2023/2024 Executive Director Performance Scorecard template
Executive Director: Economic Growth
1 July 2023 - 30 June 2024

	No.	Objective	Key Performance Indicator	Definition	Baseline 2021/2022	Baseline 2022/2023	Annual Target 2023/2024	Q1 30 Sep 2023 Target	Q 2 31 Dec 2023 Target	Q 3 31 Mar 2024 Target	Q4 30 Jun 2024 Target	Weighting	Contact Department
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											**20%**	
1	**1**	Transversal Management	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 Future Planning and Resilience 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 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = 0.51 and above	2.3	2.6	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	2%	Department: CPPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
2	**2**	16. A Capable and Collaborative City Government	Repeatable Tenders that were Expanded/Amended multiple times (%)	Measures the percentage of Expansions and Amendments on repeatable tenders. This indicator will only measure instances where there was more than one Expansion and/or Amendment on the same tender. Expansions or Amendments are defined by the SCM section 116 (3) guide and can change at any time. **Source:** Contract Register and Monitoring System and Tender Tracking System. Measurement will commence only when the second Expansions and/or Amendments are released in SAP MM and only applies to repeatable tenders that are active in the current FY (i.e. commenced before or in the financial year and expires in or after the FY). Formula: Total number of repeatable tenders expanded and/ or amended multiple times ÷ Total number of repeatable tenders active in the FY. 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	2%	2%	AT	AT	AT	2%	2%	Department: CPPPM Source document: CMRS (Contract Register and Monitoring System) and Tender Tracking System Contact person: Maureen Whare 069 367 4023

3	3	16. A Capable and Collaborative City Government	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 (inclusive of VAT). 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" <u>Performance rating:</u> Unacceptable performance= any positive increase in deviations. Not fully effective= decrease deviations between 1% and 19%. Fully effective= decrease deviations by 20%. Exception: A default performance rating of fully effective will be awarded if you have 2 or less deviations starting from a base of zero. Significant performance = decrease deviations between 21% and 99%. Outstanding performance = 0 deviations	20%	20%	20%	AT	AT	AT	20%	2%	Department: SCM Source document: SCM deviations schedule 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	Reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year) (average %)	**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 guidance on calculation: <u>Performance rating:</u> 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%	50%	50%	AT	AT	AT	50%	2%	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	External audit (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> Outstanding =100% No scores for fully effective and significant.	100%	100%	100%	100%	100%	100%	100%	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	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	100%	100%	100%	100%	100%	100%	100%	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	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	100%	100%	100%	100%	100%	100%	100%	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.**
8	**8**	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% - 95% Significant performance=between range of 96% to 98% Outstanding performance= 99% and above	99.09%	90%	90%	10%	30%	60%	90%	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056

9	**9**	16. A Capable and Collaborative City Government	Internal independent assurance provider's functions 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 departments.** 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. Performance rating: Fully effective = 85% - 90% Significant performance = between range of 91% to 94% Outstanding performance= 95% and above	85%	85%	85%	85%	85%	85%	85%	1%	Department: Office of City Manager Source documents: refer to definition Contact person: Babalwa Mothibi
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. Performance rating: Fully effective = 2.8 - 2.9 Significant performance = between range of 3.0 - 3.1 Outstanding performance = 3.1 and above	New	2.8	2.9	Annual Target	Annual Target	Annual Target	2.9	2%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Brigette Morris 021 400 3812
12	**12**	16. A Capable and Collaborative City Government	Inclusion of C88 **output** indicators (%)	All Tier 1 and Tier 2 Circular 88 output indicators to be **included** into the performance scorecards of the Executive Directors, **where relevant**. All indicators must be included verbatim into the corporate SDBIP and the measurement must be in compliance with the technical indicator descriptions (TID) as issued by National Treasury. (Targets is annual due to the fact that amendments can only be made in the mid-year scorecards) Formula: Percentage: Total number of Tier 1& 2 included for the directorate divided by Tier 1 & 2 required for inclusion as per C88 Performance rating: Fully effective = 90% - 99% inclusion of Tier 1&2 Significant performance = 100% inclusion of Tier 1&2	New	New	100%	AT (YTD progress)	AT (YTD progress)	AT (YTD progress)	100%	1%	Department: Organisational Performance Management (OPM) Source document: C88 scorecard/ corporate SDBIP Contact person: Monique Fillies - Manager: City Performance Management 021 400 9024

13	**13**	16. A Capable and Collaborative City Government	Average of tenders in slippage at any given quarter end (%)	Measures the average of tenders for MTREF in slippage at any given quarter end. This will drive the timeous implementation of the demand plan based on the agreed timeline. Abnormalities in the timeline will then impact each step of the process, such as where a tender only allows 30 days after award to Contract Required by Date (CRD), there will probably be a contract gap or a Value At Risk (VAR – Budget at risk of not being spent) on the Capital reporting. Slippage is defined as tenders on the demand plan which are behind schedule based on the agreed timelines for each tender. Slippage in the implementation of the demand plan, is a contributor to the cause of VAR. This will include the submission of draft specifications as per the minimum timeframe before the CRD. Formula: Total count of tenders in red or amber as a percentage of the total number of tenders required for the MTREF period (average %). <u>Performance rating:</u> Fully effective = 9% - 10% Significant performance= ≥5% - < 9% Outstanding performance = < 5%	New	New	≤10%	≤10%	≤10%	≤10%	≤10%	1%	Department: Supply Chain Management Source document: Demand Plan Overview Contact person: Bekumuzi Vumase - Manager Demand Management
14	**14**	16. A Capable and Collaborative City Government	Gaps in repeatable tender continuity (average number of days)	This indicator is to ensure continued monthly service delivery implemented through repeatable tenders. Potential gaps should be mitigated via extension/expansion and/or deviation early enough so that it caters for any possible delay within a tender process. A gap less than one month will be included in the calculation. To drive the demand plan and improve Supply Chain Management (SCM) process and service delivery. Formula: Total number of gaps in days/ Total number of tenders with a gap of more than zero days = Average number of gaps (days) (Effectively the report should be 'blank'.) Using the gap report developed by Zubair which takes current status and projected time for completion into account. <u>Performance rating:</u> Fully effective = repeatable tenders with gaps with > than 30 days ≤ than 90 days Significant performance = repeatable tenders with gaps with ≤ than 30 days Outstanding performance = zero repeatable tenders with gaps	New	New	0	0	0	0	0	1%	Department: CPPPM Source document: GAP report prepared by Zubair Contact person: Zubair Adams
15	**15**	16. A Capable and Collaborative City Government	Memorandum of Agreements (MOA) submitted to Legal for vetting prior to BAC (%)	Measures the percentage of MOAs submitted to Legal for vetting prior to BAC decision.(This is 100% within the control of the Directorate and contributes to the efficiency of the process by overlapping the vetting with the award and appeal period) Formula: Progressive per quarter using the Post Award Tracker based on all awards made by BAC in a financial year for that Directorate. <u>Performance rating:</u> Fully effective = 96% Significant performance = 97% - 98% Outstanding performance = above 98%	New	New	95%	95%	95%	95%	95%	1%	Department: CPPPM Source document: Post award tracker prepared by Zubair Contact person: Zubair Adams

	MUNICIPAL FINANCIAL VIABILITY										10%	
16	16	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% - 93% Significant performance = range between >93% - 96% Outstanding performance = above 96%	94.90%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	6%	Directorate Finance Manager
17	17	16. A Capable and Collaborative City Government	Operating budget spend (%)	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% - 96% Significant performance= range between >96% - 97% Outstanding performance= above 97%	81.50%	95%	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%	4%	Directorate Finance Manager
	SERVICE DELIVERY/GOOD GOVERNANCE										60%	
18	18	1: Increased Jobs and Investment within the Cape Town economy	Emerging Micro & Qualifying Small Enterprises trained on how to do business with the City and/or supported with access to markets (number)	The Enterprise and Supplier Development Unit continues to assist small to medium enterprises through its ongoing efforts to improving the business climate and ensure ease of doing business with the City. The unit has also continued its work in providing expert knowledge, support and development opportunities to small and medium sized businesses. Training to do business with the City is done in conjunction with the SCM department and sessions will be held during the year. <u>Performance Rating:</u> Fully effective= 100% - 105% (1000 -1050) Significant performance=>105% - 120% (> 1050 - 1200) Outstanding performance= > 120% (>1200)	New	750	1 000	N/A	400	N/A	1 000	10%	Director: Enterprise and Investment
19	19	1: Increased Jobs and Investment within the Cape Town economy	Prospective and existing registered City vendors trained to improve capability to compete for quote/ tender opportunities (number)	The metric tracks the number of businesses that participated in City facilitated training programmes aimed at building their capabilities to be able to compete for procurement opportunities with the City or marketplaces beyond the City <u>Performance Rating:</u> Fully effective= 100% - 105% (1000 -1050) Significant performance=>105% - 120% (> 1050 - 1200) Outstanding performance= > 120% (>1200)	New	New	1 000	N/A	400	N/A	1 000	10%	Director: Enterprise and Investment
20	20	1: Increased Jobs and Investment within the Cape Town economy	Council approved trading plans developed or revised for informal trading (number)	This indicator measures the total number of Council approved informal trading plans <u>Performance Rating:</u> Fully effective = All 8 New or Revised Plans approved Significant performance = 2 New or Revised Plans approved and implemented Outstanding performance = 3 or above New or Revised Plans approved and implemented	4	8	8	N/A	N/A	N/A	8	8%	Director: Enterprise and Investment
21	21	1: Increased Jobs and Investment within the Cape Town economy	Regulatory Impact Assessments completed (number) (Progress milestones towards Regulatory Impact Assessment Action Plan)	Regulations that hamper the ability of SMMEs to operate can cause barriers to economic growth and activity. These regulations need to be documented, analysed and proposals made to suggest solutions, in conjunction with the responsible department. These assessments an actions plans will be developed in the form of a written report as per the timelines in the SDBIP <u>Performance Rating:</u> Fully effective = All 4 Regulatory Impact Assessments completed Significant performance = 3 Regulatory Impact Assessments completed and approved Outstanding performance = All 4 Regulatory Impact Assessments completed and approved	2	4	4	1	2	3	4	8%	Director: Enterprise and Investment

22	22	1.6: A capable and collaborative City Government	Trading opportunities created through trading plans per year (number)	Number of trading bays created via a Council approved trading plan process Performance Rating: Fully effective= 100% - 105% (600 -630) Significant performance=>105% - 120% (> 630 - 720) Outstanding performance= > 120% (>720)	New	60	600	N/A	200	400	600	8%	Director: Enterprise and Investment
23	23	16: A Capable and Collaborative City Government	Execution of Phase 1 of the Optimisation and Rationalisation (O&R) Implementation Plan in accordance with approved Roadmap / Process	Completion of Phase 1 of the Optimisation and Rationalisation (O&R) Implementation Plan as approved by City Manager and endorsed by Executive Mayor. Implementation will follow process depicted in O&R Roadmap and principles set out in O&R Strategic Framework Performance Rating: Fully effective= Completion of Preparation Phase (per Roadmap) of the O&R Implementation Plan - Phase 1 Significant performance= Initiation of Phase 2 of the O&R Implementation Plan Outstanding performance= Activation of Working Groups and Completion of the IPA Data Capture sub-phase (Per Roadmap) for Phase 2 of the the O&R Implementation Plan	New	Establishment of Working Groups per O&R Strategic Framework. Identification and capture of attribute data pertaining to immovable property assets affected by Phase 1	Completion of Phase 1 of the O&R Implementation Plan	N/A	N/A	N/A	Completion of Phase 1 of the O&R Implementation Plan	3%	Director: Property Management
24	24	4: Well managed and modernised infrastructure to support economic growth	Acquisition of land to support infrastructure delivery and basic services to support economic growth	Administration of the Sale Agreement or Expropriation noticed finalised for Acquisition of approximately 30 properties completed Performance Rating: Fully effective= 30 Acquisitions completed (Sale Agreement / Expropriation notice finalised) Significant performance= range between 30 - 35 Acquisitions completed (Sale Agreement / Expropriation notice finalised) Outstanding performance= more than 35 Acquisitions completed (Sale Agreement / Expropriation notice finalised)	New	New	30 Acquisitions completed (Sale Agreement / Expropriation notice finalised)	N/A	N/A	N/A	30 Acquisitions completed (Sale Agreement / Expropriation notice finalised)	10%	Director: Property Management
25	25	4: Well-managed and modernised infrastructure to support economic growth.	Completion of works identified for implementation from Conditional Assessments in year 1 at Green Point Athletic Stadium (%)	Implementation of the pro-active maintenance plan as developed through the completion of the condition assessment for Green Point Athletics Stadium. Performance Rating: Fully effective= 100% - 105% Significant performance=>105% - 120% Outstanding performance= > 120%	New	New	100%	10%	30%	70%	100%	3%	Director: Strategic Assets

	SPECIAL PROJECTS											10%	
26	**26**	1. Increased Jobs and Investment in the Cape Town economy Mayoral Priority Programme	Developing action plan to improve EoDB index implementation	Q1 – Diagnostic analysis of as-is process completed Q2 – To-be process and implementation plan developed Q3 – To-be process tested, finalised and signed off by City Manager Q4 – Close-out report on full implementation submitted to City Manager Performance rating: Fully effective: All milestones achieved Significantly performance = all milestones achieved and output KPIs implemented Outstanding performance = all milestone achieved and improvement in outcome indicator	New	New	Close-out report on full implementation submitted to City Manager	Diagnostic analysis of as-is process completed	To-be process and implementation plan developed	To-be process tested, finalised and signed off by City Manager	Close-out report on full implementation submitted to City Manager	4%	Executive Director
27	**27**	SMF	The Establishment of an Immovable Property Plenary Review Panel	The Immovable Property Plenary Review Panel is an organisational mechanism for the coordinated acquisition and disposal of property to support greater engagement across departmental line functions. Performance Rating: Fully effective= Establish the Immovable Property Plenary Review's steering committee and working group Significantly performance = Two (2) Steer Comm/Working group meetings conducted Outstanding performance =Development of Terms of Reference (TOR) and first draft of the developed pipeline	New	New	Establish the Immovable Property Plenary Review's steering committee and working group by 1 July 2024	N/A	N/A	N/A	Establish the Immovable Property Plenary Review's steering committee and working group by 1 July 2024	2%	Executive Director

28	**28**	Unlawful Land Occupation (ULO)	Effective response to line department requests to determine accountability for City of Cape Town Immovable Property Assets (%)	Investigation and determination of accountability for City of Cape Town Immovable Property Assets within 72 hours of notification. Maximum 5 properties per request within 72hours <u>Performance rating</u> Fully effective = 75% - 80% achievement Significant performance = 80% - 95% achievement Outstanding performance = > 95% achievement	New	75%	75%	75%	75%	75%	75%	2%	Director: Property Management
29	**29**	Less Formal Township Establishment Act (LEFTEA)	Informal Economy Support and Development (IESD) Programmes Implemented (number)	Capacity development programmes targeting emerging enterprises that are in the process of transitioning towards formalising their businesses. Listed below are the identified development programmes: Business Skills & development training Marketing & Brand Management Costing & Pricing Trader induction sessions Leadership Development Workshops Micro enterprise support and development works <u>Performance rating</u> Fully effective = 8 Informal Economy Support and Development (IESD) Programmes Implemented	8	8	8	2	4	6	8	2%	Director: Enterprise and Investment

Executive Director: Economic Growth

Ruby Gelderbloem

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City Manager

Lungelo Mbandazayo

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