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

For Attention: Technical Director



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I. Purpose

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

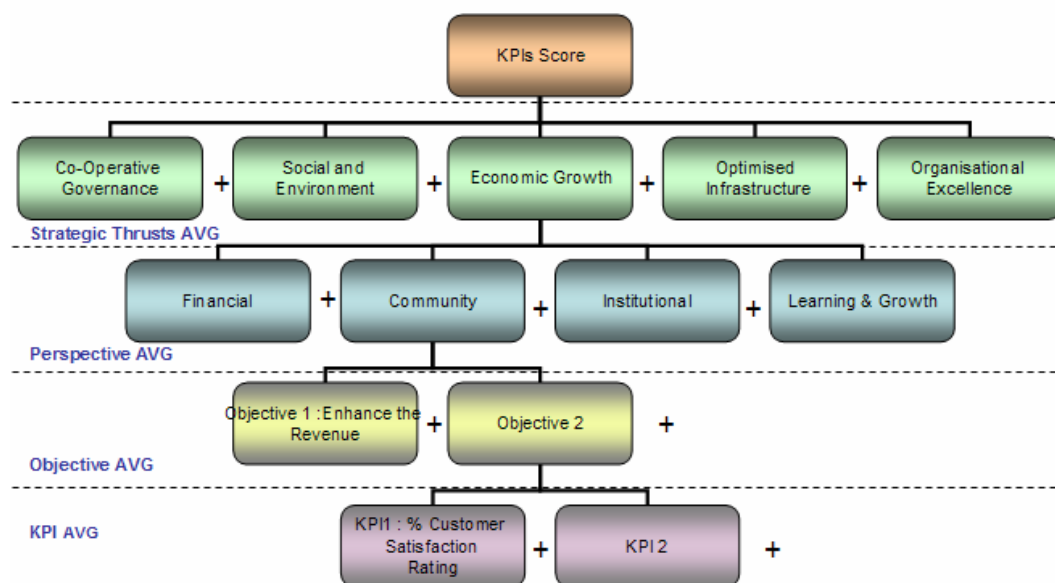
KPI Scores from 0 - 2.99 was calculated using an international method of making use of **Worst and Best standards**¹ to calculate scores where the Best is taken as the Target set for the KPI and the Worst is taken as the Intervention. Where no Intervention or Worst values were determined, the system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

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.

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.

2. Scoring of Projects and Activities

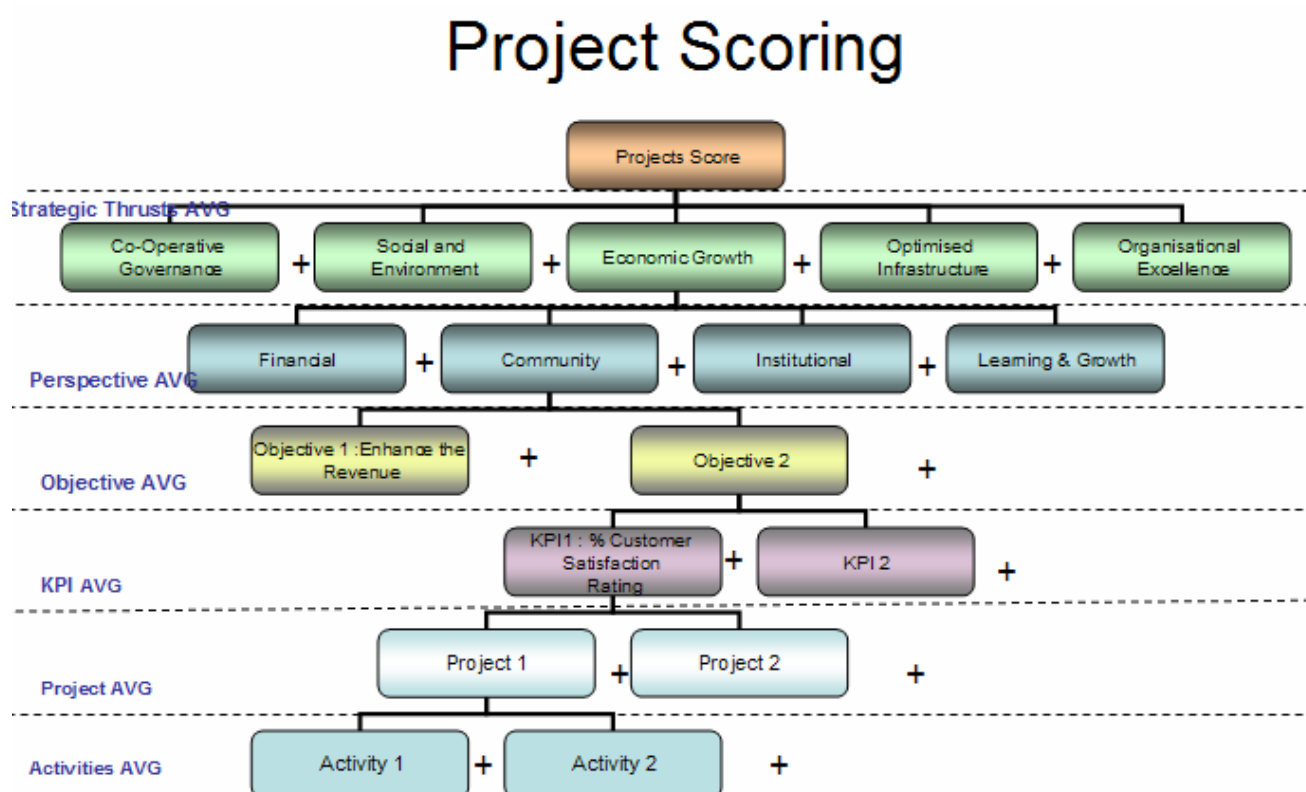
Scoring of Projects and Activities are done in a more simplified way as Projects and Activities are evaluated as a percentage between zero and hundred. The score classification is as follows:

- 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.

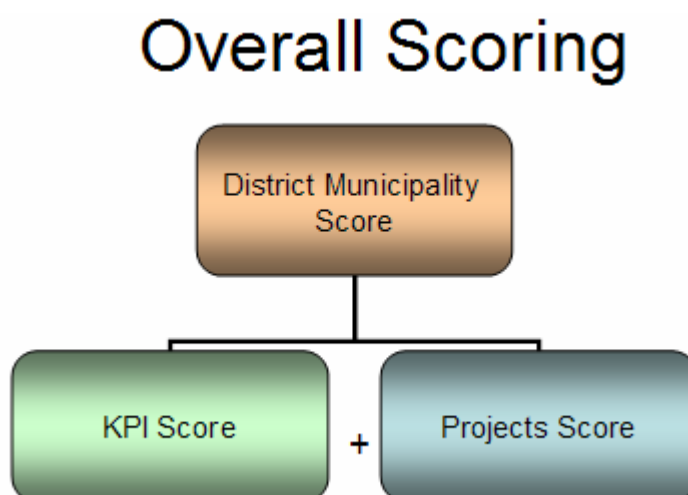
Scoring of the Projects is taken as an average score of the Activities contributing to the Project. Scoring of the Objective is taken as an average score of the Projects contributing to the Objective. Scoring of Perspectives is an average of the Objectives contributing to the perspective. The Strategic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

Technical Services

Co-Operative Governance			
Social and Environment			2.50
C3: Social, health, educational and safety well-being	5.00		5.00
I4: Environmental compliance and monitoring systems	0.00		0.00
Economic Growth			
Optimised Infrastructure			1.02
F5: Optimise municipal capital investment	1.05		1.05
C7: Improve access to basic services	0.92		0.92
I8: Maintain and upgrade municipal assets	0.00		1.09
I9: Resource allocation and utilisation	2.26		
I10: Develop and apply service standards	1.02		
Organisational Excellence			1.50
F6: Increase financial viability	0.00		0.00
I11: Support and operating systems and procedures for sound governance	3.00		3.00

2. Departmental KPI Responsibility by Objective

Technical Services	1.68	1.67
Co-Operative Governance		
Social and Environment		2.50
C3: Social, health, educational and safety well-being	5.00	5.00
I4: Environmental compliance and monitoring systems	0.00	0.00
Economic Growth		
Optimised Infrastructure		1.02
F5: Optimise municipal capital investment	1.05	1.05
C7: Improve access to basic services	0.92	0.92
I8: Maintain and upgrade municipal assets	0.00	1.09
I9: Resource allocation and utilisation	2.26	
I10: Develop and apply service standards	1.02	
Organisational Excellence		1.50
F6: Increase financial viability	0.00	0.00
I11: Support and operating systems and procedures for sound governance	3.00	3.00

3. Projects breakdown by Objectives

a. Co-Operative Governance

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.74	F1: Enhance the revenue	2.25	Revenue model	2
	F1: Enhance the revenue		Services revenue strategy	1.5
	F1: Enhance the revenue		MIG funding plan	3
	F1: Enhance the revenue		FMG (Financial management grant)	1
	F1: Enhance the revenue		Indigent equitable share allocation	3
	F1: Enhance the revenue		Indigent policy	3
	C1: Inter and Intra-governmental relations	2.00	Inter-governmental relations framework	1
	C1: Inter and Intra-governmental relations		African peer review	3
	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	2
	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

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	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	Traditional leaders forum and participation	3
	I2:Sustainable Council and community structures		Portfolio Committee management plan	1
	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	2
	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
1.87	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	2.17	Community social well-being matrix and Strategy development	2
	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

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	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 Decoration gala	1
	C3:Social, health, educational and safety well-being		Wellness day	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
	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	3
	C3:Social, health, educational and safety well-being		Education summit	2
	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

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	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	2.21	Environmental Preservation strategy	1
	C4:Environmental well-being		Natural resources and biodiversity protection and maintenance	1
	C4:Environmental well-being		Cleaning the environment projects at local municipalities	3
	C4:Environmental well-being		National Abor day	3
	C4:Environmental well-being		World environment day	3
	C4:Environmental well-being		Eco Schools programme support	3
	C4:Environmental well-being		Wetland management plan	2
	C4:Environmental well-being		Wetland awareness day	3
	C4:Environmental well-being		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 after emergencies and disasters	1
	C4:Environmental well-being		Disaster risk assessment	3
	C4:Environmental well-being		Corporate Disaster Management Plan	1
	C4:Environmental well-being		Joint Operational Centre (JOC) procedures	3
	C4:Environmental well-being		Disaster risk management plans (Operational specific plans)	1
	C4:Environmental well-being		Integrated Disaster Management Plan (IDP)	3
	C4:Environmental well-being		Rehabilitation and reconstruction after emergencies and disasters	3
	I3:Spatial integrated planning	1.86	Integrated Spatial Development Framework and Land use management	3
	I3:Spatial integrated planning		Ward Plans	1
	I3:Spatial integrated planning		Combined Services Model	1
	I3:Spatial integrated planning		District Library Service excellence awards	1
	I3:Spatial integrated planning		Water and sanitation sector plan	1
	I3:Spatial integrated planning		Waste management sector plan	3
	I3:Spatial integrated planning		Integrated Transport plan	3
	I4:Environmental compliance and monitoring systems	1.50	Alien plant management	1
	I4:Environmental compliance and monitoring systems		Air quality plan	1
	I4:Environmental compliance and monitoring systems		Sanitation pollution monitoring	3
	I4:Environmental compliance and monitoring systems		Quality Assurance of Water	1
	L2:Employee satisfaction	2.33	Employee satisfaction survey	1
	L2:Employee satisfaction		OHS Risk assessment and implementation plan	3
	L2:Employee satisfaction		Employee Assistance Programme (EAP)	3
	L2:Employee satisfaction		HIV/AIDS policy for staff	1

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	L2:Employee satisfaction		Disciplinary and Grievance Procedures	3
	L2:Employee satisfaction		Anti-corruption action	3

c. Economic Growth

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
1.89	F4: Economic development	2.00	LED Strategy	3
	F4: Economic development		Summits	1
	C6: Increase economic opportunities	1.82	Poverty Reduction and empowerment programme	1
	C6: Increase economic opportunities		Mashupatsela programme	2
	C6: Increase economic opportunities		Makosha Bakery	2
	C6: Increase economic opportunities		Fresh produce market	1
	C6: Increase economic opportunities		Waste recycling and buy back project	1
	C6: Increase economic opportunities		Mopani worms project - Giyani	1
	C6: Increase economic opportunities		Disability Economic Empowerment Summit	3
	C6: Increase economic opportunities		Disability Economic Empowerment Strategy and plan	3
	C6: Increase economic opportunities		Women Economic Empowerment workshop and establishment of SAWEN committee	1
	C6: Increase economic opportunities		Development and promotion of EPWP	3
	C6: Increase economic opportunities		EPWP learner ship programme	2
	I5: Develop baseline, benchmarking and reporting	1.00	Baseline information Survey	1
	I5: Develop baseline, benchmarking and reporting		GIS	1
	I6: Economic growth	2.30	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	2
	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	2.00	Marketing strategy and implementation plan	1
	I7: Brand Food Basket		Maintain website	1

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	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
2.10	F5: Optimise municipal capital investment	2.20	Cost recovery strategy / framework	1
	F5: Optimise municipal capital investment		Water Services By-Laws and Policies	3
	F5: Optimise municipal capital investment		Muhlaba Cost Recovery (MIG)	3
	F5: Optimise municipal capital investment		Muninginisi Block 3 cost recovery (MIG)	3
	F5: Optimise municipal capital investment		District Sanitation and water Demand Management Plan	1
	C7: Improve access to basic services	1.92	Integrated Infrastructure Investment Plan	1
	C7: Improve access to basic services		Turn around Strategies	1.666667
	C7: Improve access to basic services		Zava Water Treatment Plant	3
	C7: Improve access to basic services		Giyani water works	3
	C7: Improve access to basic services		Bochabelo rising main	3
	C7: Improve access to basic services		Ritavi 1 water supply	3
	C7: Improve access to basic services		Mametja-Sekororo RWS	1
	C7: Improve access to basic services		Giyani Sewerage Works Phase 2	2
	C7: Improve access to basic services		Mopani Household Sanitation (MDM)	3
	C7: Improve access to basic services		Mushiyani Village electrification	1
	C7: Improve access to basic services		Lighting strategy and implementation plan	1
	C7: Improve access to basic services		Ben Farm - Lulekani Phase 2	1
	C7: Improve access to basic services		Lephephane-Khutjwana Road	1
	C7: Improve access to basic services		RDP Housing co-ordination	1
	C7: Improve access to basic services		Office space	3
	C7: Improve access to basic services		Disaster Management Centre - Tzaneen	3
	C7: Improve access to basic services		HRDF (Human Resource Development Foundation) centre	1
	I8: Maintain and upgrade municipal assets	1.44	Water maintenance index and plan	1
	I8: Maintain and upgrade municipal assets		Sanitation network and plants maintenance index and plan	1
	I8: Maintain and upgrade municipal assets		Infrastructure Water (O&M)	3
	I8: Maintain and upgrade municipal assets		Roads and storm water maintenance index and plan	1
	I8: Maintain and upgrade municipal assets		Ga-Maake road Resealing	1
	I8: Maintain and upgrade municipal assets		Dzumeri-Mokgwathi-Mawa -	1

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
			upgrading from gravel to tar	
	I8: Maintain and upgrade municipal assets		Mohlaba Cross-Moime (Bridge way) Road	1
	I8: Maintain and upgrade municipal assets		Upgrading of stadiums: Giyani	1
	I8: Maintain and upgrade municipal assets		Municipal fleet management system	3
	I9: Resource allocation and utilisation	2.00	Activity based costing Pilot project	1
	I9: Resource allocation and utilisation		Overtime expenditure	3
	I9: Resource allocation and utilisation		Subsistence and Traveling expenses	3
	I9: Resource allocation and utilisation		Photo copying and printing	1
	I9: Resource allocation and utilisation		Telephone calls expenditure	2
	I10: Develop and apply service standards	2.25	PMU	3
	I10: Develop and apply service standards		MIG and in house projects management	3
	I10: Develop and apply service standards		Water Service standards	2
	I10: Develop and apply service standards		Electricity NRS standards compliance plan	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	2.33	Budget compilation	3
	F6: Increase financial viability		Budget control	2
	F6: Increase financial viability		Asset Register	3
	F6: Increase financial viability		Insurance claims	2
	F6: Increase financial viability		Audit plan	2
	F6: Increase financial viability		Audit report	2
	C8: Sound Governance	2.67	Database of all by-laws and policies	3
	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	2.29	Contraventions implementation plan	3
	I11: Support and operating systems and procedures for sound governance		Legal unit	2
	I11: Support and operating systems and procedures for sound		Supply chain management implementation plan	3

Strategic Thrust Score	Objective	Objective Score	Project	Project Score
	governance			
	I11: Support and operating systems and procedures for sound governance		IT help desk	1
	I11: Support and operating systems and procedures for sound governance		IT hardware and software implementation plan	3
	I11: Support and operating systems and procedures for sound governance		Telephone network, hardware and software implementation plan	2
	I11: Support and operating systems and procedures for sound governance		Electronic archives system	2
	L5: Change and diversity management		Labour policies	3
	L5: Change and diversity management		Gender committee	3
	L6: Develop and retain the best human capital	2.67	Implementation of Staff provisioning policy	2
	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

Objective	Project	Activity	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
F1:Enhance the revenue	Services revenue strategy	Initiate the review of a water services by-law before end December 2006. Involve the local municipalities in the review of the by-law by calling meetings to discuss and review the by-law. Request for inputs with at least 1 week timeframe and consider the inputs received	TECH	1-Jul-2006	31-Dec-2006		0	1	1	0	
F1:Enhance the revenue	Services revenue strategy	Develop a services revenue strategy whereby revenue from water and sanitation can be collected from service providers as well as fire services are charged. Involve other directorates and negotiate with local municipalities in the development of the revenue from services strategy for water and sanitation by calling regular meetings and requesting and considering inputs. Implement service revenue strategy.	Tech	1-Jul-2006	31-Dec-2006		0	1	1	0	
C2:Effective community and stakeholder	Community, client and stakeholder relationship	Participate in the investigation, development and implementation of a Community, client and	TECH	1-Aug-2006	31-Oct-2006		0	1	1	0	

Objective	Project	Activity	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount	Budget %
relations	management framework and strategy	stakeholder relationship management framework and strategy through attending meetings when called, submitting inputs and comments within specified timeframes									
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%	TECH	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	TECH	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 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	TECH	1-Sep-2006	30-Nov-2006		60	2	1	0	
L1:CRM competencies	Inauguration of the new Council	Participate in the planning of the inauguration of the new Council	TECH	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	TECH	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 regarding water tank initiatives, enviroloos and bio-gas systems, solar energy. Attend meetings when called and submitting inputs and comments within specified timeframes.	TECH	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	TECH	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	TECH	15-Jul-2006	9-Aug-2006	31-Mar-2007	100	3	1	0	

Objective	Project	Activity	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	"16 day of Activism" awareness campaign	Participate in the co-ordination and arrangements of the awareness campaign on "16 days of Activism"	TECH	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	TECH	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	TECH	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)	TECH	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	TECH	1-Jul-2006	30-Jun-2006	31-Mar-2007	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	TECH	5-Aug-2006	29-Aug-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	District Mayors Charity cup	Participate in the organising local and district mayors charity cup tournaments - water, stadiums, sanitation	TECH	1-Jul-2006	31-Jul-2006	31-Mar-2007	100	3	1	0	
C3:Social, health, educational and safety well-being	World AIDS day	Support and participate in World HIV/AIDS programmes	TECH	1-Dec-2006	31-Dec-2006	31-Mar-2007	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	TECH	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	TECH	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	TECH	1-Nov-2006	31-Dec-2006	31-Mar-2007	100	3	1	0	
C4:Environmental well-being	World food day celebrations	Participate in the planning processes regarding World food day celebrations	TECH	1-Oct-2006	30-Nov-2006	31-Mar-2007	100	3	1	0	
C4:Environmental well-being	Training on trauma assistance during and	Support trauma assistance training through participation in planning, co-ordination and identification of trauma	TECH	1-Nov-2006	30-Nov-2006		0	1	1	0	

Objective	Project	Activity	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
	after emergencies and disasters	assistance candidates									
C4: Environmental well-being	Corporate Disaster Management Plan	Participate in the review of the Corporate Disaster Management Plan by developing operational procedures and risk vulnerability analysis, reconstruction and rehabilitation after disaster situations i.e. water, sanitation, roads, storm water and electricity infrastructure and submit these procedures within specified timeframes to Disaster Management office	TECH	1-Jul-2006	30-Mar-2007		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	TECH	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	TECH	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	TECH	1-Jul-2006	30-Jul-2006	31-Mar-2007	100	3	1	0	
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	TECH	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	TECH	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	TECH	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	TECH	1-Aug-2006	30-Oct-2006		75	2	1	0	
I6:	Strategic	Participate in the Review of	TECH	1-	30-	31-	100	3	1	0	

Objective	Project	Activity	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status % March	Activity Score	Overdue Activity	Budget Amount	Budget %
Economic growth	planning phase	the Strategy Phase of the IDP by attending meetings when called and submitting inputs and comments within specified timeframes		Nov-2006	Nov-2006	Mar-2007					
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	TECH	1-Sep-2006	30-Nov-2006		90	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	TECH	1-Jul-2006	31-Jul-2006		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	TECH	1-Jul-2006	31-Dec-2006		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	TECH	1-Jul-2006	31-Dec-2006	31-Mar-2007	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 rendering technical expertise, assessment of requirements and constraints within directorate, attending meetings when called and providing inputs and comments within prescribed timeframes. Should it be resolved to build new office space, facilitate the building thereof	TECH	1-Aug-2006	31-Aug-2006	31-Mar-2007	100	3	1	500000	
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)	TECH	1-Aug-2006	17-Aug-2006		0	0	1	0	
L4: Multi-skilled and knowledgeable workforce	Capacity building workshop on basic sign language and	Avail staff for Capacity building workshop on basic sign language and Braille	TECH	1-Aug-2006	24-Aug-2006	31-Mar-2007	100	3	1	0	

Objective	Project	Activity	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Activity Score	Overdue Activity	Budget Amount	Budget%
	Braille										

5. Over Budget Projects

Please verify the validity of the activity status and budget amount spent.

Objective	Project	Activity Name	Activity Owner	Activity Assignment Date	Activity Due Date	Completion Date	Activity Status% March	Budget Amount	Budget%	Actual Amount
I8: Maintenance and upgrade municipal assets	Upgrading of stadiums: Giyani	Project manage the upgrading of stadiums in Giyani . Involve the relevant local municipalities in the upgrading of stadiums through quality control, regular site visits, verification of payment certificates, timeous submission of certificates to Finances	TECH	1-Jun-2006	30-Apr-2007		0	1000000	150.3	1503000

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
I4:% exceeds DWAF guidelines - purification plants	No info			Tech	
I4:% exceeds DWAF guidelines for nitrites - sewer plants	No info			Tech	
F5:% water and sanitation cost recovery	No info	No info	No info	Tech	
C7: % new infrastructure development		No info	No info	Tech	
C7: % Mushiyani Village electrification project implemented - street lights	No info	No info	No info	Tech	
C7: % Mushiyani Village electrification project implemented - village lights	No info	No info	No info	Tech	
C7: % Mushiyani Village electrification project implemented - strategic lights	No info	No info	No info	Tech	

KPI	Actual	Target	Intervention/ Worst	Department	Comments
C7: % of households with access to secure tenure		No info	No info	Tech	
I8: R-value general water maintenance	Needs to be revised			Tech	Actual to far from target
I8: % Ga-Maake road Resealing project implemented- roads graded		No info	No info	Tech	
I8: % Ga-Maake road Resealing project implemented - roads re-gravelled		No info	No info	Tech	
I8: % Ga-Maake road Resealing project implemented - roads tarred upgraded		No info	No info	Tech	
I8: % Ga-Maake road Resealing project implemented - maintenance		No info	No info	Tech	
I8: R-value repairs of Fire Services furniture and equipment	?				Not same as Vote number0680 = 350, Please investigate
I8: % Municipal buildings upgrade projects implemented		No info	No info	Tech	
I9: R-value spent on S&T - TS	Needs to be revised			Tech	Actual to far from target(budget)
I10:#hours planned interruptions - water		No info		Tech	

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