

Generic KPIs and targets for Municipal Manager and Directors

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MUNICIPAL MANAGER

The performance objectives, KPI's, annual targets and risks in the following table are applicable to the Municipal Manager:

Perf Objectives	Key Performance Indicators	Targets
09-0001: Liaison with business role-players	Annual event with local business held	Yes (before end of June)
09-0003: Sound management	Number of monthly management meetings held	At least 10 p.a.
09-0004: Legally compliant procurement	Number of appeals against the municipality regarding the awarding of tenders that were upheld	0 maximum
09-0005: Performance and financial monitoring	Number of monthly performance and financial assessments done	At least 10 p.a.
09-0006: Annual report compilation and approval	Annual Report as required by MFMA (121) tabled	Yes (annually by end of January)
	Annual Report as required by MFMA (121) approved	Yes (annually by end of March)
09-0007: Council decision implementation	% of due council decisions initiated	100%
09-0008: Monitoring the IDP / Budget process	Number of months that the IDP / Budget process schedule were checked	At least 10 p.a.
09-0009: Functional macro-structure maintained	Annual review of the macro-structure completed	Yes (before end of June)
09-0012: LED fund management	% of the LED funds actually spent	90% for the year
10-0040: MFMA Section 131(1): Ensure that any issues raised by the Auditor-General in an audit report are addressed	% of issues raised by the Auditor-General in an audit report addressed	100%
14-0026: General KPI: Jobs created through Municipality's LED initiatives including capital projects	Number of jobs created through Municipality's capital project (contracts > R200 000)	100 for the year
14-0029: General KPI: % of capital budget spent on IDP projects	% of capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's IDP (% of capital budget spent)	Between 90%% and 105%

DIRECTORS

The performance objectives, KPI's and targets in the following table are on a management level and are applicable to all the directors:

Perf Objective	KPI	Target
Capital expenditure in line with budget and time frames	% of capital budget spent	Between 90% and 105%
Capital project implementation	Average % completion of capital projects	90% for the year
Operating expenditure in line with budget and time frames	% of operating budget spent	Between 90% and 100%
Workforce training roll-out	% of planned training sessions according to the Workplace Skills Plan realised	100%
Council decision implementation	% of due council decisions initiated	100%
Performance and financial monitoring	Number of monthly performance assessments and reconciliation of departmental records of expenditure with finance records done	At least 10 p.a.
Annual report inputs provided by departments	Departmental input to the annual report submitted by due date	Yes
Budget inputs provided by departments	Budget requests provided to financial department in accordance with the budget time schedule	Yes
Assignments from the municipal manager completed	Number of written warnings received from municipal manager	0 maximum
Correspondence addressed in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%
Equal employment opportunity management	% of employment opportunities applied for appropriate equity appointments	75%
Procurement in line with legal process	% compliance with SCM policy with the exception of approved deviations	100%
Audit issues resolved	% internal audit queries for which an action plan was submitted within 10 working days	90%
	% internal actions implemented within agreed time frame	100%
	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%
	% of Auditor General's findings implemented within agreed time frame	100%

Perf Objective	KPI	Target
Risk identification and control implementation	Confirmations of risk assessment done	Yes (bi-annually by November and May)
	% of Risk Action Plans implemented in accordance with the agreed time frame	100% (bi-annually by November and May)
	Chief Risk Officer / Internal Audit informed of any newly identified risks	Yes (monthly)
	Chief Risk Officer / Internal Audit informed of any changes in work procedures	Yes (monthly)
	Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)	Yes (monthly)
Invocoms held	Number of invocoms held	At least 10 p.a.
Average duration of vacancies reduced	Average duration of vacancies after decision was taken by management to fill the post	3 months maximum
Productive workforce	% of person days lost per month due to sick leave	4% pm maximum
EPWP monitoring (not applicable to Financial Services)	Number of Full Time Equivalents (FTE's)* for the financial year FTE: (Full Time Equivalent): Total people (workers) x person days of work (total days worked) divided by 240 gives you total FTE	103 for the whole organisation (DORA target for 2017/18 = 53)
	Number of work opportunities created during the financial year	296 for the whole organisation
Assets safeguarding	A condition assessment and a review of the remaining useful life of all assets in the department done and a certification in this regard provided to the Head Asset Management.	Yes (by June annually)
	All moveable assets that became unusable or that were lost or stolen reported immediately in the prescribed manner to the Head: Asset Management	Yes
Communication Strategy implementation	All planned communication activities for the next financial year in terms of the Communication Strategy submitted to the Director Corporate Services	Yes (annually by end of May)
	Number of reports on all communication activities undertaken by the department submitted to the Director Corporate Services	1 per quarter
Issuing of safety clothing	All safety clothing issued	Yes (by end of March)
Spending of grants	% spending of grants	100% (by end of June)

Other KPIs and targets for Directors

Over and above the performance objectives, KPI's and targets in the preceding table, the undermentioned are only applicable to the specific directors, as indicated:

Perf Objective	KPI	Target
Director Civil Engineering Services		
14-0023: General KPI: Households with access to basic level of water, sanitation and solid waste removal	% of urban households with access to at least piped (tap) water within 200m from dwelling	100%
	% of urban households with access to at least a flush toilet, chemical toilet or pit toilet with ventilation (VIP)	100%
	% households registered for refuse removal service which receive a service once a week	100%
15-0007: Availability of bulk services (civil) for all projects on the housing pipeline	If bulk services (civil) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
16-0003: Adherence to septic tank prescriptions of Department of Water and Sanitation with respect to Grotto Bay, Jakkalsfontein and Tygerfontein	Depending on the number of development opportunities in Grotto Bay, Jakkalsfontein and Tygerfontein determined by Development Services, determine the risk of the pollution of ground water and report to the Management Team.	By February 2017
<i>Note: Added as a result of Item 3.3 of the Special Council Meeting of 26 May 2016 (paragraph (q) of the Resolution).</i>	Have discussions with the different home owners associations before Department of Water and Sanitation's prescriptions are enforced.	By April 2017
Director Electrical Engineering Services		
14-0024: General KPI: Households with access to basic level of electricity	% of urban households with access to electricity	100%
15-0009 Availability of bulk services (electrical) for all projects on the housing pipeline	If bulk services (electrical) are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
Director Development Services		
10-0024: Availability of bulk services for all projects on the housing pipeline	If bulk services are not available for any one of the projects on the housing pipeline, has the planning and budget process for the provision of bulk services commenced?	Yes (annually by October)
16-0008: Adherence to septic tank prescriptions of Department of Water and Sanitation with respect to Grotto Bay, Jakkalsfontein and Tygerfontein.	Determine the number of development opportunities in Grotto Bay, Jakkalsfontein and Tygerfontein and report to the Management Team.	By December 2016
<i>Note: Added as a result of Item 3.3 of the Special Council Meeting of 26 May 2016 (paragraph (q) of the Resolution).</i>		

Perf Objective	KPI	Target
Director Financial Services		
09-0096: General KPI: Ensure general financial viability	% Outstanding service debtors to revenue = $B \div C$ <i>B represents total outstanding service debtors</i> <i>C represents annual revenue actually received for services</i>	Norm = 20%
	Cost coverage = $(B+C) \div D$ <i>B represents all available cash at a particular time</i> <i>C represents investments</i> <i>D represents monthly fixed operating expenditure</i>	Norm = 1-3 Months
	% Debt coverage = $(B-C) \div D$ <i>B represents total operating revenue received</i> <i>C represents operating grants</i> <i>D represents debt service payments (i.e. interest + redemption) due within the financial year</i>	Norm = 45%
14-0025: General KPI: Households earning less than R4 515 per month with access to free basic services	% of indigent households* with access to free basic services * Households owning properties with municipal valuations of R115 000 or less OR households earning less than R4 515 per month	100%
Director Corporate Services		
14-0013: Communication Strategy implementation	Submit a consolidated report on all communication activities in terms of the Communication Strategy to the Management Team	Yes (annually by end of August)
14-0027: General KPI: People from employment equity target groups employed	% of PDI's appointed for the month in terms of the Municipality's approved employment equity plan	70%
14-0028: General KPI: % of the budget spent on implementing the work place skills plan	% of the Municipality's salary budget spent on implementing its workplace skills plan (cumulative)	1%
16-0009: General KPI: Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed	Yes (by end of November)
Director Protection Services		
16-0004: Effective monitoring of informal settlements	Develop a strategy for the monitoring of informal settlements and submit to Mayoral Committee for approval	By end of October 2016
	Complete an implementation plan	By December 2016
	Report to Management on the number of <u>new</u> informal dwellings / structures (including backyard dwellings / structures erected)	Yes - monthly
16-0005: Improve community safety	Develop an Integrated Crime and Safety Plan and submit to Mayoral Committee for approval	By end of June 2017
16-0006: Establishment of a Municipal Court	Investigate the financial viability and sustainability of a Municipal Court	By end of November 2016
	If found financially viable and sustainable, complete all	By November 2017

Perf Objective	KPI	Target
	administrative procedures for the establishment of the Municipal Court	
16-0007: Establishment of a land management unit	Land management unit established and operational	By March 2017

KPIs and targets for Division Heads

Arendse, Vessie - Manager: Human Settlements (Development Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Housing (Weight = 100%)				
09-0122	Effectively administer Council resources	% of flats allocated within one month after being vacated	100%	
09-0123	Provide an effective and client orientated housing service	% of available housing funds spent	100%	
		% contractors paid within 30 days from receiving a certified invoice	100%	
09-0124	Ensure that housing access is provided in line with planning	Number of top structures completed		
		Number of serviced sites completed		
09-0125	Support disaster victims on a continuous basis - Support disaster victims in cases where houses were totally destroyed	% disaster victims supported Application for funds submitted	100.0% Yes	
		If funds were provided, % of disaster victims supported	100%	
09-0127	Maintain functional structures to address housing issues	Number of housing committee/ site/ technical meetings held	20	for the year
09-0129	Ensure that all new home owners are informed and aware of responsibilities and rights	Number of training sessions held	10	for the year
09-0130	Develop a Human Settlement Plan	Housing pipeline reviewed and submitted to Council	Yes	Annually by March May
New KPI	Ensure up to date policies	Human Settlement Plan reviewed	Yes	Annually by end of May
		Housing allocation policy reviewed	Yes	Annually by end of May
New KPI	Guidance and training	Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Respond to complaints in respect of rental stock	% of complaints responded to within 7 days	100%	
New KPI	Housing Programmes in the Swartland area	Number of engagements with DHS with regards to implementation and evaluation of housing development projects	8	for the year
		% transfer of ownership (Title deeds) completed	80%	of houses/ service sites handed over to beneficiaries
New KPI	Performance of contractors	Number of site meetings held with contractor and report submitted to director	10	for the year

Balie, Hillary - Manager: Community Development (Development Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Community Development (Weight = 100%)				
09-0114	Promote the development of child facilities	Number of capacity building sessions with ECD organisations in the Swartland municipal area	6	for the year
		Number of quarterly reports submitted on the implementation of capacity building interventions/ sessions	1	per quarter
		Number of unregistered facilities assisted to register their facilities	12	for the year
		Number of M&E done at Childcare facilities in collaboration with DSD	12	for the year
		Number of forum and committee planning meetings	12 1	for the year per quarter
09-0115	Promote the capacity of young adults	Number of youths from the Swartland community assisted to access economy and creating exit opportunities	3000 4000	for the year
		Number of youths from the Swartland community who entered into job opportunities with assistance from the Youth Office	20 30	for the year
		Number of training, internship and learnership opportunities in collaboration with other Departments with assistance from the Youth Office	3	for the year
09-0116	Promote access to social development services for vulnerable people	Number of people reached through government services at the Ilinge Lethu Thusong centre	500 700	per month
		Number of Thusong Mobile Outreaches implemented in the Swartland municipal area	5	for the year
		Number of monthly follow-ups on number of referrals from the Thusong Programme in collaboration with the CDW's Number of monthly follow-ups and referrals from the Community Development Division to other stakeholders and Government departments	5 50	per month
		Number of life skills programmes	30	for the year
		Number of home gardens established in collaboration with Food Basket for Africa in towns (Darling, Riebeeck West and Abbotsdale) by end of June	10	for the year
		Progress reports and financial statements from organisations benefiting from the Municipality's subsidy allocation submitted	Yes	Annually by May
09-0118	Support Local Economic Development through skills development	Number of entrepreneurship training workshops held by referring existing businesses to SEDA and NYDA	2	for the year
		Report on the impact of training workshops which caused an increase in income and quality of life of participants submitted	Yes	Annually by August

Ref	Perf Objective	KPI	Target	Target Description
13-0004	Promote the coordination of social development	Number of meetings held with Social Development Forum	4	for the year
		Number of LDAC meetings and workshops held (Eunomia)		
		Report on the implementation and/or progress on goals set by the Swartland Social Development Forum	Yes	Annually by end of March-June
		Number of meetings held with Executive Council of Stakeholders (RSEP) to implement community projects in collaboration with sector representatives	4	for the year
16-0001	Support the coordination of disaster management	Report submitted on socio-economic assessments done in the Swartland Municipal area	3 1	per quarter per month on assistance
New KPI	Ensure up to date policies	Social development policies and strategies reviewed	Yes	Annually by May
New KPI	Guidance and training	Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Swartland community needs and assets assessment	Number of division meetings held	10	for the year
New KPI	Partnerships and agreements	Formal agreements set up with partners for social development, namely Department of Social Development	Yes	Annually by June
New KPI	Provide community and social development specialist knowledge	Number of meetings held i.r.o. the coordination of the municipality's internal social development committee	1	per quarter

Beneke, Arina - ManagerHead: Asset and Fleet Management (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Asset, Insurance and Vehicle Management (Weight = 100%)				
09-0259	Continuously report on and monitor insurance claims and general control accounts	Number of monthly reports compiled according to policy Number of reports on claims: Number of new claims Number of outstanding claims Number of completed/rejected claims	3	per quarter
		Accident committee meeting held to determine accountability and recovering of access payments	Yes	
09-0266	Ensure the effective management of assets	Annual asset stock taking completed Asset verification process completed	Yes	by end of February Annually by end of November
13-0002	Properly manage vehicle expenditure	Number of meetings held with each director	10	for the year
		First draft budgets completed and submitted to CFO	Yes	by end of October
New KPI	Continuously report on and monitor asset and fleet management	Number of asset and fleet management meetings held	1	per quarter
New KPI	Compile vehicle budget	Directors assisted with identification of vehicles to be replaced	Yes	Annually by end of October
		First draft budgets completed and submitted to CFO	Yes	Annually by end of October
New KPI	Ensure up to date policies	Asset management policy and vehicle management policy reviewed	Yes	Annually by end of January
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and the director	Yes	Annually by end of September
		Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Ensure effective management of assets	New assets updated on Excel spread sheet (to be finalised with year end to financial system)	Yes	
		List of assets proposed for disposal submitted to MAYCO for approval	Yes	Annually by end of November or February
		Auction process of assets overseen (e.g. that only assets approved by the MAYCO for disposal are submitted for the auction and that all the papers of the assets are in order)	Yes	Annually by end of November or February
		Year end process: Asset register on financial system updated (impairments, residuals, review of useful life, depreciation, disposals, unbundling, new assets and condition assessment)	Yes	Annually by August
New KPI	Manage and update finance and operating leases on lease register	Lease register updated	Yes	Annually
New KPI	Supply statistical information	Number of months that the Electronic mGRO questionnaire was completed on the mGAP system	1	per quarter

Brand, Nicolette - Manager: Secretariat and Record Services (Corporate Services)

Ref	Perf Objective	KPI	Target	Target Description
KPA: Secretariat and Record Management (Weight = 100%)				
09-0064	Ensure an effective secretariat service to Council, Mayoral Committee and ward committees	Number of Council agendas distributed according to policy (i.e. 48 hours in advance)	1	per quarter
		Number of EMC agendas distributed according to policy (i.e. 24 hours in advance)	3	per quarter
		Number of reports on decisions and appeals in terms of s62 MSA and municipal planning by - law	10	for the year
		Number of ward committee agendas distributed monthly at least 7 working days before the meetings	8	for the year
09-0065	Ensure the timely distribution of resolutions to appropriate officials	Average number of days to distribute EMC, Council and ward committee resolutions according to policy	7	maximum
09-0084	Improve access to municipal policies and bylaws	Annual review of policy register completed Policy register (council decisions) and by - law register updated	Yes	Annually by end of June
11-0001	Ensure that council minutes are placed on the Municipality's website	Council minutes placed on the Municipality's website within 5 working days after the council meeting	Yes	
KPA: Secretariat and Record Management (Weight = 100%)				
09-0066	Ensure that ward committees are continually engaged	Number of ward committee meetings held	36	for the year
KPA: Secretariat and Record Management (Weight = 100%)				
09-0069	Appropriately manage the filing system	Update of master copy completed	Yes	Annually by June
09-0070	Adequately distribute all incoming correspondence	% of incoming mail referred within 48 hours	80%	
09-0071	Manage archives in a legally compliant manner	Number of inspection reports submitted	1	per quarter
11-0002	Ensure the disposal of records according to Disposal Authorities issued by the Provincial Archivist	Disposal of records according to Disposal Authorities	Yes	Annually by June
New KPI	Ensure up to date policies	Policies reviewed in terms of pre-determined schedule	Yes	Annually by end of June
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
		Awareness and induction training regarding records management	Yes	
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Bid Committee administration	Notified responsible officials of the expiry of multi year tender contracts by utilising automated systems	Yes	
New KPI	Ward committee administration	Number of reports submitted to government authorities on ward committee activities	1	per quarter
New KPI	Ensure safety of records	Fire safety measures in archives implemented	Yes	By end of June 2018
New KPI	Compliance with the Promotion of Access to Information Act (PAIA)	s32 Report submitted to SAHRC	Yes	Annually by end of April
		s15 Notice published in Government Gazette	Yes	Annually by end of June
New KPI	Performance of contractors	Number of reports submitted to director on performance of contractors	10	for the year
New KPI	Correspondence addressed in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%	per month average
New KPI	Inform staff	Number of invocoms	1	per quarter

Bruwer, Freddie - Manager: Cleaning Services (Civil Engineering Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Cleaning Services (Weight = 100%)				
09-0051	Ensure that all Swartland residents have access to a high quality and continuous refuse removal service	Number of legitimate complaints regarding refuse removal	5	per month maximum
09-0055	Manage waste sites in an environmentally sensitive manner	% of waste sites that complies with legal requirements and standards All sites except highlands monitored by external auditors	80% Yes	Annually by April
		Proposed actions for implementation and budgeting reported to Council	Yes	Annually by April
09-0056	Continuously monitor the Highlands site	Number of quarterly monitoring meetings held Number of monitoring done by external auditors (Highlands)	1	per quarter
09-0057	Promote a clean environment through recycling	% of quarterly recycling target met	27% 15%	pm average of weight of refuse received, diverted and recycled
09-0058	Clean all municipal roads to an acceptable standard	Number of legitimate written complaints regarding dirty roads received	5	per month maximum
New KPI	Ensure up to date policies	Integrated Waste Management Plan reviewed	Yes	Annually by end of May
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Western Cape Waste Forum	Number of representations by the Swartland Municipality on the Western Cape waste Forum and any meeting concerning solid waste.	1	per quarter
New KPI	Report to Province	Number of reports concerning Solid Waste data /Statistics on all landfill sites submitted to Provincial Government	3	per quarter

Cilliers, Susan - Manager: Financial System administrator (Financial Services)

Ref	Perf Objective	KPI	Target	Target Description
KPA: Supply Chain Management (Weight = 100%)				
New KPI	Manage user sessions on the Financial System	Report on managing of user sessions on the Financial System (menu setup and changes) - User and security codes - Unlock and change of passwords	Yes	Quarterly
New KPI	Manage user support: Solve user requests and problems reported on the Financial System	% of requests for problem solving lodged with Helpdesk resolved within 48 hours	90%	
		% of request for new developments on Promun and the testing thereof completed	100%	Quarterly
New KPI	Train and support users on the Financial System	Provide users with support and guidance when discussing required enhancements to programs of the Financial System	Yes	Monthly reporting to CFO, inclusive of training schedules signed-off by affected key staff
		% of request for training of new and existing users with regards to the Promun system and the use of Excel and pivot tables for reporting purposes with monthly reporting to CFO (proof of attendance signed off by the affected parties)	100%	Monthly
		Specific training modules according to the various financial functions compiled and reviewed	Yes	Report to CFO annually before the end of June
		Promun training document submitted to HR to identify training needs within the municipality	Yes	At least twice per financial year
New KPI	Manage continuous improvement to the Financial System	Number of own programs developed in conjunction with relevant users on Financial System successfully implemented and signed off by relevant Financial heads	1	per year
		Were all financial program and system changes documented and logged with Helpdesk and coordinated, tested (in test environment if necessary), finalised and reported to CFO	Yes	Bi-annually in December and before the end of June
		Financial System workgroup sessions attended to register and discuss improvements/modifications with the User group	Yes	Annually with formal feedback report to CFO within 5 working days after user group
New KPI	Accurate and completeness of electronic payments	Balance and verify electronic payments (Pay@) from vendors into the Financial Database after the import of the file sent by Pay@ via FTP	Yes	Monthly
New KPI	Accurate and completeness of vehicle costing integration	First Auto/ABSA vehicle costing file downloaded, tested and balanced prior to importing into Financial system	Yes	Monthly with exception reported to Head
		Test correctness and integrity of data prior to updating data to the Financial System for monitoring by the Head: Assets and Fleet	Yes	Monthly

Ref	Perf Objective	KPI	Target	Target Description
New KPI	Effective execution and monitoring of ACB payment process	Administer ACB applications received from the Head: Credit Control and capture new applications and/or make changes on Financial System accordingly	Yes	Monthly
		Import data regarding the ACB run from the Financial System to the Burofocus System and manage the imported transactions and the rejected transactions from Burofocus by ensuring that current controls are effective	Yes	Monthly
New KPI	Effective completion of month-end procedure	Month-end procedure completed successfully within 5 working days from the first working day of the month during which period challenges must be identified proactively and communicated to CFO or applicable functionary Head to prevent incorrect accounts: - Update of batches - Generating of meter reading reports and final meter readings - Set up system with Interest Rate % and done interest raising on all outstanding balances - Monthly debit raising on Housing, sundries and consumers - Final account analysis, group accounts, debit credit batches and updates - Processing of consumer accounts and layout accounts - Create email accounts of consumers and the distribution thereof - Create balance reports to Mr Gerber and the Budget office for the check of the balance of the system as well as the reports for the staff - Setup of flags for the meter readings to get imported in system	Yes	Within 5 working days from the first working day of the month
		Manage and handle the process of copying the Financial system monthly to Admin system	Yes	
		Manage and handle the procedure of: - Creating accounts - Sending of same via email to consumers with email addresses - Sending notices	Yes	
New KPI	Availability of management and Audit information	Audit reports created and placed in month-end folder	Yes	Monthly
New KPI	Accuracy and completeness of Credit control process	Setup and print of final notices for outstanding debt	Yes	Quarter 1 and 2
		Handover of outstanding debts	Yes	Quarter 3 and 4
		Administer data flow between Financial System and legal suite; and/or between Financial and Collab systems	Yes	

Ref	Perf Objective	KPI	Target	Target Description
New KPI	Accuracy and completeness of Annual Debit Raising	Completion of annual debit raising procedure - annual debit raising - report for the chief clerk: rates to reconcile to the valuation roll	Yes	Annually by June
		Completion of interim valuation debit raising procedure - interim debit raising - report for the chief clerk: rates to reconcile to the valuation roll	Yes	Bi-annually by December and June
New KPI	Accuracy and completeness of Year-end process	Year-end procedure completed successfully (detail to be added) - Handle the changes of all the yearly tariffs stipulated by the Council's tariff file - Changing of the virement period for budget office - Generate reports at year end for Auditors and reconciliation purposes	Yes	Annually by July inclusive of a workshop to clarify process and requirements
		Handle the accounting period end	Yes	Annually after completion of the AG's audit
New KPI	Effective Setup/Maintenance of system	User manuals prepared and updated for all the processes required for the proper utilisation of all the facilities in Financial Systems and arranged ongoing training and monitoring to ensure the full and proper use of the Systems	Yes	Annually by June and submitted to CFO for sign-off
		Were any problems experienced or complaints received due to the lack of maintenance or incorrect setup (out of balance report igl998)	No	Report generated and submitted to relevant Head
		Manage and handle all setup changes to the Financial system programs provided by the Financial System Provider	Yes	Signed-off report on a ll new or revised software changes
		Extract information from database as required from Management (ODBC) and assisted users with extraction of information from database (ODBC)	Yes	Provide reports in practical usable formats
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Uniterrupted financial system support	Identify and train suitable officials to execute system administration function in absence of Manager	Yes	Monthly supported by progress report to CFO or Head
New KPI	Performance of service provider of Financial System	% of queries issued and development requests completed by R-data inclusive of the management of service hours by R-Data staff whether on-site or remote access	95%	Report deviations to CFO and enforce SLA

De Jongh, Sunet - Senior Manager: Human Resource Services (Corporate Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Human Resource Services (Weight = 100%)				
09-0089	Ensure the efficient and timely administration of appointments	% external appointments made within 3 months after advertising	75.0%	
09-0092	Keep the organogram up to date	Review of the organogram completed and submitted to Council	Yes	Annually by end of June
09-0093	Keep human resource policies up to date	Status report on reviewed policies in terms of pre-determined schedule submitted to Director Corporate Services	Yes	Annually by end of October
09-0094	Continuously train and develop staff	New Skills Development Plan compilation completed	Yes	Annually by end of April
		Reports on bursaries submitted	Yes	Annually by February
09-0098	Ensure legal compliance regarding employment equity reporting	Employment Equity Report submitted to Department of Labour	Yes	Annually by end of January
09-0099	Properly manage disciplinary disputes and processes	Report compiled and submitted to Management	Yes	Bi-annually by July and January
		Number of unfavourable awards for the employer regarding disputes (CCMA)	0	maximum
09-0100	Ensure that the Local Labour Forum complies with legal requirements	Number of reports submitted to SALGBC	1	per quarter
09-0102	Promote a productive workforce	% of person days lost per month due to sick leave Number of reports on % of person days lost per month due to sick leave	4% 3	pm maximum per quarter
09-0103:	Maintain a safe working environment	% of person days per month lost due to injuries Number of reports on % of person days lost per month due to injuries	1.5% 3	pm maximum per quarter
09-0104	Sufficiently orientate new staff to Swartland values	% of new personnel receiving induction within one month after employment % of new personnel receiving induction within three months after employment	100.0%	
09-0108	Properly manage Staff doing private work	Number of reports submitted to Municipal Manager on private (outside) work done by staff	1	per quarter
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by January
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Performance of contractors	Number of reports submitted to director on performance of contractors	10	for the year
New KPI	Inform staff	Number of invocoms	1	per quarter
New KPI	Organisation structures	Number of vacancy reports compiled for submission to management meeting and other forums	10	for the year
New KPI	Address correspondence in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%	per month average
New KPI	Leave administration	Report on compulsory annual leave forfeited for previous leave cycle (January-December) at the end of June	Yes	Annually by July
		Report on accumulated leave in excess of 48 days forfeited at the end of June	Yes	Annually by July

Dreyden, Morne - Accountant: Expenditure (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Expenditure (Weight = 100%)				
09-0254:	Properly manage expenditure	Number of meetings held to discuss operating budget expenditure with each director	10	for the year
09-0255	09-0255: Properly manage VAT	Number of months with zero difference between VAT declared and VAT paid to / received from SARS	3	per quarter
		Number of months SARS Statements were reconciled with municipality's VAT Submission Account	3	per quarter
		Number of months that VAT was declared before / on the end of the following month?	3	per quarter
		Authorise VAT if applicable to new or amended vote members	Yes	
09-0256	Properly manage salary related transactions	Draft budgets completed and submitted to CFO	Yes	Annually by end of October
		Number of months that calculation and payment of PAYE, UIF and SDL was done	3	per quarter
		Feedback from SARS concerning the IRP5's positive	Yes	Annually before end of May
09-0257	Pay creditors in a timely fashion	% creditors paid within 30 days from statement date	95.0%	
16-0002	Identify Unauthorised, Irregular, Fruitless and Wasteful expenditure	Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the Accounting Officer	Yes	
		Unauthorised, Irregular, Fruitless and Wasteful Expenditure identified and reported to the MEC for local government and the Auditor-General after report received from Disciplinary Board	Yes	
New KPI	Ensure up to date policies	Travelling and subsistence policy submitted to CFO for annual review	Yes	Annually by end of January
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and the director	Yes	Annually by end of September
		Personnel identified for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi - annually by November and
New KPI	Manage access to systems	User access to the payroll system reviewed (payroll section)	Yes	Quarterly
		User access to the e-filing system reviewed (individual tax and VAT)	Yes	Quarterly
New KPI	Duties as tax representative of the municipality	Dispute resolution in respect of penalties and interest incurred (VAT, PAYE, UIF and SDL)	Yes	
		Number of months that VAT was declared before / on the end of the following month	3	per quarter
		Number of months that the PAYE, UIF and SDL were declared monthly before the 7th of the following month	3	per quarter

Ref	Perf Objective	KPI	Target	Target Description
New KPI	Manage the current bank accounts	Number of bank reconciliations and related accounts finalised within 10 working days after end of month	3	per quarter
		Number of authorisations of transfers between call accounts and current bank accounts overseen to ensure proper cash flow and maximum interest	3	per quarter
		Number of verifications of bank charges according to tender	3	per quarter

Fourie, Leon - Senior Manager: Strategic Management (Office of the Municipal Manager)				
Ref	Perf Objective	KPI	Target	Target Description
<i>KPA: Performance Management (Weight = 40%)</i>				
09-0013:	Ensure legal compliance regarding performance management	% of Auditor General requirements with respect to PMS-met	85.00%	
09-0015:	Ensure effective performance management	Annual revision of KPIs and targets done	Yes	by end of May
		Performance reported to the External Audit Committee and Council	Yes	Quarterly
		Number of performance management meetings	10	for the year
		Performance evaluation by pannel	Yes	Annually by August
		Performance management system reviewed	Yes	Annually by May
<i>KPA: Integrated Development Planning (Weight = 40%)</i>				
09-0014:	Ensure legal compliance regarding integrated development planning	% of Auditor General requirements with respect to IDP and Annual Plans met	90.0%	
New KPI	Proper consultation in reviewing of the IDP	With the compilation of the IDP, were all the stakeholders consulted	Yes	Report by May annually
		With the compilation and revision of the IDP, were a strategic session held with the Mayoral Committee and top management to revise the strategy	Yes	Report by December annually
New KPI	Proper Program and project management	Program, project, budget and performance data on the PM system captured	Yes	Annually by June
New KPI	Ensure up to date policies	A local economic development (LED) policy and framework developed, implemented and reviewed	Yes	Annually by May
		Performance management policy/framework reviewed	Yes	Annually by May
New KPI	Guidance and training	Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Resolve audit issues	% of Auditor General's queries (comafs) for which an action plan was submitted within 5 working days	100%	
		% of Auditor General's findings implemented within agreed time frame	100%	
		% of outstanding internal audit findings addressed according to scheduled deadlines	100%	

Gerber, Christo - Manager: Reporting and Policy (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Reporting and Policy (Weight = 100%)				
09-0263	Completion of financial statements in line with legislation	Council's accounting policies reviewed	Yes	Annually before the last week of August
		Financial Statements submitted to the Audit Committee and inputs attended to prior to submission to Auditor General	Yes	Annually by the last week of August
		Financial statements submitted to Auditor General	Yes	Annually before 31 August
		Auditor General findings timeously responded to	Yes	Within 5 days
New KPI	Monitoring of financial procedures against the approved financial statements	All control accounts reconciliation statements and statistical returns are timeously compiled and corrections are performed in the following month.	Yes	
New KPI	Ensure up to date policies	Cash management policy reviewed	Yes	Annually by May
		All other policies of department quality reviewed and reported to CFO	Yes	Annually by end of January
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and teh director	Yes	Annually by end of Septemebr
		Personnel nominated for training and courses annually	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi - annually by November and
New KPI	Manage Investments and Loans	Record transactions relating to loans in a suitable register.	Yes	Bi-annually by June and December
		Ensure timeous monthly payments and accuracy of interest raised.	Yes	Bi-annually by June and December
		Recommendations of investing of moneys submitted to the Director: Financial Services and Municipal Manager for approval and evidence of completed signed documents from financial institution.	Yes	
		Keep Investment register updated and bank statements w.r.t. transfer of funds (in and out) as well as accuracy of interest received.	Yes	
New KPI	Monitoring of cash flow	Municipality's interest maximised by trasferring monies by transferring monies between cheque, call and investments accounts.	Yes	
New KPI	Manage Council's Assets	Accuracy of Asset Register, Depreciation, review of useful life assets, impairment, disposal of assets and addition of new assets verified.	Yes	Annually by end of August
New KPI	Compliance to GRAP Standards	Implement changes to the financial statements and accounting procedures in accordance with adjustments to government legislation, regulations policies, procedures and GRAP Standards	Yes	Annually

Le Roux, Pierre - Senior Manager: Internal Audit (Office of the Municipal Manager)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Internal Audit (Weight = 100%)				
09-0001	Ensure consistent and accurate performance monitoring	Performance measurement report tabled at Audit Committee in Qtr 1 and Qtr 3?	Yes	
09-0002	Ensure that management is aware of all audit related issues	Number of monthly reports regarding internal audit activities submitted to the Municipal Manager	3 3	per quarter per quarter
		IIA External Quality reviewed	Yes	Annually before the end of 31 November 2018
09-0003	Ensure that the Audit Committee is informed of all audit (AG and internal) as well as evaluation reports regarding compliance, controls and risk management	Number of reports submitted to Audit Committee regarding risks affecting the Municipality to ensure opinion on combined assurance to Council	1	for the year per quarter
09-0004	Ensure that the Audit Committee function as per legislation-mandate	At least four audit Committee meetings held per annum — one each quarter		for the year
		Number of AC meetings minutes submitted to the Executive Mayoral Committee with recommendations to be dealt with by Council at their next meeting	1	per quarter
		Reports issued by the Audit Committee to Council during Quarters 2 and 4?	Yes	
09-0005	Continuously update the risk profile of the Municipality	Compilation of Risk Based Audit Plan (RBAP) completed	Yes	Annually by end of July
		Risk Based Audit Plan (RBAP) approved by the Audit Committee in—	Yes	Annually by end of September
09-0006	Reduce risks through the execution of the appropriate RBAP and recommendation of adequate controls	% execution of the RBAP	80.0%	for the year
		% of outstanding internal audit findings addressed according to scheduled deadlines	100.0%	
09-0007	Ensure proper identification of risks in the Municipality	quarterly- Risk assessment of all directorates reviewed and updated	6 Yes	one per director per quarter Bi-annually by November and May
09-0008	MFMA Section 131(1): Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	% of Auditor General requests for documents and information effectively obtained and submitted (Audit File) within 2 working days	100.0%	Quarter 1 and 2
		Comments/action plan obtained from responsible manager within 5 days from date of issue for all COMAFS submitted by the AG	Yes	Quarter 1 and 2
		% of outstanding findings addressed according to schedule deadlines	100.0%	
		Number of key control reports compiled on behalf of the AG and approved	1	for the year per quarter
12-0006	Ensure up to date policies	IA Strategic and Work procedure reviewed	Yes	Annually by end of June
		Risk Management Strategic Plan reviewed	Yes	Annually by end of June
		Audit Committee Charter reviewed	Yes	Annually by end of June
		Internal Audit Charter reviewed	Yes	Annually by end of June
		Fraud and Anti-Corruption Policy reviewed	Yes	Annually by end of June

Ref	Perf Objective	KPI	Target	Target Description
		Risk Management Strategy Policy reviewed	Yes	Annually by end of June
		Unauthorised, Irregular and Fruitless and wasteful expenditure reviewed	Yes	Annually
New KPI	Ensure that AC members are informed of all relevant policies, circulars, regulations and acts	Number of monthly Ezy Ed updated	10	for the year
New KPI	The Strategic objectives of Internal Audit are aligned to that of the municipality and it is in accordance with applicable legislation and standards	3 Year rolling Risk based audit plan reviewed and updated according to changes in the strategy of the municipality	Yes	Annually by May
New KPI	Develop a skilled and motivated team to effectively execute the RBAP	Training plan developed for staff members	Yes	Annually
New KPI	Review work of Internal Audit	Number of months that poor performance/ skill shortage/ training needs were identified during quality reviews of audits performed	10	for the year
		Internal Audit Roadshow	Yes	Annually before the end of 31 July 2018

Loock, Ilse - Manager: Public Affairs, Library and Tourism (Corporate Services)				
Ref	Perf Objective	KPI	Target	Target Description
<i>KPA: Communication and Public Relations (Weight = 100%)</i>				
09-0074:	Render a quality library service	Monthly circulation figures	35 000 per month 30 000	
09-0076	Protect library material through consumer training	Number of annual consumer training programmes Number of consumer training outreach programmes	46 18	(2 per library) for the year
12-0011	Report to PGWC on a monthly basis	Number of reports on expenditure in terms of municipal replacement fund and grant submitted to PGWC	3	per quarter
<i>KPA: Communication and Public Relations (Weight = 100%)</i>				
09-0085	Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	Number of reports submitted by LTO	1	per quarter
		Financial statements submitted	Yes	Annually by September
		Report by Chairperson submitted	Yes	Annually by Septemehr
		LTO performance in terms of KPI's assessed	Yes	Annually by September
New KPI	Ensure up to date policies	Policies reviewed in terms of pre-determined schedule	Yes	Annually by end of June
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi - annually by November and
New KPI	Library services	Business plans compiled and submitted to provincial authorities	Yes	Annually by end of May
New KPI	Proper Communication	Consult with directorates and compile integrated communication action plans	Yes	Annually by May
		Communication activities in terms of action plans reported to management	Yes	Annually by December
		Communication-related activities reported to Provincial Government	Yes	Bi - annually by Aug and Feb
New KPI	Performance of contractors	Number of reports submitted to director on performance of contractors	10	for the year
New KPI	Informing of staff	Number of invocoms	1	per quarter
New KPI	Youth Camp	Evaluation report submitted to Mayoral Committee	Yes	Annually by May
New KPI	Correspondence addressed in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%	per month average

Marais, Kobus - Manager: Occupational and Environmental Health (Development Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Occupational Health and Environmental Health (Weight = 40%)				
09-0150	Ensure that all the required safety representatives are in place	Identified workstation safety rep's in place (minimum of 25)	Yes	Report quarterly
09-0151	Reduce injuries on duty	Number of injuries on duty Report on the number and details of injuries on duty on the SMS system	5 pm Yes	maximum
09-0152:	Ensure the effective administration of claims	% claims within 14 days from final report from doctor submitted	100.0%	
09-0153	Ensure that health and safety committees are functional	Number of meetings of Health and Safety committees held	1	per quarter
09-0155	Ensure that all capital projects comply with safety regulations	% of projects with safety specifications	100.0%	
KPA: Caravan Parks (Weight = 20%)				
09-0156	Manage caravan parks effectively	% of the operating budget for maintenance of caravan parks spent	100.0%	for the year
		Customer survey undertaken	Yes	Annually during December
		% "good" and "fair" ratings out of the total ratings done by quests	75.0%	Minimum
KPA: Non Related Environmental Health (Weight = 40%)				
09-0159	Monitor quality of potable water	Average number of water samples taken	6 pm	
		% deviation from water standard followed up	100.0%	
09-0161	Ensure that all identified erven in urban areas are compliant with standards	Notifications for all erven that have to be cleaned issued	Yes	Annually by end of November
09-0162	Monitor air pollution in the area	Database of fuel burning processes updated	Yes	Annually by end of March
09-0163	Provide an effective pest control service	% requests for pest control responded to within 14 days	100.0%	
	Provide an effective pest control service for municipal	Pest control programme completed	Yes	Annually by end of May
New KPI	Ensure up to date policies	Occupational Health and Safety and Environmental policies reviewed	Yes	Annually by end of May
New KPI	Guidance and training	Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Noise control	Was all noise complaints monitored and evaluated and the necessary action taken under the regulations under the <u>Environmental Conservation Act 73 of 1989</u>	Yes	
New KPI	Air pollution	Number of interaction with Provincial Department regarding air pollution	1	per quarter
New KPI	Environmental management issues	Was EM issues monitored and evaluated in the Swartland Municipal area as Environmental Management Inspector	Yes	
New KPI	Proper Business licence management	Was all Business Licenses considered for all applications recieved under the <u>Business Act 71 of 1993</u> - Preparing of meals as well as Entertainment License.	Yes	

Ref	Perf Objective	KPI	Target	Target Description
New KPI	Proper Occupational Health and safety system	Safety inspections of Occupational Health and Safety system done (compliance to start card system)	Yes	
New KPI	Health and safety awareness campaigns	Awareness campaign on Health and Safety designed and implemented	Yes	Annually
		Duties i.t.o. <u>Section 16 (2) and Section 16 (1) of the Occupational Health and Safety Act 85 of 1993, assigned</u>	Yes	
New KPI	Administration of injuries on duties	Was serious incidents in the workplace e.g. death or loss of limbs reported to Department of Labour	Yes	

Papier, Hilmary - Manager: Budget Office and Costing (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Budgeting (Weight = 100%)				
09-0228	Provide accurate management information	R-value retained by government due to underspending of government grants	R0	maximum
New KPI	Ensure up to date policies	Virement policy and Budget implementation policy reviewed	Yes	Annually by March
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and the director	Yes	Annually by end of September
		Personnel nominated for training and courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Ensure that accurate revenue estimates are prepared in relation to operating requirements	Projected tariff increases determined for the budget of the new financial year (capture trade service statistics in tariff modelling tool and obtain guidelines for expected growth, tariffs, revenue and expenditure)	Yes	Annually by November
New KPI	Prepare operating and capital budget	Multi-year draft operating and capital budget submitted to the CFO	Yes	Annually by February
		Adjustments operating and capital budget submitted to the Director Financial services	Yes	Annually by December
New KPI	Supply of statistical information	Number of months that the Electronic mGRO questionnaire was completed on the mGAP system	1	per quarter
New KPI	Implementation of mSCOA	Number of months that line items were correctly classified according to the mSCOA seven segments and the IDP goals	3	per quarter
		Number of months mSCOA steering committee meetings were scheduled	1	per quarter

(Vacant) - Manager: Legal and Credit Control (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Credit Control (Weight = 100%)				
09-0234	Appropriately manage debt	Write-off transactions completed Credible and accurate bi-annual report containing motivation for the writing off of irrecoverable debt submitted to CFO	Yes	Bi-annually by december and June Bi-annually by November and May
		% debtors handed over end of year % of outstanding debtors handed over prior to year-end as agreed with the CFO	95.0%	
09-0235	Optimise credit control through continuous trend analysis	Cash received as % of the amount levied in the previous month	90.0%	
13-0003	Review of credit and debt collection policy	Policy reviewed	Yes	Annually by end of February
New KPI	Ensure up to date policies	Review of policies and strategies submitted to CFO: Credit control and debt collection policy Indigent policy	Yes	Annually by end of January
New KPI	Identify skills gap and training	Skills gap and training needs identified and discussed with the affected staff and director	Yes	Annually by end of September
		Personnel nominated for training and courses	Yes	Annually by March
		Evaluate impact of training on work performance when appropriate and submit report to director	Yes	Annually by end of May
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Credit Control Management	Develop measures to proactively prevent staff arrears	Yes	Annually by end of September
		Reports on staff arrears of municipal personnel and Council members to Municipal Manager and Director: Financial Services and measures taken to address same	Yes	Monthly
		Make sure that cut-off list for termination and reconnection of services are carried out and that same is accurate (true reflection of outstanding debt management)	Yes	Monthly
		Analysis and investigation of consumer accounts to decide on appropriate payment arrangements and installments	Yes	Monthly
New KPI	Manages and process legal documents, i.e. applications regarding administration orders, liquidations, sequestrations and applications for debt review in order to protect Council interest	Give effect to court orders received by ensuring compliance with the appropriate legislation, for instance National Credit Act, Magistrate Court's Act and rules thereto	Yes	Quarterly or when required
New KPI	Legal Collections Management	Determine which accounts must be handed over for legal action to collect monies owing to Council	Yes	Annually by September

Ref	Perf Objective	KPI	Target	Target Description
		% of accounts which were handed over successfully collected	60%	Annually by end of June
		Evaluate and report effectiveness of processes and controls applied during handover	Yes	Annually by end of June
		Represents Council at Court Proceedings to defend Council's claim for payment	Yes	When required
		Conducts workshop with members of the Executive Mayoral Committee to substantiate why an account should be written off	Yes	Bi-annually by December and June
		Submits list of accounts with individual comments relating to each account for purposes of the agenda discussion dealing with the write offs at Mayco	Yes	Bi-annually by December and June
		Takes responsibility by certifying the correctness of write-offs to be done against debtor's accounts once Council decision is obtained	Yes	Once a year prior to year-end
New KPI	Indigent Subsidy Management	Verify additions to the indigent register of qualifying households in line with the criteria in the policy	Yes	Monthly
New KPI	Client relationship management	% of escalated client enquiries and consultations with debtors regarding their accounts and outstanding debts finalised successfully within 48 hours or reasons provided for variances and report to CFO	90%	Monthly
		% of escalated client enquiries and consultations with debtors regarding their accounts and outstanding debts relating to collaborator enquiries, finalised successfully within 5 working days or reasons provided for variances	100%	Monthly
		Collects, drafts and submits statistics on termination and re-connection of services, number of households benefiting from Indigent Subsidy to Council and Department of Provincial and Local Government as well as other external instances	Yes	Monthly
New KPI	Support service across directorites	Acts as initiator or presiding officer at Disciplinary Procedures in different Departments	Yes	When requested

Pienaar, Johan - Senior Manager: Information Management (Electrical Engineering Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Information Management (Weight = 100%)				
09-0269:	Ensure that all personnel have full time access to the computer network	% availability of critical IT resources / services	98%	
09-0271:	Address requests effectively	% of requests lodged with Helpdesk resolved within 48 hours	75.0%	
09-0275:	Ensure proper management of IT systems	Number of IT Committee meetings held	1	per quarter
12-0007:	Ensure relevant and efficient IT service and infrastructure	ICT Strategic Plan reviewed	Yes	Annually by end of May
		Survey of new strategic IT needs and changes in the organisation done and submitted to Management Team for budget purposes	Yes	Annually by end of October
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Operational management	Ensure that all baseline security settings of IT systems are reviewed as per policy	Yes	Annually by March
		Number of testings of Disaster Recovery site	1	per quarter
		Number of consultations to coordinate with ICT Managers Forum	2	per year

Quickfall, Neville - Manager: Building Services (Civil Engineering Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Buildings and Maintenance (Weight = 100%)				
09-0060	Ensure that council buildings remain functional	% of the operating budget for maintenance of council houses and council buildings spent	95% 90%	for the year
		% legitimate requests/ complaints i.r.o. incidents addressed within the previous month	95% 90%	minimum per month
09-0061	Complete road markings on time	% of the operating budget for road markings spent	100.0%	for the year
		% of road markings work schedule completed	100.0%	for the year
10-0007	Effectively execute maintenance projects	% of planned and / or unforeseen maintenance projects of council houses and council buildings completed	90.0%	for the year
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Performance of contractors	Number of reports submitted to director on performance of contractors	12	for the year
New KPI	Guidance and informing staff	Subordinates lead, guided, instructed and motivated by conducting regular staff meetings and daily interaction	Yes	Monthly
New KPI	Contract management and building maintenance	Set up, implementation, drafting and management of maintenance schedules	Yes	Annually by the end of July
		Maintenance schedules reviewed and updated	Yes	Monthly
New KPI	Compliance to Health and Safety	Safety reports submitted by supervisors according to projects	Yes	Monthly
New KPI	Ensure control over tools	Number of spot checks done on tools accounted for	10	for the year

Rossouw, Tom - Senior Manager: Operations, Maintenance and Construction				
Ref	Perf Objective	KPI	Target	Target Description
<i>KPA: Construction Management (Weight = 16%)</i>				
09-0191	Properly manage departmental construction projects	% of total actual completion according to schedule % of total actual completion and quality control of departmental construction projects according to schedule	90.0%	
<i>KPA: Maintenance Management (Weight = 16%)</i>				
09-0180	Properly maintain the electricity network	Maintenance policy and safety plans reviewed	Yes	Annually by Septemeber
		% of maintenance budget spent	95.0%	for the year
09-0190	Ensure that disruptions are in line with standards	% average compliance of planned disruptions (monthly) (<8 hr / incident)	95.0%	
<i>KPA: Operational Management (Weight = 16%)</i>				
09-0193	Appropriately monitor and maintain network infrastructure	% of main substations inspected	100.0%	for the year
10-0008	Ensure proper monitoring of the Client Service Charter	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	60.0%	
<i>KPA: Electricity Safety (Weight = 20%)</i>				
09-0196	Ensure sound safety practices in the provision of electrical service	Number of reportable safety incidents in terms of legislation	2	maximum for the year
New KPI	Guidance and training	Training needs for staff coordinated and request for funding submitted	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Assessment of infrastructure	Preparation of priority projects for upgrading, refurbishment and renewal of infrastructure done	Yes	Annually by February

(Vacant) - Head: Fire and Emergency Services (Protection Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Fire and Emergency Services (Weight = 100%)				
09-0285:	Provide a quality fire fighting service	Number of vehicles non-operational for more than 5 days during the month	0	maximum
		Number of monthly inspection of vehicles and equipment done	3	per quarter
		Number of complaints not sufficiently addressed within 5 days regarding fire fighting services	0	maximum
09-0286:	Reduce fire risks through continuous public awareness	Number of educational / awareness campaigns	10	for the year
09-0287:	Properly maintain all supporting infrastructure	Total number of hydrants monitored and repaired	900	for the year
12-0001	Strengthening of the fire fighting service	Standard fire fighting by-law reviewed	Yes	Annually by June
13-0008:	Compilation and annual review of the Disaster Management Plan Disaster readiness drill Disaster Management	Disaster Management Plan reviewed	Yes	Annually by June
13-0010-		Exercise of evacuation plans conducted	Yes	Bi-annually in quater 2 and quater 4
		Disaster Management actions coordinated during a disaster.	Yes	when disaster occurs
New KPI	Guidance and training	Personnel nominated for training and development courses	Yes	Annually by March
		Employee performances evaluted and verified through the review of fire fighting assignments and techniques	Yes	Annually by June
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Fire prevention	Number of Inspections and recommendations on issues related to the by-laws and other applicable codes, standards and regulations done	1	per quarter
		Scrutinize and make recommendations for approval of buildings plans	Yes	Monthly
New KPI	Communication and liason	Liaising with other authorities, emergency services, organisations and service providers to ensure well coordinated fire service	Yes	Monthly
		Number of times the Swartland Municipality was represented at disaster management forum meetings, both local and district.	Yes	1 per quarter

Solomons, Gustav - Manager: Properties, Contracts and Legal Administration (Corporate Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Administration: Properties and Contracts (Weight = 100%)				
09-0079	Ensure effective rental management	Annual review of rental policies and rates completed by end of May?	Yes	
09-0081	Adequately maintain facility infrastructure	Maintenance audit completed	Yes	Annually by December
		Maintenance upgrade needs provided to the building and maintenance division for action	Yes	
13-0001	Ensure regular reporting on property disposals / leases	Number of reports on disposals/letting of immovable property submitted to Provincial Treasury	1	per quarter by end January, end April, end July and end October
15-0001	Transfer of properties from the Municipality to existing residents	% of properties (estate cases) transferred from the Municipality to existing residents in order to hand over the title deeds to the owners	50% 100%	by end of June 2016 by end of June 2017
New KPI	Ensure up to date policies	Policies reviewed in terms of pre-determined schedule	Yes	Annually by end of June
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated		Bi-annually by November and May
New KPI	Property administration	Number of updates of the security register verified	1	per quarter
New KPI	Contract Management	Number of updates of the automated database of all municipal property-related contracts and reports submitted to Director Corporate Services	1	per quarter
		Number of expiry contracts monitored by utilising automated system	10	for the year
New KPI	Correspondence addressed in a timely manner	% of all correspondence recorded by Collaborator less than 60 days old	90%	pm average
New KPI	Informing of staff	Number of invocoms held	1	per quarter

Steyn, Roman - Manager: Traffic and Law Enforcement Service (Protection Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Operational Services (Weight = 50%)				
09-0292	Provide an effective traffic and law enforcement service	Number of K78 roadblocks held	6	per quarter minimum
		Number of scheduled foot patrols worked	70	per quarter minimum
		Number of vehicle check points held	55	per quarter minimum
		Number of by-law operations held	8	per quarter minimum
09-0293	Effectively manage speeding fines	% of first notifications issued by service providers within 30 days	100.0%	
		Number of mobile speed camera operational hours	480	hrs per quarter minimum
09-0294	Ensure that legal registers are compliant	Number of months that the maintenance of court and AG registers was done by service provider	3	per quarter
09-0295	Report to council regularly	Report submitted	3	per quarter
09-0297	Undertake pro-active programmes and projects	Number of traffic safety awareness programmes	15	minimum for the year
		Number of by-law awareness campaigns held	15	minimum for the year
KPA: Operational Services (Weight = 50%)				
12-0002	Increase in law compliance	Number of interactions with public prosecutors in respect of withdrawal of traffic fines and court sentences held	4	minimum for the year
		Compilation of schedule of by-laws done annually to determine if a revision is necessary	Yes	by end of June
KPA: Vehicle Registration and Licensing (Weight = 50%)				
09-0301	Manage funds properly Proper execution of reconciliations	Number of daily reconciliations not done Number of months that all daily reconciliations regarding vehicle registrations and licencing were done timeously	3	per quarter
New KPI	Ensure up to date policies	Fire arm policy reviewed	Yes	Annually by May
New KPI	Guidance and training	Land management policy reviewed	Yes	Annually by May
New KPI	Update risk assessment	Personnel nominated for training and development courses	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Manage And Control Of The Traffic And Law Enforcement Department	% of complaints regarding traffic and law enforcement resolved within 14 working days	90%	
New KPI		Have command and control over departmental firearms and ammunition and regular inspections done	Yes	Bi-annually by November and May
New KPI	Service providers (Traffic)	Number of performance engagements with speeding contractor	10	for the year
New KPI	Controls the court section, motor vehicle registration, drivers license section of the traffic department	Follow up on driving licence and vehicle registration compliance (National and Provincial Department of Transport)	Yes	Bi-annually by November and May

Swanepoel, MJ - Senior Manager: Technical Services - Planning and Design				
Ref	Perf Objective	KPI	Target	Target Description
<i>KPA: Planning and Design (Weight = 35%)</i>				
09-0167	Continuously do master planning	Up to date Master plans available by end of June? (subject to available budget) Master plans reviewed	Yes	Annually by end of June
09-0168	Properly set and operate electrical protection systems	% of MV trip incidents investigated with report	100.0%	
09-0174	Meet reporting requirements	NERSA Quality of Supply Report submitted	Yes	Annually by end of October
<i>KPA: Customer Services (Weight = 30%)</i>				
09-0225	Ensure sufficient income to cover costs	% of expenditure covered by connection income	100.0%	
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Assessment of infrastructure	Priority projects for upgrading, refurbishment and renewal of infrastructure prepared	Yes	Annually by February
New KPI	To ensure maximum safety, reliability and optimal utilization of the electricity supply and service.	Number of unplanned and unexpected incidents during planned high voltage switching operations	2	per annum maximum
New KPI	To comply with distribution license conditions.	Number of months that compliance of bulk and net metering was evaluated and procedures to ensure compliance were set up	3	per quarter

Swart, Pieter - Senior Manager: Supply Chain Management (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Supply Chain Management (Weight = 100%)				
09-0276	Properly manage expenditure	No order was placed, but paid, that would lead to unauthorised spending during the month?	Yes	remove
09-0277	Properly manage municipal stores and stationary	Number of stock spot checks done	1	per quarter
		Annual stock-taking completed	Yes	Annually by end of June
		Investigation of deviations done and corrective measures implemented	Yes	
		Annual auction held before end of November?	Yes	Arina
09-0278	Ensure that all service providers comply with tax clearance certification	Verification that tax clearance certificates are included with all formal and informal tenders	Yes	
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and the director	Yes	Annually by end of September
		Invocoms held to keep SCM personnel informed of latest policy amendments and reforms	Yes	Bi-annually by June and February
		Refresher sessions with key personnel on SCM procedures	Yes	Annually before end of June
		Training needs identified for staff	Yes	Annually by March
New KPI	After hours SCM procedures	Procedures developed and reviewed for the procurement of goods and services after hours	Yes	Annually before July
New KPI	Ensure up to date policies	Preferential Procurement and Supply Chain Management policies reviewed and amendments, where appropriate, proposed to the Executive Mavoral Committee for approval	Yes	Annually by May
New KPI	Advertising of tenders	All tenders above R200 000 advertised on national treasury's e-portal, newspapers and website	Yes	
		All awarded tenders above R200 000 registered on national treasury's e-portal	Yes	
New KPI	Verification of tenders	Attendance of Bid committee (specification and adjudication) meetings by SCM official to verify compliance to SCM procedures and regulations	3	per quarter
		Verification of validity of BEE certificates, declaration of interest, CIDB where applicable for all tenders, quotations awarded	Yes	
New KPI	Update Risk assessment	Risk register updated	Yes	Bi-annually by November and May

Van der Merwe, Elsabé - Head: Income (Financial Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Income (Weight = 100%)				
09-0240	Ensure that all monies are banked	Number of months that the banking of all monies was done daily for the mont (less than R100 excluded)	3	per quarter
09-0242	Do proper financial planning	Draft income budget submitted to CFO: Tariff listing Property rates and tariff policies	Yes	Annually by end of November
09-0246	Ensure the proper inter-departmental management of income	Number of meetings held with each director	10	for the year
09-0251	Provide accurate service information	Number of monthly updates of electricity and water statistics and distribution losses done	3	per quarter
09-0253	Ensure that electricity tariffs comply with legal requirements	Electricity tariffs submitted to Council and NERSA	Yes	after approval of the 90 days budget
09-0265	Ensure the proper management of income	Number of months that the daily reports were in balance at the end of the month	3	per quarter
		Number of months that the weekly reconciliation of cash was received	3	per quarter
New KPI	Ensure up to date policies	Input provided in respect of the review of policies and strategies: Property and rates policy (Eunomia) Tariff policy (Eunomia) Credit control and debt collection policy (Manager credit control) Cash and investment policy (Manager financial statements and control)	Yes	Annually by October
New KPI	Identify skills gap and training	Skills gap and training needs identified and discuss with the affected staff and the director	Yes	Annually by end of September
		Personnel nominated for training and courses	Yes	Annually by March
New KPI	Update risk assessment	Rrisk register updated	Yes	Bi-annually by November and May
New KPI	Manage, control, monitoring and coordinate services and sundries sections	Number of months that the monthly reconciliations of revenue votes to control accounts were certified as correct	3	per quarter
		Tariff adjustments controlled and coordinated for services, sundries and pre-paid meters	Yes	Annually by June
		Financial year-end: Revenue entries finalised (investment properties, payment received in advance and tariff revenue)	Yes	Annually by June
		Number of months that meter readings were completed on time	3	per quarter

Ref	Perf Objective	KPI	Target	Target Description
New KPI	Manages and attending to enquiries and correspondence	% of correspondence and complex enquiries that cannot be solved by subordinates attended to within five working days	100%	
New KPI	Supply of statistical information	Number of Back to Basics reports submitted to relevant National Government	3	per quarter
		% of required quarterly reports submitted to the relevant National and Provincial Governments [Indigent households, mGRO (questionnaire on the mGAP system), IPS2 and Free Basic Services Questionnaire]	100%	
		% of required annual reports submitted to relevant National and Provincial Governments [Stats SA: Non-financial census and Applications in terms of PAIA (2 of 2000)]	100%	

Zaayman, Alwyn - Senior Manager: Built Environment (Development Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Planning (Weight = 40%)				
09-0139	Ensure implementation of the Spatial Development Framework	Action plans prioritised and linked to budget (subject to availability of funds)	Yes	Annually by November
		SDF reviewed	Yes	Annually by the end of May
10-0013	Ensure proper monitoring of the Client Service Charter	Average time for a building plan to be finalised (building < 500m ²)	20 days	*See note below
		Average time for a building plan to be finalised (building > 500m ²)	40 days	**See note below
		% of land use applications processed within 14 days	100.0%	
10-0014	Establish good relationships with planning and building related consultants	Capacity building meetings with planning and building related consultants held	Yes	Annually before end of June
KPA: Valuations (Weight = 30%)				
09-0143	Ensure that properties are valued correctly	Supplementary valuation role updated	Yes	Bi-annually by December and June
KPA: Building Control (Weight = 30%)				
09-0145	Optimise the costing structures for the building control service	Cost structure of building plans reviewed	Yes	Annually by end of November
13-0007	Continue the process of data cleansing and to reconcile properties on the financial system (Promun) to that of the Deeds Office, Surveyor-General's Office as well as the Valuation Roll	Number of reports on process of data cleansing	1	per quarter
New KPI	Ensure up to date policies	Policies and strategies reviewed	Yes	Annually by end of May
		Landuse planning By-law updated	Yes	By end of June 2018
New KPI	Guidance and training	Training needs and development courses identified for staff	Yes	Annually by March
New KPI	Update risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Ensure proper management of RSEP	Number of management reports submitted to Provincial Department	1	per quarter

Zikmann, Louis - Senior Manager: Technical Services (Civil Engineering Services)				
Ref	Perf Objective	KPI	Target	Target Description
KPA: Water (Weight = 28%)				
09-0019:	Ensure continuous and available water supply	% of new water connections completed within 10 working days	100.0%	
		Number of burst water mains not repaired within 10 hours after the incident has been reported	1	per month maximum
		Number of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI17 - DWA)	0	maximum
10-0001:	Ensure safety of water supply	Number of failures i.r.o. SANS 241	4	per quarter maximum
KPA: Sewer Services (Weight = 28%)				
10-0004:	Ensure effective operation and maintenance of waste water treatment works	% compliance with DWA general limits for the discharge of treated waste water	80.00%	
KPA: Roads and storm water (Weight = 28%)				
09-0031:	Implementation of planned road maintenance activities	% of the operating budget allocated for maintenance spent	95.0%	for the year
09-0032:	Ensure client orientated service provision	% of new street accesses completed within 10 working days	100.0%	
		% of flood incidents reacted on within 3 hours after the incident has been reported	100.0%	
KPA: Parks and Recreation (Weight = 16%)				
09-0043:	Implementation of planned park maintenance activities	% of the operating budget allocated for maintenance spent	95.0%	for the year
New KPI	Ensure up to date policies	Water Services Audit report reviewed	Yes	Annually by end of October
New KPI	Guidance and training	Training needs identified for staff	Yes	Annually by March
New KPI	Update of Risk assessment	Risk register updated	Yes	Bi-annually by November and May
New KPI	Reporting	Monthly and annual reports of the MIG programme submitted	Yes	Monthly and by end of October