2022/2023 Executive Director Performance Scorecard (Mid-year Amendment)
Executive Director: Nolwandle Gqiba
1 July 2022 - 30 June 2023

No.	Objective	Key Performance Indicator	Definition	Baseline 2020/2021	Baseline 2021/2022	Annual Target 2022/2023	APPROVED TARGETS Q1 30 Sep 2022	Q 2 31 Dec 2022	Q 3 31 Mar 2023 target	Q4 30 Jun 2023 target	PROPOSED TARGETS Q 3 31 Mar 2023 target	Q4 30 Jun 2023 target	WEIGHTING	Contact Department
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													20%	
MUNICIPAL FINANCIAL VIABILITY													15%	
SERVICE DELIVERY/GOOD GOVERNANCE													55%	
SPECIAL PROJECTS													10%	
													100%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													20%	
1	Transversal Management	Percentage increase in 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, Programme 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> Proposed performance rating: Fully effective = achieve increase of 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = 0.51 and above	Actual achieved - per directorate individual achievement	3.15	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	AT	AT	AT	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	N/A	N/A	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
2	16. A Capable and Collaborative City Government	Expansions and Amendments of repeatable contracts (%)	Measures the pecentage of expansions and amendments on repeatable contracts. This indicator will only measure instances where there was more than one expansion and amendment on the same contract. Expansions is defined as an extension of less than 6 months and amendments are defined as extension beyond 6 months. Source: contract register. Measurement will commence only when expansion or amendment was concluded and only applies to **repeatable contracts**. Expansions are approved by BAC. Amendments are approved by Mayco and BAC. Formula: Total number of repeatable contracts expanded and/or amended ÷ Total number of repeatable contracts. Measured cumulatively. <u>Performance rating:</u> Not fully effective= 2.1% and above Fully effective = 2% Significant performance = range 0.1% - 1.9% Outstanding = 0%	New	New	2%	N/A	2%	N/A	2%	N/A	N/A	2%	Department: CPPM department Contract Management branch Source document: CMS (Contract Management System) report to EMT Contract register Contact person: Maureen Whare 021 400 9206

3	3	16. A Capable and Collaborative City Government	Percentage reduction in the number of SCM deviations	**The objective is to achieve a 20% reduction on SCM deviations.** The indicator only applies to Supply Chain Management (SCM) deviations above R200 000. Sole/single service provider deviations and deviations relating to emergencies will be excluded from the measurement as per section 36 of SCM regulations. The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations. Formula: (No. of SCM deviations for current year – No of SCM deviations for prior year)/ Number of SCM deviations for prior year X 100" Performance rating: Unacceptable performance= any positive increase in deviations. Not fully effective= decrease deviations between 1% and 19%. Fully effective= decrease deviations by 20%. Significant performance= decrease deviations between 21% and 99%. Outstanding performance= between 0 deviations	20%	N/A	20%	AT	AT	AT	20%	N/A	N/A	3%	Department: SCM Source document: Evidence: Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Abu Bakr Moerat SCM: Head of Supplier Management and Administration 021 400 3007
4	4	16. A Capable and Collaborative City Government	Average percentage reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year)	**The objective is to achieve a 50% reduction on irregular expenditure.** The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e.. contravention of legislation as defined in the irregular expenditure definition. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure Irregular expenditure that arose only in the time of employment of the ED. Irregular expenditure will be measured based on the financial year in which it is disclosed. Irregular expenditure is based on self-disclosure or detected by an assurance provider (including AGSA) for the current financial year and the year preceding the current financial year where the ED was accountable for the directorate. Formula: (Non-compliance Instances for the current year – Non-compliance instances for prior year)/ Non-compliance instance for prior year X 100" + (Irregular expenditure amount for current year – Irregular expenditure amount for prior year)/ Irregular expenditure amount for prior year X 100" / 2 Refer to table below for calculation: Performance rating: Not fully effective= a reduction of above 0% and less than 50% Fully effective= a reduction between 50%-99% Outstanding = 100% reduction or 0 instances	50%	-100% (zero UIFW)	50%	AT	AT	AT	50%	N/A	N/A	3%	Department: City Manager Office Source document: Irregular Register and the AG's findings **in the quarter that it is available**. Contact person: Gayle Postings 021 400 1268
5	5	16. A Capable and Collaborative City Government	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. Performance rating: Outstanding =100% No scores for fully effective and significant.	New	100%	100%	100%	100%	100%	100%	N/A	N/A	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987

6	6	16. A Capable and Collaborative City Government	Percentage of final council decisions implemented within timeframes	The indicator excludes all council decisions for noting, decisions taken by council where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. 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. Weighting must be reallocated where there were **no council decisions** for the year. <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	All	100%	100%	100%	100%	100%	100%	N/A	N/A	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) Weighting must be reallocated where there were no council decisions for the year.
7	7	16. A Capable and Collaborative City Government	Percentage of final mayco decisions implemented within timeframes	The indicator excludes all mayco decisions for noting. Decisions taken by mayco where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. 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. Weighting must be reallocated where there were no mayco decisions for the year. <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	All	100%	100%	100%	100%	100%	100%	N/A	N/A	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) Weighting must be reallocated where there were no mayco decisions for the year.
		16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%)	Measures the percentage of budget spent on the Workplace Skills Plan .The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI per MSA Regulation 10(f). Formula: % spent on the implementation of the WSP measured against the training budget. $(A/B)*100$ A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year <u>Performance rating:</u> Fully effective = 90% Significant performance=between range of 91% to 97%. Outstanding performance=98% and above	95%	102%	90%	10%	30%	60%	90%	N/A	N/A	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056

		16. A Capable and Collaborative City Government	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 94%. Outstanding performance = 95% and above	85%	87%	85%	85%	85%	85%	85%	N/A	N/A	2%	Contact Department: Combined Assurance and Governance Source documents: refer to definition Contact person: Zotshokazi Kakaza 021 400 6310
10	10	16. A Capable and Collaborative City Government	16.A Community satisfaction city-wide survey(score 1-5)	Measures the score on the Community satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents’ perceptions of the overall performance of the City’s. The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level. <u>Performance rating:</u> Fully effective = 2.8 Significant performance=between range of 2.9 - 3.1 Outstanding performance= 3.2 and above	2.5	2.7	2.8	Annual Target	Annual Target	Annual Target	2.8	N/A	N/A	2%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Bridgette Morris 021 400 3812
11	11	16. A Capable and Collaborative City Government	Increase in City Pulse score	The City Pulse survey measures the organisational culture and aims to improve employee experience at the City. <u>Performance rating:</u> Fully effective = achieve an increase of 0.0 and 0.1 Significantly above expectation = increase of overall score by between 0.11 and 0.3 Outstanding performance = increase greater than 0.31	2021 City Pulse baselines People Dimension 3.2 Performance (fair and correct) 3.8 Collaboration within team 3.6 The prior year baseline has been recalculated to reflect an overall score. 3.6	N/A	Increase of 0.2 on the 3 lowest scoring attributes Proposed target: Proposed baseline + 0.2	Annual Target	Annual Target	Annual Target	Increase of 0.2 on the 3 lowest scoring attributes	N/A	Proposed target: Proposed baseline + 0.2	1%	Department: Organisational Effectiveness and Innovation Source document: City Pulse 2021 Results and City Pulse 2019 results with the 3 questions identified in the attachment Contact person: Monica Pregnolato 021 400 9221

	MUNICIPAL FINANCIAL VIABILITY													**15%**	
12	1	16. A Capable and Collaborative City Government	16.D Spend of capital budget (%) (NKPI)	Measures the extent to which capital expenditure has been spent based on the **original** budget during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11 <u>Performance rating:</u> Fully effective = 90% Significant performance = range between 91% - 94% Outstanding performance = 95% and above	90%	96.1%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	N/A	N/A	10%	Directorate Finance Manager
13	2	16. A Capable and Collaborative City Government	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 = 95% Significant performance= range between 96% - 98% Outstanding performance= 99% and above	90%	97.7%	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%	N/A	N/A	5%	Directorate Finance Manager
	SERVICE DELIVERY/GOOD GOVERNANCE													**55%**	
14	1	City Manager request	Approved Directorate Public Housing: Staff Housing allocation list (%).	Measures the Directorate's to sign-off the Public Housing: Staff Housing allocation list i.e. Management representation letter: confirming allocation, validity, accuracy and completeness of information. <u>Performance rating</u> Fully effective = 50%	New	New	50%	30%	50%	70%	100%	50%	50%	10%	Director: Public Housing Siphokazi September 021444 0163

15	2	City Manager request	Develop a staff housing Standard Operating Procedure	Measures the development of a staff housing policy. <u>Performance rating</u> Fully effective = Approved staff housing standard operating procedure	New	New	Approved staff housing Standard Operating Procedure	AT	AT	AT	Approved staff housing-Policy	N/A	Approved staff housing Standard Operating Procedure	10%	Director: Public Housing Siphokazi September 021444 0163
16	3	City Manager request	Staff Housing fringe benefit loaded on SAP, for identified staff members (%)	Measures the percentage of staff members identified loaded onto SAP to ensure that the fringe benefit is loaded and taxed accordingly. <u>Performance rating</u> Fully effective = 100%	New	New	100%	100%	100%	100%	100%	N/A	N/A	5%	Director: Public Housing Siphokazi September 021444 0163
17		7. Increased supply of affordable, well located homes	7.A Well located land parcels released to the private sector for affordable housing (number) [CSC & Mayoral Priority Programme]	Measures the number of well-located land parcel released to the private sector. Land parcel refers to a single and finite immovable asset with a measurable extent. Land parcel is confirmed as released through final award notification, allowing the developer to commence with development. 'Well-located' refers to land that is in close proximity to economic opportunities, transport nodes, and social facility support. <u>Performance rating</u> Fully effective = 4 Significant performance=range between 5-6 Outstanding performance= range between 7 and above	New	New	4	1	2	3	5	1	4	5%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518

18	4	7. Increased supply of affordable, well located homes	7.B Human Settlement Top structures (houses) provided (number) [CSC & Mayoral Priority Programme]	Measures the number of Human Settlement top structures provided per housing programme. The 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 the Division of Revenue Act (DoRA) for such purpose. Definition of a human settlements opportunity per housing programme: 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) are 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 (CRUs), upgrading and redevelopment of existing rental units and hostels; and (E) GAP housing is a serviced site, or affordable unit for sale <u>Performance rating</u> Fully effective = 1740 Significant performance=range between 1741- 2 000 Outstanding performance= range between 2 001 and above	2483	2430	1740	500	900	1600	2400	1080	1740	5%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
19	7	7. Increased supply of affordable, well located homes	7.C Formal housing service sites provided (number) [CSC & Mayoral Priority Programme]	Measures the number of formula service sites provided. A serviced site is defined as any property providing municipal services (road, water and sewerage) on an individual basis to a household, including high-density residential sites, as well as other non-residential sites related to integrated human settlements developments. The main source of funding for serviced sites is the Urban Settlements Development Grant (USDG) and the Informal Settlement Upgrading Partnership Grant (ISUPG) in terms of the Division of Revenue Act (DoRA) for such purpose <u>Performance rating</u> Fully effective = 2 600 Significant performance=range between 2601- 2 700 Outstanding performance= range between 2 701 and above	2363	1940	2600	0	1100	2000	2800	1585	2600	5%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
20	8	7. Increased supply of affordable, well located homes	7.D Land acquired for human settlements in priority housing development areas (hectares) [CSC & Mayoral Priority Programme]	Measures the hectares of land acquired for human settlements in priority housing development Areas. Hectares of land acquired for human settlements within PHDAs by the municipality. PHSHDAs are defined as areas announced by the Minister of Human Settlements in terms of Section 7 (3) of the Housing Development Agency Act, 2008 read with section 3.2 of the Housing Act. These are areas intended to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. PHDAs are underpinned by the principles of the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF). Emphasis is placed on synchronising national housing programmes in PHSHDAs. Therefore, this refers to land acquired in an agreement between at least two parties for which transfer documents have been registered at the Title Deeds Office. The land is understood to have been acquired with the intention of advancing human settlements development within the PHDAs, subject to the subsequent completion of any outstanding planning and approval processes. Proxy measure for C88 HS1.13. <u>Performance rating</u> Fully effective = 10 Significant performance=range between 11- 15 Outstanding performance= range between 16 and above	New	New	10	2	4	6	10	N/A	N/A	5%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518

21	9	7. Increased supply of affordable, well located homes	7.E Transfer of ownership to new beneficiaries (number) [CSC & Mayoral Priority Programme]	Measures the registration of title in the name of the new beneficiary, confirmed by the issuing of a title deed <u>Performance rating</u> Fully effective = 1900 - 2000 Significant performance=range between 2001 - 2050 Outstanding performance= 2051 and above	New	New	1900	350	800	1200	1900	N/A	N/A	5%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
22	10	8. Safer, better-quality homes in informal settlements and backyards over time	8.A Informal settlements sites serviced (number) [CSC & Mayoral Priority Programme]	Measures incremental access to better services as part of an 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; and •Sewerage <u>Performance rating</u> Fully effective = 1000 Significant performance=range between 1000 - 1050 Outstanding performance= range between 1051 and above	1274	800	1000	0	200	400	1000	N/A	N/A	5%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585
	SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)													**10%**	
	1	7. Increased supply of affordable, well located homes	Number of deeds of sale agreements signed with identified beneficiaries within City owned rental stock [Mayoral Priority Programme]	The indicator refers to the number of deeds of sale signed with identified beneficaries based on certain criteari: Deeds of sale agreements: Legal document stating the terms and conditions regardin g the sale of rental unit to beneficiary Identified beneficiary: Lawful tenant with an existing leqase agreement with the City of Cape Town; Qualifying criteria: Current lawful tenant with a lease agreement and with no other property ownership <u>Performance rating</u> Fully effective = 300 - 350 Significant performance=range between 351 - 500 above target achieved Outstanding performance= range between 500 and 700	350	300	300	80	160	240	300	N/A	N/A	4%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518

2	Less Formal Township Establishment Act (LFTEA) areas	Number of title deeds registered to beneficiaries (C88 kpi HS1.22) [Mayoral Priority Programme]	The indicator will measure the number of Title deeds transferred to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area. This includes LEFTEA areas of the City of Cape Town. Performance rating: Fully effective = 400 - 450 Significant performance=range between 451- 600 Outstanding performance= range between 601 and above	400	400	400	100	200	300	400	N/A	N/A	4%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518
3	MFMA	Percentage completion of MFMA Competency by Executive Directors	The indicator measures the adherence to the MFMA. Section 16 of the MFMA requires Executive Directors (EDs) to meet the minimum competency levels. The attainment of competency levels must be obtained within prescribed timeframes and must be included in performance agreements. EDs have 18months to complete, which commences on date that contract was signed. Within the 18 month period the 100% target will represent the modules completed for the year. Amendment to improve accuracy of indicator and provide clarity in terms of what should be excluded from calculation. Performance rating: Fully effective = 100%	New	New	100%	N/A	N/A	N/A	100%	N/A	N/A	0%	Compulsory for ED that does not have the MFMA competency. This KPI will carry a "Zero rated" weighting. EDs have 18months to complete, which commences on date that contract was signed.
4	SMF indicator	Implementation of ULO - Number of Managed Settlements Piloted	The indicator measures the number of managed settlements piloted which have finalised conceptual lay-out plans and engineering viability studies Performance rating: Fully effective = 2 Significant performance=range between 3 - 4 Outstanding performance= range between 5 and above	New	New	2	AT	AT	AT	2	N/A	N/A	2%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585

Executive Director: Human Settlements **Nolwandle Gqiba**	Nolwandle Gqiba	Digitally signed by Nolwandle Gqiba Date: 2023.05.16 13:30:58 +02'00'
City Manager **Lungelo Mbandazayo**		Digitally signed by Lungelo Mbandazayo Date: 2023.05.24 18:12:53 +02'00'