

Abstract

Performance management is highly regarded as an appropriate method to measure performance at work place in various sectors. This form of performance measurement has a history of effectiveness in the private sector and is now being practiced in the public sector organisations such as local municipalities.

Through the Municipal Systems Act (2000) and the White Paper on the Transformation of the Public Service (2005), the Department of Local Government (DPLG) advocates for performance management systems to be developed in all municipalities in the country, with the objective of realising meaningful service delivery with dedicated staff accountable to their work as prescribed in their performance contracts.

Performance management helps organisations link their objectives to their strategic goal. It also helps employees to realise their potential to succeed in realising organisational objectives as well as helping to identify employee's weaknesses on certain capabilities that might be lacking in an individual.

Declaration

I declare that this research report is my own, unaided work. It is being submitted in partial fulfilment of the requirements for the degree of Master of Management in the field of Public and Development Management in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

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Glossary of terms

Performance Management System (PMS): is a tool used in both public and private sector institutions for measuring and tracking progress on performance.

Local Government: is a layer of state governance where state power is decentralised to the lower level of authority.

Legislative Framework: this a policy framework enacted by country parliament to serve as a state directive to regulate activities of the state that serves the needs and interest of the people.

Constitution: is the national supreme law of each country that determines regulation and control procedures in all sectors of the country.

Reconstruction and Development Programme: a social directive programme developed by the African National Congress aimed at redressing the injustices by previous state machinery and setting up policy directives in the provision of basic needs for South Africans.

BathoPele Principles: a Sotho expression meaning people first; also inspired by the RDP principles. BathoPele advocates for courtesy, transparency, redress and other democratic values as envisioned in the White Paper on the Transformation of Local Government in South Africa.

Integrated Development Plan (IDP): As defined in the Systems Act (2000) it is a process through which municipalities together with its constituencies, various stakeholders, interested and affected parties compile a strategic planning instrument for municipality.

Total Quality Management: TQM as shortened refers to a performance measure concerned with the entire organisation, including individual employees.

Imbizo: a social community gathering where community leaders host politicians, mostly parliamentarians, to help answer questions regarding progress of service delivery issues.

List of abréviations

CBO	Community Based Organisation
CDI	Civil Society Development Initiatives
DM	District Municipality
DPLG	Department of Local Government and Housing
GSDM	Greater Sekhukhune District Municipality
HRDP	Human Resources Development Policy
IDP	Integrated Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LG	Local Government
LM	Local Municipality
LPGDS	Limpopo Provincial Growth and Development Strategy
MSA	Municipal Systems
PCC	Phakgamang Development Centre
PFHRDM	Policy Framework on Human Resource Performance & Development
PMF	Performance Management Framework
PMS	Performance Management Systems
PMSF	Performance Management Strategic Framework
PRC	Presidential Review Commission

RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SMC	Simeka Management Consulting
SWOT	Strengths Weaknesses Opportunities and Threats
TQM	Total Quality Management
VFM	Value for Money
WTPS	White Paper on the Transformation of the Public Service Act
WLP	White Paper on Local Government

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