

2023/2024 Executive Director Performance Scorecard													
Executive Director: Nolwandle Gqiba													
1 July 2023 - 30 June 2024													
1	No.	Objective	Key Performance Indicator	Definition	Baseline	Baseline	Annual Target	Q1 30 Sep 2023	Q 2 31 Dec 2023	Q 3 31 Mar 2024	Q4 30 Jun 2024	WEIGHTI NG	Contact Department
					2021/2022	2022/2023	2023/2024	Target	Target	Target	Target		
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION												20%
	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	3.15	3.25	3.35	AT	AT	AT	3.35	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/Amen ded 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	Individual ED % as at 30 June 2023	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%. Significant performance = decrease deviations between 21% and 99%. Outstanding performance = 0 deviations	N/A	Individual ED % as at 30 June 2023	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	Zero UIFW (-100%)	Individual ED % as at 30 June 2023	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 Performance rating: Fully effective = 90% - 95% Significant performance=between range of 96% to 98% Outstanding performance= 99% and above	102%	100%	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 recommendation s 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. <u>Performance rating:</u> Fully effective = 85% - 90% Significant performance = between range of 91% to 94% Outstanding performance= 95% and above	87%	100%	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. <u>Performance rating:</u> Fully effective = 2.8 - 2.9 Significant performance = between range of 3.0 - 3.1 Outstanding performance = 3.1 and above	2.7	2.8	2.9	AT	AT	AT	2.9	2%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Brigitte Morris 021 400 3812
11	11	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 %). Performance rating: 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
12	12	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. Performance rating: Fully effective = repeatable tenders with < 90 days gap Significant performance = zero repeatable tenders with gaps Outstanding performance = repeatable tenders in place more than 30 days before the tenders expire	New	New	0	0	0	0	0	1%	Department: CPPPM Source document: GAP report prepared by Zubair Contact person: Zubair Adams

13	13	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, a deviation of 5% is allowed. (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. Performance rating: Fully effective = 95% - 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	
14	14	C88 output indicators	Inclusion of C88 output indicators (%)	Measures compliance and auditability to the MFMA circular 88. Performance rating: Fully effective = 90% - 99% inclusion of Tier 1&2 Significant performance = 100% inclusion of Tier 1&2	New	New	100%	AT	AT	AT	100%	1%	Department: OPM Source document: Service Delivery & Budget Implementation Plan Contact person: Carol January	
	MUNICIPAL FINANCIAL VIABILITY												15%	
15	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%- 93% Significant performance = range between 93% - 96% Outstanding performance = above 96%	96.1%	96.3%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	10%	Directorate Finance Manager Alex Paulsen	
16	2	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%	97.7%	96.5%	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%	5%	Directorate Finance Manager Alex Paulsen	
	SERVICE DELIVERY/GOOD GOVERNANCE												55%	
17	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 = 100% (signed off Management representation letter)	New	100%	100%	AT	AT	AT	100%	3%	Director: Public Housing 021444 0163	
18	2	City Manager request	Develop a staff housing Policy	Measures the development of a staff housing policy. <u>Performance rating</u> Fully effective = Approved staff housing policy	New	Concept Note Approved	Approved staff housing Policy	AT	AT	AT	Approved staff housing Policy	3%	Director: Public Housing 021444 0163	
19	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	68%	100%	100%	100%	100%	100%	4%	Director: Public Housing 021444 0163	

20	4	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 = 5 Significant performance=range between 6-8 Outstanding performance= range between 9 and above	New	1	5	AT	AT	AT	5	5%	Director: Human Settlements Planning Contact: 021 444 0518
21	5	7. Increased supply of affordable, well located homes	7.B Human Settlement Top structures (houses) provided (number) [C88, 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 = 1300 Significant performance=range between 1 301- 1 500 Outstanding performance= range between 1 501 and above	2430	1811	1300	220	500	740	1300	10%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
22	6	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 = 2 700 Significant performance=range between 2 701- 2 800 Outstanding performance= range between 2 801 and above	1940	1638	2700	1100	1400	1700	2700	10%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
23	7	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	43.85	Nil	12	AT	AT	AT	12	5%	Director: Human Settlements Planning Contact: 021 444 0518
24	8	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	2372	3250	600	1075	1550	3250	5%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
25	9	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	829	102	1220	0	100	300	1220	10%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585

		SPECIAL PROJECTS										10%	
26	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	The indicator refers to the number of deeds of sale signed with identified beneficiaries based on certain criteria: Deeds of sale agreements: Legal document stating the terms and conditions regarding the sale of rental unit to beneficiary Identified beneficiary: Lawful tenant with an existing lease agreement with the City of Cape Town; Qualifying criteria: Current lawful tenant with a lease agreement and with no other property ownership <u>Performance rating</u> Fully effective = 300 - 350 Significant performance=range between 351 - 500 above target achieved Outstanding performance= range between 500 and 700	378	573	500	150	275	375	500	6%	Director: Human Settlements Planning Contact: 021 444 0518
27	2	Focussed service delivery approach in informal settlements including but not limited to LFTEA (Less Formal Township Establishment Act)	Number of title deeds registered to beneficiaries (C88 kpi HS1.22) [Mayoral Priority Programme]	Indicator focusses on adoption of an approach that will ensure that service delivery challenges are addressed in a structured way to demonstrate progressive transformation of living conditions in the focus areas into liveable neighbourhoods. <u>Performance rating:</u> Fully effective = 400 - 450 Significant performance=range between 451- 600 Outstanding performance= range between 601 and above	482	1075	600	150	300	450	600	2%	Director: Human Settlements Planning Contact: 021 444 0518
28	3	Unlawful Land Occupation (ULO)	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 <u>Performance rating:</u> Fully effective = 2 Significant performance=range between 3 - 4 Outstanding performance= range between 5 and above	2	2	2	AT	AT	AT	2	2%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585
Executive Director: Human Settlements Nolwandle Gqiba													
City Manager Lungelo Mbandazayo													