



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

For Attention: Financial Director



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I. Purpose

The purpose of this report is to give feed-back regarding the performance of the Finance 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.

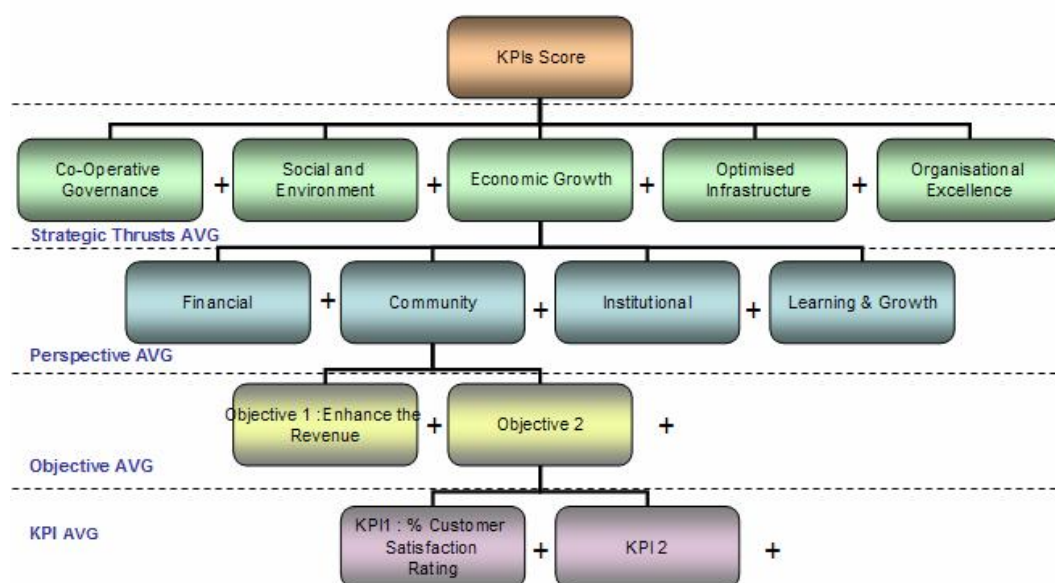
A score of 3 – 5 was calculated by determining how far the Target was exceeded. A score of 3.11 would mean that the Target was exceeded with 11%.

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

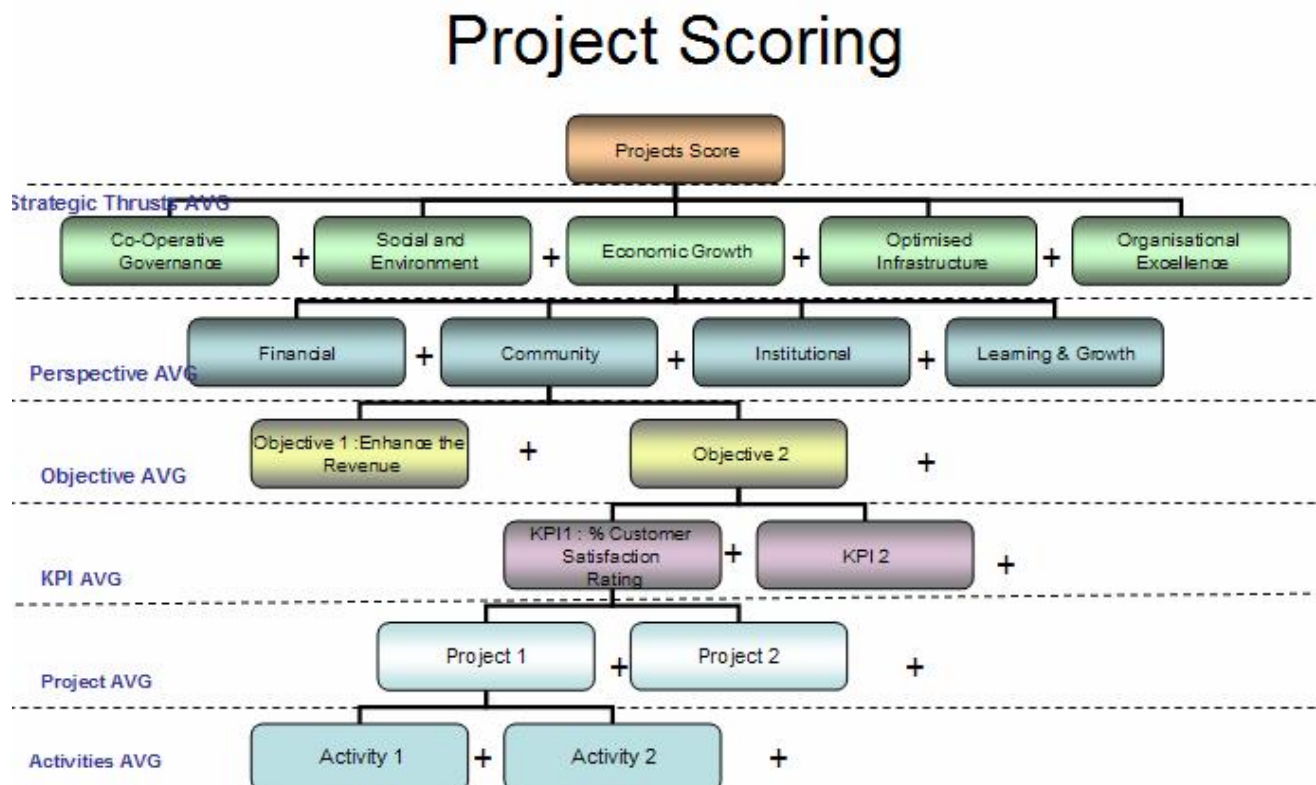
Scoring of Projects and Activities are done in a more simplified way as Projects and Activities are evaluated as a percentage between zero and hundred. The score classification is as follows:

- 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.

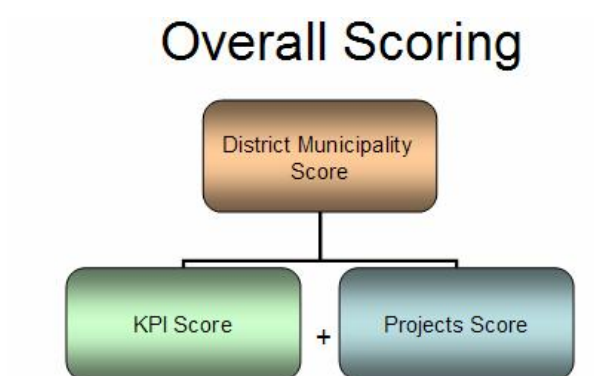
Scoring of the Projects is taken as an average score of the Activities contributing to the Project. Scoring of the Objective is taken as an average score of the Projects contributing to the Objective. Scoring of Perspectives is an average of the Objectives contributing to the perspective. The Strategic 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.



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**

Finance Department

	Score	1.5
Co-Operative Governance		2.23
F1: Enhance the revenue	2.23	2.23
Social and Environment		
Economic Growth		1.50
I6: Economic Growth	3.00	1.50
I7: Brand Food Basket	0.00	
Optimised Infrastructure		0.90
I8: Maintain and upgrade municipal assets	0.00	0.90
I9: Resource allocation and utilisation	1.79	
Organisational Excellence		1.36
F6: Increase financial viability	1.57	1.57
I11: Support and operating systems and procedures for sound governance	1.15	1.15

2. Departmental KPI Responsibility by Objective

Finance Department

	1.58	1.58
Co-Operative Governance		2.23
F1: Enhance the revenue	2.23	2.23
Social and Environment		
Economic Growth		1.50
I6: Economic Growth	3.00	1.50
I7: Brand Food Basket	0.00	
Optimised Infrastructure		1.20
I8: Maintain and upgrade municipal assets	0.00	1.20

I9: Resource allocation and utilisation

2.39

Organisational Excellence

1.39

F6: Increase financial viability

1.62

1.62

I11: Support and operating systems and procedures for sound governance

1.15

1.15

3. Projects

a. Co-Operative Governance

Strategic Theme Score	Objective	Objective Score	Project	Project Score
2.00	F1:Enhance the revenue	2.00	Revenue model	1.00
	F1:Enhance the revenue		Services revenue strategy	2.00
	F1:Enhance the revenue		Billing system standardisation approach	1.00
	F1:Enhance the revenue		Donor / Grant funding plan	2.50
	F1:Enhance the revenue		MSIG funding	3.00
	F1:Enhance the revenue		FMG (Financial management grant)	1.67
	F1:Enhance the revenue		Indigent equitable share allocation	3.00
	F1:Enhance the revenue		Indigent policy	1.80
	F1:Enhance the revenue		Credit control policy standardisation	2.00
1.63	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 system		Communication framework and strategy	2.00
	I1:Effective communication system		Media relations strategy	1.00
	I1:Effective communication system		Newsletters distributed (externally)	1.00
	I1:Effective		Newsletters distributed (internally)	1.00

Strategic Theme Score	Objective	Objective Score	Project	Project Score
	communication system			
	I1:Effective communication system		Utilisation of MPCC's	1.00
	I2:Sustainable Council and community structures	2.33	Forums	3.00
	I2:Sustainable Council and community structures		Traditional leaders forum and participation	3.00
	I2:Sustainable Council and community structures		Portfolio Committee management plan	2.00
	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	2.00	Customer Care / Batho Pele training	1.00
	L1:CRM competencies		Induction training	2.00
	L1:CRM competencies		Inauguration of the new Council	3.00

b. Social and Environmental Sustainability

1.73	F2:Municipal interests	2.00	Community Partnership feasibility plan	2.00
	F3:Alternative service delivery solutions	1.00	Alternative service delivery feasibility	1.00
	C3:Social, health, educational and safety well-being	2.31	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		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

	being			
	C3:Social, health, educational and safety well-being		International day of innocent children	3.00
	C3:Social, health, educational and safety well-being		Disability strategy	3.00
	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		District Mayors Charity cup	3.00
	C3:Social, health, educational and safety well-being		Sport games OR Tambo	3.00
	C3:Social, health, educational and safety well-being		Sports games - indigenous at Letaba	3.00
	C3:Social, health, educational and safety well-being		Sport games - Junior dipapadi festival at Tzaneen	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		Mapungubwe Art Festival - talent search and build-up for provincial annual festival	3.00
	C3:Social, health, educational and safety well-being		Africa day build-up	3.00
	C3:Social, health, educational and safety well-being		Heritage Day	3.00
	C3:Social, health, educational and safety well-being		African New Year and Marula 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

	being			
	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	2.00
	C3:Social, health, educational and safety well-being		Gardening for HIV/AIDS purposes	3.00
	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	2.00
	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
	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

	being			
	C4:Environmental well-being	2.16	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 management plan	1.00
	C4:Environmental well-being		Wetland awareness day	3.00
	C4:Environmental well-being		Integrated District environmental health plan	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
	C4:Environmental well-being		Disaster relief fund	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
	I4:Environmental compliance and monitoring systems		Quality Assurance of Water	1.00
	L2:Employee satisfaction	1.83	Employee satisfaction survey	1.00

	L2:Employee satisfaction		OHS Risk assessment and implementation plan	1.00
	L2:Employee satisfaction		Employee Assistance Programme (EAP)	3.00
	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 Theme Score	Objective	Objective Score	Project	Project Score
2.03	F4: Economic development	2.50	LED Strategy	2.00
	F4: Economic development		Summits	3.00
	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	Baseline information Survey	1.00
	I5: Develop baseline, benchmarking and reporting		GIS	1.00
	I6: Economic growth	2.27	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	1.00
	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
	I6: Economic growth		Project consolidate Support (PIMS)	3.00
	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	2.25	Performance Management Policy	2.00

	culture			
	L3: High performance culture		Employee Performance Management	2.00
	L3: High performance culture		Performance Management Assessment and Incentive model	3.00
	L3: High performance culture		Performance Management Assessment Implementation Plan	2.00

d. Optimised Infrastructure

Strategic Theme Score	Objective	Objective Score	Project	Project Score
2.27	F5: Optimise municipal capital investment	3.00	Muhlaba Cost Recovery (MIG)	3.00
	F5: Optimise municipal capital investment		Muninginisi Block 3 cost recovery (MIG)	3.00
	C7: Improve access to basic services	2.38	Turn around Strategies	1.00
	C7: Improve access to basic services		Zava Water Treatment Plant	3.00
	C7: Improve access to basic services		Giyani water works	3.00
	C7: Improve access to basic services		Bochabelo rising main	3.00
	C7: Improve access to basic services		Bochabelo rising main	3.00
	C7: Improve access to basic services		Ritavi 1 water supply	3.00
	C7: Improve access to basic services		Giyani Sewerage Works Phase 3	3.00
	C7: Improve access to basic services		Mopani Household Sanitation (MDM)	3.00
	C7: Improve access to basic services		Site demarcation support	1.00
	C7: Improve access to basic services		Office space	3.00
	C7: Improve access to basic services		Disaster Management Centre - Tzaneen	3.00
	C7: Improve access to basic services		HRDF (Human Resource Development Foundation) centre	1.00
	C7: Improve access to basic services		Municipal furniture and equipment	1.00
	I8: Maintain and upgrade municipal assets	1.33	Ga-Maake road Resealing	0.00
	I8: Maintain and upgrade municipal assets		Municipal fleet management system	3.00
	I8: Maintain and upgrade municipal assets		Repair and maintenance of vehicles	1.00
	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	1.50

Strategic Theme Score	Objective	Objective Score	Project	Project Score
	utilisation			
	I9: Resource allocation and utilisation		Telephone calls expenditure	2.00
	I10: Develop and apply service standards	2.00	MIG and in house projects management	3.00
	I10: Develop and apply service standards		Service standards development	1.00
	L4: Multi-skilled and knowledgeable workforce	2.80	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 basic sign language and Braille	3.00

e. Organisational Excellence

Strategic Theme Score	Objective	Objective Score	Project	Project Score
2.44	F6: Increase financial viability	2.12	Financial Viability Index	2.00
	F6: Increase financial viability		Legislative compliance of financial policies	2.67
	F6: Increase financial viability		Budget compilation	2.57
	F6: Increase financial viability		Five year financial plan	1.00
	F6: Increase financial viability		Budget control	2.00
	F6: Increase financial viability		Financial Statements and Reports	2.50
	F6: Increase financial viability		Asset Register	1.50
	F6: Increase financial viability		Insurance claims	3.00
	F6: Increase financial viability		Audit plan	2.00
	F6: Increase financial viability		Audit report	2.00
	C8: Sound Governance	2.67	Database of all by-laws and policies	3.00
	C8: Sound Governance		Develop / review policies and by-laws	2.00
	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	1.76	Contraventions implementation plan	3.00
	I11: Support and operating systems and procedures for sound governance		Legal unit	2.00
	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	2.20
	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 help desk	1.00

Strategic Theme Score	Objective	Objective Score	Project	Project Score
	governance			
	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	1.50
	I11: Support and operating systems and procedures for sound governance		IT Network	2.67
	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	2.00
	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	2.00
	L6: Develop and retain the best human capital		Organisational structure	3.00
	L6: Develop and retain the best human capital		Job evaluations and descriptions	3.00

4. Overdue Projects

Overdue projects refer to activities already completed or still needs to be completed under the project.

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount	Budget %
F1:Enhance the revenue	Revenue model Delegation of District and local powers and functions i.e. S84 of Structures Act and S156 & 229 of Constitution	Investigate and develop a Revenue model before October 2006 whereby investment growth strategy and incentive strategy is included. Involve the other directorates in the development by calling regular meetings to get their inputs. The purpose of this strategic revenue development model is to increase the revenue of the municipality for back log services to be eradicated within 5 years.	FIN	1-Jul-2006	30-Oct-2006		0	1	1	0	
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 that Budgets submitted from Water Service Providers are approved within 30 days from submission	FIN	1-Jul-2006	31-Jul-2006		0	1	1	0	
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	Maintain co-operative relationship with Water Services Providers through timeous payment of claims	FIN	0-Jan-1900	0-Jan-1900		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	FIN	1-Aug-2006	31-Oct-2006		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%	FIN	1-Jul-2006	30-Sep-2006		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	FIN	1-Jul-2006	30-Sep-2006		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	FIN	1-Sep-2006	30-Nov-2006		60	2	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Over due Activity	Budget Amount	Budget %
		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									
L1:CRM competencies	Inauguration of the new Council	Participate in the planning of the inauguration of the new Council	FIN	1-Jul-2006	30-Sep-2006	31-Mar-2007	100	3	1	0	
F2:Municipal interests	Community Partnership feasibility plan	Participate in the development of the feasibility plan for community partnership by attending meetings when called and submitting inputs and comments within specified timeframes	FIN	1-Jul-2006	10-Dec-2006		50	2	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	FIN	1-Jul-2006	28-Feb-2007		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. Ensure compliance to supply chain procedures. Ensure payment of service provider within 30 days	FIN	1-Nov-2006	23-Nov-2006		0	1	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	FIN	15-Jul-2006	9-Aug-2006	31-Mar-2007	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"	FIN	15-Nov-2006	8-Dec-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Young SAWID conference	Participate in the co-ordination and arrangements of the Young SAWID conference	FIN	1-Aug-2006	31-Aug-2006	31-Mar-2007	100	3	1	0	
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	FIN	1-Jul-2006	18-Jul-2006	31-Mar-2007	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)	FIN	1-Jan-2006	21-Jul-2006	31-Mar-2007	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	FIN	1-Jul-2006	30-Jun-2006	31-Mar-2007	100	3	1	0	
C3:Social, health,	Disability Sports, arts	Participate in the co-ordination of the talent search amongst people	FIN	5-Aug-	29-Aug-	31-Mar-	100	3	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Over due Activity	Budget Amount	Budget %
educational and safety well-being	and culture	with disabilities by attending planning meetings and supporting activities in the talent search process		2006	2006	2007					
C3:Social, health, educational and safety well-being	District Mayors Charity cup	Participate in the organising local and district mayors charity cup tournaments - payments	FIN	1-Jul-2006	31-Jul-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Sport games OR Tambo	Ensure compliance to supply chain procedures. Ensure payment of sponsorship i.e. budget within 30 days	FIN	1-Jul-2006	31-Jul-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Sports games - indigenous at Letaba	Ensure compliance to supply chain procedures. Ensure payment of sponsorship i.e. budget within 30 days	FIN	1-Jul-2006	31-Jul-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Sport games - Junior dipapadi festival at Tzaneen	Ensure compliance to supply chain management procedures. Payment of sponsorship i.e. budget within 30 days	FIN	1-Aug-2006	31-Aug-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Mapungubwe Art Festival - talent search and build-up for provincial annual festival	Ensure compliance to supply chain management procedures. Payment of sponsorship i.e. budget within 30 days	FIN	1-Sep-2006	30-Sep-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Heritage Day	Ensure compliance to supply chain management procedures. Payment of sponsorship i.e. budget within 30 days	FIN	1-Sep-2006	30-Sep-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	World AIDS day	Ensure compliance to supply chain management procedures. Payment of sponsorship i.e. budget within 30 days	FIN	1-Dec-2006	31-Dec-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	Moral regeneration movement	Support and participate in the District Moral regeneration movement summit	FIN	1-Aug-2006	31-Aug-2006		0	1	1	0	
C3:Social, health, educational and safety well-being	Career Exhibitions	Assist in the co-ordination of career exhibitions for learners	FIN	1-Aug-2006	31-Aug-2006		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	FIN	1-Nov-2006	31-Dec-2006	31-Mar-2007	100	3	1	0	
C4:Environmental well-being	World food day celebrations	Ensure compliance to supply chain management procedures. Payment of sponsorship i.e. budget within 30 days	FIN	1-Oct-2006	30-Nov-2006	31-Mar-2007	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	FIN	1-Nov-2006	30-Nov-2006		0	1	1	0	
C4:Environmental well-being	Corporate Disaster Management	Participate in the review of the Corporate Disaster Management Plan by developing operational	FIN	1-Jul-2006	30-Mar-2007		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 %
	Plan	procedures i.e. emergency finances in disaster situations and submit these procedures within specified timeframes to Disaster Management office									
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	FIN	1-Mar-2007	30-Mar-2007	31-Mar-2007	100	3	1	0	
F4: Economic development	Achievers awards	Support and participate in the planning and organising of Achievers awards	FIN	1-Mar-2007	30-Mar-2007		0	0	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	FIN	1-Jul-2006	30-Jul-2006	31-Mar-2007	100	3	1	0	
C6: Increase economic opportunities	Disability Economic Empowerment Strategy and plan	Based on outcomes of Summit, develop a Disability Economic Empowerment Strategy and implementation plan which are in line with the Disability Strategy together with the local municipalities. Manage and monitor the implementation of the plan	FIN	1-Jul-2006	30-Jul-2006	31-Mar-2007	100	3	1	0	
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	FIN	1-Oct-2006	19-Oct-2006		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. Co-ordinate the budget process in terms of the adopted process plan	FIN	1-Jul-2006	31-Jul-2006	31-Mar-2007	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	FIN	1-Aug-2006	30-Oct-2006		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	FIN	1-Nov-2006	30-Nov-2006	31-Mar-2007	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 financial resources within specified timeframes. Ensure that the prioritised IDP projects are included in the budget. Keep IDP	FIN	1-Sep-2006	30-Nov-2006	31-Mar-2007	100	3	1	0	

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Over due Activity	Budget Amount	Budget %
I6: Economic growth	SDBIP's	office informed of any changes Develop revenue and expenditure projections for each month in collaboration with all the directorates. Participate in the development of the SDBIP by attending meetings when called and submitting inputs and comments within specified timeframes. Implementation of the SDBIP and achievement of quarterly targets	FIN	1-Jul-2006	31-Jul-2006		60	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 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	FIN	1-Jul-2006	31-Dec-2006		50	2	1	0	
L3: High performance culture	Performance Management Assessment and Incentive model	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 and comments within prescribed timeframes. Ensure timeous payment of rental/lease of office building	FIN	1-Jul-2006	31-Dec-2006	31-Mar-2007	100	3	1	0	
C7: Improve access to basic services	Office space	Acquisition of furniture and equipment (furniture and safe) for Financial Services, follow supply chain policy procedures and ensure payment of invoices within 30 days	FIN	1-Aug-2006	31-Aug-2006	31-Mar-2007	100	3	1	0	
C7: Improve access to basic services	Municipal furniture and equipment		FIN	1-Jul-2006	31-Dec-2006		0	1	1	75000	
L4: Multi-skilled and knowledgeable workforce	Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)	Avail staff for the Capacity building workshop on 'Understanding of Disability - Barrier Free Society' (INDS)	FIN	1-Aug-2006	17-Aug-2006		0	0	1	0	
L4: Multi-skilled and knowledgeable workforce	Capacity building workshop on basic sign language and Braille	Avail staff for Capacity building workshop on basic sign language and Braille	FIN	1-Aug-2006	24-Aug-2006	31-Mar-2007	100	3	1	0	
I11: Support and operating systems and procedures for sound governance	Purchasing of computers and provision of IT systems	Purchase necessary computers, network servers and replacement of server and ensure the implementation of necessary IT systems by following prescribed supply chain procedures	FIN	1-Jul-2006	31-Dec-2006	0-Jan-1900	0	1	1	21000	0

5. Projects Over Budget

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
F1:% registered indigent	No info			CFO	
I9:R-value overtime spent per department	No info			CFO	
I9: R-value spent on S&T	Needs to be revised			CFO	Actual to far from target
F6:% compliance to financial viability index	No info			CFO	
F6:% of the municipality capital budget spent on capital projects		No info		CFO	
F6:% of budget allocated to public transport			No info	CFO	
F6:% R&D expenditure			No info	CFO	
F6:% of budget allocated for social community projects			No info	CFO	
F6:% deviation assets registered items	Needs to be revised			CFO	Actual to far from target/Intervention
F6: # internal audit queries - FS	No info			CFO	
F6:# external audit queries - FS	No info			CFO	

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