

2020/2021 Executive Director Performance Scorecard (Mid-Year Amendments)									
Executive Director: Human Settlements : Nolwandle Gqiba									
1July 2020 - 30 June 2021									
No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2019	Annual Target	Q 3 31 Mar 2021	Q4 30 Jun 2021	WEIGHTING	Contact Department
					2020/21	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								20%	
MUNICIPAL FINANCIAL VIABILITY								10%	
SERVICE DELIVERY/GOOD GOVERNANCE								60%	
SPECIAL PROJECTS								8%	
								98%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								20%	
1	Organisational culture	An increase in City Pulse score for the 3 lowest scoring attributes	City Pulse 2021 survey results to reflect an increase of 0.1 points for the 3 lowest scoring questions in the City Pulse 2019 survey, where the score achieved was ≥ 3.1 of which one must be within the People Dimension. <u>Performance rating:</u> Fully effective: - minimum increased score of 0.1 achieved for 2 of 3 attributes where scored ≥ 3.1 or - the minimum increased score of 0.2 achieved for 2 of 3 attributes where scored <3.1 Significantly above expectation: - minimum increased score of 0.1 achieved for 3 of 3 attributes where scored ≥ 3.1 or - the minimum increased score of 0.2 achieved for 3 of 3 attributes where scored <3.1 Outstanding performance: - exceed 0.1 in all 3 attributes where scored ≥ 3.1 or - exceed 0.2 in all 3 attributes where scored <3.1	(Actual achieved on City Pulse 2019- per directorate achievement)	Increase of 0.2 on the 3 lowest scoring attributes	N/A	Increase of 0.2 or 0.1 on the 3 lowest scoring attributes	2%	Department: Organisational Effectiveness and Innovation Source document: To be provided by each ED as this will vary based on the type of intervention Contact person: Monica Pregnolato 021 400 9221
2	Transversal Management	PPM maturity level based on the PPM Operating Model	The original PPM maturity level is based on the PPM Operating Model maturity assessment that was tabled at EMT during June 2018. The maturity assessment will reflect the maturity at Portfolio and Project level and will occur on an annual basis in order to assess the increase in the maturity level. The maturity level is measured on a scale of 1 - 5. The maturity levels: * Level 1 – Initial Process: No standard process or tracking system – informal process * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Process: Defined Process which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality requirements * Level 5 – Optimised Process: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Corporate Services will be measured on a City-wide maturity level. All other EDs will be measured per the individual directorate. <u>Performance rating:</u> Fully effective = achieve increase of 0.05 Significantly above expectation= range between 0.06 to 0.08 Outstanding performance= achieve increase 0.09	2.75	2.81	AT	2.81	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
3	5.1. Operational sustainability	Effective and efficient management of contracts and achievement of reduced irregular expenditure	The measurement will be a combination of the Average score of the following measures: (a) Compliance with Section 116(3) of the MFMA AMENDMENT process (b) Reduction in SCM deviations (c) Average percentage reduction in the number and value of irregular expenditure identified <u>Performance rating:</u> Unacceptable performance= an average below 60% across all 3 factors Not fully effective= an average range between 60 to 79% across all 3 factors Fully effective = an average achievement of 80% across all 3 factors Significantly above expectation= an average range between 81% to 99% across all 3 factors Outstanding performance= 100%	New	80%	80%	80%	8%	Each ED is responsible for calculation as per the worksheet in the document. Individual evidence can be obtained from contact person as per worksheet. Refer to CM and Irregular Exp worksheet in the document
4	Operational Sustainability	Percentage of external (Auditor General) audit actions completed as per audit action plan	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant ED and/or Director. Should there be no actions required for an Executive Director and/or Director the indicator will not be applicable. <u>Performance rating:</u> Fully effective =100%	New	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
5	4.3 Building Integrated Communities	Percentage adherence to the EE target of overall representation by employees from the designated groups. (see EE act definition)	This indicator measures the overall representation of designated groups across all occupational levels at City, directorate and departmental level as at the end of the preceding month. <u>Performance rating:</u> Fully effective =90% Significant performance=between range of 91% to 94%. Outstanding performance=95% and above	98.58%	90%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Sabelo Hlanganisa/Elize Madella 021 444 1338
6	Operational Sustainability	All final council decisions implemented within timeframes	The indicator excludes all council decisions for noting. All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement of councils request or expectation. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: Sharepoint tracking Tracking System contact person: Rehana Razack (021 400 1246)

7	Operational Sustainability	All final mayco decisions implemented within timeframes	The indicator excludes all mayco decisions for noting. All final Mayco decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or of achievement of mayco's request or expectation. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: Sharepoint tracking Tracking System contact person: Rehana Razack (021 400 1246)
8	5.1 Operational Sustainability	Percentage of internal independent assurance provider's recommendations implemented	It is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics functions. Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations; thus only those that could provide inputs will be included in the calculation. <u>Performance rating:</u> Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	64%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
MUNICIPAL FINANCIAL VIABILITY									10%
9	5.1 Operational Sustainability	5.C Percentage spend of capital budget (NKPI)	Percentage reflecting year-to-date spend in relation to the total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at year-end. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	92%	90%	72%	90%	6%	Directorate Finance Manager
10	5.1 Operational Sustainability	Percentage of operating budget spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	75%	90%	69%	90%	4%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE									60%
11	3.1 Excellence in service delivery	3.G Number of human settlement opportunities (top structures)	Top Structures are defined as any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of DORA for such purpose. Definition of a human settlements opportunity: A human settlements opportunity is incremental access to and/or delivery of one of the following housing products: (A) Subsidy housing (BNG), which provides a minimum 40 m² house; (B) People's Housing Process (PHP) is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (C) Social housing is new rental units, delivered by the City's social housing partners; (D) Rental Housing which is Community Residential Units (CRU's) upgrading and redevelopment of existing rental units and Hostels (E) Gap housing is a serviced site, or affordable units for sale. Performance rating Fully effective = 2050 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	3784	2050	1700	2050	15%	Housing Development
12		3.H Number of human settlement opportunities (formal sites serviced) *number of formal sites serviced	A serviced site are defined as any property providing municipal service (road, water and sewer), on an individual basis to a household, including high density residential sites, as well as other non-residential sites related to integrated human settlement developments, where the main source of funding is the Urban Settlements Development Grant (USDG) and the Informal Settlements Upgrading Partnership Grant (ISUPG) in terms of Division of Revenue Act (DORA) for such purpose. Performance rating Fully effective = 2 800 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	1908	2800	1 497	2 800	10%	Housing Development
13	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.L Number of service points (toilet and tap with hand basin) provided to backyards	This indicator reflects the number of service points (complete unit comprising of a toilet and tap with hand basin) provided to backyards during the period under review. Certain service points (toilet and tap with hand basin) may however have been vandalised or removed after provision. Proxy measure for NKPI. Performance rating Fully effective = 350 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	164	350	200	350	10%	Informal Settlements
14		3.N Number of sites serviced in the informal settlements (incremental housing and reblocking)	The indicator will measure incremental access to the following informal settlement upgrading programme: • Incremental upgrade of informal areas, which provides a serviced site with or without tenure in accordance with the Informal Settlement upgrading programme as part of the National Housing Code. A "serviced site" is defined as a site to which the following services were provided: • Road • Water • Sewer Performance rating Fully effective = 1350 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	1448	1350	800	1350	10%	Informal Settlements
15		Number of deeds of sale agreements signed with identified beneficiaries within City-owned rental stock	The indicator refers to the number of deeds of sale signed with identified beneficiaries based on certain criteria: Deeds of sale agreements: Legal document stating the terms and conditions regarding the sale of rental unit to beneficiary Identified beneficiary: Lawful tenant with an existing lease agreement with the City of Cape Town; Qualifying criteria: Current lawful tenant with a lease agreement and with no other property ownership Performance rating Fully effective = 100 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	683	100	70	100	5%	Housing Development
16		Number of Top Structures erected in informal settlements (EHP)	The indicator will measure the number of Top Structure units erected in Informal Settlements. EHP is defined as Emergency Housing Programme. The Programme is instituted in terms of section 3(4)(g) of the Housing Act 1997 and will be referred to as the National Housing Programme for Housing Assistance in Emergency Housing Circumstances. Essentially, the objective is to provide temporary relief to people in urban and rural areas who finds themselves in an emergency state as defined and described in the National Housing Code. Performance rating Fully effective = 129 Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved	New	234	50	129	10%	Informal Settlements

SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)								8%	
17	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	Reviewed and approved Human Settlements Strategy	The indicator will measure the review and approval of current Human Settlement Plan. <u>Performance rating:</u> Fully effective = 100%	New	Approved reviewed Integrated HS Plan	Annual Target	Approved Human Settlements Plan	4%	Human Settlements
18		Number of title deeds transferred to eligible beneficiaries	The indicator will measure the number of Title deeds transferred to eligible beneficiaries <u>Performance rating:</u> Fully effective = 200 Significant performance= range between 201 - 225 Outstanding performance= 226 and above	New	200	200	200	4%	Housing Development

*Corporate Scorecard Indicators 3.H Number of human settlement opportunities (formal sites serviced) and 3.G Number of human settlement opportunities (top structures) 2020/21 quarter four targets to be reviewed and amended during the Dec 2020/Jan 2021 Mid-year adjustment process.

Executive Director

Date

City Manager
Lungelo Mbandazayo

Date