



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

For Attention: Planning Director



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I. Purpose

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

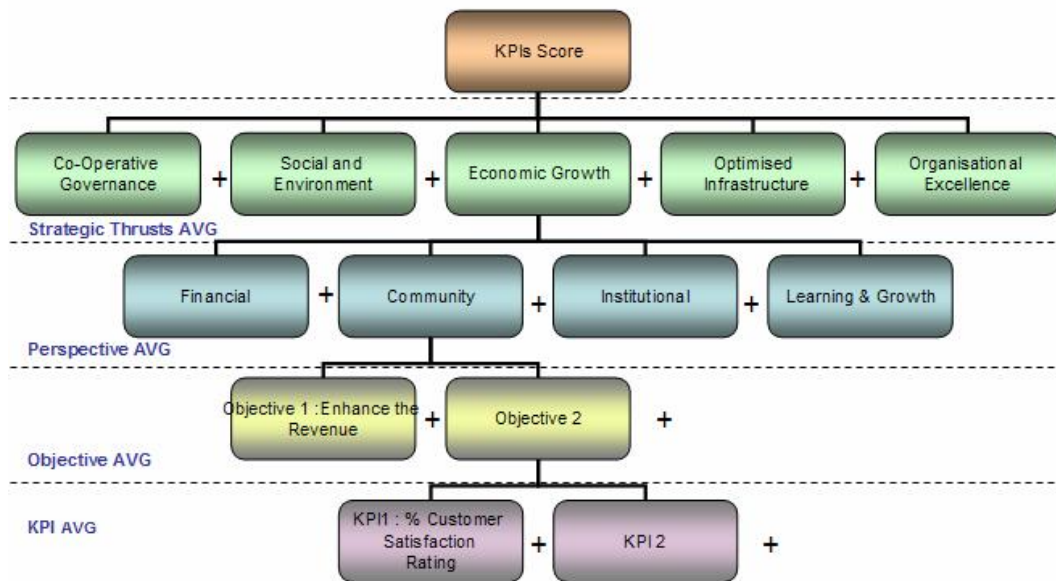
A score of 3 – 5 was calculated by determining how far the Target was exceeded. A score of 3.11 would mean that the Target was exceeded with 11%.

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:

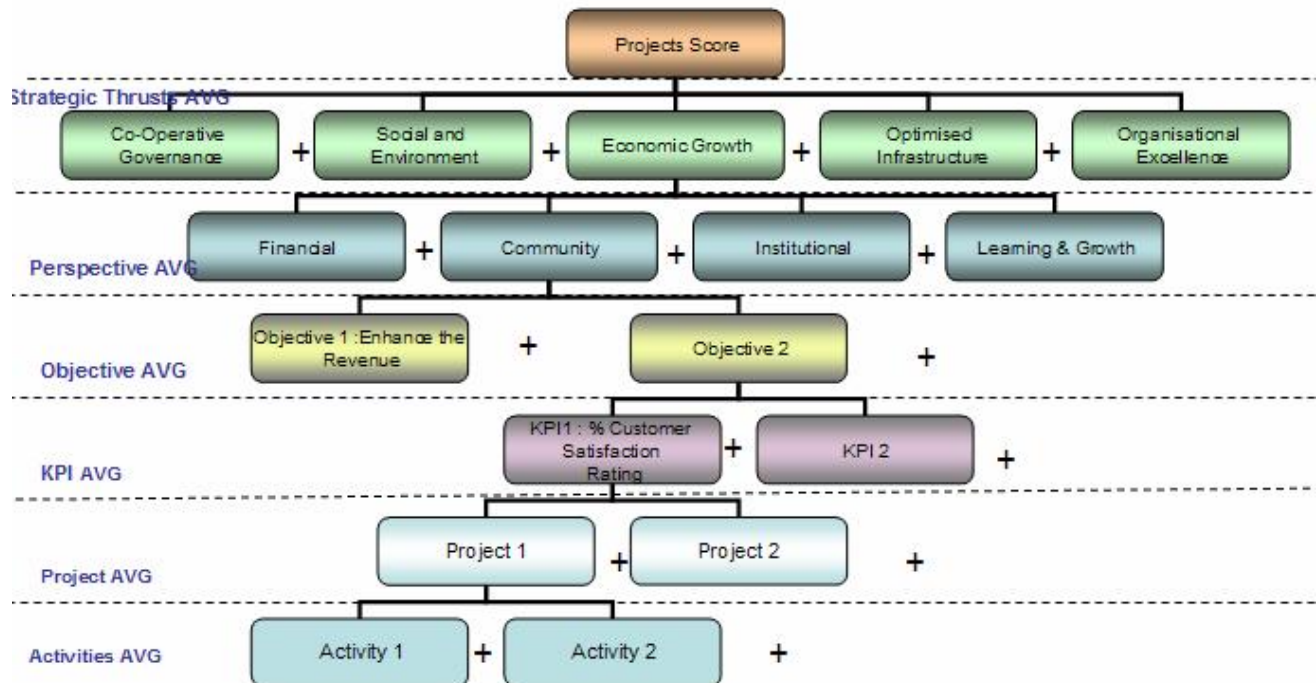
- 1 – 1.99:** 0% Status
- 2 – 2.99:** 0.1% – 74% progress
- 3 – 3.99:** 75% - 132% progress
- 4 – 4.99:** 133% - 166% progress
- 5 :** progress equal to or greater than 167%

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.

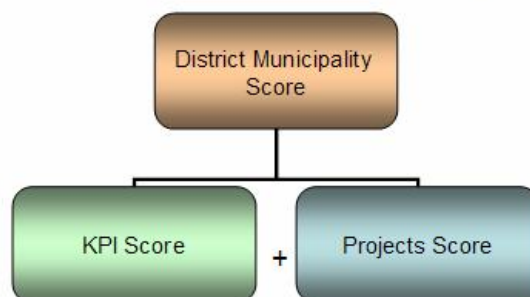
Project Scoring



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

<i>Planning Department</i>		Score
Co-Operative Governance		2.17
I2:Sustainable Council and community structures	2.17	2.17
Social and Environment		1.38
C3:Social, health, educational and safety well-being	0.00	0.00
I3:Spatial integrated planning	0.50	2.75
I4:Environmental compliance and monitoring systems	5.00	
Economic Growth		0.41
F4: Economic development	0.53	0.53
C5: Public Private Partnerships	0.00	0.69
C6: Increase economic opportunities	1.39	
I7:Brand Food Basket	0.00	0.00
Optimised Infrastructure		1.84
C7: Improve access to basic services	0.75	0.75
I9: Resource allocation and utilisation	2.94	2.94
Organisational Excellence		0.00
F6: Increase financial viability	0.00	0.00

2. Departmental KPI Responsibility by Objective

<i>Planning Department</i>	1.12	1.02
Co-Operative Governance		1.50
I2:Sustainable Council and community structures	1.50	1.50
Social and Environment		1.39
C3:Social, health, educational and safety well-being	0.00	0.00
I3:Spatial integrated planning	0.55	2.78
I4:Environmental compliance and monitoring systems	5.00	
Economic Growth		0.38
F4: Economic development	0.63	0.63
C5: Public Private Partnerships	0.00	0.51
C6: Increase economic opportunities	1.03	
I7:Brand Food Basket	0.00	0.00
Optimised Infrastructure		1.84
C7: Improve access to basic services	0.75	0.75
I9: Resource allocation and utilisation	2.94	2.94
Organisational Excellence		0.00
F6: Increase financial viability	0.00	0.00

3. Project breakdown by Objectives

a. Co-operative Governance

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.58	F1:Enhance the revenue	1.00	Revenue model	1
	F1:Enhance the revenue		Services revenue strategy	1
	F1:Enhance the revenue		Donor / Grant funding plan	1
	F1:Enhance the revenue		FMG (Financial management grant)	1
	C1:Inter and Intra-governmental relations	2.33	Inter-governmental relations framework	3
	C1:Inter and Intra-governmental relations		African peer review	3
	C1:Inter and Intra-governmental relations		International relations (Ambassadorships)	1
	C2:Effective community and stakeholder relations	1.00	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	2.00	Forums	1.5
	I2:Sustainable Council and community structures		LED and Tourism Forum	2.5
	I2:Sustainable Council and community structures		Traditional leaders forum and participation	3
	I2:Sustainable Council and community structures		Portfolio Committee management plan	2
	I2:Sustainable Council and community structures		Council and EXCO meeting management	2
	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	2.00	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
1.80	F2:Municipal interests	2.00	Community Partnership feasibility plan	2
	F3:Alternative service delivery solutions	1.00	Alternative service delivery feasibility	1
	C3:Social, health, educational and safety well-being	2.11	Community social well-being matrix and Strategy development	2
	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	3
	C3:Social, health, educational and safety well-being		"16 day of Activism" awareness campaign	3
	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		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	3
	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 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
	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		Local HIV/AIDS programmes of NGO's	3
	C3:Social, health, educational and safety well-being		World AIDS day	3

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	and safety well-being			
	C3:Social, health, educational and safety well-being		Candle light memorial	1
	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)	1
	C3:Social, health, educational and safety well-being		Women in partnership against HIV/AIDS (WIPAA)	1
	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	1
	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 framework	1
	C3:Social, health, educational and safety well-being		Education summit	1
	C3:Social, health, educational and safety well-being		School decoration gala	1
	C3:Social, health, educational and safety well-being		Career Exhibitions	1
	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	3
	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		Social crime prevention	3
	C3:Social, health, educational and safety well-being		Police decoration gala	1
	C3:Social, health, educational and safety well-being		Fire prevention awareness campaign	1
	C4:Environmental well-being	2.11	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 Labor 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	1
	C4:Environmental well-being		Wetland awareness day	3
	C4:Environmental well-being		Integrated District environmental health plan	3
	C4:Environmental well-being		World food day celebrations	3
	C4:Environmental well-being		Cleanest food handling outlet competition	1
	C4:Environmental well-being		Institutional arrangements and capacity building	1
	C4:Environmental well-being		Training on trauma assistance during and	1

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	C4:Environmental well-being		after emergencies and disasters	
	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	3
	I3:Spatial integrated planning	1.54	Integrated Spatial Development Framework and Land use management	2.5
	I3:Spatial integrated planning		Live Stock Management on public roads	1
	I3:Spatial integrated planning		Accessible matrix	2
	I3:Spatial integrated planning		Ward Plans	1
	I3:Spatial integrated planning		Combined Services Model	1
	I3:Spatial integrated planning		Cultural and heritage sites	2
	I3:Spatial integrated planning		Accessible Health facilities	1
	I3:Spatial integrated planning		Accessible Educational facilities	1
	I3:Spatial integrated planning		Accessible libraries	3
	I3:Spatial integrated planning		District Library Service excellence awards	1
	I3:Spatial integrated planning		Water and sanitation sector plan	1
	I3:Spatial integrated planning		Electricity sector plan	1
	I3:Spatial integrated planning		Waste management sector plan	1
	I3:Spatial integrated planning		Integrated Transport plan	3
	I4:Environmental compliance and monitoring systems	2.00	Environmental Impact Assessments	3
	I4:Environmental compliance and monitoring systems		Alien plant management	1
	I4:Environmental compliance and monitoring systems		Air quality plan	1
	I4:Environmental compliance and monitoring systems		Sanitation pollution monitoring	3
	L2:Employee satisfaction	1.83	Employee satisfaction survey	1
	L2:Employee satisfaction		OHS Risk assessment and implementation plan	1
	L2:Employee satisfaction		Employee Assistance Programme (EAP)	3
	L2:Employee satisfaction		HIV/AIDS policy for staff	1
	L2:Employee satisfaction		Disciplinary and Grievance Procedures	2
	L2:Employee satisfaction		Anti-corruption action	3

c. Economic Growth

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.93	F4: Economic development	1.65	LED Strategy	1
	F4: Economic development		Economic Baseline information determination	1.67
	F4: Economic development		Commercial and Industrial Development Plan	1.33
	F4: Economic development		Mining development Strategy	2
	F4: Economic development		Tourism framework and strategy	3
	F4: Economic development		Ngove tourism centre	1

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	F4: Economic development		Tourism information centre support	1
	F4: Economic development		Cultural tourism support (Tsonga kraal)	3
	F4: Economic development		Tourism framework and strategy	1.67
	F4: Economic development		Ngove tourism centre	1
	F4: Economic development		Tourism information centre support	2
	F4: Economic development		Cultural tourism support (Tsonga kraal)	1.67
	F4: Economic development		Tour guide learner ship support	1
	F4: Economic development		Summits	3
	F4: Economic development		Achievers awards	1
	F4: Economic development		Investment strategy	1
	C5: Public Private Partnerships	1.50	Public Private Partnership establishment	2
	C5: Public Private Partnerships		Corporate social responsibility projects	1
	C6: Increase economic opportunities	1.97	Poverty Reduction and empowerment programme	1
	C6: Increase economic opportunities		Mashupatsela programme	1.67
	C6: Increase economic opportunities		Tunnel Dried tomatoes projects	1
	C6: Increase economic opportunities		Makosha Bakery	2
	C6: Increase economic opportunities		Community Gardens	1
	C6: Increase economic opportunities		Fresh produce market	1.75
	C6: Increase economic opportunities		Art and Craft Market - Tzaneen	2
	C6: Increase economic opportunities		Revitalisation of irrigation schemes	1
	C6: Increase economic opportunities		Agricultural and agro-processing support	1
	C6: Increase economic opportunities		Waste recycling and buy back project	2
	C6: Increase economic opportunities		Mopani worms project - Giyani	3
	C6: Increase economic opportunities		Bee keeping project - Giyani	2
	C6: Increase economic opportunities		SMME support	2.5
	C6: Increase economic opportunities		SMME's business plans	3
	C6: Increase economic opportunities		SMME Database	3
	C6: Increase economic opportunities		SMME marketing support: Forestry and tourism	3
	C6: Increase economic opportunities		Cooperatives assistance programme development and implementation	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	2.33

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	C6: Increase economic opportunities		EPWP learner ship programme	2
	I5: Develop baseline, benchmarking and reporting	1.50	Baseline information Survey	1
	I5: Develop baseline, benchmarking and reporting		GIS	2
	I6: Economic growth	2.40	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
	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	2
	I7: Brand Food Basket	2.22	Marketing strategy and implementation plan	1.67
	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
2.1	C7: Improve access to basic services	1.50	Integrated Infrastructure Investment Plan	1
	C7: Improve access to basic services		Site demarcation support	1
	C7: Improve access to basic services		Office space	3
	C7: Improve access to basic services		Municipal furniture and equipment	1
	I8: Maintain and upgrade municipal assets		Municipal fleet management system	3

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	I9: Resource allocation and utilisation	2.20	Activity based costing Pilot project	1
	I9: Resource allocation and utilisation		Overtime expenditure	3
	I9: Resource allocation and utilisation		Subsistence and Travelling expenses	3
	I9: Resource allocation and utilisation		Photo copying and printing	2
	I9: Resource allocation and utilisation		Telephone calls expenditure	2
	I10: Develop and apply service standards	1.00	Service standards development	1
	L4: Multi-skilled and knowledgeable workforce	2.80	Institutional Plan	2
	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
2.59	F6: Increase financial viability	2.50	Budget compilation	3
	F6: Increase financial viability		Budget control	2
	F6: Increase financial viability		Asset Register	2
	F6: Increase financial viability		Insurance claims	2
	F6: Increase financial viability		Audit plan	3
	F6: Increase financial viability		Audit report	3
	C8: Sound Governance	2.00	Database of all by-laws and policies	1
	C8: Sound Governance		Develop / review policies and by-laws	2
	C8: Sound Governance		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		Legal unit	3

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

4. Overdue Projects

These include projects with activities that are completed or still need completion.

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
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	PD	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 directorate to obtain a satisfaction rating of 60%	PD	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	PD	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 communication strategy.	PD	1-Sep-06	30-Nov-06		60	2	1	0	
L1:CRM competencies	Inauguration of the new Council	Comply to communication strategy in verbal and written communication internally or externally Participate in the planning of the inauguration of the new Council	PD	1-Jul-06	30-Sep-06	31-Mar-07	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	PD	1-Jul-06	10-Dec-06		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.	PD	1-Jul-06	28-Feb-07		0	1	1	0	
C3:Social, health,	District Gender	Participate in the development of Alternative service delivery plans Participate in the planning and co-ordination of the District	PD	1-Nov-06	23-Nov-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%
education al and safety well-being	Summit	Gender Summit by attending planning meetings, advising and submitting inputs and comments within specified timeframes									
C3:Social, health, education al 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	PD	15-Jul-06	9-Aug-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al 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"	PD	15-Nov-06	8-Dec-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being	Young SAWID conference Capacity building workshop to disabled entrepreneurs	Participate in the co-ordination and arrangements of the Young SAWID conference	PD	1-Aug-06	31-Aug-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being	Access to 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	PD	1-Jul-06	18-Jul-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al 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)	PD	1-Jan-06	21-Jul-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being	Disability Awareness Campaigns	Participate and support the co-ordination and arrangements of Disability Awareness Campaigns facilitated by Sector Departments	PD	1-Jul-06	30-Jun-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al 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	PD	5-Aug-06	29-Aug-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being	District Mayors Charity cup Mapungubwe Art Festival - talent search and build-up for provincial annual festival	Participate in the organising local and district mayors charity cup tournaments - LED issues	PD	1-Jul-06	31-Jul-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being		Participate in the planning and co-ordination of local and District Mapungubwe festivals	PD	1-Sep-06	30-Sep-06	31-Mar-07	100	3	1	0	
C3:Social, health, education al and safety well-being	World AIDS day	Support and participate in World HIV/AIDS programmes	PD	1-Dec-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%
C3:Social, health, educational and safety well-being C3:Social, health, educational and safety well-being C3:Social, health, educational and safety well-being C4:Environmental well-being	Moral regeneration movement District summit	Support and participate in the District Moral regeneration movement summit	PD	1-Aug-06	31-Aug-06		0	1	1	0	
	Career Exhibitions	Assist in the co-ordination of career exhibitions for learners	PD	1-Aug-06	31-Aug-06		0	1	1	0	
	International day - violence against women	Support and co-operate in International day of violence against women celebrations	PD	1-Nov-06	31-Dec-06	31-Mar-07	100	3	1	0	
	World food day celebrations	Participate in the planning processes regarding World food day celebrations	PD	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	PD	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. reconstruction and rehabilitation after the disaster situations and submit these procedures within specified timeframes to Disaster Management office	PD	1-Jul-06	30-Mar-07		0	1	1	0	
	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	PD	1-Mar-07	30-Mar-07	31-Mar-07	100	3	1	0	
I3:Spatial integrated planning	Live Stock Management on public roads	Participate in the development of the Live Stock Management Strategy by attending meetings and submitting inputs and comments within specified timeframes	PD	1-Aug-06	31-Dec-06		0	1	1	0	
I4:Environmental compliance and monitoring systems		Collate information on all EIA's to be done and submit progress report quarterly. Identify projects that must comply with Environmental Regulations and ensure that EIA is done. Ensure that EIA studies are done on all technical projects where applicable. Monitor ROD compliance	PD	1-Jun-06	31-Dec-06	31-Mar-07	100	3	1	0	
	Environmental Impact Assessments	Enquire from Dept Economic Development Environment and Tourism (DEDET) what the components are for a composite index to determine economic growth rate	PD	1-Jul-07	22-Dec-06	31-Mar-07	100	3	1	0	
F4:Economic development	Economic Baseline information determination	Devise mechanisms to acquire necessary information for determination of economic	PD	1-Jul-07	22-Dec-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%
ent	determination	growth rate and other economic information Identify localised economic growth indicators (e.g.. Water and electricity consumption, fuel sales, etc) Develop index based on these indicators.									
F4: Economic development	Economic Baseline information determination	Acquire relevant information and develop District economic growth. Get assistance from an economist in this regard	PD	1-Jul-07	22-Dec-06		0	1	1	0	
F4: Economic development	Commercial and Industrial Development Plan	Develop strategy on how to promote local processing based on investigation	PD	1-Jul-06	30-Jul-06		0	1	1	0	
F4: Economic development	Commercial and Industrial Development Plan	Implementation of promotion strategy	PD	1-Jul-06	30-Jun-06		0	1	1	0	
F4: Economic development	Tourism framework and strategy	Finalisation of adoption process of the Tourism framework and Strategy.	PD	1-Jul-06	31-Dec-06		50	2	1	50000	100
Economic development C6: Increase economic opportunities	Achievers awards	Co-ordinate, manage and facilitate Achievers awards	PD	1-Mar-07	30-Mar-07		0	1	1	70000	
Economic development C6: Increase economic opportunities	Mashupatsela programme	Finalise the approval of business plans for Mashupatsela programme	PD	1-Jul-06	31-Dec-06		50	2	1	500000	20.8334
Economic development C6: Increase economic opportunities	Community Gardens	Support and monitor community garden projects within the District	PD	1-Sep-06	31-Dec-06		0	1	1	150000	
Economic development C6: Increase economic opportunities	Fresh produce market	Facilitate the finalisation of the feasibility study of the Fresh produce market. Lobby for funding	PD	1-Jul-06	31-Dec-06	31-Mar-07	100	3	1	1200000	
Economic development C6: Increase economic opportunities	Fresh produce market	Should a fresh produce market be feasible, plan for infrastructure, establish partnerships. Ensure regular meetings with all relevant stakeholders	PD	1-Jul-06	31-Dec-06		10	2	1	0	
Economic development 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	PD	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	0	
Economic development C6: Increase economic opportunities	Disability Economic Empowerment Strategy and plan	Participate in the development of the Disability Economic Empowerment Strategy and implementation plan by attending meetings and submitting inputs and comments within specified timeframes	PD	1-Jul-06	30-Jul-06	31-Mar-07	100	3	1	0	
Economic development C6: Increase economic opportunities	Disability Economic Empowerment workshop and establishment of SAWEN	Participate in the planning and execution of the Women Economic Empowerment workshop by attending planning meetings and supporting the Summit	PD	1-Oct-06	19-Oct-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%
I6: Economic growth	committee IDP, PM, Budget, SDBIP process plan	Participate in the development of the IDP, Budget, PMS and SDBIP Process plan	PD	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	PD	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	PD	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 within specified timeframes. Keep IDP office informed of any changes	PD	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 quarterly targets	PD	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	PD	1-Jul-06	31-Dec-06		50	2	1	0	
L3: High performance culture	Performance Management Assessment and Incentive model	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	PD	1-Jul-06	31-Dec-06	31-Mar-07	100	3	1	0	
C7: Improve access to basic services	Office space	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	PD	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 %
C7: Improve access to basic services	Municipal furniture and equipment	Acquisition of Planning and Development furniture, follow supply chain policy procedures	PD	1-Jul-06	31-Dec-06		0	1	1	20000	
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)	PD	1-Aug-06	17-Aug-06		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	PD	1-Aug-06	24-Aug-06	31-Mar-07	100	3	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 Planning and Development Department	PD	1-Jul-06	31-Dec-06	0-Jan-00	0		1	24000	

5. Over Budget Projects

Objective	Project	Project Start Date	Project End Date	Project Owner	Activity Name	Activity Owner	Completion Date	Activity Status % March	Budget Amount	Budget %	Actual Amount
F4: Economic development	Summits	1-Jul-06	30-Jun-07	PD	Co-ordinate, manage and facilitate LED, Agricultural, tourism and planning summits	PD		80	150000	138.15	207238.91

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
C3:% Unemployment rate	No info			PD	
I3:R-value cost to provide universal access to services	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Water	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Sanitation	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Electricity	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Solid Waste	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Internal tarred roads	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Tarred link roads	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Gravelled Roads	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Storm water	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Recreation	No info	No info	No info	PD	
I3:R-value cost to provide universal access to services - Housing	No info	No info	No info	PD	
I3:% population with access to health facilities		No info	No info	PD	
I3:# patients visiting a clinic per day		No info	No info	PD	
I3:# learners per grade	No info	No info	No info	PD	
I3:AVG# learners per classroom	No info	No	No info	PD	

KPI	Actual	Target	Intervention/ Worst	Department	Comments
		info			
I3:%schools with access to water services	No info	No info	No info	PD	
I3:%schools with access to proper sanitation	No info	No info	No info	PD	
I3:%schools with access to electricity services	No info	No info	No info	PD	
I3:% households access to libraries	No info	No info	No info	PD	
I3:% households access to basic water services		No info	No info	PD	0 weighting
I3:% households access to basic sanitation		No info	No info	PD	0 weighting
I3:% households access to electricity		No info	No info	PD	0 weighting
I3:% households access to solid waste removal	No info	No info	No info	PD	
I3:% households access to roads		No info	No info	PD	0 weighting
F4:% economic growth rate - Mopani District	No info	No info	No info	PD	
F4:%Agricultural land productivity vs. potential productivity		No info	No info	PD	
F4:% beds occupation (tourism)		No info	No info	PD	
F4:% new land owners		No info	No info	PD	
F4:# new land owners assisted		No info	No info	PD	
F4:# jobs created by new land ownerships		No info	No info	PD	
F4:# jobs lost per annum due to new land ownership		No info	No info	PD	
F4:# new land owners declared unsuccessful		No info	No info	PD	
C6:# people involved in Agricultural and agro-processing initiatives		No info		PD	
C6:# people benefiting from Mopani worms project - Giyani		No info	No info	PD	
C6:# people benefiting from Bee keeping project - Giyani		No info	No info	PD	
C6:% Minerals beneficiation GVA growth rate		No info	No info	PD	
C6:# SMME's supported	Needs to be revised			PD	

KPI	Actual	Target	Intervention/ Worst	Department	Comments
C6:% SMME growth rate	Needs to be revised			PD	
C6:# of people capacitated through a SMME support centre	Needs to be revised			PD	
C6:% SMME employment growth rate		No info	Exceeded	PD	
C6:% SMME survival rate	No info			PD	
C7: # sites formalised through District support		No info	No info	PD	
F6: # internal audit queries - Planning	No info			PD	
F6:# external audit queries - Planning	No info			PD	

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