2021/2022 Executive Director Performance Scorecard (Mid-year amendment)
CHIEF FINANCIAL OFFICER: KEVIN JACOBY
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. Performance rating: Fully effective = achieve increase of 0.1 Significantly above expectation = range between 0.2 and 0.8 Outstanding performance = achieve increase 0.9	2.47	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
3	5.1 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%	0%	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

4	5.1 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" <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% Significant performance = decrease deviations between 21% and 95% Outstanding performance = decrease deviations between 96% and 100%	0%	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: Abu Bakr Moerat SCM: Head of Supplier management and Administration 021 400 3007
5	5.1 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: <u>Performance rating:</u> Not fully effective = a reduction of less than 50% Fully effective = a reduction between 50% and 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
6	5.1 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> No scores for fully effective and significant Outstanding = 100%	New	New	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987

7	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% and 94% Outstanding performance = 95% and above	91.81%	92%	90%	90%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Harold Peters 021 444 1338
8	5.1 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. <u>Performance rating:</u> Not effective = below 70% Fully effective = range between 79% and 70% of ALL decisions Significant performance = range between 99% and 80% of ALL decisions Outstanding performance = 100% Score of 5 and scoring will apply downwards where decisions were not implemented	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.
9	5.1 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. <u>Performance rating:</u> Not effective = below 70% Fully effective = range between 79% and 70% of ALL decisions Significant performance = range between 99% and 80% of ALL decisions Outstanding performance = 100% Score of 5 and scoring will apply downwards where decisions were not implemented	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.

2	1.1 Positioning Cape Town as a forward looking Globaly Competetive City	1.F Percentage budget spent on implementation on Workplace Skills Plan (WSP) (NKPI)	The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. It's purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local goverment'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 = 90% Significant performance = 91% to 97% Outstanding performance = 98% and above	90%	95%	10%	30%	60%	90%	2%	Source document: WSP report per quarter Contact person: Nonzuzo Ntubane 021 4004056
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% and 90% Outstanding performance = 91% and above	99%	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% and 94% Outstanding performance = 95% and above	68%	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
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% and 98% Outstanding performance = 99% and above	98%	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%**	
13	1.1 Positioning Cape Town as a forward looking Globaly Competetive City	1.B Percentage of rates clearance certificates issued within 10 working days	This indicator measures the percentage of rates clearance certificates issued within 10 working days, only once the correct payments and required documentation have been received and verified as correct. <u>Performance rating</u>: Fully effective = target achieved Significant performance = range between 1% and 5% above target achieved Outstanding performance = range between 6% and 10% above target achieved	90.74%	90%	90%	90%	90%	90%	6%	Director: Revenue
14	5.1 Operational Sustainability	5.A Opinion of independent rating agency	A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit rating is an analysis of the City's key financial data performed by an independent agency to assess its ability to meet short- and long-term financial obligations. Indicator standard/Norm/Benchmark The highest rating possible for local government which is also subject to the Country's sovereign rating. <u>Performance rating</u>: Below A.za = (1) Fully effective = A.za (3) Significant performance = AA.za (4) Outstanding performance = AAA.za (5)	Aaa.za/P-1.za With a stable outlookThe City's international rating was lowered to Ba1 as a result of the lowering of the sovereign rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	6%	Director: Treasury
15	5.1 Operational Sustainability	5.B Opinion of the Auditor-General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives. <u>Performance rating</u>: Qualified with findings, Adverse with findings and Disclaimed with findings = (0) Significant performance = Unqualified with findings (4) Outstanding performance = Clean audit (5)	Unqualified with findings	Clean Audit	N/A	N/A	N/A	Clean Audit	6%	Department: Finance Source document: Evidence: Final Audit Report Contact person: David Valentine Director: Treasury 021 400 3800
16	5.1 Operational Sustainability	5.E Cash/cost coverage ratio (excluding unspent conditional grants) (NKPI)	The ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. Proxy measure for NKPI <u>Performance rating</u>: NT Benchmark - 1 to 3 times Fully effective (3) = when a ratio of 1:1 or more is achieved Significant performance (4) = when a ratio of 2:1 or more is achieved Outstanding performance (5) = when a ratio of 3:1 or more is achieved	1.97:1	02:01	2:1	2:1	2:1	2:1	6%	Director: Treasury

17	5.1 Operational Sustainability	5.F Net Debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the City for which the anticipation of the recovery is realistic. Proxy measure for NKPI Performance rating: Fully effective = target achieved Significant performance = range between 1% and 5% below target achieved Outstanding performance = range between 6% and 10% below target achieved	16.17%	21.50%	18.25%	18.52%	18.79%	21.50%	6%	Director: Treasury
18	5.1 Operational Sustainability	5.G Debt (total borrowings) to total operating revenue (NKPI)	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI Performance rating: Fully effective = target achieved Significant performance = range between 1% and 5% below target achieved Outstanding performance = range between 6% and 10% below target achieved	24.06%	33%	23.50%	23.50%	23.50%	24.20%	6%	Director: Treasury
19	5.1 Operational Sustainability	Progress against major milestones of budget cycle plan to ensure the submission of the 2021/2022 Budget to Council for adoption	Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP. Performance rating: Outstanding = 100% No score for fully effective and significant	Budget approved at Council on 27 May 2020 item SPC09/05/20	Submission of 2021/2022 Budget to Council for adoption by 31/05/2021	Initial budget engagement to relevant for a (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2022	Submission of 2021/2022 Budget to Council for adoption by 31/05/2022	8%	Director: Budgets
20	5.1 Operational Sustainability	Number of approved reports indicating regular monitoring, assessment and reporting of relevant in-year financial results	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives. the FMR reports are approved by CFO, Executive Mayor and Quality certified by the City Manager. Performance rating: Fully effective = 6 reports Significant performance = 8 reports Outstanding = 12 reports	3 FMR's submitted for Q4 (April, May and June 2020) Annual total = 12	Annual Total of 12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports	8%	Director: Budgets
21	5.1 Operational Sustainability	Management and resolution of General Valuations Objections received	Quarter 1: More than 90% of GV2018 SV01 valuation based objections received are resolved Quarter 2: More than 50% of GV2018 SV02 valuation based objections received are resolved Quarter 3: More than 35% of GV2018 SV03 valuation based objections received are resolved Quarter 4: More than 50% of GV2018 SV03 valuation based objections received are resolved Performance rating: Fully effective = target achieved Significant performance = range between 1% and 2% above target achieved Outstanding performance = range between 3% and 5 % above target achieved	New	More than 50% of GV2018 SV03 valuation based objections received are resolved	More than 90% of GV2018 SV03 valuation based objections received are resolved	More than 50% of GV2018 SV03 valuation based objections received are resolved	More than 35% of GV2018 SV03 valuation based objections received are resolved	More than 50% of GV2018 SV03 valuation based objections received are resolved	8%	Director: Valuations

SPECIAL PROJECTS										**10%**	
22	3.1 Excellence in Basic Service delivery	Revenue collected as a percentage of billed amount - Rates	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 = 95.14% Significant performance = range between 95.14% to 96.50% Outstanding performance = 96.51% and above	93.85%	95.14%	95.14%	95.14%	95.14%	95.14%	2%	Director: Revenue
23	5.1 Operational Sustainability (COVID-19)	Percentage of Directorate Future of Work (FOW) Strategy implemented	Q1: 20% of FOW strategy implemented Q2: 45% of FOW strategy implemented Q3: 60% of FOW strategy implemented Q4: 85% of FOW strategy implemented Within the broader strategic context of the recovery program, the Future of Work (FoW) focuses on driving activities in the areas of people, process, technology, and organizational design within the recovery programme. In order to achieve the objective outlined above, the work stream adopted the following approach against 3 interconnected sub-streams; namely: Work, Workforce and Workplace Performance Rating: Fully effective = target achieved Significant performance = range between 1% and 5% above target achieved Outstanding performance = range between 6% and 10% above target achieved	New	New	20%	45%	60%	85%	1%	HR Busines Partner Tembekile Solanga
24	5.1 Operational Sustainability (SMF)	Percentage of Budgeted loan programme raised	Percentage of budgeted loan programme raised (based on EFF loans budget but limited to amount required in terms of formal cash-flow assessment) Performance rating: Fully effective (3): 51% and more loan taken up Significant performance (4): 1% to 50% loan taken up Outstanding performance (5): No loan taken up	New	New	0%	0%	0%	100%	1%	Director: Treasury David Valentine
25	5.1 Operational Sustainability Less Formal Township Establishment Act (LFTEA) areas	Percentage Review of developments in areas not established through formal building development processes to recognise rateable properties	Q1: 10% of Rateable properties in one further LFTEA area be included in valuation process Q2: 25% of Rateable properties in one further LFTEA area be included in valuation process Q3: 50% of Rateable properties in one further LFTEA area be included in valuation process Q4: 75% of Rateable properties in one further LFTEA area be included in valuation process Performance Rating: Fully effective = target achieved Significant performance = range between 1% and 5% above target achieved Outstanding performance = range between 6% and 10% above target achieved	New	75% of Rateable properties in one further LFTEA area be included in valuation process	10% of Rateable properties in one further LFTEA area be included in valuation process	25% of Rateable properties in one further LFTEA area be included in valuation process	50% of Rateable properties in one further LFTEA area be included in valuation process	75% of Rateable properties in one further LFTEA area be included in valuation process	4%	Director: Valuations Louise Muller

26	5.1 Operational Sustainability	Management of resolution of appeals received against GV2018	Quarter 1: More than 90% of GV2018 SV01 valuation based objections received are resolved Quarter 2: More than 50% of GV2018 SV02 valuation based objections received are resolved Quarter 3: More than 35% of GV2018 SV03 valuation based objections received are resolved Quarter 4: More than 50% of GV2018 SV03 valuation based objections received are resolved Performance Rating: Fully effective = target achieved Significant performance = range between 1% and 2% above target achieved Outstanding performance = range between 3% and 5 % above target achieved	New	95% of GV2018 appeals resolved by 30 June 2022	50% of GV2018 appeals resolved	70% of GV2018 appeals resolved	85% of GV2018 appeals resolved	95% of GV2018 appeals resolved by 30 June 2022	2%	Director: Valuations Louise Muller

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Executive Director **Date**

Kevin Jacoby

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City Manager **Date**

Lungelo Mbandazayo