2021/2022 Executive Director Performance Scorecard (Mid-year amendment)

Executive Director: DALENE CAMPBELL

1 July 2021 - 30 June 2022

No	Objective	Key Performance Indicator	Definition	Baseline 30 June 2020	Baseline 30 June 2021	Annual Target 2021/2022	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 - 0.8 Outstanding performance= achieve increase 0.9	2.32	2.40	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	AT	AT	AT	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	2%	Department: 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% Fully effective =100%	12.75%	100%	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

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MUNICIPAL FINANCIAL VIABILITY											**10%**	
SERVICE DELIVERY/GOOD GOVERNANCE											**60%**	
SPECIAL PROJECTS											**10%**	
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% and 100%	5.26%	90%	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	60%	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: Fully effective =100%	New	New	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987

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						2021/2022	Target	Target	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											**20%**	
MUNICIPAL FINANCIAL VIABILITY											**10%**	
SERVICE DELIVERY/GOOD GOVERNANCE											**60%**	
SPECIAL PROJECTS											**10%**	
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	95.52%	95.63%	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. 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%	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.
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	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.

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						2021/2022	Target	Target	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											**20%**	
MUNICIPAL FINANCIAL VIABILITY											**10%**	
SERVICE DELIVERY/GOOD GOVERNANCE											**60%**	
SPECIAL PROJECTS											**10%**	
9	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	90%	85%	85%	85%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
10	Prog. 1.3.a Skills Investment	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)*100A: Actual spend per quarter on training budgetB: Planned spend on training Budget for the year Performance rating: Fully effective =90% Significant performance=between range of 91% to 97%. Outstanding performance=98% and above	91.7%	85%	90%	10%	30%	60%	90%	2%	Source document, WSP report per quarterContact Person- Nonzuzo Ntubane : 021 400 4056 / 083 6948 344
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	70%	85%	90%	13%	17%	Dir/Dept. projected cash flow/ total budget	90%	6%	Directorate Finance Manager

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MUNICIPAL FINANCIAL VIABILITY											10%	
SERVICE DELIVERY/GOOD GOVERNANCE											60%	
SPECIAL PROJECTS											10%	
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	85%	98.3%	95%	11.9%	32%	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	4.2 An efficient integrated transport system	4.B Number of passenger journeys per kilometre operated (Corporate Scorecard Indicator)	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses. Performance rating: Fully effective = 0.94 Significant performance= range between 0.95 to 0.99 Outstanding performance= 1.00 and above	1.00	0.80	0.94	0.80	0.80	0.92	0.94	14%	Director: Public Transport
14	4.2 An efficient integrated transport system	4.C Total number of passenger journeys on MyCiti (Corporate Scorecard indicator)	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey). Performance rating: Fully effective = 12.5 million Significant performance= range between 12.6 million - 13.1 million Outstanding performance= above 13.1 million	13 276 698	10 901 143	12 500 000	2 900 000	5 800 000	9 000 000	12 500 000	14%	Director: Public Transport
15	4.2 An efficient integrated transport system	Number of traffic signal upgrade initiatives	Refers to the number of traffic signal initiatives developed and implemted during the period of review. This includes the installation of permanent traffic counting stations at signalized intersections as well as the review and updating of traffic signal timing plans on key road corridors to ensure optimal coordination of signals. Performance rating: Fully effective = 10 Significant performance= 11 Outstanding performance= above 11	7 Counting stations established and plans downloaded on 5 corridors	20 Functioning counting stations developed. Signal progression reviewed and improved on 5 arterials.	Development of 10 Functioning Traffic Counting stations on major arterials and implement 5 signal progression schemes	Identify 10 sites to implement traffic counting stations on major arterials and identify and commence analysis along 5 major arterials for signal progression	Produce the plans pertaining to signal progression along 5 major corridors	Development of 7 Functioning Traffic Counting stations on major arterials	Development of 10 Functioning Traffic Counting stations on major arterials and implement 5 signal progression schemes	6%	Director: Transport Planning and Network Management
16	4.2 An efficient integrated transport system	Kilometres of roads resurfaced/ rehabilitated/ resealed	The km of roads to be rehabilitated in the financial year, without any external interference in the delivery of this service, including prolonged adverse weather conditions, service delivery protests, racketeering towards the service providers, etc Km of surfaced roads resealed, without any external interference in the delivery of this service. Km of surfaced roads resurfaced, without any external interference in the delivery of this service. Performance rating: Fully effective = 212.4km Significant performance= 212.5km - 223km Outstanding performance= above 223km	228.7km	129.9km	212.4km	10km	32km	91km	212.4km	11%	Director: Roads Infrastructure Management

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MUNICIPAL FINANCIAL VIABILITY											10%	
SERVICE DELIVERY/GOOD GOVERNANCE											60%	
SPECIAL PROJECTS											10%	
17	4.2 An efficient integrated transport system	Number of Non-Motorised Transport km constructed	The number of NMT kms to be constructed is derived from the sum of the lengths of the footways, cycle paths and shared facilities to be constructed. The quartely targets reflect an assesment of the state of completion of the physical work on site converted to a number of kms constructed (for example, a 5 km footway that is 70% complete will reflect as 3.5km NMT kms constructed). Performance rating: Fully effective = 19.3km Significant performance= 19.4km - 20.3km Outstanding performance= above 20.3km	30.4km	29.8km	19.3km	4km	8km	12km	19.3km	8%	Director: Transport Infrastructure Implementation
18	5.1 Operational Sustainability	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.) Performance rating: Fully effective = 95% Significant performance= 96% - 99% Outstanding performance= 100%	Actual as at 30 June 2020	73.4%	95%	7.0%	37.1%	Dir/Dept. projected cash flow/ total budget	95%	7%	Manager: Finance
SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)											10%	
19	5.1 Operational Sustainability	Percentage completion of MFMA Competency by Executive Directors	The indicator measures the adherence to the MFMA. Section 16 of the MFMA requires Executive Directors to meet the minimum competency levels. The attainment of competency levels must be obtained within prescribed timeframes and must be included in performance agreements. Performance rating: Fully effective = 100%	New	100%	100%	N/A	N/A	N/A	100%	0%	Executive Director: Transport
20	4.2: An efficient, integrated transport system	Phase 2A BRT Station Packages: - Design & Contract Documentation delivery of Stations	There are separate station sites for the Phase 2A BRT project. Delivery is tracked in accordance with milestones rolled up into a Master programme, which may still be subject to change. Performance Rating: Fully effective = Commence with the Review Period of previous consultants' design and documentation	Completed	Tender Documentation for construction of 9 Stations developed.	Commence with the Review Period of previous consultants' design and documentation	1. Development of concept designs for 9 Stations and; 2. Development of Detail Designs for 9 stations	Stations PSP (ARG) contract ends. 3. Delivery of Tender drawings & Contract Documentation	New Stations PSP (234C) January 2022. Submit previous consultant design and documentation to new PSP for review	Commence with the Review Period of previous consultants' design and documentation	4%	Director: Transport Infrastructure Implementation
21	4.2: An efficient, integrated transport system Less Formal Township Establishment Act (LFTEA) areas	Rand value of Informal settlement improvements of tracks and surface drainage.	Rand value of access tracks and stormwater drainage provided. Performance Rating: Fully effective = R3,000,000 Significant performance = R3,000,001 to R3,150,000 Outstanding performance= R3,150,000 and above	New Indicator	New Indicator	R3 000 000	N/A	R800 000	R1 500 000	R3 000 000	4%	Director: Roads Infrastructure Management

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MUNICIPAL FINANCIAL VIABILITY											10%	
SERVICE DELIVERY/GOOD GOVERNANCE											60%	
SPECIAL PROJECTS											10%	
22	4.2Efficient, Integrated Transport System SMF related initiative	Number of NMT projects for which the Planning and Prelim Design has been finalised	The 4 NMT projects listed have been identified for implementation. The first step in the implementation is to complete a feasibility study and prepare preliminary design drawings and first order quantities and cost estimates. The projects then move into the detailed design phase which is managed separately by another department. Performance Rating: Fully effective = Complete detailed designs for 4 NMT projects including the required tender documentation for the construction phase.	Finalise Planning and Prelim Design for 4 NMT Projects 1 Old Paarl Rd & Suikerbos Rd2. Mitchells Plain area wide NMT 3. Khayelitsha area wide NMT4. Kensington area wide NMT	Package all 4 NMT projects for Designs to commence on award of new PSP contract by 1 July 2021.	Complete detailed designs for 4 NMT projects including the required tender documentation for the construction phase.	Clarify the Scope of Work for the Professional Service provider, including inception report	Preliminary designs commenced	Detailed designs commenced	Complete detailed designs for 4 NMT projects including the required tender documentation for the construction phase.	2%	Director: Transport Planning and Network Management
23	4.2 An efficient integrated transport system Covid Recovery Plan initiative	4.C Total number of passenger journeys on MyCiti(Corporate Scorecard indicator)	For details pertaining to the Covid Recovery Initiative, please see line item 14 above									Director: Public Transport

Executive Director
Dalene Campbell

Dalene Campbell
Digitally signed by Dalene Campbell
Date: 2022.05.09 14:37:44 +02'00'

Date

Digitally signed by Lungelo Mbandazayo
Date: 2022.05.27 16:47:39 +02'00'

City Manager
Lungelo Mbandazayo

Date