2017/2018 Individual Performance Scorecard
Chief Financial Officer: Kevin Jacoby
1 July 2017-30 June 2018

PERFORMANCE DASHBOARD DEFINITIONS

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
LEADERSHIP (prescribed Leadership indicators to drive out Transversal management)				**15%**	
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)				**20%**	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**15%**	
MUNICIPAL FINANCIAL VIABILITY				**20%**	
SERVICE DELIVERY/GOOD GOVERNANCE - EDs to include their selected functional indicators as per the SDBIPs				**15%**	
SPECIAL PROJECTS - ODTP				**15%**	
				100%	
LEADERSHIP (prescribed Leadership indicators to drive Transversal management)				**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	Shared values will be measured by means of a survey.	5%	Directorate of the Mayor
2	Employee Engagement	Percentage feedback communication sent to the directorate	Ensure a flow of communication to all staff in the directorate regarding decisions taken and information shared at EMT and other management structures.	1%	Directorate of the Mayor
3		Results of engagement surveys	Results from an employee engagement survey.	1%	Directorate of the Mayor
4	Leading change	Delivery against Leadership Competencies	Leadership competencies will be measured by means of a survey.	3%	Directorate of the Mayor
5	Customer centricity	Community satisfaction survey (Score 1 - 5) - city wide	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town. The measure is given against the non-symmetrical Likert scale ranging from : 1 being poor; 2 being fair; 3 being good; 4 being very good and 5 excellent. The objective is to improve the current customer satisfaction level.	5%	Directorate of the Mayor
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)				**20%**	
6	Transversal Management	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Work Group Activity plan developed and Annual Implementation report to Mayco	Work group activity: Integrated activity plan informed by transversal strategies relevant to the work group eg. IHSF, EGS ect Annual Implementation report: Transversal report on the strategic outcomes of the city	4%	Finance
7		1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage of work group activity plan milestones delivered	Percentage of transversal work group activities delivered	4%	Finance

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
8		1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Carry out internal communication campaign on process to facilitate compliance	Internal communication campaign taking place mid-year and at year-end	4%	Finance
9		1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	Maintain a register containing all contributions received	4%	Finance
10		Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	On approval, policies, by-laws and corporate SOPs are assessed to determine if they are applicable to directorate business, and implemented and incorporated into departmental operations and business processes	4%	Finance
		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION		**15%**	
		MANAGEMENT INDICATORS		**7%**	
11	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures: The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2.	1%	Corporate Services
12		Percentage adherence to the EE target in all appointments (internal and external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments -The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.2. Internal appointments -The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.3. Disabled appointments -The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.	2%	Corporate Services

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
13	5.1 Operational Sustainability	Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.	2%	Corporate Services
14		Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.	1%	Corporate Services
15		Percentage of Probity functions recommendations implemented	The indicator will measure the percentage of recommendations implemented by the directorate the Executive Director is responsible for. Probity includes Internal Audit, Ombudsman, Risk Management, Business Continuity, Combined Assurance, Ethics and Forensics functions.	1%	Probity
CORPORATE SCORECARD INDICATORS (Corporate scorecard indicators for which the ED takes the Lead)				**8%**	
16	1.3 Economic Inclusion (ODTP 10)	1.B Average number of days to issue rates clearance certificate	This indicator measures the average number of days it takes to issue a rates clearance certificate. Rates Clearance Certificates will be issued only once the correct payments and required documentation have been received and verified as correct.	1%	Revenue
17	5.1 Operational sustainability (ODTP 11)	5.A Opinion of independent rating agency	A report that reflects creditworthiness of an institution to repay long-term and short-term liabilities. Credit rating is an analysis of the City's key financial data, performed by an independent agency to assess its ability to meet short and long-term financial obligations. Indicator standard/norm/benchmark The highest rating possible for local government, which is also subject to the country's sovereign rating.	2%	Treasury

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
18	5.1 Operational sustainability (ODTP 11)	5.B Opinion of the Auditor-General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practice. This is referred to as 'clean audit'. Alternativeley, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part,over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice, or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.	2%	Treasury
19	5.1 Operational sustainability (ODTP 11)	5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	The Ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. Proxy measure for NKPI.	1%	Treasury
20	5.1 Operational sustainability (ODTP 11)	5.F Net Debtors to annual revenue (City) - NKPI	Net current debtors are a measurement of the net amounts due to the City for which the anticipation of the recovery is realistic. Proxy measure for NKPI.	1%	Treasury
21	5.1 Operational sustainability (ODTP 11)	5.G Debt (total borrowings) to total operating revenue (City) - NKPI	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI.	1%	Treasury
		MUNICIPAL FINANCIAL VIABILITY		**20%**	
22	5.1 Operational Sustainability	Percentage of projects screened in SAP PPM	Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages. Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping	4%	Organisational Planning and Policy
23		Percentage of 2017/18 PM comments completed in SAP PPM	Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic. Measurement: Metrics extracted from SAP PPM on a monthly basis.	4%	Organisational Planning and Policy
24		Percentage spend of capital budget	Percentage reflecting year to date spend / 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 the year end.	4%	Directorate Finance Manager
25		Percentage spend on **reactive** repairs and maintenance	Due to the nature of business in the Finance Directorate, the percentage spend should be measured on reactive repairs and maintence. The lower the spend, the more positive the outcome, as a low spend would result in a saving to the City.	2%	Directorate Finance Manager

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
26		Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	3%	Directorate Finance Manager
27		Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.	3%	Directorate Finance Manager
		SERVICE DELIVERY/GOOD GOVERNANCE		**15%**	**10%**
28	5.1 Operational Sustainability	Progress against major milestones of budget cycle plan to ensure the submission of the 2018/2019 Budget to Council for adoption	Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP.	3%	Budgets
29		Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives.	2%	Budgets
30		Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period.	2%	Revenue
31		Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Ratio of the total rand value of purchase orders allocated to B-BBEE suppliers/service providers to the total overall rand value of purchase orders allocated to suppliers/service providers by the City of Cape Town	2%	Supply Chain Management
32		Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures	This indicator is in compliance with section 65 (e) of the MFMA, which requires that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.	2%	Expenditure

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
33		Establishment of conditional grant fund application protocols and applications based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	Application protocols and application SOP's are defined as a clear set of standardised processes, primary documents (grant appropriate)and procedures that allow for clear, auditable and transparent grant fund applications to be completed by the aplicant directorate/department.	2%	Grant Funding
34		Establishment of conditional grant fund reporting protocols (financial/non-financial) and reporting based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	Reporting protocols and reporting SOP's are defined as a clear set of standardised processes, primary documents (grant appropriate)and reporting procedures directly aligned to the reporting requirements of each of the individual Grant Fund Frameworks/Provincial Gazettes/DORA that allow for clear, auditable and transparent grant fund reporting to be completed by the funded directorate/department. The protocol addresses financial and non-financial reports.	2%	Grant Funding
		SPECIAL PROJECTS - ODTP		**15%**	
35	5.1 Operational Sustainability	% completion of ODTP 2	Conclusion of ODTP Phase 2 meaning that ED's would have implemented or in the process of finalising the following:- • Approval of new structure - evidence is structures signed by the CM – Director: HR to provide evidence. • Populating of new structure with existing staff – evidence is placement letters – Director: HR to provide evidence • Vacancies and new positions must be advertised – evidence is advertisement - Manager Strategic Staffing: Yolanda Scholtz to provide evidence. • Restructuring completed for all levels (all staff moved to correct positions and mapping completed)	15%	ED

Chief Financial Officer
Kevin Jacoby

City Manager
Achmat Ebrahim

30/06/2017

Mayco Member - Finance
Councillor Johan van der Merwe

2017/2018 Individual Performance Scorecard
Chief Financial Officer: Kevin Jacoby
1 July 2017-30 June 2018

CORE MANAGEMENT COMPETENCIES
ANNEXURE C

	Core Managerial Competencies	Competency Definitions	Weighting	Quarter 1 30 Sep 2017	Quarter 2 31 Dec 2017	Quarter 3 31 Mar 2018	Quarter 4 30 Jun 2018	Rating ED	Rating Panel
Core Competency Requirements	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	20%						
	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.	20%						
	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	10%						
	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	20%						
	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	10%						
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified outcomes.	20%						

Executive Dircetor
~~Craig Kesson~~ Kevin Jacoby

23 June 2017
Date

City Manager
Achmat Ebrahim

30 June 2017
Date

Mayco Member - Finance
Councillor Johan van der Merwe

23/06/2017
Date

PERFORMANCE DASHBOARD

2017/2018 INDIVIDUAL PERFORMANCE SCORECARD
CHIEF FINANCIAL OFFICER: KEVIN JACOBY
1 JULY 2017 - 30 JUNE 2018

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2017	Proposed Annual Target 2017/18	Quarter 1 30 Sep 2017 Target	Quarter 2 31 Dec 2017 Target	Quarter 3 31 Mar 2018 Target	Quarter 4 30 Jun 2018 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
LEADERSHIP (prescribed Leadership indicators to drive out Transversal management)									15%	
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)									20%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									15%	
MUNICIPAL FINANCIAL VIABILITY									20%	
SERVICE DELIVERY/GOOD GOVERNANCE - (Include functional indicators as per the SDBIPs that will drive out the IDP priorities)									15%	
SPECIAL PROJECTS - ODTP									15%	
									100%	
LEADERSHIP (prescribed Leadership indicators to drive Transversal management)									15%	
1	Shared Values	Value scorecard (360 degree feedback)	New	Positive score outcome	N/A	N/A	N/A	Positive score outcome	5%	ED
2	Employee Engagement	Percentage feedback communication sent to the directorate	New	100%	100%	100%	100%	100%	1%	ED
3		Results of engagement surveys	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	1%	ED
4	Leading change	Delivery against Leadership Competencies	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	3%	ED
5	Customer centricity	Community satisfaction survey (Score 1 - 5) - city wide	Actual as at 30 June 2017	2.9	N/A	N/A	N/A	2.9	5%	ED
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)									**20%**	
6	Transversal Management	Work Group Activity plan developed and Annual Implementation report to Mayco	Actual as at 30 June 2017	Annual report to MAYCO on the **implementation** of CSI and Collaboration Work Group Activty Plan	Developed Activity Plan and submitted to oversight committee	N/A	N/A	Annual report to MAYCO on the **implementation** of CSI and Collaboration Work Group Activty Plan	4%	Chief Financial Officer
7		Percentage of work group activity plan milestones delivered	Actual as at 30 June 2017	90%	N/A	N/A	N/A	90%	4%	Chief Financial Officer
8		1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Carry out internal communication campaign on process to facilitate compliance	New Indicator	Directives on process published on CityWeb	Directives on process published on CityWeb	Directives on process published on CityWeb	Directives on process published on CityWeb	Directives on process published on CityWeb	4%	
9		1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	New Indicator	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	4%	
10		Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	Actual as at 30 June 2017 New	100%	Approved policies, by-laws and corporate SOPs are assessed to determine if they are applicable to directorate business	Work plan developed for implementation and incorporation into departmental operations and business processes	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	4%	Chief Financial Officer

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2017	Proposed Annual Target 2017/18	Quarter 1 30 Sep 2017 Target	Quarter 2 31 Dec 2017 Target	Quarter 3 31 Mar 2018 Target	Quarter 4 30 Jun 2018 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								
		MANAGEMENT INDICATORS							**7%**	
11	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Actual as at 30 June 2017	2%	2%	2%	2%	2%	1%	Corporate Services
12		Percentage adherence to the EE target in all appointments (internal and external)	Actual as at 30 June 2017	85%	85%	85%	85%	85%	2%	Corporate Services
13	5.1 Operational Sustainability	Percentage of absenteeism	Actual as at 30 June 2017	≤5%	≤5%	≤5%	≤5%	≤5%	2%	Corporate Services
14		Percentage vacancy rate	Actual as at 30 June 2017	≤7%	≤7%	≤7%	≤7%	≤7%	1%	Corporate Services
15		Percentage of Probity functions recommendations implemented	New Indicator	75%	75%	75%	75%	75%	1%	Probity
		CORPORATE SCORECARD INDICATORS (Corporate scorecard indicators for which the ED takes the Lead)							**8%**	
16	1.3 Economic Inclusion (ODTP 10)	1.B Average number of days to issue rates clearance certificate	New	10 days	10 days	10 days	10 days	10 days	1%	Finance
17	5.1 Operational sustainability (ODTP 11)	5.A Opinion of independent rating agency	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	2%	Finance
18		5.B Opinion of the Auditor-General	Clean Audit Achieved	Clean audit	Submission of Annual Financial Statements and Consolidated Financial Statements for 2016/2017	Clean audit for 2016/17 [2]	Resolve 60% of audit management issues [2]	Clean audit	2%	Finance
19		5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	2.021:1	2:1	TBD[2]	TBD[2]	TBD[2]	2:1	1%	Finance
20		5.F Net Debtors to annual revenue (City) - NKPI	20.39%	21.50%	TBD[2]	TBD[2]	TBD[2]	21.50%	1%	Finance
21		5.G Debt (total borrowings) to total operating revenue (City) - NKPI	5.83:1	27%	TBD[2]	TBD[2]	TBD[2]	27%	1%	Finance
		MUNICIPAL FINANCIAL VIABILITY							**20%**	
22	5.1 Operational Sustainability	Percentage of projects screened in SAP PPM	Actual as at 30 June 2017	95%	95%	95%	95%	95%	4%	Organisational Planning and Policy
23		Percentage of 2017/18 PM comments completed in SAP PPM	Actual as at 30 June 2017	95%	95%	95%	95%	95%	4%	Organisational Planning and Policy
24		Percentage spend of capital budget	Actual as at 30 June 2017	90%				90%	4%	Directorate Finance Manager
25		Percentage spend on **reactive** repairs and maintenance	Actual as at 30 June 2017	≤95%				≤95%	2%	Directorate Finance Manager
26		Percentage of operating budget spent	Actual as at 30 June 2017	95%				95%	2%	Directorate Finance Manager
27		Percentage of assets verified	Actual as at 30 June 2017	100%	N/A	N/A	60%	100%	4%	Directorate Finance Manager

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2017	Proposed Annual Target 2017/18	Quarter 1 30 Sep 2017 Target	Quarter 2 31 Dec 2017 Target	Quarter 3 31 Mar 2018 Target	Quarter 4 30 Jun 2018 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
		SERVICE DELIVERY/GOOD GOVERNANCE - (Include functional indicators as per the SDBIPs that will drive the IDP priorities)							**15%**	**10%**
28	5.1 Operational Sustainability	Progress against major milestones of budget cycle plan to ensure the submission of the 2018/2019 Budget to Council for adoption	Actual as at 30 June 2017	Submission of 2018/2019 Budget to Council for adoption by 31/05/2018	Initial budget engagement to relevant for a (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2018	Submission of 2018/2019 Budget to Council for adoption by 31/05/2018	3%	Budgets
29		Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Actual as at 30 June 2017	12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports	2%	Budgets
30		Revenue collected as a percentage of billed amount	Actual as at 30 June 2017	95%	95%	95%	95%	95%	2%	Revenue
31		Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Actual as at 30 June 2017	60%	60%	60%	60%	60%	2%	Expenditure
32		Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures	Actual as at 30 June 2017	96%	96%	96%	96%	96%	2%	Expenditure
33		Establishment of conditional grant fund application protocols and applications based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	New	100%	25%	50%	75%	100%	2%	Grant Funding
34		Establishment of conditional grant fund reporting protocols (financial/non-financial) and reporting based Standard Operating Procedures for all national/provincial conditional grant funds received by the City	New	100%	25%	50%	75%	100%	2%	Grant Funding
			SPECIAL PROJECTS - ODTP						**15%**	
35	5.1 Operational Sustainability	% Completion of ODTP 2	Actual as at 30 June 2016	100%		100%			15%	ED

Chief Financial Officer
Kevin Jacoby

City Manager
Achmat Ebrahim

30.06.2017

Mayco Member - Finance
Councillor Johan van der Merwe