municipality as discussed in the municipal performance outcome and conclusion of this report.

## **2. PERFORMANCE OF PRE-DETERMINED TARGETS & OBJECTIVES (Hard Issues)**

This Mid-Year Performance Report is applicable to the performance of the municipality for the period **JULY** to **DECEMBER 2012** and will serve as the new Baseline Performance Report for the new Performance Management System.

### **2.1 SUMMARY OF PLANNING & MONITORING DASHBOARD (SDBIP)**

Attached as **ANNEXURE “A”** is a copy of the SDBIP & Monitoring Dashboard that includes the results as per department.

2.1.1 The role of the municipality is to ensure that effective service delivery, institutional transformation, local economic development, sound financial management, good governance, labour relations and public participation are adhered to and for that purpose the Planning and Monitoring Dashboard was developed for the recording of measurable objectives derived from the IDP, Budget.

2.1.2 The Planning & Monitoring Dashboard (SDBIP) are managed on a weekly basis during Senior Management Team meetings.

2.1.3 The quarterly performance outcome of the different departments will be calculated to produce a performance outcome for the municipal performance as a whole.

2.1.4 The Planning and Monitoring Dashboard (SDBIP) as applicable to the different departments within the municipality and is available at the PRMS Unit of the Council.

<b>MID-YEAR PERFORMANCE ON PRE-DETERMINED TARGETS &amp; OBJECTIVES – 2012/2013 FINANCIAL YEAR</b>					
<b>KPA 1 – SERVICE DELIVERY</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
The provision of all basic services to the citizens within the municipal area that is the sphere of government closest to the people in accordance with the approved planning documents of the council	SD	5	88-100%	5	88-100%
	DP	5	88-100%	5	88-100%
	CFO	5	88-100%	5	88-100%
	COR SER	2	49-61%	2	49-61%
	COM SER	4	75-87%	4	75-87%
	<b>OUTCOME</b>	<b>4.2</b>	<b>75.87%</b>	<b>4.2</b>	<b>75.87%</b>

<b>KPA 2 - INSTITUTIONAL TRANSFORMATION</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
To ensure optimal use of scarce resources by means of thorough planning and management on strategic level and the provision of comprehensive strategic management and managerial decisions for the long-run performance of the municipality in accordance with the approved planning documents of the council	SD	5	88-100%	5	88-100%
	CFO	5	88-100%	5	88-100%
	COR SER	2	49-61%	2	49-61%
	COM SER	4	75-87%	4	75-87%
	<b>OUTCOME</b>	<b>4</b>	<b>75.87%</b>	<b>4</b>	<b>75.87%</b>

<b>KPA 3 - LOCAL ECONOMIC DEVELOPMENT</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
To ensure optimal use of scarce resources by means of thorough planning and management on strategic level and the provision of comprehensive strategic management and managerial decisions for the long-run performance of the municipality in accordance with the approved planning documents of the council	SD	5	88-100%	5	88-100%
	DP	5	88-100%	5	88-100%
	CFO	4	75-87%	4	75-87%
	COR SER	2	49-61%	2	49-61%
	<b>OUTCOME</b>	<b>4</b>	<b>75.87%</b>	<b>4</b>	<b>75.87%</b>

<b>KPA 4 - FINANCIAL MANAGEMENT</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
This entails the ability to manage the budgetary resources at the disposal of the municipality and to provide services and infrastructure to the communities with the necessary capacity to perform municipal functions and powers in accordance with the approved planning documents of the council	SD	5	88-100%	5	88-100%
	DP	5	88-100%	5	88-100%
	CFO	4	75-87%	4	75-87%
	COR SER	3	62-74%	3	62-74%
	COM SER	3	62-74%	3	62-74%
	<b>OUTCOME</b>	<b>4</b>	<b>75-87%</b>	<b>4</b>	<b>75-87%</b>

<b>KPA 5 - GOOD GOVERNANCE</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
The ensurance of public accountability in the form of equity, transparency, fairness and courtesy embodied in the Batho Pele Principles that entails good customer service to the users of government services in accordance with the approved planning documents of the council	SD	5	88-100%	5	88-100%
	DP	5	88-100%	5	88-100%
	CFO	4	75-87%	4	75-87%
	COR SER	2	49-61%	2	49-61%
	COM SER	2	49-61%	2	49-61%
	<b>OUTCOME</b>	<b>3.6</b>	<b>62-74%</b>	<b>3.6</b>	<b>62-74%</b>

<b>KPA 6 - LABOUR RELATIONS</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
The ability to provide effective and efficient communication and ensure sound and sustainable relations between management, labour and the unions in accordance with all legislation, the approved policies and planning documents of the council	SD	5	88-100%	5	88-100%
	DP	5	88-100%	5	88-100%
	CFO	4	75-87%	4	75-87%
	COR SER	3	62-74%	3	62-74%
	COM SER	3	62-74%	3	62-74%
	<b>OUTCOME</b>	<b>4.2</b>	<b>75-87%</b>	<b>4.2</b>	<b>75-87%</b>

<b>KPA 7 - PUBLIC PARTICIPATION</b>					
	<b>OUTCOME</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
The assurance of public participation with short term and long term planning processes of the council, including the participation with the measurement of performance of the municipality over a particular financial year and in accordance with all legislation, the approved policies and planning documents of the council	SD	5	88-100%	5	88-100%
	CFO	5	88-100%	5	88-100%
	COR SER	3	62-74%	3	62-74%
	<b>OUTCOME</b>	<b>4.4</b>	<b>75-87%</b>	<b>4.4</b>	<b>75-87%</b>

<b>MUNICIPAL PERFORMANCE ON RESPONSIBILITIES</b>				
<b>KEY PERFORMANCE AREA</b>	<b>Q 1</b>	<b>%</b>	<b>Q 2</b>	<b>%</b>
SERVICE DELIVERY	4.2	75-87%	4.2	75-87%
INSTITUTIONAL TRANSFORMATION	4	75-87%	4	75-87%
LOCAL ECONOMIC DEVELOPMENT	4	75-87%	4	75-87%
FINANCIAL MANAGEMENT	4	75-87%	4	75-87%
GOOD GOVERNANCE	3.6	62-74%	3.6	62-74%
LABOUR RELATIONS	4.2	75-87%	4.2	75-87%
PUBLIC PARTICIPATION	4.4	75-87%	4.4	75-87%
<b>MUNICIPAL PERFORMANCE OUTCOME IN %</b>	<b>4.06</b>	<b>75-87%</b>	<b>4.06</b>	<b>75-87%</b>

The Municipality have performed on a **4 STAR RATING** that is **SIGNIFICANTLY ABOVE EXPECTATIONS**. Lesedi Local Municipality can be proud on the percentage outcome between **75 – 87%** that indicates that the Performance Reviews on responsibilities indicates that the municipality achieved above fully effective results against more than half of the performance criteria.

To avoid duplication and a waste of paper, the **SDBIP Monitoring Dashboard** that serve as proof of performance for the period in discussion, has been attached to the item of the Revised Budget in the in the same report to Council.

### **3. PERFORMANCE REVIEWS (Soft Issues)**

Individual one-on-one discussions were held, minuted and signed by both the Individual and the Line Manager. Challenges as identified within the departments were analysed and Head of the departments provided solutions with limited resources. Herewith a summary outcome of the performance feedback for the Administrative Pillar.

#### **3.1 DEPARTMENT SERVICE DELIVERY**

The Department of Service Delivery are mostly responsible for the maintenance of the electrical network, infrastructure, roads & storm water services, water & sewer services. This department is also responsible for the maintenance of council vehicles and fleet management system as well as the management of waste removal and all new infrastructure projects.

##### Electricity

*In spite of a considerable number of complaints received every month, the electrical dept copes reasonably well, with more than 90% of the complaints resolved within 24h.*

*The dept received also one new aerial platform truck recently, which eases the workload considerably.*

*The substations in Ext 23 and Ratanda 7 have recently been upgraded. The two new feeders in the industrial area relieved some of the pressure on the electrical network.*

*A temporary electrician has been employed to help with the maintenance of streetlights.*

*Of concern is the competency of some of the electricians in terms of HV, but that matter is gradually being addressed.*

##### Roads & Stormwater

*This department suffers from a shortage of personnel. In spite of this shortcoming the most of complaints received, are resolved within a short space of time.*

*Complaints, that are not immediately resolved, are followed up and eventually also resolved.*

*The department has labour intensive and resource dependant elements to it. In addition the dept does not have a Manager. Some of the bottlenecks are caused by the procurement process for materials. In spite of these shortcomings the department functions reasonably well.*

*Each year some 8km of new paved roads are added to the network. This reduces routine maintenance on dirt/gravel roads. The new roads are mostly low maintenance roads constructed with concrete pavers. This provides work for the unemployed, this reinforcing the Government's strategy of EPWP.*

### Maintenance

*This is mostly sub-contracted, thus providing various small businesses in the Lesedi area with much needed stimulus. A restraint is, that insufficient funds are available to do justice to all maintenance related matters.*

*Some buildings are been given a make-over. The Rensburg Library is such a building. It is revamped completely, tripled in size, and will prove to be an asset requiring little maintenance in future.*

*A challenge remains the buildings that were burnt down during the riots.*

### Vehicles

*A bottleneck exists in the Mechanical Workshop, in that an insufficient number of mechanics are available. This has a tremendous knock-on effect on all the departments. Vacancies are critical in this dept. and should be filled as soon as possible.*

*Preventive maintenance can often not be performed. This results in a reactive operation, and more work must be sourced out.*

### Water & Sewer

*More than 90% of complaints are addressed within 24h. The plumbers form a vital core component of the Council and function reasonably well.*

*Maintenance work needs to be done on the ageing network. This matter is currently being addressed.*

### Waste Removal

*This section received recently new trucks to replace the ageing fleet. The trucks replaced the old tractor and refutip system, and are much more efficient.*

*A challenge remains the workshop where trucks often stand for weeks, waiting to be repaired.*

## **3.2 DEPARTMENT COMMUNITY SERVICES**

**The Department of Community Services are mostly responsible for the management of all municipal health services i.e. social services, clinics, HIV & AIDS projects, clinics as well as the delivery of Sport, Recreation, Arts, Culture & Library services to the community. That includes the Traffic & Fire Services. This department is also responsible for the maintenance of park areas and open spaces that involves the cutting of grass and cleaning of roads and town entrances.**

### Service Delivery

*The Department managed to improve from a maintenance level to a delivery level. Projects linked to the IDP are on track. Funding has been secured from Lotto to upgrade and provide new sporting facilities in especially the rural areas.*

### Communication

*There still seems to be a gap regarding communication, especially between management, senior and middle management. Another gap identified is communication between different departments.*

### Workload

Achieving workload has improved (Meetings at Provincial and District level etc.) still impact negatively on achieving the workload. Personnel were requested again to prioritise and plan activities to ensure that the workload will be achieved.

### Support from Senior Management

The support from senior management has improved due to the fact that scheduled management meetings takes place.

### Financial Management

Budget expenditure is in line with the SDBIP (PHC, MHS & Libraries) Due to cashflow constraints, the expenditure is less than anticipated.

### Personnel

Few personnel members resigned during this period and will the vacancies only be advertised and filled during the third quarter. PHC still pose a challenge and has a direct impact on the quality of the service, due to the fact that 95% of personnel within our clinics are provincial staff.

### Managing of Purpose Portfolios

All personnel maintained their purpose portfolios.

### Performance of Sections within the Department.

The performance of all sections within the department of Community Services has improved.

### Major Projects

All major projects are on track and in line with the SDBIP. Rensburg Library is 60% complete.

### Staff morale and commitment

The morale and commitment of staff members are not satisfactory. This however is addressed on a continuous basis.

### Complaints received during reporting period

Less complaints were received during the reporting period. This can be used as an indicator that the quality of work rendered, is improving. All complaints were attended to and 90% of complaints were resolved.

### Quidity

The system has been implemented fully but still poses a challenge as we need to ensure that the system is checked on a dialy basis. The system is not fully functional resulting in the council running a double system which can result in losing information.



### Summary

*Even though there is still room for improvement, the quality and standard of work has improved. SDBIP and budget review has been done during this period.*

*The community services department is on track with the SDBIP. The Performance Agreement of the Acting Executive Manager with Council is in place.*

### **3.3 DEPARTMENT DEVELOPMENT & PLANNING**

The Department of Development & Planning are mostly responsible for the management of the Town Planning Scheme, the inspection of buildings and filing of building plans. This department is also responsible for the management of Informal Traders and Local Economic Development (LED) Projects. New investment opportunities in conjunction with the Municipal Manager resort under this department as well as the building of houses and selling of land. The rental of municipal flats and the preparation of the Integrated Development Plan (IDP) of the municipality, also forms part of this department.

#### BUILDING INSPECTORATE

- *GIS – Still not running*
- *Training of inspectors on front desk*
- *ARCHIVE – Need to re-arrange the archive due to lack of space for filing.*

#### HOUSING

- *Shortage of vehicles*
- *Delegation of Power – Immediate insubordinates to obtain licenses*
- *Communication – Information not cascaded down to employees*
- *Lost of Title Deeds – Need strong room*
- *Office Space - Overcrowded*
- *Job Descriptions – Reviewal of tasks or organogram*
- *Outstanding Registrations*

#### TOWN PLANNING

- *Enforce TP Legislation – Lack of staff and lack of team work*
- *Dissemination of information – Lack of GIS training and need to appoint GIS co-ordinator*
- *Punctuality Absenteeism – Staff discipline (low morale and need for meetings)*

#### IDP

- *Screen for projector – make funds available to purchase a screen*
- *Ward-based IDP's – Funding and capacity to implement CBP.*

#### LED

- *Management: Resource Allocation (motivation for support)*
- *Law Enforcement – Regularisation and Training and accreditation*
- *Additional Staff*

### **3.4 DEPARTMENT CORPORATE & LEGAL SERVICES**

The Department of Corporate Services mostly act as an INTERNAL support service to all units / departments of the Lesedi municipality. This includes the support to the political pillar. The management of incoming post, the responsibility for the preparation and distribution of agendas & minutes of the council and other established committees also resorts under this department. The delivery of human resource services as well as IT support to the Lesedi municipality forms part of the responsibility of this department as well as to support council with legal documentation of external service providers to the best interest of the Lesedi Community.

#### LEGAL OFFICE

*Legal matters for and against council were 8 in total; 5 legal pinions given; 31 contracts ranging from deeds of sale, lease, service level agreements, donations & memoranda of agreement. A few contracts were submitted for vetting for legal appropriateness. Regulation 38 certificates and removal of restrictive conditions certificates were 39 overall and 2 letters of demand done for council.*

#### ADMINISTRATIVE SECTION

*Committees supported with the compilation of the agendas and minutes are as follows : Mayoral sittings 15 including special sittings, Petitions 2. Council were 8 including extra-ordinaty sittings. Section 80 committees 4; Audit Performance Committees 3; Oversight Committee Meeting 1; Accident Committee Meetings 2; Participated in Premier's Hotline fortnightly meetings. Bid Committee meetings 9; Tribuna 1; Resources the Committee Clerk with Laptop & Printer for efficiency.*

#### RECORDS MANAGEMENT & ARCHIVES

*Printed and distributed all agendas of the Council to officials and councilors. Electronic documents management system up and running smoothly. Equipments bought (new scanner, 4 chairs procured, two new computers and a laptp for the records staff)*

#### HUMAN RESOURCES

*LLF Sittings 5; 5 Year Employment Equity Plan approved and submitted to the Department of Labour as per Council Resolution 512/11/2012; 1 Disciplinary that culminated on a referral; 41 recruitments as follows; 8 Permanent; 7 Contract; 16 Temporary and 10 relief employees;*

#### INFORMATION COMMUNICATION & TECHNOLOGY

*Wide area network (WAN) replaced two radio's linking Heidelberg, Vischkuil, Devon, Impumelelo Jameson Park & Blesbok Spruit. Symantec end-point anti virus was problematic, however it's sorted. DRP tested and given a nod, awaiting certification. Fleet management servicer replaced for efficiency. E-venus updated to a new version.*

### **3.5 DEPARTMENT FINANCIAL SERVICES**

The Financial Department is responsible for the preparation and management of all financial matters that includes the Approved Budget, and to ensure that council owed monies are received and managed in a responsible and accountable manner and to the best interest of the community. This financial department is also responsible for the management of the supply chain management process of all approved projects including that of external service providers.

#### *Report on the last past 6 months cycle for July - Dec 2012*

- 1. **Cash Flow:** still remains a challenge as Lesedi Local Municipality is not recovering all monies owned by Consumers. Municipality continued to meet its obligations despite cash-flow problems , circular 58*
- 2. 5 MFMA interns and 23 officials is attending WITS and 2 officials are attending UNISA*
- 3. Staff turnover has impacted negatively on the day to day running of the department and compliance with other regulations but we met all legislative requirements through extra miles taken by staff.*
- 4. Compliance with minimum competency level requirement might not be full achieved in 18 months' time. Will be achieved by January 2014, condemnation letter granted by treasury.*
- 5. Loss of revenue through theft of electricity has escalated.*
- 6. Municipality achieved unqualified audit opinion for 11<sup>th</sup> financial year.*

## **4. EXTERNAL ASSESSMENT**

### **BACKGROUND**

In order for the municipality to ensure a complete 360<sup>o</sup> measurement of the municipal performance, the Lesedi Local Municipality allow feedback and/or inputs from the local communities, business men and service providers on the municipal performance with regards to service delivery as a whole and the implementation of batho pele principles. For that purpose two different questionnaires (*External Appraisals*) were developed for both the **Political Pillar** (*with the main focus on the performance of councilors & in particular the different wards*) and the **Administrative Pillar** (*with the main focus on the Administration & Employee*) of the council.

These questionnaires(*External Appraisal Forms*) consists of information by which the community can provide feedback to council on how they observe and experience the services of the council within the category of - **basic services, communication, leadership, infrastructure, customer care** and the **cleanliness of the ward- & town areas**, the implementation of **batho pele principles** and many more. With these questions a rating between 1–5 can be given for the way in which the community perceive the services rendered by the municipality.

The rating scale is based on the following :-

<b>RATNG</b>	<b>CLASSIFICATION</b>	<b>R I S K</b>	<b>WEIGHT</b>	<b>STARS</b>
<b>1</b>	<b>Unacceptable Performance</b>	<b>High</b>	<b>40 points</b>	<b>★</b>
<b>2</b>	<b>Poor Performance</b>			<b>★★</b>
<b>3</b>	<b>Acceptable Standard</b>	<b>Medium</b>	<b>40 points</b>	<b>★★★</b>
<b>4</b>	<b>Good Performance</b>			<b>★★★★</b>
<b>5</b>	<b>Excellent Performance</b>	<b>Low</b>	<b>20 points</b>	<b>★★★★★</b>

The External Appraisal Survey Forms (*questionnaires*) were made available on the internet, at all pay points of the municipal offices, as well as all the libraries and clinics throughout the Lesedi municipal area for the calendar year ending 31 December 2013. A detailed Report on the External Appraisal Survey will serve before Council during January 2013.

## **5. CONCLUSION & RISK INVOLVED**

### RESPONSIBILITIES (*Hard Issues*)

**That** the **baseline performance outcome** of a **4 STAR RATING** (*between 75 – 87%*) against pre-determined targets of the SDBIP Monitoring Dashboard, be noted and approved.

The Lesedi Local Municipality can be proud on its performance that reflects to be **SIGNIFICANTLY ABOVE EXPECTATIONS** that is a percentage outcome **between 75 – 87%** that reflects that the performance were above fully effective against more than half of the performance criteria.

### PERFORMANCE REVIEWS (*Soft Issues*)

**That** the analysed performance feedback derived from one-on-one discussions and the solutions with limited resources, are noted.

### EXTERNAL APPRAISAL SURVEY

**That** the “**threats**” as identified by the community and reported in the Executive Summary for the External Appraisal Report that are as follows, be noted.

#### Political Pillar

*The availability of the following community services:-*

**Sports Grounds, Sport Facilities and Parks & Open Spaces.**

#### Administrative Pillar

*Complaints & Feedback in terms of **Financial Services***

*The cleanliness of our towns with specific reference to **Park Areas***

**That** the “**weak points**” as identified by the community during the particular survey, are as follows:-

Political Pillar

*The customer care, complaints and feedback by the **office of the Speaker**  
The communication of information towards the community by the **office of the Speaker**  
The standard of **sewer infrastructure***

Administrative Pillar

*The standard and access to **water & sewer services**  
Infrastructure in terms of Road Signs*

That most of the issues listed in the External appraisal report can be addressed through the Complaint Register System and the operational budget of the council.

That the issues around the condition of roads, road signs, sewer and sport facilities can be addressed with the Planning Process of the IDP & Budget as well as the Capital Budget for the 2013/2014 Financial Year.

## **6. WAY FORWARD**

Communication plays an integral part of a municipal environment. We all are aware that Management and Labour cannot function without one another, therefore management should ensure that strategic objectives are clearly communicated throughout the municipality. Informed employees, are happy employees. If all stakeholders are familiar with what is expected of them and how important the chain of responsibility within a municipal environment is, we will be able to move forward.

That Ward & PR Councillors assist council by communicating the importance of the payment for services during Ward Committee meetings and in general discussions, that in turn will assist council with the cashflow and budget constraints.

With ownership, commitment and buy-in of the approved Performance Management System and available measurement tools, the Lesedi Local Municipality can take the municipal performance to the next level.

As newly appointed Municipal Manager, I would like to see that all stakeholders take ownership of this new user friendly performance management system and that the rest of our staff members are encouraged to do the same.

I would like to thank all stakeholders for their support in compiling this report. Let us make a team effort to take this municipality to the next level.

Mr Ayanda Makhanya  
**MUNICIPAL MANAGER**

Date : **16 JANUARY 2013**