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

For Attention: Corporate Services Director

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I. Purpose

The purpose of this report is to give feed-back regarding the performance of the Corporate 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 Perspectives[2] 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.

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[1] – Methodology for calculating KPI scores from 0-3: Min + (Measure – Worst) / (Best – Worst) * (Max-Min)

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

KPI Scoring
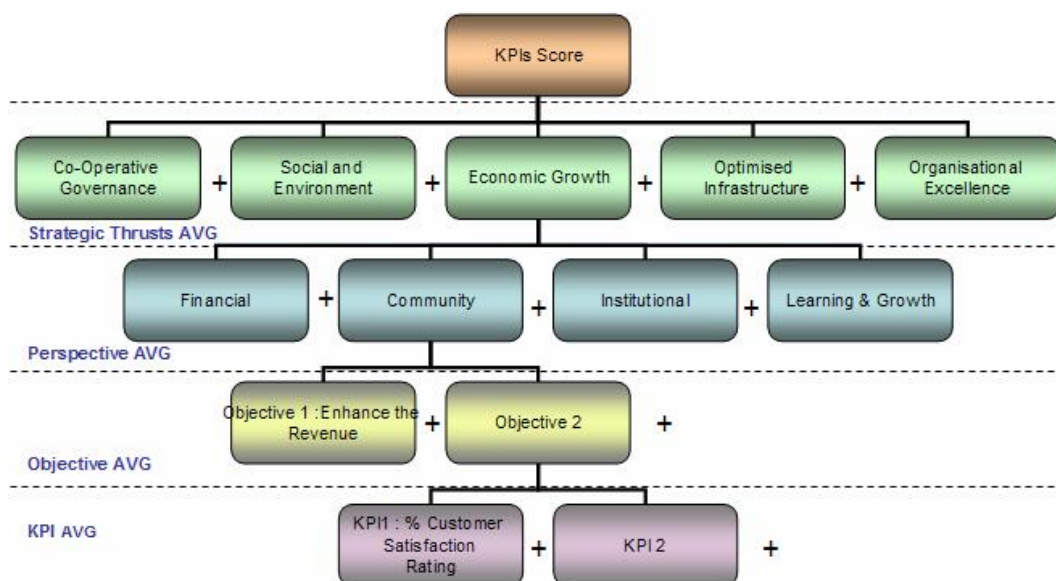
Where no Actual was supplied, a 0 score (rating) was given. If no Target was supplied, but Actual was supplied, the Actual was taken as the Target. Where no Worst value was supplied, the Intervention was taken at 40% of Target. This was done in order to be able to supply scores for most KPIs, but the 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.
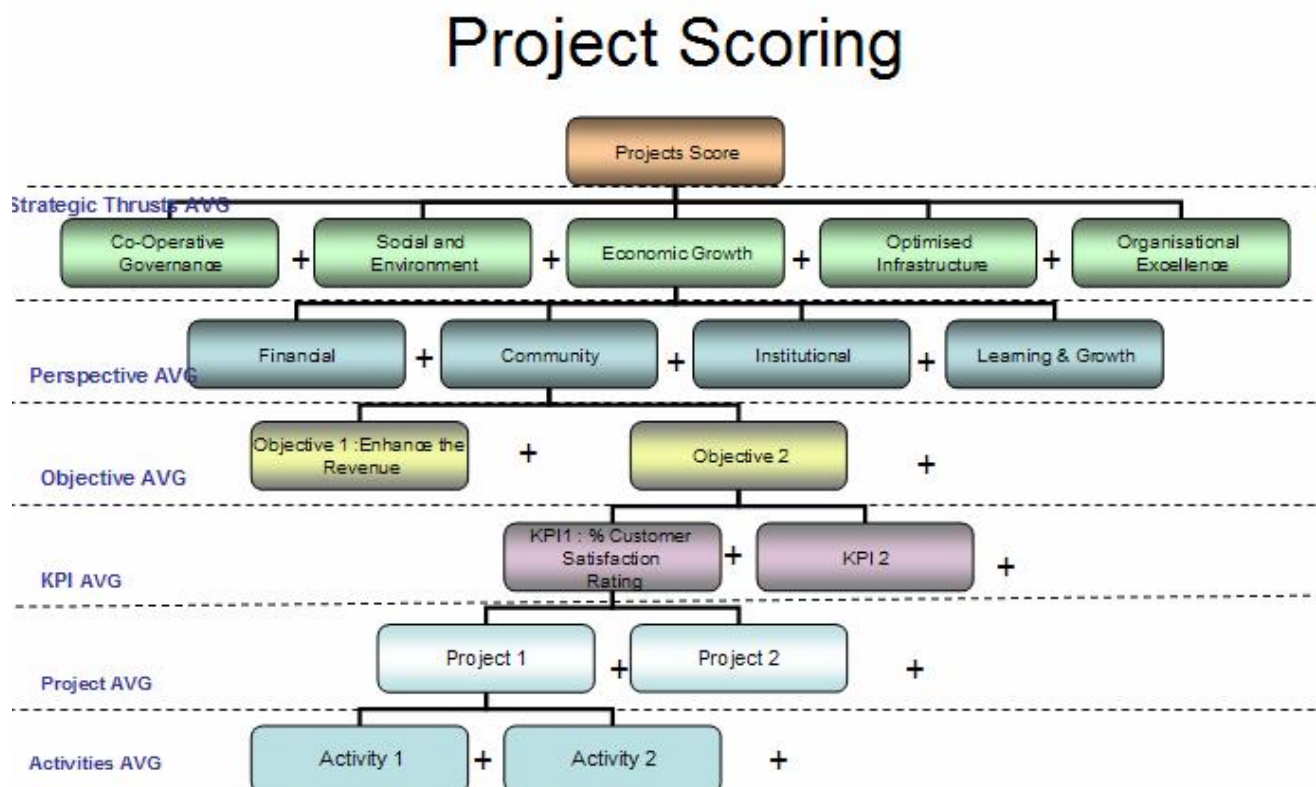
3. Overall Scoring

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:
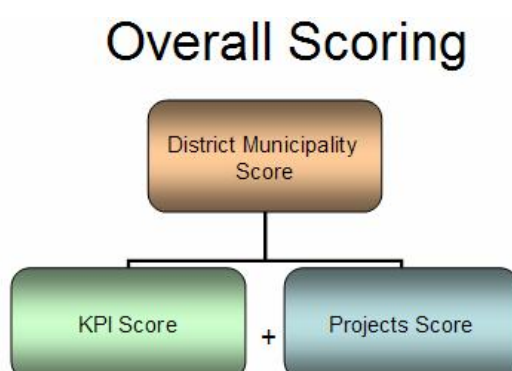
VI. Performance Results

1. Performance Plan **KPI Responsibility**

Corporate Services

Co-Operative Governance		1.18
I2:Sustainable Council and community structures	1.50	1.50
L1:CRM competencies	0.86	0.86
Social and Environment		1.26
L2:Employee satisfaction	1.26	1.26
Economic Growth		2.20
C6: Increase economic opportunities	0.60	0.60
I7:Brand Food Basket	3.00	3.00
L3: High performance culture	3.00	3.00
Optimised Infrastructure		1.57
C7: Improve access to basic services	0.00	0.00
I8: Maintain and upgrade municipal assets	1.67	3.15
I9: Resource allocation and utilisation	4.63	
Organisational Excellence		1.36
F6: Increase financial viability	1.00	1.00
C8: Sound Governance	1.80	1.80
I11: Support and operating systems and procedures for sound governance	1.94	1.94
L5: Change and diversity management	1.40	0.70
L6: Develop and retain the best human capital	0.00	

2. Departmental KPI Responsibility by Objective

Corporate Services	*1.39*	*1.39*
Co-Operative Governance		1.18
I2:Sustainable Council and community structures	1.50	1.50
L1:CRM competencies	0.86	0.86
Social and Environment		0.91
L2:Employee satisfaction	0.91	0.91
Economic Growth		2.20
C6: Increase economic opportunities	0.60	0.60
I7:Brand Food Basket	3.00	3.00
L3: High performance culture	3.00	3.00
Optimised Infrastructure		1.18
C7: Improve access to basic services	0.00	0.00
I8: Maintain and upgrade municipal assets	1.67	1.99
I9: Resource allocation and utilisation	2.32	
I10: Develop and apply service standards	0.00	0.00
L4: Multi-skilled and knowledgeable workforce	2.72	2.72
Organisational Excellence		1.46
F6: Increase financial viability	1.00	1.00
C8: Sound Governance	1.80	1.80
I11: Support and operating systems and procedures for sound governance	2.33	2.33
L5: Change and diversity management	1.40	0.70
L6: Develop and retain the best human capital	0.00	

3. Projects breakdown by Objectives

a. Co-operative Governance

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.56	F1:Enhance the revenue	1.40	Revenue model	1.00
	F1:Enhance the revenue		Services revenue strategy	1.00
	F1:Enhance the revenue		Donor / Grant funding plan	3.00
	F1:Enhance the revenue		FMG (Financial management grant)	1.00
	F1:Enhance the revenue		Indigent policy	1.00
	C1:Inter and Intra-governmental relations	1.67	Inter-governmental relations framework	1.00
	C1:Inter and Intra-governmental relations		African peer review	3.00
	C1:Inter and Intra-governmental relations		Delegation of District and local powers and functions i.e. S84 of Structures Act and S156 & 229 of Constitution	1.00
	C2:Effective community and stakeholder relations	1.00	Community, client and stakeholder relationship management framework and strategy	1.00
	C2:Effective community and stakeholder relations		Client / Community Satisfaction Survey	1.00
	C2:Effective community and stakeholder relations		Public Participation Framework	1.00
	I1:Effective communication system	1.17	Implement a customer care system (CRM System)	1.00
	I1:Effective communication		Communication framework and strategy	2.00

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	system			
	I1:Effective communication system		Media relations strategy	1.00
	I1:Effective communication system		Newsletters distributed (externally)	1.00
	I1:Effective communication system		Newsletters distributed (internally)	1.00
	I1:Effective communication system		Utilisation of MPCC's	1.00
	I2:Sustainable Council and community structures	2.00	Portfolio Committee management plan	2.00
	I2:Sustainable Council and community structures		Portfolio Committee management plan	1.00
	I2:Sustainable Council and community structures		District support to ward committees	3.00
	I2:Sustainable Council and community structures		Council and EXCO meeting management	2.00
	I2:Sustainable Council and community structures		Code of Conduct for Councilors, traditional leaders and staff	2.00
	I2:Sustainable Council and community structures		Management meetings programme	2.00
	L1:CRM competencies	2.13	Customer Care / Batho Pele training	1.00
	L1:CRM competencies		Induction training	1.50
	L1:CRM competencies		Capacity building for Councilors	3.00
	L1:CRM competencies		Inauguration of the new Council	3.00

b. Social and Environmental Sustainability

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.65	F3:Alternative service delivery solutions	1.00	Alternative service delivery feasibility	1.00
	C3:Social, health, educational and safety well-being	2.10	Community social well-being matrix and Strategy development	2.00
	C3:Social, health, educational and safety well-being		Gender strategy	3.00
	C3:Social, health, educational and safety well-being		District Gender Consultative Forum	2.00
	C3:Social, health, educational and safety well-being		District Gender Summit	1.00
	C3:Social, health, educational and safety well-being		Capacity building workshop on gender issues	3.00
	C3:Social, health, educational and safety well-being		Provincial Women's Day Celebrations	3.00
	C3:Social, health, educational and safety well-being		"16 day of Activism" awareness campaign	3.00
	C3:Social, health, educational and safety well-being		Young SAWID conference	3.00
	C3:Social, health, educational and safety well-being		Workshop on women's rights	2.00
	C3:Social, health, educational and safety well-being		Youth strategy	2.00

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	C3:Social, health, educational and safety well-being		Disability strategy	3.00
	C3:Social, health, educational and safety well-being		Disability units	2.00
	C3:Social, health, educational and safety well-being		District Disability Forum	3.00
	C3:Social, health, educational and safety well-being		Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	3.00
	C3:Social, health, educational and safety well-being		Mopani Disabled Entrepreneurs Network (MDEN)	3.00
	C3:Social, health, educational and safety well-being		Disability Awareness Campaigns	3.00
	C3:Social, health, educational and safety well-being		Disability Sports, arts and culture	3.00
	C3:Social, health, educational and safety well-being		Sport Decoration gala	1.00
	C3:Social, health, educational and safety well-being		Wellness day	3.00
	C3:Social, health, educational and safety well-being		Health framework	1.00
	C3:Social, health, educational and safety well-being		Provincial Health awareness campaigns	3.00
	C3:Social, health, educational and safety well-being		Health services excellence award decoration gala	3.00
	C3:Social, health, educational and safety well-being		Local HIV/AIDS programmes of NGO's	3.00
	C3:Social, health, educational and safety well-being		World AIDS day	3.00
	C3:Social, health, educational and safety well-being		Candle light memorial	1.00
	C3:Social, health, educational and safety well-being		Men in partnership against HIV/AIDS (MIPAA)	1.00
	C3:Social, health, educational and safety well-being		Women in partnership against HIV/AIDS (WIPAA)	1.00
	C3:Social, health, educational and safety well-being		TB support day	3.00
	C3:Social, health, educational and safety well-being		DOT (Direct Observed Treatment) for TB - Support Day	1.00
	C3:Social, health, educational and safety well-being		Moral regeneration movement District summit	1.00
	C3:Social, health, educational and safety well-being		Moral regeneration movement Roadshow	1.00
	C3:Social, health, educational and safety well-being		Education summit	1.00
	C3:Social, health, educational and safety well-being		School decoration gala	1.00
	C3:Social, health, educational and safety well-being		Career Exhibitions	1.00
	C3:Social, health, educational and safety well-being		District Multi-lingualism awareness	1.00
	C3:Social, health, educational and safety well-being		Safety well-being matrix and Crime prevention Strategy	3.00
	C3:Social, health, educational and safety well-being		International day - violence against women	3.00
	C3:Social, health, educational and safety well-being		Child protection week	1.00

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	C3:Social, health, educational and safety well-being		Social crime prevention	3.00
	C3:Social, health, educational and safety well-being		Police decoration gala	1.00
	C3:Social, health, educational and safety well-being		Fire prevention awareness campaign	1.00
	C4:Environmental well-being	2.19	Integrate environmental management policy	1.00
	C4:Environmental well-being		Environmental Preservation strategy	1.00
	C4:Environmental well-being		Natural resources and biodiversity protection and maintenance	1.00
	C4:Environmental well-being		Cleaning the environment projects at local municipalities	3.00
	C4:Environmental well-being		National Abor day	3.00
	C4:Environmental well-being		World environment day	3.00
	C4:Environmental well-being		Eco Schools programme support	3.00
	C4:Environmental well-being		Wetland awareness day	2.00
	C4:Environmental well-being		Licensed waste land fill sites	3.00
	C4:Environmental well-being		Integrated District environmental health plan	3.00
	C4:Environmental well-being		Food safety by-laws	3.00
	C4:Environmental well-being		Devolution of Environmental Health Services	3.00
	C4:Environmental well-being		World food day celebrations	3.00
	C4:Environmental well-being		Cleanest food handling outlet competition	1.00
	C4:Environmental well-being		Institutional arrangements and capacity building	1.00
	C4:Environmental well-being		Training on trauma assistance during and after emergencies and disasters	1.00
	C4:Environmental well-being		Corporate Disaster Management Plan	1.00
	C4:Environmental well-being		Joint Operational Centre (JOC) procedures	3.00
	C4:Environmental well-being		Disaster risk management plans (Operational specific plans)	1.00
	C4:Environmental well-being		Integrated Disaster Management Plan (IDP)	3.00
	C4:Environmental well-being		Rehabilitation and reconstruction after emergencies and disasters	3.00
	I3:Spatial integrated planning	1.80	Integrated Spatial Development Framework and Land use management	3.00
	I3:Spatial integrated planning		District Library Service excellence awards	1.00
	I3:Spatial integrated planning		Water and sanitation sector plan	1.00
	I3:Spatial integrated planning		Waste management sector plan	1.00
	I3:Spatial integrated planning		Integrated Transport plan	3.00
	I4:Environmental compliance and monitoring systems	1.00	Alien plant management	1.00
	I4:Environmental compliance and monitoring systems		Air quality plan	1.00
	L2:Employee satisfaction	1.81	Employee satisfaction survey	1.00
	L2:Employee satisfaction		Employee well-being	2.00
	L2:Employee satisfaction		OHS Risk assessment and implementation plan	2.25
	L2:Employee satisfaction		Employee Assistance Programme (EAP)	1.40
	L2:Employee satisfaction		HIV/AIDS policy for staff	1.00
	L2:Employee satisfaction		Disciplinary and Grievance Procedures	2.00
	L2:Employee satisfaction		Anti-corruption action	3.00

c. Economic Growth

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
2.03	F4: Economic development	2.00	Summits	3.00
	F4: Economic development		Achievers awards	1.00
	C6: Increase economic opportunities	2.17	Poverty Reduction and empowerment programme	1.00
	C6: Increase economic opportunities		Disability Economic Empowerment Summit	3.00
	C6: Increase economic opportunities		Disability Economic Empowerment Strategy and plan	3.00
	C6: Increase economic opportunities		Women Economic Empowerment workshop and establishment of SAWEN committee	1.00
	C6: Increase economic opportunities		Development and promotion of EPWP	3.00
	C6: Increase economic opportunities		EPWP learner ship programme	2.00
	I5: Develop baseline, benchmarking and reporting	1.00	GIS	1.00
	I6: Economic growth	2.40	IDP,PM, Budget, SDBIP process plan	3.00
	I6: Economic growth		IDP status quo analysis phase	2.00
	I6: Economic growth		Strategic planning phase	3.00
	I6: Economic growth		IDP Projects	3.00
	I6: Economic growth		IDP/PMS/Budget Representative forum and steering committee meetings	2.00
	I6: Economic growth		Sector Plan alignment	3.00
	I6: Economic growth		Integrated Development Plan (document)	3.00
	I6: Economic growth		SDBIP's	2.00
	I6: Economic growth		Performance / implementation measurement systems	1.00
	I6: Economic growth		Management Information and Reporting System	2.00
	I7:Brand Food Basket	2.00	Marketing strategy and implementation plan	1.00
	I7:Brand Food Basket		Maintain website	1.00
	I7:Brand Food Basket		Corporate Branding / Marketing	4.00
	L3: High performance culture	2.60	Employee contracts	3.00
	L3: High performance culture		Employee performance agreements	3.00
	L3: High performance culture		Performance Management Policy	2.00
	L3: High performance culture		Employee Performance Management	2.00
	L3: High performance culture		Performance Management Assessment and Incentive model	3.00

d. Optimised Infrastructure

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.68	F5: Optimise municipal capital investment	2.00	Water Services By-Laws and Policies	2.00
	C7: Improve access to basic services		Office space	1.50
	C7: Improve access to basic services		HRDF (Human Resource Development Foundation) centre	1.50
	C7: Improve access to basic services		Municipal furniture and equipment	1.00
	I8: Maintain and upgrade municipal assets	1.33	Maintenance of municipal offices	1.50
	I8: Maintain and upgrade municipal assets		Staff Accommodation	1.00
	I8: Maintain and upgrade municipal assets		Municipal fleet management system	1.50
	I9: Resource allocation and utilisation	2.10	Activity based costing Pilot project	1.00
	I9: Resource allocation and utilisation		Overtime expenditure	3.00
	I9: Resource allocation and utilisation		Subsistence and Traveling expenses	3.00
	I9: Resource allocation and utilisation		Photo copying and printing	2.00
	I9: Resource allocation and utilisation		Telephone calls expenditure	1.50
	I10: Develop and apply service standards	1.50	Service Level Agreements	1.00
	I10: Develop and apply service standards		Service standards development	2.00
	L4: Multi-skilled and knowledgeable workforce	2.13	Institutional Plan	2.00
	L4: Multi-skilled and knowledgeable workforce		Skills development audit	3.00
	L4: Multi-skilled and knowledgeable workforce		Skills development plan (workplace skills plan)	3.00
	L4: Multi-skilled and knowledgeable workforce		Skills development training	3.00
	L4: Multi-skilled and knowledgeable workforce		Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)	1.00
	L4: Multi-skilled and knowledgeable workforce		Capacity building workshop on basic sign language and Braille	3.00
	L4: Multi-skilled and knowledgeable workforce		Capacity building workshop on Code of Good Practice on Employment of Disabled persons and Technical assistant guide of employment of disabled persons	1.00
	L4: Multi-skilled and knowledgeable workforce		Multi-skilling feasibility study and framework	1.00

e. Organisational Excellence

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
2.19	F6: Increase financial viability	2.14	Budget compilation	3.00
	F6: Increase financial viability		Budget control	2.00
	F6: Increase financial viability		Asset Register	3.00
	F6: Increase financial viability		Insurance claims	2.00
	F6: Increase financial viability		Audit plan	2.00
	F6: Increase financial viability		Audit report	2.00
	F6: Increase financial viability		Audited Performance Management Report	1.00
	C8: Sound Governance	2.19	Database of all by-laws and policies	2.00
	C8: Sound Governance		Develop / review policies and by-laws	2.60
	C8: Sound Governance		Capacity building to implement policies	1.00
	C8: Sound Governance		Standing Orders / Rules of order	2.33
	C8: Sound Governance		Delegation of powers i.e. S59 of the Systems Act and S160(2) of the Constitution	3.00
	I11: Support and operating systems and procedures for sound governance	1.88	Contraventions implementation plan	2.33
	I11: Support and operating systems and procedures for sound governance		Legal unit	1.00
	I11: Support and operating systems and procedures for sound governance		Supply Chain management policy	1.00
	I11: Support and operating systems and procedures for sound governance		Supply chain management implementation plan	3.00
	I11: Support and operating systems and procedures for sound governance		IT help desk	1.00
	I11: Support and operating systems and procedures for sound governance		IT hardware and software implementation plan	3.00
	I11: Support and operating systems and procedures for sound governance		Telephone network, hardware and software implementation plan	2.00
	I11: Support and operating systems and procedures for sound governance		Electronic archives system	1.67
	L5: Change and diversity management	2.73	Leadership, change and diversity training	1.00
	L5: Change and diversity management		Local Labour Forum	5.00
	L5: Change and diversity management		Labour policies	3.00
	L5: Change and diversity management		Gender committee	3.00
	L5: Change and diversity management		Employment Equity Plan	1.67
	L6: Develop and retain the best human capital	2.00	Implementation of Staff provisioning policy	2.00
	L6: Develop and retain the best human capital		Retention and succession plan	1.00

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	L6: Develop and retain the best human capital		Organisational structure	2.00
	L6: Develop and retain the best human capital		Job evaluations and descriptions	3.00

4. Overdue Projects

These include activities for projects that are completed or still needs to be completed

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
C1:Inter and Intra-governmental relations	Delegation of District and local powers and functions i.e. S84 of Structures Act and S156 & 229 of Constitution	Ensure the signing of District regulatory service agreements with water service providers annually. Include administration fee for service rendered by MDM as the Water Service Authority	CORP	1-Jul-06	31-Jul-06		0	1	1	0	
C2:Effective community and stakeholder relations	Community, client and stakeholder relationship management framework and strategy	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	CORP	1-Aug-06	31-Oct-06		0	1	1	0	
C2:Effective community and stakeholder relations	Client / Community Satisfaction Survey	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%	CORP	1-Jul-06	30-Sep-06		0	1	1	0	
C2:Effective community and stakeholder relations	Public Participation Framework	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	CORP	1-Jul-06	30-Sep-06		0	1	1	0	
I1:Effective communication system	Communication framework and strategy	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	CORP	1-Sep-06	30-Nov-06		60	2	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
L1:CRM competencies	Capacity building for Councilors	communication strategy. Comply to communication strategy in verbal and written communication internally or externally Conduct skills audit for councilors. Develop training plan for councilors according to skills audit. Ensure training of councilors in decision-making, communication skills, customer care / Batho Pele principles, municipal accountability, relevant legislation and other training needs identified in skills audit according to training plan.	CORP	1-Jul-06	30-Sep-06	31-Mar-07	100	3	1	50000	
L1:CRM competencies	Inauguration of the new Council	Participate in the planning of the inauguration of the new Council	CORP	1-Jul-06	30-Sep-06	31-Mar-07	100	3	1	0	
F3:Alternative service delivery solutions	Alternative service delivery feasibility	Participate in the determination of feasibility of alternative service delivery initiatives by attending meetings and submitting inputs and comments within specified timeframes. Participate in the development of Alternative service delivery plans	CORP	1-Jul-06	28-Feb-07		0	1	1	0	
C3:Social, health, educational and safety well-being	District Gender Summit	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	CORP	1-Nov-06	23-Nov-06		0	1	1	0	
C3:Social, health, educational and safety well-being	Capacity building workshop on gender issues	Participate in the co-ordination and arrangement for the capacity building workshop for Councilors facilitated by CGE	CORP	1-Sep-06	20-Sep-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	Provincial Women's Day Celebrations	Participate in the co-ordination and arrangement for the Provincial Women's Day Celebrations facilitated by OSW	CORP	15-Jul-06	9-Aug-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	"16 day of Activism" awareness campaign	Participate in the co-ordination and arrangements of the awareness campaign on "16 days of Activism"	CORP	15-Nov-06	8-Dec-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety	Young SAWID conference	Participate in the co-ordination and arrangements of the Young SAWID conference	CORP	1-Aug-06	31-Aug-06	31-Mar-07	100	3	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
well-being C3:Social, health, educational and safety well-being	Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	Participate in the organising and facilitation of the Capacity building workshop to disabled entrepreneurs on Tendering, Access to funding and business training	CORP	1-Jul-06	18-Jul-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	Mopani Disabled Entrepreneurs Network (MDEN)	Participate in the planning and execution of the launch of the Mopani Disabled Entrepreneurs Network (MDEN)	CORP	1-Jan-06	21-Jul-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	Disability Awareness Campaigns	Participate and support the co-ordination and arrangements of Disability Awareness Campaigns facilitated by Sector Departments	CORP	1-Jul-06	30-Jun-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	Disability Sports, arts and culture	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	CORP	5-Aug-06	29-Aug-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	World AIDS day	Support and participate in World HIV/AIDS programmes	CORP	1-Dec-06	31-Dec-06	31-Mar-07	100	3	1	0	
C3:Social, health, educational and safety well-being	Moral regeneration movement District summit	Support and participate in the District Moral regeneration movement summit	CORP	1-Aug-06	31-Aug-06		0	1	1	0	
C3:Social, health, educational and safety well-being	Career Exhibitions	Assist in the co-ordination of career exhibitions for learners	CORP	1-Aug-06	31-Aug-06		0	1	1	0	
C3:Social, health, educational and safety well-being	International day - violence against women	Support and co-operate in International day of violence against women celebrations	CORP	1-Nov-06	31-Dec-06	31-Mar-07	100	3	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
C4:Environmental well-being	World food day celebrations	Participate in the planning processes regarding World food day celebrations	CORP	1-Oct-06	30-Nov-06	31-Mar-07	100	3	1	0	
C4:Environmental well-being	Training on trauma assistance during and after emergencies and disasters	Support trauma assistance training through participation in planning, co-ordination and identification of trauma assistance candidates	CORP	1-Nov-06	30-Nov-06		0	1	1	0	
C4:Environmental well-being	Corporate Disaster Management Plan	Participate in the review of the Corporate Disaster Management Plan by developing operational procedures i.e. human resources and volunteers in disaster situations and submit these procedures within specified timeframes to Disaster Management office	CORP	1-Jul-06	30-Mar-07		0	1	1	0	
C4:Environmental well-being	Integrated Disaster Management Plan (IDP)	Participate in the development of an Integrated Disaster Management Plan by attending meetings and submitting inputs and comments within specified timeframes	CORP	1-Mar-07	30-Mar-07	31-Mar-07	100	3	1	0	
L2:Employee satisfaction	Employee well-being	Address the issue of availability of land for housing / accommodation of staff by liaison with Giyani municipality to develop serviced stands	CORP	1-Aug-06	31-Aug-06		0	1	1	50000	
L2:Employee satisfaction	Employee well-being	Determine the need for air conditioners in each office by determining the number of air conditioners against the number of offices. Device mechanisms to address the lack of air conditioning, either by requesting the landlord to install air conditioners in each office or budget and acquire necessary air conditioners, as this cause low level of productivity and health risks	CORP	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	0	
L2:Employee satisfaction	Employee well-being	Ensure that bathrooms are up to standard and serviced daily. Investigate possibility of installing toilet cistern or chemical toilets for emergencies (when water not available)	CORP	1-Oct-06	31-Oct-06		60	2	1	10000 0	
F4: Economic development	Achievers awards	Support and participate in the planning and organising of Achievers awards	CORP	1-Mar-07	30-Mar-07		0	1	1	0	
C6: Increase economic opportunities	Disability Economic Empowerment Summit	Participate in the planning and execution of the Disability Economic Empowerment Summit by attending planning meetings and supporting the Summit	CORP	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	0	
C6: Increase economic	Disability Economic Empowerment Strategy and	Participate in the development of the Disability Economic Empowerment Strategy and implementation	CORP	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	0	

3rd quarter performance assessment 2007– Corporate Services

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
opportunities	plan	plan by attending meetings and submitting inputs and comments within specified timeframes						🟩	🟥		
C6: Increase economic opportunities	Women Economic Empowerment workshop and establishment of SAWEN committee	Participate in the planning and execution of the Women Economic Empowerment workshop by attending planning meetings and supporting the Summit	CORP	1-Oct-06	19-Oct-06		0	1	1	0	
I6: Economic growth	IDP,PM, Budget, SDBIP process plan	Participate in the development of the IDP, Budget, PMS and SDBIP Process plan	CORP	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	0	
I6: Economic growth	IDP status quo analysis phase	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	CORP	1-Aug-06	30-Oct-06		75	2	1	0	
I6: Economic growth	Strategic planning phase	Participate in the Review of the Strategy Phase of the IDP by attending meetings when called and submitting inputs and comments within specified timeframes	CORP	1-Nov-06	30-Nov-06	31-Mar-07	100	3	1	0	
I6: Economic growth	IDP Projects	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 regarding available human resources within specified timeframes. Keep IDP office informed of any changes	CORP	1-Sep-06	30-Nov-06	31-Mar-07	100	3	1	0	
I6: Economic growth	SDBIP's	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. Implementation of the SDBIP and achievement of quarterly targets	CORP	1-Jul-06	31-Jul-06		25	2	1	0	
L3: High performance culture	Performance Management Policy	Participate in the development of a Performance Management Policy by attending meetings and submitting inputs and comments within specified timeframes	CORP	1-Jul-06	31-Dec-06		50	2	1	0	
L3: High perform	Performance Management	Participate in the consultative process regarding the	CORP	1-Jul-06	31-Dec-06	31-Mar-07	100	3	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
ance culture	Assessment and Incentive model	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									
C7: Improve access to basic services	Office space	Investigate the office space needs by determining the number of staff against the number of offices. Develop a strategy to address office space, together with all other directorates. (Investigate possibility of building new office blocks for the MDM, acquiring other offices or entering into rental agreement with Public Works. Consider accessibility to stakeholders, local municipalities, central location of offices, traveling cost, availability of land for housing for staff, attracting high level of human capital)	CORP	1-Aug-06	31-Aug-06		20	2	1	0	
C7: Improve access to basic services	Office space	Investigate the feasibility of Giyani hosting the District Capital considering aspects such as economic impact to MDM, local municipalities and MDM staff and the central location as co-coordinating body	CORP	1-Aug-06	31-Aug-06		0	1	1	0	
C7: Improve access to basic services	Municipal furniture and equipment	Acquisition of furniture and equipment (furniture and computers) for Legal Services, follow supply chain policy procedures	CORP	1-Jul-06	31-Dec-06		0	1	1	30000	
I8: Maintain and upgrade municipal assets	Municipal fleet management system	Devise mechanisms to reduce the standing time of vehicles and reduce the number of accidents per km driven by establishing and manage an Accident and Damages Committee to which the driver of the vehicle will account and this committee will provisionally resolve whether it was an accident or negligence and on the basis of that necessary action should be taken against the driver. Reduce breakdowns through regular servicing of all vehicles	CORP	1-Sep-06	30-Sep-06		0	1	1	0	
I9: Resource allocation and utilisation	Telephone calls expenditure	Develop policy on telephone call expenditure	CORP	1-Sep-06	30-Sep-06		0	1	1	0	
L4: Multi-skilled	Capacity building workshop on	Participate in the organisation and facilitation of workshop on 'Understanding of	CORP	1-Aug-06	17-Aug-06		0	1	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
and knowledgeable workforce	'Understanding of Disability - Barrier Free Society' (INDS)	Disability - Barrier Free Society'. Avail staff for the Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)									
L4: Multi-skilled and knowledgeable workforce	Capacity building workshop on basic sign language and Braille	Participate in the co-ordination of the workshop on basic sign language and Braille. Avail staff for Capacity building workshop on basic sign language and Braille	CORP	1-Aug-06	24-Aug-06	31-Mar-07	100	3	1	0	
L4: Multi-skilled and knowledgeable workforce	Capacity building workshop on Code of Good Practice on Employment of Disabled persons and Technical assistant guide of employment of disabled persons	Participate in the organisation and facilitation of workshop on Code of Good Practice on Employment of Disabled persons and Technical assistant guide of employment of disabled persons	CORP	15-Aug-06	6-Sep-06		0	1	1	0	
F6: Increase financial viability	Audited Performance Management Report	Ensure Training for Internal Auditor on PMS required to enable him to compile Performance Management Report and to manage Performance Audit Committee	CORP	1-Jul-06	31-Dec-06	0-Jan-00	0	1	1	0	
I11: Support and operating systems and procedures for sound governance	Supply Chain management policy	Assist in the establishment of the Supply chain management unit through recruitment and selection of staff	CORP	1-Jul-06	31-Dec-06	0-Jan-00	0	1	1	0	
I11: Support and operating systems and procedures for sound governance	Purchasing of computers and provision of IT systems	Follow supply chain procedures in the acquisition of computers for the Legal Services Division	CORP	1-Jul-06	31-Dec-06	0-Jan-00	0	0	1	20000	
I11: Support and operating systems and procedures for sound	Telephone network, hardware and software implementation plan	Have uniform and upgraded telephone software, licenses and network	CORP	1-Aug-06	31-Aug-06	0-Jan-00	100	3	1	100000	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
governance I11: Support and operating systems and procedures for sound governance	Telephone network, hardware and software implementation plan	Manage telephone network to ensure 100% uptime of telephone network. Negotiate and enter into a service standard agreement with Service Provider including response times (e.g. 24hrs) and repair times (e.g. 48 hrs) and escalated complaint mechanisms. Ensure that the service provider conforms to service standard agreement. Develop and maintain reporting register	CORP	1-Sep-06	30-Sep-06	0-Jan-00	0	1	1	0	
I11: Support and operating systems and procedures for sound governance	Telephone network, hardware and software implementation plan	Ensure effective telephone exchange service to the public and internal customers. Ensure exchange management training for operator to portray professional image of Municipality as entrance point to the organisation. Develop and implement fault reporting procedures, make these procedures known to all telephone users	CORP	1-Oct-06	31-Oct-06	0-Jan-00	15	2	1	10000	0
I11: Support and operating systems and procedures for sound governance	Electronic archives system	Develop and implement workflow procedures for movement of files. Inform all directorates of these workflow procedures. Report on the implementation of these procedures to management	CORP	1-Jul-06	31-Aug-06	0-Jan-00	50	2	1	0	
I11: Support and operating systems and procedures for sound governance	Electronic archives system	Investigate an electronic records system, which can be aligned with the electronic Management Information System (MIS)	CORP	1-Oct-06	31-Oct-06	0-Jan-00	0	1	1	0	
L5: Change and diversity management	Employment Equity Plan	Annually report on EE Plan within prescribed time frames	CORP	1-Oct-06	30-Oct-06	0-Jan-00	100	3	1	0	
L6: Develop and retain the best human capital	Organisational structure	Co-ordinate the review of a Strategically aligned organisational structure	CORP	1-Jan-06	31-Dec-06	0-Jan-00	100	3	1	0	

5. Over Budget Projects

No Projects over budget

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
L2: Avg days sick leave	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - TS	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - Com Services	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - Corp Services	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - Planning	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - Finance	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
L2:Avg days sick leave - MM	No info	No info	No info	Corp	KPI applies to all sick leave and not only Fridays and Mondays
I7:% Corporate image branding developed		No info		CORP	
C7: # staff per office	No info	No info	No info	Corp	
I8: % R-value maintenance on the fleet	No info			Corp	
I8: # accidents - council vehicles	No info			Corp	0 weighting
I9:R-value copies/ printing charges		No info	No info	Corp	
I9:R-value telephone calls	No info			Corp	

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