2021/2022 Executive Director Performance Scorecard
Executive Director: Kadri Nassiep
1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2020	Annual Target 2020/2021	Q1 30 Sep 2021 Target	Q 2 31 Dec 2021 Target	Q 3 31 Mar 2022 Target	Q4 30 Jun 2022 Target	WEIGHTING	Contact Department
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										**20%**	
MUNICIPAL FINANCIAL VIABILITY										**10%**	
SERVICE DELIVERY/GOOD GOVERNANCE										**60%**	
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> Fully effective = achieve increase of 0.1 Significantly above expectation= range between 0.2 - 0.8 Outstanding performance= achieve increase 0.9	2.51	Actual achieved - per directorate individual achievement	AT	AT	AT	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206

2	Operational Sustainability	Percentage compliance of contracts with MFMA section 116(3) AMENDMENT process	Contract managers have to indicate on the Contract Monitoring System (CMS) whether an AMENDMENT in terms of section 116(3) has occurred. Section 116(3) states: Contracts procured through SCM process maybe amended only after reasons have been tabled in council and public participation process have been followed. Non-compliance to section 116(3) give rise to irregular expenditure. 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 Formula: Total number of contracts where 116(3) Amendments occurred and compliant with prescribed process ÷ Total number of contracts where 116(3) Amendments occurred Performance rating: Unacceptable performance= below 60%. Not fully effective= range between 60 % and 99% Outstanding =100%	86%	100%	100%	100%	100%	100%	2%	Department: OPM - Contract Management Source document: CMS (Contract Management System) report to EMT Contact person: Maureen Whare 021 400 9206
3	Operational Sustainability	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 disasters such as fires and floods will be excluded from the measurement. 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 100%. Outstanding performance= zero deviations for current year and maintain zero deviations over two financial years.	42% decrease	20%	AT	AT	AT	20%	2%	Department: SCM Source document: Evidence: Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Darren Cupido (Acting) SCM: Demand & Risk Analyst 021 400 1111

4	Operational Sustainability	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 ie. 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. 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 less than 50% Fully effective= a reduction between 50%-99% Outstanding =100%	New	50%	AT	AT	AT	50%	4%	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	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. Performance rating: Outstanding =100% No scores for fully effective and significant	n/a. No findings relating to Energy & Climate Change in 2018/19 audit action plan	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
6	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. Performance rating: Fully effective =90% Significant performance=between range of 91% to 94%. Outstanding performance=95% and above	92%	90%	90.0%	90.0%	90.0%	90.0%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Harold Peters 021 444 1338

7	Operational Sustainability	Percentage of 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. Weighting must be reallocated where there were **no council decisions** for the year. Performance rating: 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%	All	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.
8	Operational Sustainability	Percentage of 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. Weighting must be reallocated where there were **no mayco decisions** for the year. Performance rating: 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	0%	All	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.

9	5.1 Operational Sustainability	1.F Percentage budget spent on implementation of Workplace Skills Plan (WSP) (NKPI	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. 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 Performance rating: Fully effective = 95% Significant performance = 96% - 97% Outstanding performance = 98% and above	56%	95%	10%	30%	70%	95%	2%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056
10	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. Performance rating: Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	95%	85%	85%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
MUNICIPAL FINANCIAL VIABILITY										**10%**	
11	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. Performance rating: Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	89%	90%	18%	40%	65%	90%	6%	Directorate Finance Manager
12	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. Performance rating: Fully effective =95% Significant performance= range between 96% to 98%. Outstanding performance=99% and above	98%	90%	24%	47%	68%	95%	4%	Directorate Finance Manager

SERVICE DELIVERY/GOOD GOVERNANCE (Output or Outcome KPI as per IDP objective and Functional Areas where EDs are responsible and accountable for)										60%	
13	1.4. Natural Resources and Environmental Sustainability	1.H/EE4.**12** Small scale embedded generation (SSEG) capacity legally installed and grid-tied measured in mega-volt ampere (MVA)	This indicator measures the total amount of power that can be generated by new installations of smaller renewable energy generators such as rooftop solar photovoltaic (PV) connected to the electrical grid on the consumer's side of the consumer's electricity meter. <u>Performance Rating:</u> Fully effective= target achieved Significant performance=range between-5.1 - 5.25 MVA Outstanding performance= 5.26 MVA and above	18.093 MVA	4.5 MVA	1.25 MVA	2.50 MVA	3.75 MVA	5.0 MVA	10%	Energy and Climate Change
14		3.D Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service (NKPI)	This indicator reflects the number of outstanding valid applications (down-payments received) for electricity services (meter and prepaid) (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service <u>Performance Rating:</u> Fully effective= target achieved Significant performance= between 0.18% - 0.11% Outstanding performance= 0.10% and below	0.07%	< 0.3%	< 0.2%	< 0.2%	< 0.2%	< 0.2%	10%	Energy and Climate Change
15		EE3.2 C88 CAIDI (Customer Average Interruption Duration Index)	The CAIDI of a network indicates the duration of a sustained interruption that only the customers affected would experience per annum, measured in customer hours of interruption <u>Performance Rating:</u> Fully effective= <2.3 hours Significant performance=range between 2.1- 2 hrs Outstanding performance= 1.9 hours and below	3.95 hrs	< 2.3 hrs	< 2.3 hrs	< 2.3 hrs	< 2.3 hrs	< 2.3 hrs	1%	Energy and Climate Change
16		EE3.4 C88 CAIFI (Customer Average Interruption Frequency Index)	The CAIFI of a network indicates the frequency of a sustained interruption that only the customers affected would experience per annum, measured in occurrences experienced <u>Performance Rating:</u> Fully effective= 1.9 occasions Significant performance= range between 1.8 - 1 occasions Outstanding performance= 0.9 occassions and below	1.37 occasions	< 2 occasions	< 2 occasions	< 2 occasions	< 2 occasions	< 2 occasions	3%	Energy and Climate Change
17	3.1 Excellence in Basic Service delivery	Number of additional high mast lights installed	Number of additional high mast lights installed based on standard price per lamp <u>Performance Rating:</u> Fully effective= target achieved Significant performance=range between 7 - 10 Outstanding performance= 11 and above	7	6	0	0	3	6	3%	Energy and Climate Change
18		Number of additional streetlights installed	The number of additional streetlights installed per quarter <u>Performance Rating:</u> Fully effective= target achieved Significant performance=range between 3164 and 3200 Outstanding performance= 3 201 and above	2 663	2 929	575	1 350	2 150	3 163	5%	Energy and Climate Change
19		Percentage burning rate of all public and street lights	% of public and street lights functioning based upon a monthly sample of lights on various routes across the City <u>Performance Rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	87%	90%	90%	90%	90%	90%	2%	Energy and Climate Change

20		EE3.3 C88 SAIFI (System Average Interruption Frequency Index)	The SAIFI of a network indicates how often the average customer connected would experience a sustained unplanned interruption per annum. These figures provide an estimated SAIFI of the CoCT network including MV and HV events, but excludes LV events. The estimate is based on kVA capacity lost at 1 customer = 1kVA <u>Performance Rating</u>: Fully effective= 1.2 occasions Significant performance= range between 1.1 - 0.5 occasions Outstanding performance= 0.4 occassions and below	0.56 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	4%	Energy and Climate Change
21		EE3.1 C88 SAIDI (System Average Interruption Duration Index)	The SAIDI of a network indicates the duration of a sustained interruption the average customer would experience per annum <u>Performance Rating:</u> Fully effective= 2.9 hours Significant performance=range between 2.8 - 1.9 hrs Outstanding performance= 1.8 hours and below	2.22 hrs	< 3 hrs	< 3 hrs	< 3 hrs	< 3 hrs	< 3 hrs	4%	Energy and Climate Change
22	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.M Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low-cost housing. <u>Performance Rating:</u> Fully effective= target achieved Significant performance=range between 1 501 - 1 775 Outstanding performance=1 776 and above	1 996	1 500	375	750	1 125	1 500	10%	Energy and Climate Change
23	5.1 Operational Sustainability	5D Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget (Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.) <u>Performance rating:</u> Fully effective =95% Significant performance= range between 96% and 97% Outstanding performance=98% and above	85.9%	95.0%	23.3%	48.3%	72.3%	95.0%	8%	Energy and Climate Change

SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)										**10%**	
24	3.1 Excellence in Basic Service delivery	Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period for all directorate responsible for services. Formula: Revenue collected over Billed amount. Performance Rating: Fully effective= target achieved Significant performance= range between 99.1% to 99.6%. Outstanding performance=99.7% and above	98%	99%	98.5%	98.5%	98.5%	98.5%	2%	Energy and Climate Change
25	1.4 Resource Efficiency and Security Covid-19 Recovery Plan	Approved policy relating to provision of alternative energy to households that are not grid-connected	Draft a policy which will address the provision of alternative energy to households who don't have an electricity connection. The implementation is contingent on the approval of the policy by Council. This indicator is in response to service delivery challenges linked to ongoing registration for relief through alternative provision of energy Performance Rating for all other KPI: Fully effective= target achieved i.e Policy approved by Council	New	Policy approved by Council	AT	AT	AT	Policy approved by Council	2%	Energy and Climate Change
26	1.4. Natural Resources and Environmental Sustainability SMF-related initiative	SMF-related initiatives: Enhance Operational and Financial Sustainability Annual measured and verified electricity savings from energy efficiency projects in municipal operations	Electricity savings realised in lighting efficiency projects in City-owned facilities Performance Rating: Fully effective= target achieved Significant performance=range between 1601000kWH and 1700000kWH Outstanding performance=1701000kWH and above	983 227 kWh	1 200 000 kWh	AT	AT	AT	1 600 000 kWh	2%	Energy and Climate Change
27	3.1 Excellence in Basic Service delivery	Less Formal Township Establishment Act (LFTEA) areas: Number of additional households provided with access to Free Basic Electricity in LFTEA areas	This indicator reflects the additional number of subsidised connections installed per annum in households receiving Free Basic Electricity in LFTEA areas Performance Rating for all other KPI: Fully effective= target achieved Significant performance=range between 1 501 - 1 775 Outstanding performance=1 776 and above	1 996	1 500	375	750	1 125	1 500	4%	Energy and Climate Change

Executive Director

Date

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City Manager
Lungelo Mbandazayo

Date

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