

Tsantsabane  
Municipality

# Quarter 2 – Performance Report

Mid Term Review  
2013 -2014

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# ***1. Introduction***

In this report we will discuss the status quo of Tsantsabane Municipality in terms of Performance management.

ZFM District Municipality assist Tsantsabane Municipality to conduct the SDBIP evaluation in February 2014. The results of the SDBIP will be discussed in detail of the report. The next assessment of the SDBIP 2013/14 will take place April 2014.

## 2. Key Considerations

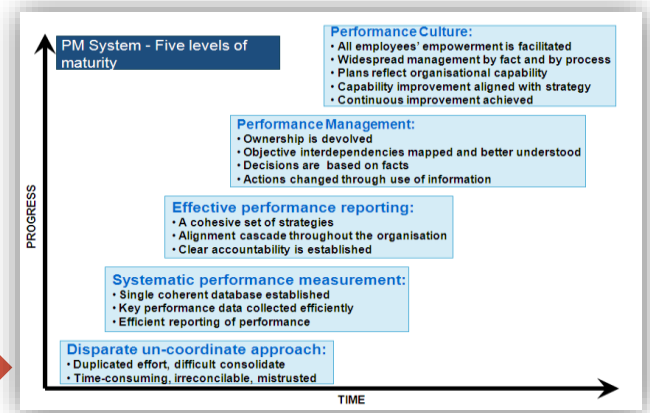
Performance Management is a new concept at Tsantsabane Municipality.

SDBIP evaluations took place for the first time at Tsantsabane Municipality during February 2014.

In terms of the Performance Management maturity level the municipality is currently at the level of a desperate and un coordinated approach meaning that the information available is difficult to consolidate, duplication of information, time consuming, irreconcilable and mistrusted.

For Tsantsabane municipality to reach the next level of maturity the municipality needs to

1. Approved the Performance Management system e-Perform
2. Approved the Key focus and key performance areas as work shopped September 2013 in the IDP.
3. Align the projects in the IDP with the Key focus and key performance areas.
4. Develop a Performance Management which is in line with the needs of the municipality.
5. Approved the Performance Agreements & Performance Plans of the Directors and Municipal Manager.
6. Establish an evaluation committee to determine bonuses of directors and municipal managers
7. Establish a culture of Performance management by having a workshop with key personnel and directors on the role and purpose of performance management.
8. Conduct performance assessments on the SDBIP and Performance Plans quarterly.
9. Report to council on the results or progress made on the evaluation of the SDBIP.



### **3. *Departmental Performance Overview***

Performance for the department is performance not fully effective due to lacking of evidence files.

Evidence was not available during the evaluation, the directors indicated that work was done but there was no evidence available to proof the statements made.

The district will assist the municipality with a one day workshop on the evidence needed for the assessments.

## **4. *Assessment Report: SDBIP***

Please find assessment report of the SDBIP for the Directorates. Please click on the objects to be displayed.

# 4.1 Office of the Municipal Manager

Municipality : Tsantsabane  
User : Jolene van Wyk

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**Selection Criteria**

Quarter :

KPA :

Ward :

Vote Sub Function :

Individual KPI :

Result :

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SDBIP Evaluation [2013/2014]

**Department: Office of the Municipal Manager / Office of the Municipal Manager [Municipal Manager - Municipal Manager]**

**Organisational KPA: Economic Growth and Development**

| Function  | Ward | Indicator   | Measure  | Type of Indicator | Environmental Factors | Baselines | Annual Target                                  | Target Date  | Q2             |  | Reason for Performance Status   | Remedial action taken | Evidence File Reference   |
|---|------|---|--|-------------------|-----------------------|-----------|--|--------------|----------------|--|---------------------------------|-----------------------|---------------------------|
|   |      |   |  |                   |                       |           |  |              | Target         | Actual                                   |                                 |                       |                           |
| <b>1. Ensure development of a credible integrated development Plan.</b> |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Normal  |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Executive & Council -> Executive  | 10   | 1. Approval of an MSA compliant IDP by Council (Annual Review) in March | 1  | Output            | Normal                |           | IDP reviewed and adopted                       | 30 June 2014 | N/A            | Not applicable will be measured in Q3    | N/A                             |                       | Q2 POE: Municipal Manager |
| <b>10. Ensure effective planning and project management</b>             |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Normal  |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Executive & Council -> Executive  | 10   | 1. Review and approval of LED Strategy                                  | Reviewed and approved LED Strategy             | Output            | Normal                |           | Reviewed and approved LED Strategy             | 30 June 2014 | N/A            | Evidence not available during assessment | Performance not fully effective |                       | Q2 POE: Municipal Manager |
| Executive & Council -> Executive  | 10   | 4. Review disaster management plan (linked to DME plan)                 | 1 x Disaster management plan reviewed          | Output            | Normal                |           | Reviewed Disaster Management Plan              | 30 June 2014 | N/A            | Evidence not available during assessment | Performance not fully effective |                       | Q2 POE: Municipal Manager |
| Executive & Council -> Executive  | 10   | 2. Develop a Spatial Development Framework                              | 1 x Spatial development framework              | Output            | Normal                |           | Development of Spatial Development Framework   | 30 June 2014 | N/A            | Not applicable will be measured in Q3    | N/A                             |                       | Q2 POE: Municipal Manager |
| Planning and development -> Planning                                    | 10   | Review and report on Equity Plan  | Reviewed Employment Equity by 31 December 2013 | Output            | Normal                |           | Reviewed Employment Equity by 31 December 2013 | 30 June 2014 | Not applicable | Evidence not available during assessment | Performance not fully effective |                       | Q2 POE: Municipal Manager |
| <b>2. Review LED Strategy</b>   |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Normal  |      |   |  |                   |                       |           |  |              |                |  |                                 |                       |                           |
| Executive & Council -> Executive  | 10   | 1. LED Strategy reviewed and adopted                                    | 1  | Output            | Normal                |           | Strategy reviewed and adopted                  | 30 June 2014 | N/A            | Evidence not available during assessment | Performance not fully effective |                       | Q2 POE: Municipal Manager |

## 4.2 Corporate Services

Municipality : Tsantsabane  
User : Jolene van Wyk

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**Selection Criteria**

Quarter :

KPA :

Ward :

Vote Sub Function :

Individual KPI :

Result :

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SOBIP Evaluation [2013/2014]

| Department: Corporate Services / Corporate Services [Director Corporate Services - Director Corporate Services] |      |   |   |                   |                       |   |  |              |  |  |                                 |   |                       |                           |
|---|------|---|---|-------------------|-----------------------|---|--|--------------|--|--|---------------------------------|---|-----------------------|---------------------------|
| Organisational KPA: Good Governance and Stakeholder Participation   |      |   |   |                   |                       |   |  |              |  |  |                                 |   |                       |                           |
| Function  | Ward | Indicator   | Measure   | Type of Indicator | Environmental Factors | Baseline                                | Annual Target  | Target Date  | Q2   |  | Result                          | Reason for Performance Status   | Remedial action taken | Evidence File Reference   |
|   |      |   |   |                   |                       |   |  |              | Target   | Actual   |                                 |   |                       |                           |
| 1. Ensure development of a credible integrated development plan.  |      |   |   |                   | Normal                |   |  |              |  |  | Performance not fully effective |   |                       |                           |
| Executive & Council - Executive   | 10   | 2. The completion and submission of Council resolutions to the Municipal Manager within 7 days after the meeting.   | Council resolution register - sign off register and acknowledgement of receipt of minutes | Output            | Normal                |   | Council Resolution submitted to MM within 7 days after meeting | 30 June 2014 | Council Resolution submitted to MM within 7 days after meeting | <ul style="list-style-type: none"> <li>Council resolutions distributed within 7 days after the meeting took place - Register available - acknowledgement of receipt</li> </ul> | Performance not fully effective | Q2 <ul style="list-style-type: none"> <li>Council resolutions distributed within 7 days after the meeting took place - Register available - acknowledgement of receipt</li> </ul> |                       | Q2 POE: Corporate service |
| 10. Improved Governance and accountability  |      |   |   |                   | Normal                |   |  |              |  |  | Performance not fully effective |   |                       |                           |
| Finance & Admin -> Human Resources  | 10   | 1. The keeping and completion of minutes of all meetings of the Council and its Committees. (Issue not later than one week after the meeting)   | Minutes issued within 7 days of meeting   | Output            | Normal                | Minutes issued within 7 days of meeting | Minutes issued within 7 days of meeting                        | 30 June 2014 | Minutes issued within 7 days of meeting                        | <ul style="list-style-type: none"> <li>Minutes distributed within 7 days after the meeting - Register (Acknowledgement of receipt)</li> </ul>                                  | Performance not fully effective | Q2 <ul style="list-style-type: none"> <li>Minutes distributed within 7 days after the meeting - Register (Acknowledgement of receipt)</li> </ul>                                  |                       | Q2 POE: Corporate service |
| Finance & Admin -> Human Resources  | 10   | 3. Ensure that all Council resolutions assigned to the Administration Segment receive attention within Five (5) working days after such decision is forwarded by the Municipal Manager. | Resolutions attended to within 5 days   | Output            | Normal                |   |  | 30 June 2014 | Resolutions attended to within 5 days                          | <ul style="list-style-type: none"> <li>Council resolutions not attended to within 5 days</li> </ul>  | Performance not fully effective | Q2 <ul style="list-style-type: none"> <li>Council resolutions not attended to within 5 days</li> </ul>  |                       | Q2 POE: Corporate service |
| 4.1.PMS development and implementation  |      |   |   |                   | Normal                |   |  |              |  |  | Performance not fully effective |   |                       |                           |
| Finance & Admin -> Human Resources  | 10   | 2. Performance Contracts in Place for MM and all SSB managers   | Signed Performance Contracts for MM, and all SSB managers                                 | Output            | Normal                |   | Signed Performance Contracts for MM, and all SSB managers      | 30 June 2014 | Signed Performance Contracts for MM, and all SSB managers      | <ul style="list-style-type: none"> <li>Performance agreements not in place for the Directors</li> </ul>  | Performance not fully effective | Q2 <ul style="list-style-type: none"> <li>Performance agreements not in place for the Directors</li> </ul>  |                       | Q2 POE: Corporate service |



## 4.3 Technical Services

Municipality : Tsantsabane  
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**Selection Criteria**

Quarter:

KPA:

Ward:

Vote Sub Function:

Individual KPI:

Result:

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**8DBIP Evaluation (2013/2014)**

**Department: Technical Services / Technical Services [Director Technical Services - Director Technical Services]**

**Organisational KPA: Financial Sustainability**

| Function  | Ward | Indicator           | Measure  | Type of Indicator | Environmental Factors | Baseline | Annual Target  | Target Date  | Q2  |        |                                 | Reason for Performance Status   | Remedial action taken  | Evidence File Reference |                         |
|---|------|---------------------|--|-------------------|-----------------------|----------|--|--------------|---|--------|---------------------------------|---------------------------------|------------------------|-------------------------|-------------------------|
|   |      |                     |  |                   |                       |          |  |              | Target  | Actual | Result                          |                                 |                        |                         |                         |
| <b>3. O &amp; M and capital projects management</b> |      |                     |  |                   | Normal                |          |  |              |   |        | Performance not fully effective |                                 |                        |                         |                         |
| Executive & Council - Executive                     | 10   | 2. Fleet Management | 1 - Number of cases identified where the policy was not honoured | Output            | Normal                |          | 1 - Number of cases identified where the policy was not honoured | 30 June 2014 | Ensure Technical Department staff adhere 100% with Municipal Vehicle Policy |        | Evidence not available          | Performance not fully effective | Evidence not available |                         | POE: Technical Services |

**Organisational KPA: Good Governance and Stakeholder Participation**

| Function                        | Ward | Indicator   | Measure   | Type of Indicator | Environmental Factors | Baseline | Annual Target  | Target Date  | Q2                           |  |                                 | Reason for Performance Status  | Remedial action taken | Evidence File Reference |
|---------------------------------|------|---|---|-------------------|-----------------------|----------|--|--------------|------------------------------|--|---------------------------------|--|-----------------------|-------------------------|
|                                 |      |   |   |                   |                       |          |  |              | Target                       | Actual   | Result                          |  |                       |                         |
| <b>2. O &amp; M Projects</b>    |      |   |   |                   | Normal                |          |  |              |                              |  | Performance not fully effective |  |                       |                         |
| Executive & Council - Executive | 10   | 1. General supervision of staff in Technical department | Attendance register of staff, and disciplinary cases; and meetings with staff | Outcome           | Normal                |          | Attendance register of staff, and disciplinary cases and meetings with staff | 30 June 2014 | General supervision of staff | No disciplinary cases, meetings held but no minutes and attendance register of meeting-attendance register available | Performance not fully effective | No disciplinary cases, meetings held but no minutes and attendance register of meeting-attendance register available |                       | POE: Technical Services |

**Organisational KPA: Physical Infrastructure and Energy Efficiency**

| Function  | Ward | Indicator   | Measure                                  | Type of Indicator | Environmental Factors | Baseline | Annual Target                  | Target Date  | Q2                             |   |                 | Reason for Performance Status | Remedial action taken | Evidence File Reference |
|---|------|---|--|-------------------|-----------------------|----------|--------------------------------|--------------|--------------------------------|---|-----------------|-------------------------------|-----------------------|-------------------------|
|   |      |   |  |                   |                       |          |                                |              | Target                         | Actual                                    | Result          |                               |                       |                         |
| <b>1. Managing &amp; Planning of Capital Projects</b> |      |   |  |                   | Normal                |          |                                |              |                                |   | Fully effective |                               |                       |                         |
| Executive & Council - Executive                       | 10   | Planning 1km new tar road & roads and storm water of End Street | 1- Tender documents on 1km new tar roads | Output            | Normal                |          | Completion of tender documents | 30 June 2014 | Completion of tender documents | Project 10% completed; evidence available | Fully effective |                               |                       | POE: Technical          |

# 4.4 Community Services

Municipality : Tsantsabane  
 User : Jolene van Wyk

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**Selection Criteria**

Quarter :

KPA :

Ward :

Vote Sub Function :

Individual KPI :

Result :

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8DBIP Evaluation [2013/2014]

**Department: Community Services / Community Services [Director Community Services - Director Community Services]**

**Organisational KPA: Good Governance and Stakeholder Participation**

| Function  | Ward | Indicator                                      | Measure                            | Type of Indicator | Environmental Factors | Baseline | Annual Target | Target Date  | GR                                 |                          |                                 | Reason for Performance Status   | Remedial action taken | Evidence File Reference       |
|---|------|--|------------------------------------|-------------------|-----------------------|----------|---------------|--------------|------------------------------------|--------------------------|---------------------------------|---------------------------------|-----------------------|-------------------------------|
|   |      |  |                                    |                   |                       |          |               |              | Target                             | Actual                   | Result                          |                                 |                       |                               |
| Management of libraries                                 |      |  |                                    |                   |                       |          |               |              |                                    |                          |                                 |                                 |                       |                               |
|   |      |  |                                    |                   | Normal                |          |               |              |                                    |                          |                                 | Performance not fully effective |                       |                               |
| Community & Social Services -> Libraries and activities | 10   | Report on transgression on By Laws             | Report on transgression on By Laws | Output            | Normal                |          | 4 x reports   | 30 June 2014 | Report on transgression on By Laws | • Evidence not available | Performance not fully effective | GR<br>• Evidence not available  |                       | GR<br>POC: Community Services |
| Community & Social Services -> Libraries and activities | 10   | Report to council on transgressions on By Laws | 4 Reports and council resolutions  | Output            | Normal                |          |               | 30 June 2014 | Reports and council resolutions    | • Evidence not available | Performance not fully effective | GR<br>• Evidence not available  |                       | GR<br>POC: Community Services |

**Organisational KPA: Institutional Transformation**

| Function                                 | Ward | Indicator                      | Measure                              | Type of Indicator | Environmental Factors | Baseline                             | Annual Target                        | Target Date  | GR                                   |                            |        | Reason for Performance Status    | Remedial action taken | Evidence File Reference       |
|--|------|--------------------------------|--------------------------------------|-------------------|-----------------------|--------------------------------------|--------------------------------------|--------------|--------------------------------------|----------------------------|--------|----------------------------------|-----------------------|-------------------------------|
|  |      |                                |                                      |                   |                       |                                      |                                      |              | Target                               | Actual                     | Result |                                  |                       |                               |
| 2. To improve the institutional capacity |      |                                |                                      |                   |                       |                                      |                                      |              |                                      |                            |        |                                  |                       |                               |
|  |      |                                |                                      |                   | Normal                |                                      |                                      |              |                                      |                            | N/A    |                                  |                       |                               |
| Finance & Admin -> Human Resources       | 10   | Fill critical vacant positions | All critical positions filled = 100% | Output            | Normal                | All critical positions filled = 100% | All critical positions filled = 100% | 30 June 2014 | All critical positions filled = 100% | • N/A to be measured in Q3 | N/A    | GR<br>• N/A to be measured in Q3 |                       | GR<br>POC: Community Services |

**Organisational KPA: Physical Infrastructure and Energy Efficiency**

| Function                               | Ward | Indicator                           | Measure  | Type of Indicator | Environmental Factors | Baseline | Annual Target | Target Date  | GR                                  |                          |                                 | Reason for Performance Status  | Remedial action taken | Evidence File Reference       |
|--|------|-------------------------------------|--|-------------------|-----------------------|----------|---------------|--------------|-------------------------------------|--------------------------|---------------------------------|--------------------------------|-----------------------|-------------------------------|
|  |      |                                     |  |                   |                       |          |               |              | Target                              | Actual                   | Result                          |                                |                       |                               |
| Management of public health facilities |      |                                     |  |                   |                       |          |               |              |                                     |                          |                                 |                                |                       |                               |
|  |      |                                     |  |                   | Normal                |          |               |              |                                     |                          | Performance not fully effective |                                |                       |                               |
| Environmental Protection -> Other      | 10   | Weekly cleaning of public amenities | 52 Reports - Weekly cleaning of public amenities | Output            | Normal                |          | 52 Reports    | 30 June 2014 | Weekly cleaning of public amenities | • Evidence not available | Performance not fully effective | GR<br>• Evidence not available |                       | GR<br>POC: Community Services |

## 4.5 Financial Services

Municipality : Tsantsabane  
User : Jolene van Wyk

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**Selection Criteria**

Quarter :

KPA :

Ward :

Vote Sub Function :

Individual KPI :

Result :

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**8DBIP Evaluation (2013/2014)**

**Department: Finance / Finance [Chief Financial Services Officer - Chief Financial Officer]**

**Organisational KPA: Financial Sustainability**

| Function  | Ward | Indicator  | Measure   | Type of Indicator | Environmental Factors | Baseline | Annual Target                                    | Target Date  | Q2  |        |  | Reason for Performance Status   | Remedial action taken               | Evidence File Reference  |                 |
|---|------|--|---|-------------------|-----------------------|----------|--|--------------|---|--------|--|---------------------------------|-------------------------------------|--|-----------------|
|   |      |  |   |                   |                       |          |  |              | Target  | Actual | Result   |                                 |                                     |  |                 |
| 1. Ensure accurate and timely Reporting and Planning. |      |  |   |                   |                       |          |  |              |   |        |  |                                 |                                     |  |                 |
| Normal  |      |  |   |                   |                       |          |  |              |   |        |  |                                 |                                     |  |                 |
| Executive & Council - Executive                       | 10   | 1. Monthly budget control Reconciliation of general ledger accounts with submission of sec 7 reports | 12 - Section 71 reports submitted to Treasury   | Output            | Normal                |          | Section 71 reports submitted to Treasury         | 30 June 2014 | Monitor monthly sec 71 for 3 months             | 4      | Section 71 reports compiled and Monthly Budget reconciliation (sent to Treasury - 28 November, 07 October - July 2013, 18 November 2013, August 2013, 01 October 2013 - Sept 2013, 12 December 2013 - October 2013, 18 December 2013, 15 January - December 2013 | Fully effective                 |                                     |  | 02 POC: Finance |
| Executive & Council - Executive                       | 10   | 2. Submission of finance related annual report matters prescribed by the MPMA by 31 January 2013.    | 1- Annual Report submitted and table to Council | Output            | Normal                |          | 1 - Annual Report submitted and table to Council | 30 June 2014 | N/A   |        | Not applicable to be measured in Q2  | N/A                             | Not applicable to be measured in Q2 |  | 02 POC: Finance |
| Executive & Council - Executive                       | 10   | 3. MPMA quarterly reports to Council, National Treasury, Provincial Treasury                         | 4 - Quarterly report to Treasury                | Output            | Normal                |          | 4 Quarterly reports submitted                    | 30 June 2014 | 2 not Quarterly report submitted by 31 Dec 2012 | 4      | Borrowing Monitoring quarterly was not submitted for Q1, Q2 all reports were submitted to Treasury   | Performance not fully effective |                                     | Borrowing Monitoring quarterly was not submitted for Q1, Q2 all reports were submitted to Treasury | 02 POC: Finance |

## **5. Conclusion**

It is evident that the culture for performance management is still at implementing phase. By implementing the recommendations the municipality will eliminate audit queries this year and will be in a position to answer queries relating to Performance management.

## **6. *Recommendations***

1. We would like to make the following recommendations to Tsantsabane Municipality
2. Approved the Performance Management system – e Perform
3. Approved the Key focus and key performance areas as work shopped September 2013 as a Chapter in the IDP.
4. Align the projects in the IDP with the Key focus and key performance areas.
5. Develop a Performance Management which is in line with the needs of the municipality.
6. Approved the Performance Agreements & Performance Plans of the Directors and Municipal Manager.
7. Establish an evaluation committee to assess the performance of directors and municipal manager.
8. Establish a culture of Performance management by having a workshop with key personnel and directors on the role and purpose of performance management.
9. Conduct performance assessments on the SDBIP and Performance Plans quarterly.
10. Report to council on a quarterly basis the results or progress made on the evaluation of the SDBIP.

**Readers Notes**

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