2021/2022 Executive Director Performance Scorecard (Mid-Year Amendment)
Executive Director: Human Settlements Nolwandle Gqiba
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	2.76	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%	34.72%	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 95% Outstanding performance= decrease deviations between 96% - 100%	56%	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

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. <u>Performance rating:</u> Outstanding =100% No scores for fully effective and significant.	New	New	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. <u>Performance rating:</u> Fully effective =90% Significant performance=between range of 91% to 94%. Outstanding performance=95% and above	96.63%	90%	90%	90%	90%	90%	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. <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%	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. <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%	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	Operational Sustainability	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 <u>Performance rating:</u> Fully effective = 90% Significant performance = between range of 91% to 97%. Outstanding performance = 98% and above	99.68%	95%	10%	30%	60%	90%	2%	Department: Training & Development Source document: Workplace Skills Plan - Quarterly Report 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	78%	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	95.60%	90%	Dir/Dept. projected cash flow/ total budget	29.80%	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% to 98%. Outstanding performance=99% and above	88.70%	90%	Dir/Dept. projected cash flow/ total budget	42.82%	Dir/Dept. projected cash flow/ total budget	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	3.1 Excellence in Basic Service delivery	3.G Number of human settlement opportunities (top structures)	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 DORA for such purpose. Definition of a human settlements opportunity: 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) is 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 (CRU's) upgrading and redevelopment of existing rental units and Hostels (E) Gap housing is a serviced site, or affordable units for sale. Performance rating Fully effective = 2 430 Significant performance=range between 2 430 - 2 630 Outstanding performance= range between 2 631 and above	2 738	2050	530	935	1365	2 430	15%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325
14		3.H Number of human settlement opportunities (formal sites serviced) *number of formal sites services	A serviced site are defined as any property providing municipal service (road, water and sewer), on an individual basis to a household, including high density residential sites, as well as other non-residential sites related to integrated human settlement developments, where the main source of funding is the Urban Settlements Development Grant (USDG) and the Informal Settlements Upgrading Partnership Grant (ISUPG) in terms of Division of Revenue Act (DORA) for such purpose. Performance rating Fully effective = 1 940 Significant performance=range between 1 940 - 2 140 Outstanding performance= range between 2 141 and above	785	2800	0	0	617	1 940	15%	Director: Housing Development Rayan Rughubar Contact: 021 400 9325

15	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.L Number of service points (toilet and tap with handbasin) provided to backyarders	This indicator reflects the number of service points (complete unit comprising of a toilet and tap with hand basin) provided to backyarders during the period under review. Certain service points (toilet and tap with hand basin) may however have been vandalised or removed after provision. Proxy measure for NKPI. x <u>Performance rating</u> Fully effective = 400 Significant performance=range between 401 - 600 Outstanding performance= range between 601 and above	428	350	50	100	150	400	15%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585
16		3.N Number of sites serviced in the informal settlements (incremental housing and reblocking)	The indicator will measure incremental access to the following 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 • Sewer Performance rating Fully effective = 800 Significant performance=range between 800 - 1000 Outstanding performance= range between 1001 and above	924	1350	0	250	400	800	15%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585

SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)										10%	
17	3.1 Excellence in Basic Service delivery Circular 88 HS1.22 SMF	Number of title deeds registered to beneficiaries	The indicator will measure the number of Title deeds transferred to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area. This includes LEFTEA areas of the City of Cape Town. Performance rating: Fully effective = 400 Significant performance=range between 401 - 600 Outstanding performance= range between 601 and above	515	600	100	200	300	400	2%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518
18	3.1 Excellence in Basic Service delivery SMF	Number of deeds of sale agreements signed with identified beneficiaries within City owned rental stock	The indicator refers to the number of deeds of sale signed with identified beneficaries based on certain criteari: Deeds of sale agreements: Legal document stating the terms and conditions regardin g the sale of rental unit to beneficiary Identified beneficiary: Lawful tenant with an existing leqase agreement with the City of Cape Town; Qualifying criteria: Current lawful tenant with a lease agreement and with no other property ownership Performance rating Fully effective = 300 Significant performance=range between 300 - 500 above target achieved Outstanding performance= range between 501 and above	509	100	80	160	220	300	2%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518
19	3.1 Excellence in Basic Service delivery Circular 88 HS1.13	Hectares of land acquired for human settlements in Priority Housing Development Areas	Hectares of land acquired for human settlements within PHDAs by the municipality. PHDAs 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 underpinnned 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 PHDAs. 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. Performance rating: Fully effective = 10 Significant performance=range between 1 to 2 more land parcels above target achieved Outstanding performance= range between 3 to 5 more land parcels above target achieved	New	New	AT	AT	AT	10	2%	Director: Human Settlements Planning Thando Miti Contact: 021 444 0518

20	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers Circular 88 HS1.32	Number of informal settlements upgraded to Phase 2	The indicator will measure the Number of informal settlements upgraded to Phase 2, in terms of the Housing Code- Upgrading Informal Settlements, Phase 2: Project Initiation. "...Upgraded to Phase 2" is achieved when all the milestones as per Upgrading Informal Settlements Phase 2 have been implemented within an informal settlement. This is inclusive of the following: acquisition of land where required; undertaking of a clear socio-economic and demographic profile/survey of the settlement; establishing an agreement between the community and municipality; installation of interim services to provide basic water and sanitation services to households on an interim basis; conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes and enrolment of the project/land with the National Home Builders Registration Council. <u>Performance rating:</u> Fully effective = 15 Significant performance=range between 1 to 2 more informal settlements upgraded above target achieved Outstanding performance= range between 3 to 5 more informal settlements upgraded above target achieved	New	New	AT	AT	AT	15	2%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585
21	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	Develop & implement the MSP (Managed Settlement Programme) – piloting the opportunity for pre-planned service access.	(a) Delivery of a 12 month project charter for the work-stream; (b) % of items completed on the project charter after 12 months; (c) % saving on total 2021/2022 ULO budget, as a result of implemented actions. <u>Performance Rating</u> Fully effective = a. Approved project charter (at the end of Q4) b. 90% of items completed on the project charter c. Saving of 5% on total ULO Budget Significant performance= range between a. Approved Project charter as at end of Q3 (31 March) b. 91% - 94% of items completed on the project charter c. Saving of 6% on total ULO Budget Outstanding performance= a. approved project charter as at end of Q2 (31 December) b. 95% of items completed on the project charter c. Saving of 7% on total ULO Budget	New	New	AT	AT	AT	90%	2%	Director: Informal Settlements Riana Pretorius Contact: 021 400 4585

Nolwandle Gqiba

Digitally signed by Nolwandle Gqiba
Date: 2022.05.10 15:51:23 +02'00'

Executive Director **Date**

Nolwandle Gqiba

Digitally signed by Lungelo Mbandazayo
Date: 2022.05.27 16:48:59 +02'00'

City Manager **Date**

Lungelo Mbandazayo