

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department	
					2020/2021	Target	Target			
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	Water & Waste Achievement 2.8	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	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	

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
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 <u>Performance rating:</u> Unacceptable performance= below 60%. Not fully effective= range between 60 % and 99% Outstanding =100%	<u>Water & Waste</u> 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" <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=100%	26 deviations for <u>Water & Waste</u> in 2020/21, which equates to a reduction of ±25%	20% reduction in deviations	AT	20% reduction in deviations	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

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
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: $\frac{\text{Non-compliance Instances for the current year} - \text{Non-compliance instances for prior year}}{\text{Non-compliance instance for prior year} \times 100} + \frac{\text{Irregular expenditure amount for current year} - \text{Irregular expenditure amount for prior year}}{\text{Irregular expenditure amount for prior year} \times 100} \div 2$ 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%-99% Outstanding =100%	<u>Water & Waste</u> Instances = 41 R-Value = R470m	50%	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.	<u>Water & Waste</u> 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	<u>Water & Waste</u> 98.09%	90.0%	90.0%	90.0%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Harold Peters 021 444 1338

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
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	<u>Water & Waste</u> 100%	All	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	<u>Water & Waste</u> 100%	All	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.

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
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. <u>Performance rating:</u> Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	<u>Water & Waste</u> 96%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
10	5.1 Operational Sustainability	1.F Percentage budget spent on implementation of Workplace Skills Plan (WSP) (NKPI)	The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI. Formula: % spent on the implementation of the WSP measured against the training budget. (A/B)*100 A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year <u>Performance rating:</u> Fully effective = 90% Significant performance = 91% - 97% Outstanding performance = 98% and above	<u>Water & Waste</u> 90.02%	90%	60%	90%	2%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department	
					2020/2021	Target	Target			
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. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	<u>Water & Waste</u> 91%	90%	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. <u>Performance rating:</u> Fully effective =95% Significant performance= range between 95% to 98%. Outstanding performance=99%	<u>Water & Waste</u> 95.8%	95%	Dir/Dept. projected cash flow/ total budget	95%	4%	Directorate Finance Manager	
SERVICE DELIVERY/GOOD GOVERNANCE									60%	
13	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	Measures the potable water sample pass rate according to the SANS 241 standard. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 98.5% - 99% Outstanding performance= 100%	99.11%	98%	98%	98%	10%	Water & Sanitation	
14	1.4. Resource efficiency and security	Gross per capita water consumption (in litres per day)	Gross per capita water consumption represents all water supplied to the city network divided by city population. It includes water used for commerce, industry and domestic use as well as water losses from the City's water network.	149.90	≤ 190	≤ 190	≤ 190	8%	Water & Sanitation	
15	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (down-payments received) for water services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (water services) for domestic customers, as extracted from the City's SAP database. Proxy measure for NKPI. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 0.69% - 0.27% Outstanding performance= 0.26% and below	0.16%	< 0.7%	< 0.7%	< 0.7%	9%	Water & Sanitation	

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
16	3.1 Excellence in Basic Service delivery	3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (down-payments received) for sewerage services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers, as extracted from the City's SAP database. Proxy measure for NKPI. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 0.69% - 0.24% Outstanding performance= 0.23% and below	0.21%	< 0.7%	< 0.7%	< 0.7%	9%	
17	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.J Number of sanitation service points (toilets) provided to informal settlements	This indicator reflects the number of toilets provided in informal settlements during the period under review. Some toilets may however have been vandalised or removed after provision. Proxy measure for NKPI. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 2 501 - 3 000 Outstanding performance= above 3 000	3 428	2 500	1 700	2 500	9%	
18	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.I Number of water services points (taps) provided to informal settlements	The indicator reflects the number of taps provided in informal settlements during the period under review. Some taps may however have been vandalised or removed after provision. Proxy measure for NKPI. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 701 - 750 Outstanding performance= above 750	799	700	450	700	8%	
19	1.3.b Mayor's Job Creation Programme	Number of Expanded Public Works Programme (EPWP) opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes. <u>Performance rating:</u> Fully effective = target achieved Significant performance= range between 1% - 5% above target achieved. Outstanding performance= range between 6% - 10% above target achieved.	<u>Water & Waste</u> 15 974	SWM = 10 000 W&S = 4 000 Total = 14 000	W&S = 2 250	W&S = 4 000	7%	

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)									
Executive Director: Michael John Webster									
1 July 2021 - 30 June 2022									
No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
SPECIAL PROJECTS								10%	
		Revenue collected as a percentage of billed amount:	To measure the receipts as a percentage of billing covering the immediate 12 months period. Performance rating: Fully effective = target achieved Significant performance= range between 1% - 5% above target achieved. Outstanding performance= range between 6% - 10% above target achieved.						
20	5.1 Operational Sustainability	- Water		94.61%	82.30%	91%	91%	2%	
21	5.1 Operational Sustainability	- Sanitation		96.27%	82.30%	93%	93%	2%	
22	3.1 Excellence in Basic Service delivery	Metres of water reticulation mains replaced this year	Metres of water reticulation mains replaced this year <u>Performance rating:</u> Fully effective = 28 000 Significant performance= range between 28 001 - 29 400 Outstanding performance= 29 401 and above	56 047	45 000	22 000	50 000	2%	
23	3.1 Excellence in Basic Service delivery	Metres of sewer reticulation mains replaced this year	Metres of sewer reticulation mains replaced this year <u>Performance rating:</u> Fully effective = 26 000 Significant performance= range between 26 001 - 27 300 Outstanding performance= 27 301 and above	28 140	28 000	18 000	26 000	2%	

2021/2022 Executive Director Performance Scorecard - Water & Sanitation (Mid-year amendments)

Executive Director: Michael John Webster

1 July 2021 - 30 June 2022

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2021	Annual Target	Q 3 31 Mar 2022	Q4 30 Jun 2022	WEIGHTING	Contact Department
					2020/2021	Target	Target		
24	3.1 Excellence in Basic Service delivery	COVID-19 recovery plan (W&S) Percentage of water meters read on a monthly basis	Percentage consumer water meters read on a monthly basis. <u>Performance Rating for all other KPI:</u> Fully effective= 87% Significant performance=range between 88% to 91% above target achieved Outstanding performance= 92% and above	88.95%	87%	87%	87%	1%	
25	3.1 Excellence in Basic Service delivery	SMF related initiatives (W&S) Percentage of potable water reused as treated effluent	Wastewater (or sewage) that is first treated at wastewater treatment works and then reused for irrigation, industrial or purposes, expressed as a percentage of total drinking water treated. <u>Performance Rating for all other KPI:</u> Fully effective= 6% Significant performance=range between 6.01% to 7% above target achieved Outstanding performance= 7.01% and above	6.61%	6%	6%	6%	1%	

Executive Director
Michael John Webster

Date

City Manager
Lungelo Mbandazayo

Date