



Quarterly Performance Report - Third Quarter 2007
for the
Mopani District Municipality
Community Services Department

For Attention: Community Services Director



Table of Contents

I. Purpose.....	3
II. Background.....	3
III. Principled Decisions.....	4
IV. Definitions	4
V. Evaluation Method	5
1. Scoring of KPIs	5
2. Scoring of Projects and Activities	6
3. Overall Scoring.....	7
VI. Performance Results.....	8
1. Performance Plan KPI Responsibility	8
2. Departmental KPI Responsibility by Objective.....	8
3. Projects breakdown by Objectives.....	9
a. Co-operative Governance	9
b. Social and Environmental Sustainability	10
c. Economic Growth	13
d. Optimised Infrastructure.....	14
e. Organisational Excellence.....	15
4. Overdue Projects	16
5. Over Budget Projects	23
VII. Information Required.....	23
VIII. Limitations of Evaluation	28














I. Purpose

The purpose of this report is to give feed-back regarding the performance of the Community Services Department for Mopani District Municipality as defined in the Performance plan. The report is based on The Institute for Performance Management (IPM) participation and information received during the third quarter assessment of performance for Mopani District Municipality during May 2007. This report is a high-level summary report with summary information per Objective on KPIs and Projects. Details on Activities are to follow separately as the volumes do not make it practical for this report.

II. Background

The Municipal Systems Act S41(1)(e) requires from Municipalities to regularly deliver on municipal performance reports to council, other political structures, political office bearers, staff of the municipality, the public and appropriate organs of state. In addition, the Municipal Regulations Reg 14(1)(c) requires quarterly Audit Reports on the Performance Measures of the Municipality. These reports should be audited by internal auditors and presented to the Municipal Manager and Audit Committee. The Performance Management Guide for Municipalities supplies the following checklist for acceptable reporting:




Checklist for Good Reports

-  State the period for which it is reporting
-  State the relevant priority for which it is reporting
-  Capture all the agreed objectives
-  Capture all the agreed indicators
-  State agreed Targets relevant to the period which the report covers
-  Measure current performance over the period for which it is reporting
-  Specify when the measurement was done
-  Specify the source of the measurement
-  Reflect on whether agreed Targets have been met
-  Analyse the reasons for the level of performance
-  Suggest corrective action if necessary
-  Remain simple, accessible and useful to the intended reader
-  Contain only necessary information

PM Guidelines for Municipalities: Draft II

III. Principled Decisions

The following principled decisions were taken before the start of the assessment:

-  Where no information was supplied for the Actual or Target, a zero score (0 rating) was assigned
-  Where the project leader did not make any progress with the project, the activities' owners received 0 weighting
-  Where budget was withdrawn from the project, a 0 weighting was assigned

IV. Definitions

For the purpose of this document, the following definitions apply:

Balanced Scorecard Methodology refers, in the context of this document, to the Balanced Scorecard methodology as initially defined by Drs. Kaplan and Norton and as currently practiced by Balanced Scorecard Collaborative. The methodology is under continual development, and the standards will evolve to reflect current best practices and thought leadership in the Balanced Scorecard concept. This methodology has been adjusted by the IPM to ensure alignment with customer needs, legislation, IDP, SDBIP and Budgetary requirements for the municipalities

Balanced Scorecard is a multi-dimensional framework created by Dr. Robert Kaplan and Dr. David Norton that uses measurement to describe an organisation's strategy

Electronic Performance Management Software refers to any software package which uses the methodology of Drs. Norton and Kaplan to facilitate strategic decision-making using the Balanced Scorecard methodology, or any package which uses the term "Balanced Scorecard" in its marketing material, title, or external communications, or a software package which uses any other performance management methodology

Strategic Thrusts are the general strategy broken down into categories that focuses on different objectives of the company that can lead to overall success, such as customer satisfaction, reduced cost and employee growth. It is usually general and not quantified. An ultimate outcome is attached to it

Perspectives according to the Norton/Kaplan balanced scorecard model, one of four views of the business - Financial, Customer (community), Institutional and Learning and Growth

Objective is an aim or intended result of a strategy

Key Performance Indicator (KPI) refers to a list of indicators that an organisation has identified as the most important variables reflecting vision / mission success or organisational performance

V. Evaluation Method

1. Scoring of KPIs

Scoring of the KPIs is done on a basis from 0-5. The score classification is as follows:

- 0 – 0.99**: No information exists; information is outstanding; exceptional low performance in relation to Target or Actual equals Intervention
- 1 – 1.99**: Underperformance in relation to Target
- 2 – 2.99**: Almost meets Target
- 3 – 3.99**: Meets Target exactly (3.0) or exceed Target by less than 33%
- 4 – 4.99**: Exceeds Target with 33%-66%
- 5** : Exceeds Target with 67% or more

KPI Scores from 0 - 2.99 was calculated using an international method of making use of **Worst and Best standards**¹ to calculate scores where the Best is taken as the Target set for the KPI and the Worst is taken as the Intervention. Where no Intervention or Worst values were determined, the system calculated a score of 40% of Target.

Weighting of the KPIs per Objective was not taken into consideration in determining the score, except where decided to apply '0 Weighting' to a KPI, in which case that KPI did not contribute to the score of the Objective.

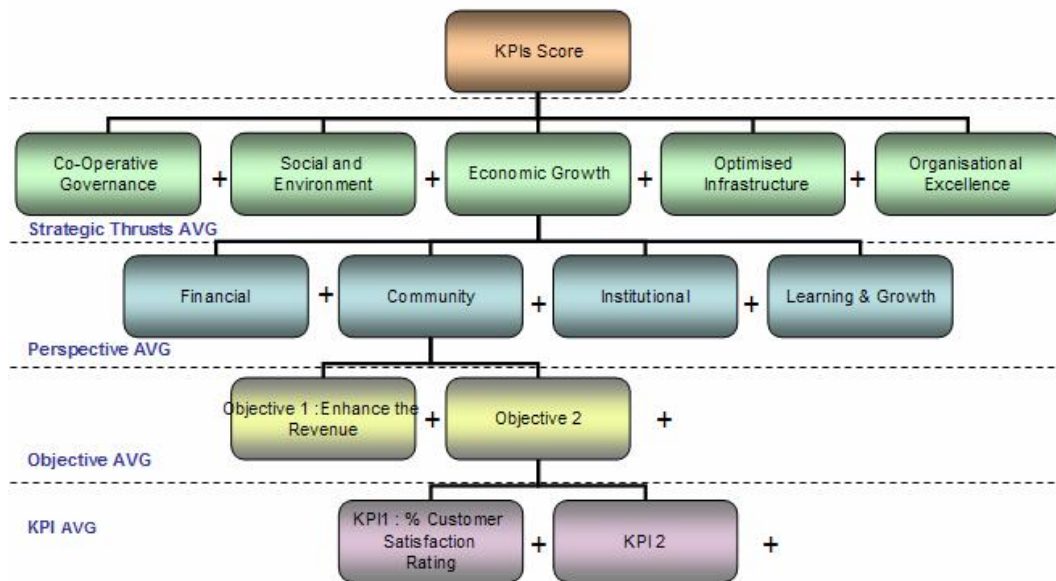
A score of 3 – 5 was calculated by determining how far the Target was exceeded. A score of 3.11 would mean that the Target was exceeded with 11%.

Scoring of the Objective is taken as an Average score of the KPIs contributing to the Objective. Objectives were divided into the Four Perspectives² per Strategic Thrust and an Average for the Perspective per Strategic Thrust was calculated. The Strategic Thrust Score is an average of the Perspectives' scores contributing to the Strategic Thrust. The Institutional Scorecard Rating is an average of the Strategic Thrusts' scores. The diagram below shows the roll-up of the scores for KPIs.

¹ – Methodology for calculating KPI scores from 0-3: $\text{Min} + (\text{Measure} - \text{Worst}) / (\text{Best} - \text{Worst}) * (\text{Max} - \text{Min})$

² – Four Perspectives: Financial, Community, Institutional and Learning & Growth as per the Balanced Scorecard Methodology.

KPI Scoring



Where no Actual was supplied, a 0 score (rating) was given. If no Target was supplied, but Actual was supplied, the Actual was taken as the Target. Where no Worst value was supplied, the Intervention was taken at 40% of Target. This was done in order to be able to supply scores for most KPIs, but the ideal will be to supply realistic information for Targets and Interventions.

Where the Actual supplied were more than 10 times the number of the Target, a 0 weighting were applied. This means that the Target could be unrealistic and should then be revised.

2. Scoring of Projects and Activities

Scoring of Projects and Activities are done in a more simplified way as Projects and Activities are evaluated as a percentage between zero and hundred. The score classification is as follows:

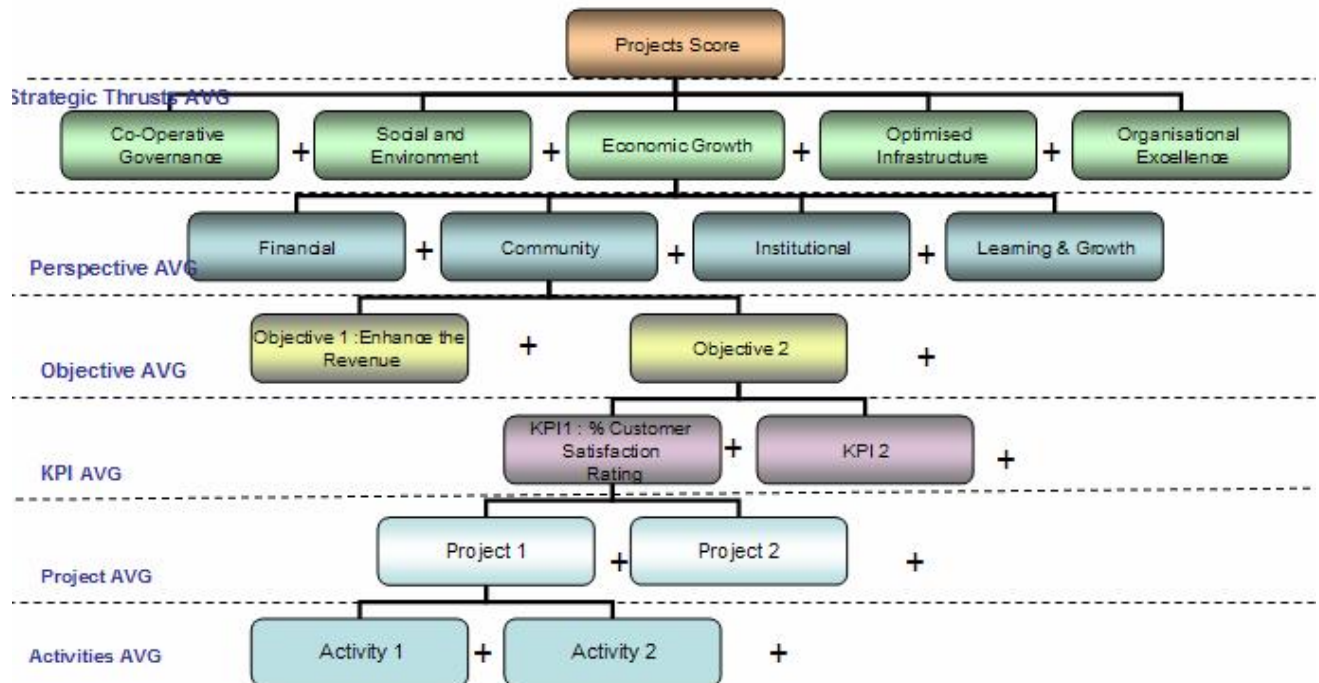
- 1 – 1.99:** 0% Status
- 2 – 2.99:** 0.1% – 74% progress
- 3 – 3.99:** 75% - 132% progress
- 4 – 4.99:** 133% - 166% progress
- 5 :** progress equal to or greater than 167%

Activity Scores were calculated using a simplified calculation to determine scores. Weightings were not taken into consideration except where '0 Weighting' applied, in which case the Activity did not contribute to the Project's Score.

Scoring of the Projects is taken as an average score of the Activities contributing to the Project. Scoring of the Objective is taken as an average score of the Projects contributing to the Objective. Scoring of Perspectives is an average of the Objectives contributing to the perspective. The Strategic Thrust Score is an average of the Objective scores contributing to the Thrust. The Institutional Scorecard Rating is an average of the Strategic Thrusts' scores

The scores were calculated using Excel Spreadsheets until such time that the Municipality acquires an electronic performance management system. The diagram below shows the roll-up of the scores for the Projects.

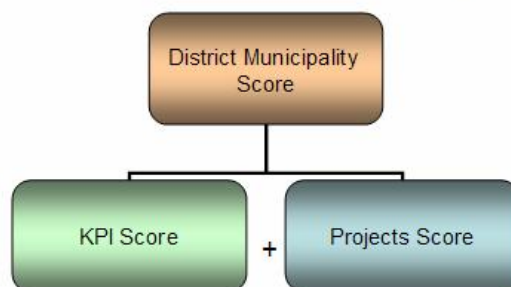
Project Scoring



3. Overall Scoring

The Overall score for the Institutional Performance is an Average of the Score for the KPIs and the Score for the Projects as shown below:

Overall Scoring



VI. Performance Results

1. Performance Plan KPI Responsibility

Community Services

Co-Operative Governance		5.00
F2:Municipal interests	5.00	5.00
Social and Environment		1.50
F3:Alternative service delivery solutions	0.00	0.00
C3:Social, health, educational and safety well-being	2.26	2.77
C4:Environmental well-being	3.28	
I3:Spatial integrated planning	2.00	1.73
I4:Environmental compliance and monitoring systems	1.46	
Optimised Infrastructure		1.82
C7: Improve access to basic services	0.75	0.75
I8: Maintain and upgrade municipal assets	2.44	2.89
I9: Resource allocation and utilisation	3.34	
Organisational Excellence		0.00
F6: Increase financial viability	0.00	0.00

2. Departmental KPI Responsibility by Objective

Community Services

	2.26	2.10
Co-Operative Governance		5.00
F2:Municipal interests	5.00	5.00
Social and Environment		1.56
F3:Alternative service delivery solutions	0.00	0.00
C3:Social, health, educational and safety well-being	2.18	2.58
C4:Environmental well-being	2.98	
I3:Spatial integrated planning	2.00	2.10
I4:Environmental compliance and monitoring systems	2.19	
Optimised Infrastructure		1.82
C7: Improve access to basic services	0.75	0.75
I8: Maintain and upgrade municipal assets	2.44	2.89
I9: Resource allocation and utilisation	3.34	
Organisational Excellence		0.00
F6: Increase financial viability	0.00	0.00

3. Projects breakdown by Objectives

a. Co-operative Governance

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.69	F1:Enhance the revenue	2.2	Services revenue strategy	1
	F1:Enhance the revenue		Donor / Grant funding plan	3
	F1:Enhance the revenue		MIG funding plan	3
	F1:Enhance the revenue		FMG (Financial management grant)	1
	F1:Enhance the revenue		Indigent policy	3
	C1:Inter and Intra-governmental relations	1.4	Inter-governmental relations framework	1
	C1:Inter and Intra-governmental relations		African peer review	3
	C2:Effective community and stakeholder relations	1.0	Community, client and stakeholder relationship management framework and strategy	1
	C2:Effective community and stakeholder relations		Client / Community Satisfaction Survey	1
	C2:Effective community and stakeholder relations		Public Participation Framework	1
	I1:Effective communication system	1.17	Implement a customer care system (CRM System)	1
	I1:Effective communication system		Communication framework and strategy	2
	I1:Effective communication system		Media relations strategy	1
	I1:Effective communication system		Newsletters distributed (externally)	1
	I1:Effective communication system		Newsletters distributed (internally)	1
	I1:Effective communication system		Utilisation of MPCC's	1
	I2:Sustainable Council and community structures	2.4	Traditional leaders forum and participation	3
	I2:Sustainable Council and community structures		Portfolio Committee management plan	3
	I2:Sustainable Council and community structures		Council and EXCO meeting management	3
	I2:Sustainable Council and community structures		Code of Conduct for Councilors, traditional leaders and staff	1
	I2:Sustainable Council and community structures		Management meetings programme	2
	L1:CRM competencies	2	Customer Care / Batho Pele training	1
	L1:CRM competencies		Induction training	2
	L1:CRM competencies		Inauguration of the new Council	3

b. Social and Environmental Sustainability

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
2.27	F2:Municipal interests	3	Community Partnership feasibility plan	3
	F3:Alternative service delivery solutions	1	Alternative service delivery feasibility	1
	C3:Social, health, educational and safety well-being	2.55	Community social well-being matrix and Strategy development	2.5
	C3:Social, health, educational and safety well-being		Food security projects	1
	C3:Social, health, educational and safety well-being		Gender strategy	3
	C3:Social, health, educational and safety well-being		District Gender Consultative Forum	2
	C3:Social, health, educational and safety well-being		District Gender Summit	1
	C3:Social, health, educational and safety well-being		Provincial Women's Day Celebrations	4
	C3:Social, health, educational and safety well-being		"16 day of Activism" awareness campaign	4
	C3:Social, health, educational and safety well-being		Young SAWID conference	3
	C3:Social, health, educational and safety well-being		Workshop on women's rights	2
	C3:Social, health, educational and safety well-being		Youth strategy	2
	C3:Social, health, educational and safety well-being		Initiation school support	3
	C3:Social, health, educational and safety well-being		Disability strategy	3
	C3:Social, health, educational and safety well-being		District Disability Forum	3
	C3:Social, health, educational and safety well-being		Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	3
	C3:Social, health, educational and safety well-being		Mopani Disabled Entrepreneurs Network (MDEN)	3
	C3:Social, health, educational and safety well-being		Disability Awareness Campaigns	4
	C3:Social, health, educational and safety well-being		Disability Sports, arts and culture	3
	C3:Social, health, educational and safety well-being		District Mayors Charity cup	3
	C3:Social, health, educational and safety well-being		Sport games OR Tambo	3
	C3:Social, health, educational and safety well-being		Sports games - indigenous at Letaba	3
	C3:Social, health, educational and safety well-being		Sport games - Junior dipapadi festival at Tzaneen	3
	C3:Social, health, educational and safety well-being		Sport clinic	3
	C3:Social, health, educational and safety well-being		Sport Decoration gala	1
	C3:Social, health, educational and safety well-being		Wellness day	3
	C3:Social, health, educational and safety well-being		Mapungubwe Art Festival - talent search and build-up for provincial annual festival	3

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	C3:Social, health, educational and safety well-being		Africa day build-up	3
	C3:Social, health, educational and safety well-being		Heritage Day	3
	C3:Social, health, educational and safety well-being		African New Year and Marula day	5
	C3:Social, health, educational and safety well-being		Health profile and matrix	3
	C3:Social, health, educational and safety well-being		Health framework	1
	C3:Social, health, educational and safety well-being		Provincial Health awareness campaigns	3
	C3:Social, health, educational and safety well-being		Health services excellence award decoration gala	3
	C3:Social, health, educational and safety well-being		District AIDS Council	3
	C3:Social, health, educational and safety well-being		Local HIV/AIDS programmes of NGO's	3
	C3:Social, health, educational and safety well-being		World AIDS day	3
	C3:Social, health, educational and safety well-being		Candle light memorial	2
	C3:Social, health, educational and safety well-being		Gardening for HIV/AIDS purposes	3
	C3:Social, health, educational and safety well-being		Men in partnership against HIV/AIDS (MIPAA)	2
	C3:Social, health, educational and safety well-being		Women in partnership against HIV/AIDS (WIPAA)	2
	C3:Social, health, educational and safety well-being		TB support day	3
	C3:Social, health, educational and safety well-being		DOT (Direct Observed Treatment) for TB - Support Day	3
	C3:Social, health, educational and safety well-being		Moral regeneration movement District summit	1
	C3:Social, health, educational and safety well-being		Moral regeneration movement Roadshow	1
	C3:Social, health, educational and safety well-being		Education matrix	3
	C3:Social, health, educational and safety well-being		Education framework	1
	C3:Social, health, educational and safety well-being		Education summit	2
	C3:Social, health, educational and safety well-being		District Multi-lingualism awareness	1
	C3:Social, health, educational and safety well-being		Safety well-being matrix and Crime prevention Strategy	2.5
	C3:Social, health, educational and safety well-being		International day - violence against women	3
	C3:Social, health, educational and safety well-being		Child protection week	1
	C3:Social, health, educational and safety well-being		Communications plan in support of the Police Forums	3
	C3:Social, health, educational and safety well-being		Social crime prevention	3
	C3:Social, health, educational and safety well-being		Social Clubs	1
	C3:Social, health, educational and safety well-being		Fire and Protection Associations & working on fire	3

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	safety well-being			
	C3:Social, health, educational and safety well-being		Fire prevention awareness campaign	1
	C4:Environmental well-being	2.61	Environmental Status Quo Report	3
	C4:Environmental well-being		Integrate environmental management policy	2
	C4:Environmental well-being		Integrated environmental management plan	1.5
	C4:Environmental well-being		Environmental Preservation strategy	1
	C4:Environmental well-being		Natural resources and biodiversity protection and maintenance	1
	C4:Environmental well-being		Cleaning the environment projects at local municipalities	3
	C4:Environmental well-being		National Abor day	3
	C4:Environmental well-being		World environment day	3
	C4:Environmental well-being		Eco Schools programme support	3
	C4:Environmental well-being		Wetland management plan	2
	C4:Environmental well-being		Wetland awareness day	3
	C4:Environmental well-being		Licensed waste land fill sites	3
	C4:Environmental well-being		Integrated District environmental health plan	3
	C4:Environmental well-being		Food safety by-laws	3
	C4:Environmental well-being		Devolution of Environmental Health Services	3
	C4:Environmental well-being		Food safety and hygiene	5
	C4:Environmental well-being		World food day celebrations	5
	C4:Environmental well-being		Food sampling	3
	C4:Environmental well-being		Institutional arrangements and capacity building	1
	C4:Environmental well-being		Training on trauma assistance during and after emergencies and disasters	1
	C4:Environmental well-being		Disaster risk assessment	3
	C4:Environmental well-being		Corporate Disaster Management Plan	1
	C4:Environmental well-being		Joint Operational Centre (JOC) procedures	3
	C4:Environmental well-being		Disaster risk management plans (Operational specific plans)	1
	C4:Environmental well-being		Integrated Disaster Management Plan (IDP)	3
	C4:Environmental well-being		Rehabilitation and reconstruction after emergencies and disasters	4
	C4:Environmental well-being		Aerial Fire fighting	3
	I3:Spatial integrated planning	2.08	Integrated Spatial Development Framework and Land use management	3
	I3:Spatial integrated planning		Live Stock Management on public roads	2
	I3:Spatial integrated planning		Ward Plans	1
	I3:Spatial integrated planning		Combined Services Model	1
	I3:Spatial integrated planning		Accessible Recreation and Parks Facilities	1
	I3:Spatial integrated planning		Cultural and heritage sites	3
	I3:Spatial integrated planning		Accessible Health facilities	3
	I3:Spatial integrated planning		Accessible libraries	1
	I3:Spatial integrated planning		District Library Service excellence awards	3
	I3:Spatial integrated planning		Water and sanitation sector plan	1
	I3:Spatial integrated planning		Waste management sector plan	3
	I3:Spatial integrated planning		Integrated Transport plan	3
	I4:Environmental compliance and monitoring systems	2.33	Alien plant management	3
	I4:Environmental compliance and monitoring systems		Pollution control awareness and communications campaign	4

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	I4:Environmental compliance and monitoring systems		Air quality plan	1
	I4:Environmental compliance and monitoring systems		Sanitation pollution monitoring	3
	I4:Environmental compliance and monitoring systems		Quality Assurance of Water	1
	I4:Environmental compliance and monitoring systems		Erosion monitoring and control	2
	L2:Employee satisfaction	2.33	Employee satisfaction survey	1
	L2:Employee satisfaction		OHS Risk assessment and implementation plan	3
	L2:Employee satisfaction		Employee Assistance Programme (EAP)	3
	L2:Employee satisfaction		HIV/AIDS policy for staff	1
	L2:Employee satisfaction		Disciplinary and Grievance Procedures	3
	L2:Employee satisfaction		Anti-corruption action	3

c. Economic Growth

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.78	F4: Economic development	2.13	LED Strategy	3
	F4: Economic development		Cultural tourism support (Tsonga kraal)	1.5
	F4: Economic development		Summits	3
	F4: Economic development		Achievers awards	1
	C6: Increase economic opportunities	2.57	Poverty Reduction and empowerment programme	4
	C6: Increase economic opportunities		Mashupatsela programme	3
	C6: Increase economic opportunities		Waste recycling and buy back project	1
	C6: Increase economic opportunities		Disability Economic Empowerment Summit	3
	C6: Increase economic opportunities		Disability Economic Empowerment Strategy and plan	3
	C6: Increase economic opportunities		Women Economic Empowerment workshop and establishment of SAWEN committee	1
	C6: Increase economic opportunities		Development and promotion of EPWP	3
	I5: Develop baseline, benchmarking and reporting	1	Baseline information Survey	1
	I5: Develop baseline, benchmarking and reporting		GIS	1
	I6: Economic growth	2.5	IDP, PM, Budget, SDBIP process plan	3
	I6: Economic growth		IDP status quo analysis phase	2
	I6: Economic growth		Strategic planning phase	3
	I6: Economic growth		IDP Projects	3
	I6: Economic growth		IDP/PMS/Budget Representative forum and steering committee meetings	2

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	I6: Economic growth		Sector Plan alignment	3
	I6: Economic growth		Integrated Development Plan (document)	3
	I6: Economic growth		SDBIP's	2
	I6: Economic growth		Performance / implementation measurement systems	1
	I6: Economic growth		Management Information and Reporting System	3
	I7: Brand Food Basket	2.00	Marketing strategy and implementation plan	1
	I7: Brand Food Basket		Maintain website	1
	I7: Brand Food Basket		Corporate Branding / Marketing	4
	L3: High performance culture	2.25	Performance Management Policy	2
	L3: High performance culture		Employee Performance Management	2
	L3: High performance culture		Performance Management Assessment and Incentive model	3
	L3: High performance culture		Performance Management Assessment Implementation Plan	2

d. Optimised Infrastructure

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
2.11	C7: Improve access to basic services	1.74	District RDP Housing Status Quo Report	1
	C7: Improve access to basic services		District RDP Housing Strategy	1
	C7: Improve access to basic services		RDP Housing co-ordination	3
	C7: Improve access to basic services		Office space	3
	C7: Improve access to basic services		Disaster Management Centre - Tzaneen	3
	C7: Improve access to basic services		Fire Station at Maruleng	0.5
	C7: Improve access to basic services		Municipal furniture and equipment	0.67
	I8: Maintain and upgrade municipal assets		Municipal fleet management system	4
	I8: Maintain and upgrade municipal assets		Repair and maintenance of vehicles	1
	I9: Resource allocation and utilisation	2.5	Activity based costing Pilot project	1
	I9: Resource allocation and utilisation		Subsistence and Traveling expenses	3
	I9: Resource allocation and utilisation		Photo copying and printing	4
	I9: Resource allocation and utilisation		Telephone calls expenditure	2
	I10: Develop and apply service standards	1	Service standards development	1
	L4: Multi-skilled and knowledgeable	2.8	Institutional Plan	2

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	workforce			
	L4: Multi-skilled and knowledgeable workforce		Skills development audit	3
	L4: Multi-skilled and knowledgeable workforce		Skills development plan (workplace skills plan)	3
	L4: Multi-skilled and knowledgeable workforce		Skills development training	3
	L4: Multi-skilled and knowledgeable workforce		Capacity building workshop on basic sign language and Braille	3

e. Organisational Excellence

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
2.79	F6: Increase financial viability	2.83	Budget compilation	3
	F6: Increase financial viability		Budget control	2
	F6: Increase financial viability		Asset Register	3
	F6: Increase financial viability		Insurance claims	2
	F6: Increase financial viability		Audit plan	3
	F6: Increase financial viability		Audit report	4
	C8: Sound Governance	3	Database of all by-laws and policies	3
	C8: Sound Governance		Develop / review policies and by-laws	3
			Delegation of powers i.e. S59 of the Systems Act and S160(2) of the Constitution	3
	I11: Support and operating systems and procedures for sound governance	2.43	Contraventions implementation plan	3
	I11: Support and operating systems and procedures for sound governance		Legal unit	3
	I11: Support and operating systems and procedures for sound governance		Supply chain management implementation plan	3
	I11: Support and operating systems and procedures for sound governance		IT help desk	1
	I11: Support and operating systems and procedures for sound governance		IT hardware and software implementation plan	3
	I11: Support and operating systems and procedures for sound governance		Telephone network, hardware and software implementation plan	2
	I11: Support and operating systems and procedures for sound governance		Electronic archives system	2
	L5: Change and diversity management		Labour policies	3
	L5: Change and diversity management		Gender committee	3
	L6: Develop and retain the best human capital	2.67	Implementation of Staff provisioning policy	2

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	L6: Develop and retain the best human capital		Organisational structure	3
	L6: Develop and retain the best human capital		Job evaluations and descriptions	3

4. Overdue Projects

These include activities for Projects that were completed or still needs completion

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount
C2:Effective community and stakeholder relations	Community, client and stakeholder relationship management framework and strategy	1	1-Jul-06	30-Jun-07	MM	Participate in the investigation, development and implementation of a Community, client and stakeholder relationship management framework and strategy through attending meetings when called, submitting inputs and comments within specified timeframes	COM SERV	1-Aug-06	31-Oct-06		0	1	1	
C2:Effective community and stakeholder relations	Client / Community Satisfaction Survey	1	1-Jul-06	30-Jun-07	MM	Supply inputs in the development of the Client / Community Satisfaction Survey on request from MM department, within prescribed time frame. Manage the department to obtain a satisfaction rating of 60%	COM SERV	1-Jul-06	30-Sep-06		0	1	1	
C2:Effective community and stakeholder relations	Public Participation Framework	1	1-Jul-06	30-Sep-06	MM	Participate in the development and implementation of the Public Participation Framework and strategy by attending meetings when called and submitting inputs and comments within specified timeframes	COM SERV	1-Jul-06	30-Sep-06		0	1	1	
1:Effective communication system	Communication framework and strategy	2	14-Jan-06	30/11/20	MM	Participate in the finalisation of the District wide Communications Framework by attending meetings when called and submitting inputs and comments within specified timeframes. Provide inputs regarding the finalisation of the communication strategy. Comply to communication strategy in verbal and written communication internally or externally	COM SERV	1-Sep-06	30-Nov-06		60	2	1	
1:CRM competencies	Inauguration of the new Council	3	1-Jul-06	30-Sep-06	MM	Participate in the planning of the inauguration of the new Council	COM SERV	1-Jul-06	30-Sep-06	31-Mar-07	100	3	1	

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount
F2:Municipal interests	Community Partnership feasibility plan	3	1-Jul-06	30-Jun-07	MM	Develop and co-ordinate district wide feasibility plan for community partnership, by identifying areas where partnerships can be formed with communities in service delivery. Involve local municipalities and other Directorates in the development of the feasibility plan	COM SERV	1-Jul-06	10-Dec-06	31-Mar-07	100	3	1	
F3:Alternative service delivery solutions	Alternative service delivery feasibility	1	1-Jul-06	30-Jun-07	MM	Determine feasibility regarding alternative service delivery initiatives. Involve all the other directorates and local municipalities in the feasibility study by means of calling for meetings, requesting inputs and scenario building. Consider recycling and tree planting initiatives, housing, e.g.. Self help schemes.	COM SERV	1-Jul-06	28-Feb-07		0	1	1	
C3:Social, health, educational and safety well-being	District Gender Summit	1	1-Nov-06	23-Nov-06	MM	Participate in the planning and co-ordination of the District Gender Summit by attending planning meetings, advising and submitting inputs and comments within specified timeframes	COM SERV	1-Nov-06	23-Nov-06		0	1	1	
C3:Social, health, educational and safety well-being	Provincial Women's Day Celebrations	3	15-Jul-06	9-Aug-06	MM	Participate in the co-ordination and arrangement for the Provincial Women's Day Celebrations facilitated by OSW	COM SERV	15-Jul-06	9-Aug-06		150	3	1	
C3:Social, health, educational and safety well-being	"16 day of Activism" awareness campaign	3	15-Nov-06	8-Dec-06	MM	Participate in the co-ordination and arrangements of the awareness campaign on "16 days of Activism"	COM SERV	15-Nov-06	8-Dec-06		150	3	1	
C3:Social, health, educational and safety well-being	Young SAWID conference Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	3	1-Aug-06	31-Aug-06	MM	Participate in the co-ordination and arrangements of the Young SAWID conference	COM SERV	1-Aug-06	31-Aug-06	31-Mar-07	100	3	1	
C3:Social, health, educational and safety well-being	Young SAWID conference Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	3	1-Jul-06	18-Jul-06	MM	Participate in the organising and facilitation of the Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	COM SERV	1-Jul-06	18-Jul-06	31-Mar-07	100	3	1	

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount
03: Social, health, educational and safety well-being	Mopani Disabled Entrepreneurs Network (MDEN)	3	1-Jul-06	30-Jun-06	MM	Participate in the planning and execution of the launch of the Mopani Disabled Entrepreneurs Network (MDEN)	COM SERV	1-Jan-06	21-Jul-06	31-Mar-07	100	3	1	
03: Social, health, educational and safety well-being	Disability Awareness Campaigns	3	1-Jul-06	30-Jun-06	MM	Participate and support the co-ordination and arrangements of Disability Awareness Campaigns facilitated by Sector Departments	COM SERV	1-Jul-06	30-Jun-06		150	3	1	
03: Social, health, educational and safety well-being	Disability Sports, arts and culture	3	5-Aug-06	29-Aug-06	MM	Participate in the co-ordination of the talent search amongst people with disabilities by attending planning meetings and supporting activities in the talent search process	COM SERV	5-Aug-06	29-Aug-06	31-Mar-07	100	3	1	
03: Social, health, educational and safety well-being	District Mayors Charity cup	3	1-Jul-06	31-Jul-06	COM SERV	Organise and co-ordinate local and district Mayors Charity cup tournaments. Involve the Planning Development directorate and local municipalities in the organisation of the tournaments	COM SERV	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	60000
03: Social, health, educational and safety well-being	Sport games OR Tambo	3	1-Jul-06	31-Jul-06	COM SERV	Support Dept S,A,C - Sport games OR Tambo at Giyani, with resources and participation in planning meetings	COM SERV	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	5000
03: Social, health, educational and safety well-being	Sports games - indigenous at Letaba	3	1-Jul-06	31-Jul-06	COM SERV	Support Dept S,A,C - Sports games - indigenous at Letaba, with resources and participation in planning meetings	COM SERV	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	4000
03: Social, health, educational and safety well-being	Sport games - Junior dipapadi festival at Tzaneen Mapungubwe Art Festival - talent search and build-up for provincial annual festival	3	1-Aug-06	31-Aug-06	COM SERV	Support Dept S,A,C - Sport games - Junior dipapadi festival at Tzaneen, with resources and participation in planning meetings	COM SERV	1-Aug-06	31-Aug-06		113	3	1	4000
03: Social, health, educational and safety well-being		3	1-Sep-06	30-Sep-06	COM SERV	Co-ordinate and organise District build-up events towards provincial Mapungubwe Festival talent search day	COM SERV	1-Sep-06	30-Sep-06	31-Mar-07	100	3	1	40000

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount
C3: Social, health, educational and safety well-being	Heritage Day	3	1-Sep-06	30-Sep-06	COM SERV	Support Dept S,A,C Heritage Day celebrations with resources and participation in planning meetings	COM SERV	1-Sep-06	30-Sep-06		110	3	1	
	World AIDS day	3	1-Dec-06	31-Dec-06	COM SERV	Participation in and District co-ordination of National World AIDS day celebration i.e. resources.	COM SERV	1-Dec-06	31-Dec-06	31-Mar-07	100	3	1	
	Moral regeneration movement summit	1	1-Aug-06	31-Aug-06	COM SERV	Co-ordinate, organise and facilitate District Moral regeneration movement summit	COM SERV	1-Aug-06	31-Aug-06		0	1	1	
	Education matrix	3	1-Jul-06	30-Jun-07	MM	Enquire from Dept Education which indicators are required to measure education well-being of community. Develop education well-being matrix and index	COM SERV	1-Jul-06	30-Nov-06	31-Mar-07	100	3	1	
	Career Exhibitions		1-Aug-06	31-Aug-06	COM SERV	Support and co-ordinate career exhibitions for learners in collaboration with the Dept Education	COM SERV	1-Aug-06	31-Aug-06		0	0	1	
C3: Social, health, educational and safety well-being	Safety well-being matrix and Crime prevention Strategy	2.5	1-Jul-06	30-Jun-07	MM	Determination of safety and security status quo. Development of safety well-being matrix together with local municipalities and SAPS	COM SERV	1-Jul-06	31-Oct-06		20	2	1	12000
	International day - violence against women	3	1-Nov-06	31-Dec-06	COM SERV	Support and co-ordinate International day of violence against women. Involve the youth, gender and disability desk in the co-ordination of the event	COM SERV	1-Nov-06	31-Dec-06	31-Mar-07	100	3	1	
	World food day celebrations	3	1-Oct-06	30-Nov-06	COM SERV	Co-ordinate and facilitate World food day celebrations	COM SERV	1-Oct-06	30-Nov-06		167	3	1	
	Training on trauma assistance during and after emergencies and	1	1-Nov-06	30-Nov-06	MM	Support trauma assistance training through participation in planning, co-ordination and identification of trauma assistance candidates	COM SERV	1-Nov-06	30-Nov-06		0	1	1	

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount
	disasters													
04: Environmental well-being	Corporate Disaster Management Plan	1	1-Jul-06	30-Mar-07	MM	Participate in the review of the Corporate Disaster Management Plan by developing operational procedures and risk vulnerability analysis, i.e. health, environment, environmental health, fire services, sport and recreation, housing and submit these procedures within specified timeframes to Disaster Management office	COM SERV	1-Jul-06	30-Mar-07		0	1	1	
04: Environmental well-being	Integrated Disaster Management Plan (IDP)	3	1-Mar-07	30-Mar-07	MM	Participate in the development of an Integrated Disaster Management Plan by attending meetings and submitting inputs and comments within specified timeframes	COM SERV	1-Mar-07	30-Mar-07	31-Mar-07	100	3	1	
3: Spatial planning	Live Stock Management on public roads	2	1-Jul-06	30-Jun-07	COM SERV	Develop Live Stock Management Strategy to decrease live stock on public roads. Involve local municipalities and Dept of Agriculture in the development of the Strategy. Co-ordinate and monitor implementation of Strategy. Support the operations of the pounds in local municipalities	COM SERV	1-Aug-06	31-Dec-06		15	2	1	
4: Economic development	Achievers awards	1	1-Mar-07	30-Mar-07	PD	Support and participate in the planning and organising of Achievers awards	COM SERV	1-Mar-07	30-Mar-07		0	1	1	
06: Increase economic opportunities	Disability Economic Empowerment Summit	3	1-Jul-06	30-Jul-06	MM	Participate in the planning and execution of the Disability Economic Empowerment Summit by attending planning meetings and supporting the Summit	COM SERV	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	
06: Increase economic opportunities	Disability Economic Empowerment Strategy and plan	3	1-Jul-06	30-Jul-06	MM	Participate in the development of the Disability Economic Empowerment Strategy and implementation plan by attending meetings and submitting inputs and comments within specified timeframes	COM SERV	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	
06: Increase economic opportunities	Workshop and establishment of SAWEN committee	1	1-Oct-06	19-Oct-06	MM	Participate in the planning and execution of the Women Economic Empowerment workshop by attending planning meetings and supporting the Summit	COM SERV	1-Oct-06	19-Oct-06		0	1	1	
6: Economic growth	IDP, PM, Budget, SDBIP process plan	3	1-Jul-06	31-Jul-06	MM	Participate in the development of the IDP, Budget, PMS and SDBIP Process plan	COM SERV	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Over due Activity	Budget Amount
6: Economic growth	IDP status quo analysis phase	2	1-Aug-06	30-Oct-06	MM	Participate and co-operate in the determination of the District Status Quo through liaison with line function departments in local municipalities to acquire community and institutional perspectives and local status quo and developmental priorities of the relevant services. Assist with the analysis of the District Status Quo. Attend meetings when called and submit inputs and comments within specified timeframes	COM SERV	1-Aug-06	30-Oct-06		75	2	1	
6: Economic growth	Strategic planning phase	3	1-Nov-06	30-Nov-06	MM	Participate in the Review of the Strategy Phase of the IDP by attending meetings when called and submitting inputs and comments within specified timeframes	COM SERV	1-Nov-06	30-Nov-06	31-Mar-07	100	3	1	
6: Economic growth	IDP Projects	3	1-Sep-06	30-Nov-06	MM	Develop project briefs and co-operate in the prioritisation of projects and alignment with the budget. Attend meetings when called and submitting inputs and comments within specified timeframes. Keep IDP office informed of any changes	COM SERV	1-Sep-06	30-Nov-06	31-Mar-07	100	3	1	
6: Economic growth	SDBIP's	2	1-Jul-06	31-Aug-06	MM	Participate in the development of the SDBIP and relevant revenue and expenditure projections for each month by attending meetings when called and submitting inputs and comments within specified timeframes.	COM SERV	1-Jul-06	31-Jul-06		25	2	1	
3: High performance culture	Performance Management Policy	2	1-Jul-06	31-Dec-06	MM	Implementation of the SDBIP and achievement of quarterly targets	COM SERV	1-Jul-06	31-Dec-06		50	2	1	
3: High performance culture	Performance Management Assessment and Incentive model	3	1-Jul-06	31-Dec-06	MM	Participate in the development of a Performance Management Policy by attending meetings and submitting inputs and comments within specified timeframes	COM SERV	1-Jul-06	31-Dec-06	31-Mar-07	100	3	1	
7: Improve access to basic services	Office space	3	1-Aug-06	31-Aug-06	CO RP	Participate in the consultative process regarding the development of a Performance Management Assessment and Incentive model. Participate in the development of the interim incentive measures. Encourage staff to take part in this process	COM SERV	1-Aug-06	31-Aug-06	31-Mar-07	100	3	1	
						Participate in the investigation regarding office space and development of Office Space Strategy through assessment of requirements and constraints within directorate, attending meetings when called and providing inputs	COM SERV							

Objective	Project	Project Score	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status %	Activity Score	Overdue Activity	Budget Amount
						and comments within prescribed timeframes								
07: improve access to basic services	Municipal furniture and equipment		1-Jul-06	30-Jun-07	MM	Equip fire stations with office furniture and equipment, follow supply chain policy procedures	COM SERV	1-Jul-06	31-Dec-06		0	1	1	10000
07: improve access to basic services	Municipal furniture and equipment		1-Jul-06	30-Jun-07	MM	Acquisition of furniture and equipment (furniture and computers) for Community Services, follow supply chain policy procedures	COM SERV	1-Jul-06	31-Dec-06		0	1	1	3000
04: Multi-skilled and knowledgeable workforce	Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)		1-Aug-06	17-Aug-06	MM	Avail staff for the Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)	COM SERV	1-Aug-06	17-Aug-06		0	0	1	
04: Multi-skilled and knowledgeable workforce	Capacity building workshop on basic sign language and Braille	3	1-Aug-06	24-Aug-06	MM	Avail staff for Capacity building workshop on basic sign language and Braille	COM SERV	1-Aug-06	24-Aug-06	31-Mar-07	100	3	1	
11: Support and operating systems and procedures for sound governance	Purchasing of computers and provision of IT systems		1-Jul-06	31-Dec-06	COM SERV	Follow supply chain procedures in the acquisition of computers for the Community Services Department	COM SERV	1-Jul-06	31-Dec-06	0-Jan-00	0	0	1	2000

5. Over Budget Projects

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Budget Amount	Budget %	Actual Amount
C3: Social, health, educational and safety well-being	Mapungubwe Art Festival - talent search and build-up for provincial annual festival	Co-ordinate and organise District build-up events towards provincial Mapungubwe Festival talent search day	COM SERV	1-Sep-06	30-Sep-06	31-Mar-07	100	3	4000 00	106.59 1	4263 63.8
C7: Improve access to basic services	Municipal furniture and equipment	Equip fire stations with office furniture and equipment, follow supply chain policy procedures	COM SERV	1-Jul-06	31-Dec-06		0	1	1000 00	172.59 59	1725 95.9

VII. Information Required

KPIs that need information to be supplied for are as below. By gathering information for these KPIs by the end of the fourth quarter and in time for the annual report, scores will be increased and should result in a "quick win".

KPI	Actual	Target	Intervention/ Worst	Department	Comments
F3:# alternative service delivery initiatives	No info	No info		Com Serv	
C3:% population welfare grants	No info	No info		Com Serv	
C3:# people receiving foster care grants	No info	No info		Com Serv	
C3:# children receiving child support grants	No info	No info		Com serv	
C3:# people receiving AIDS grants	No info	No info		Com serv	
C3:Food parcel per capita of indigent families	No info	No info		Com serv	
C3:# beneficiaries receiving food parcels	No info	No info		Com serv	

KPI	Actual	Target	Intervention/ Worst	Department	Comments
C3:% health well-being composite index	No info	No info	No info	Com Serv	0 weighting
C3:%Infant mortality rate	No info	No info	No info	Com Serv	0 weighting
C3:%Under 5 mortality rate	No info	No info	No info	Com Serv	0 weighting
C3:%Doctors per 1,000 population ratio	No info	No info	No info	Com Serv	0 weighting
C3:%Nurses per 1,000 population ratio			No info	Com serv	0 weighting
C3:# health facilities providing 24 hr services			No info	Com serv	0 weighting
C3:# facilities rendering VCT			No info	Com serv	0 weighting
C3:% HIV positive persons		No info	No info	Com Serv	suggested to be deleted as same as another KPI
C3:% patients tested TVE		No info	No info	Com Serv	
C3:%HIV prevalence in District		No info	No info	Com Serv	Suggested to be deleted as same as HIV/AIDS infection rate
C3:%Death rate associated with TB	No info	No info	No info	Com Serv	
C3:# patients on TB treatment		No info	No info	Com Serv	
C3:% AIDS patients with TB		No info	No info	Com Serv	
C3:% educational well-being index		No info	No info	Com Serv	
C3:%Ratio of boys and girls in education		No info	No info	Com Serv	
C3:%Education level	No info	No info	No info	Com Serv	
C3:% schools with appropriate laboratory facilities		No info	No info	Com Serv	
C3:% schools with appropriate library facilities		No info	No info	Com Serv	
C3:% schools participating in eco schools programme		No info	No info	Com Serv	0 weighting
C3:%Pupil-educator ratio		No info	No info	Com Serv	0 weighting
C3:%Qualified teacher ratio		No info	No info	Com Serv	0 weighting
C3:%Tertiary education enrolment ratio		No info	No info	Com Serv	0 weighting
C3:%Primary school enrolment		No	No info	Com Serv	0 weighting

KPI	Actual	Target	Intervention/ Worst	Department	Comments
ratio		info			
C3:%Secondary school enrolment ratio		No info	No info	Com Serv	0 weighting
C3:% illiterate out of 1000 population		No info	No info	Com Serv	0 weighting
C3:%ABET attendance rate		No info	No info	Com Serv	0 weighting
C3:%Early childhood development attendance rate		No info	No info	Com Serv	
C3:%FET attendance rate		No info	No info	Com Serv	
C3:%Adult literacy rate		No info	No info	Com Serv	
C3:# people using the libraries		No info	No info	Com Serv	
C3:# unemployed qualified teachers		No info	No info	Com Serv	
C3:# awards for performing schools and pupils		No info	No info	Com Serv	
C3:# schools / communities assisted in establishing libraries		No info	No info	Com Serv	
C3:# primary schools		No info	No info	Com Serv	
C3:# high schools		No info	No info	Com Serv	
C3:# crèches		No info	No info	Com Serv	
C3:# pre-schools		No info	No info	Com Serv	
C3:# women with matric		No info	No info	Com Serv	
C3:# men with matric		No info	No info	Com Serv	
C3:# teachers in temporary posts		No info	No info	Com Serv	
C3:# people in tertiary institutions		No info	No info	Com Serv	
C3:# tertiary institutions		No info	No info	Com Serv	
C3:# people attending Career Exhibitions		No info	No info	Com Serv	
C3:% decrease in crime rate	No info		No info	Com Serv	
C4: %increase environmental Index	No info		No info	Com Serv	
C4:% areas that require preservation	No info	No info	No info	Com Serv	0 weighting

KPI	Actual	Target	Intervention/ Worst	Department	Comments
C4:% natural resources and biodiversity areas that require protection	No info	No info	No info	Com Serv	0 weighting
I3:Social Facilities to 1 000 population ratio / km distance to nearest facility (composite index)	No info	No info	No info	Com Serv	0 weighting
I3:Social Facilities Orphanages			No info	Com Serv	0 weighting
I3:Social Facilities Old age homes	No info	No info	No info	Com Serv	0 weighting
I3:Social Facilities Disability centres		No info	No info	Com Serv	0 weighting
I3:% access to sports facilities	No info	No info	No info	Com Serv	0 weighting
I3:# Sport facilities per 1,000	No info	No info	No info	Com Serv	0 weighting
I3:% access to parks	No info	No info	No info	Com Serv	0 weighting
I3:AVG # cultural and historical heritage sites		No info	No info	Com Serv	
I3:AVG # registered cultural institutions		No info	No info	Com Serv	
I4:% alien species	No info	No info	No info	Com Serv	This is done in DEDET and they are not assessing
I4:% threatened and extinct species	No info	No info	No info	Com Serv	This is done in DEDET and they are not assessing
I4:% representative vegetation types under formal protection	No info	No info	No info	Com Serv	This is done in DEDET and they are not assessing
I4:% land invaded by alien species	No info	No info	No info	Com Serv	This is done in DEDET and they are not assessing
I4:% Pollution levels	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels -TSP	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels -PM10	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels-SO2	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels- CO2	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels - Mean Annual Temperature	No info	No info	No info	Com Serv	0 weighting
I4:% Pollution levels - Ozone	No info	No info	No info	Com Serv	0 weighting

KPI	Actual	Target	Intervention/ Worst	Department	Comments
I4:Proportion of land affected by desertification	No info	No info	No info	Com Serv	0 weighting
I4:Soil degradation index	No info	No info	No info	Com Serv	0 weighting
I4:Veld degradation index	No info	No info	No info	Com Serv	0 weighting
I4:Land degradation index	No info	No info	No info	Com Serv	0 weighting
I4:Veld condition score	No info	No info	No info	Com Serv	0 weighting
F6: # internal audit queries - Com Serv	No info			Com Serv	
F6:# external audit queries - Com Serv	No info			Com Serv	

VIII. Limitations of Evaluation

1. The analysis was based on information received during assessment and through supplying information after assessment within a 2 weeks window period. Where no information was supplied, a zero score was attached.
2. Excel spreadsheets were used to capture data and calculate scores. Best efforts have been taken to insure accuracy, but results might not be as accurate as when an electronic system is used