

a world class African city

PERFORMANCE AGREEMENT

Made and entered into by and between

**THE CITY OF JOHANNESBURG METROPOLITAN
MUNICIPALITY**

("the City")

(Represented by Gerald Dumas, Chief Operations Officer,
duly authorised by Municipal Council Resolution)

and

Wandile Zwane

("the Executive Head ")

for the financial year: 1 July 2016 to 30 June 2017


ME



1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Executive Head in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Executive Head reporting to the Chief Operations Officer, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The parties agree that the purpose of this Agreement is to:
 - 2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;
 - 2.1.2 specify objectives and targets established for the Executive Head;
 - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
 - 2.1.4 monitor and measure performance against set targeted outputs;
 - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
 - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Executive Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Executive Head, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the Chief Operations Officer's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Executive Head;
and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the Chief Operations Officer and the Group Performance Audit Committee

after consultation with the Executive Head and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Executive Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Executive Head will be required to engage in performing his job.
- 5.2 The Executive Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Executive Head accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, Chief Operations Officer and Executive Head to perform to the standards required.
- 5.4 The Executive Head undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The Executive Head's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPAs.

6. EVALUATING PERFORMANCE

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Executive Head, a Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the Chief Operations Officer and in the process of evaluating the Performance of the Executive Head.

6.2 The performance of the Executive Head in relation to his or her performance agreement shall be reviewed on a quarterly basis as follows:

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

6.3 The Chief Operations Officer shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Executive Head at least twice a year.

6.4 The Chief Operations Officer shall ensure that a record is kept of the mid-year review and final review sessions.

6.5 Performance feedback shall be based on the assessment of the Executive Head's performance by the Chief Operations Officer and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.

- 6.6 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Executive Head will be consulted before any such change is made.
- 6.7 Despite the establishment of agreed intervals for evaluation, the Chief Operations Officer may, in addition, review the Executive Head performance at any stage while the contract of employment remains in force.
- 6.8 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.9 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee;
- 7.2 Provide access to skills development and capacity building opportunities;
- 7.3 Work collaboratively with the Executive Head to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 7.4 On the request of the Executive Head delegate such powers reasonably required by the Executive Head to enable him or her to meet the performance objectives and targets established in terms of the agreement; and



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- 7.5 Make available to the Executive Head such resources as the Executive Head may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The Chief Operations Officer agrees to consult the Executive Head timeously in respect of decisions which will have a significant impact on the performance of the duties of the Executive Head.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Executive Head's performance will form the basis for rewarding performance or correcting unacceptable performance.
- 9.2 A performance bonus not exceeding 14% may be paid to the Executive Head in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.
- 9.3 An increase may be awarded to the Executive Head in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Executive Head be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.
- 9.5 In the case of unacceptable performance, the Chief Operations Officer shall provide systematic remedial or developmental support to assist the Executive Head to improve his or her performance.
- 9.6 Where the Chief Operations Officer is, at any time during the Executive Head's employment, not satisfied with the Executive Head's performance with respect to any matter dealt with in this Agreement, the Chief Operations Officer will give notice to the Executive Head to attend a meeting with the Chief Operations Officer.

9.7 The Executive Head will have the opportunity at the meeting to satisfy the Chief Operations Officer of the measures being taken to ensure that the Executive Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

9.8 Where there is a dispute or difference as to the performance of the Executive Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. **DISPUTES**

10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon, and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.

10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and his powers, and to submit an agreement in writing to the arbitrator.

10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the Chief Operations Officer, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Executive Head shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

11. GENERAL

- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential, and may be made available to the public by the City, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Executive Head in terms of his contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.



M.E

SIGNED at Braamfontein on this the 28th day of July 2016

For: **THE CITY OF JOHANNESBURG**
METROPOLITAN MUNICIPALITY

Reumas.

Chief Operations Officer

Witness:

[Signature]

Witness:

[Signature]

SIGNED at Braamfontein on this the 28th day of July 2016

[Signature]

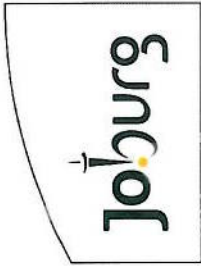
Executive Head

Witness:

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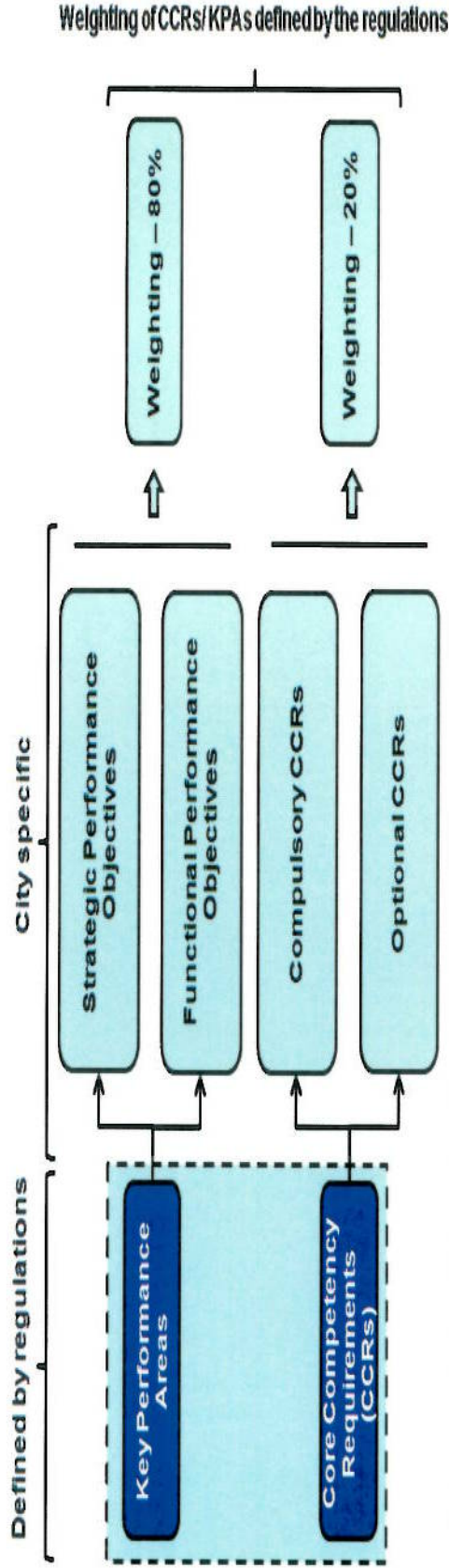


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Annexure "A"

PERFORMANCE SCORECARD – SECTION 57 EMPLOYEES	
Employee	Wandile Zwane : Executive Head
Manager	Gerald Dumas: Chief Operation Officer
Department	Social Development
Responsibilities	<ul style="list-style-type: none"> • Food Resilience • City Social Package • Deprived areas • Poverty alleviation
GDS Outcome	Outcome 1: Improved quality of life and development-driven resilience for all
The period of this Performance Plan is from 1 July 2016 to 30 June 2017	

The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and sector based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City's strategic priorities within the individual employee scorecard.

Functional Performance Objectives (FPOs) relate to the employee's functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%.

Section 1: Strategic Priority Objectives (SPOs)

STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Means of Verification
1	To improve household food production, nutrition & food safety Reduction of food insecurity by promoting access to safe and affordable food at household level, direct food support, backyard gardens	1.1	% reduction in household food insecurity in 39 most deprived wards through enabling qualifying households.	60% in 60% of most deprived areas ¹	1 = < 5% reduction in food insecurity households in 100% of deprived areas ² 2 = 8% reduction in food insecurity households in 100% of deprived areas 3 = 10% reduction in food insecurity households in 100% of most deprived areas 4 = 12% reduction in food insecurity households in 100% of deprived areas 5 = 15% reduction in food insecurity households in 100% of	Beneficiation report Manual and system generated statistics Database of food insecure household Verified by independent person/ consultant

¹most deprived areas (rank 8-10 on the City's poverty index) -77,79,80,95,49,50,129,128,127,114,19,24,30,31,37,40,75,107,65,1,5,6,8,122

² 39 of the City's Wards are ranked as most deprived areas (rank 8-10 on the City's poverty index) with a total population of 1 556 744 citizens (1 127 533 working age); 72% of each ward on average under age of 35. 23 of these wards (selected according to highest levels of deprivation and highest population) account for the 60 % most deprived areas to be targeted over remainder of mayoral term. The total population living in these 60 % targeted wards is 897 577, of this population 146 398 households made up of 441 191 individuals are estimated to be food insecure. 60 % of this food insecure target group is 87 839 food insecure households made up of 264 714 individuals, and this is the target to be assisted over the remainder of the mayoral term, in 3 equal annual tranches of 29 280 households per year, made up of 88 238 individuals.

STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Means of Verification
2	To ensure improved quality of life and reduction in poverty levels	2.1	Number of individuals connected to at least one social services intervention	113 823	1 = 50 000 connected with at least one social service intervention ³ 2 = 75 000 connected with at least one social service intervention 3 = 100 000 connected 4 = 120 000 connected 5 = 130 000 connected	Verified sample from database (Social Service interventions) Communication strategy on the ESP programme and implementation report
3	To ensure a society characterized by healthy living for all Reduction in risk factors contributing to poor human development	3.1	Number of ward based Go-Jozi initiatives ⁴ coordinated in different regions.	45	1 = <30 new wards involved in ward based Go Jozi 2 = 30 new Wards involved in ward based Go Jozi 3 = 35 new Wards involved in ward based Go Jozi initiative 4 = 40 new wards community facilitated ward based activities 5 = 45 new community facilitated activities on b-weekly basis	List of wards Go Jozi initiated Approved program Visual evidence/ portfolio Ward Councilor sign off
		3.2	Number of jobs created through the blue and green	New	1=50 jobs created through the blue and green economy aimed at reducing income poverty among the poor household	Database of co-operatives List of Bakeries

³ The Footnote on Social Services includes access to social grants, property rebates(rates, sewer, refuse, electricity and water), family preservation, positive lifestyle programmes, establishment and maintenance of local drug action committees, support package for People with Disabilities, social burials, disaster relief, wellness programme for senior citizens, day care programmes, women development programmes, youth development programmes, skills development, food relief, food gardens, healthy lifestyle programme(healthy schools and wellness warriors), profiling of homeless people, housing evictees, documentation, trauma debriefing, early childhood development service and training, placement in institutions and educational support.

⁴ Street Fairies at regions, Multi Media Campaign

STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Means of Verification
			economy aimed at reducing income poverty among the poor household		2=100 jobs created through the blue and green economy aimed at reducing income poverty among the poor household 3=200 jobs created through the blue and green economy aimed at reducing income poverty among the poor household 4= 300 jobs created through the blue and green economy aimed at reducing income poverty among the poor household 5=350 jobs created through the blue and green economy aimed at reducing income poverty among the poor household	Certificate of Acceptability- Environmental Quarterly Report Verified by Independent Person/ Consultant
4	Single window for the poor and vulnerable	4.1	Number of programs implemented promoting diversity, tolerance and reduction of xenophobic tendencies through public engagement platforms targeting high risk areas in the seven City regions	7 Regional workshops	1 = 2 regional dialogues and educational sessions 2 = 5 regional dialogues and educational sessions 3 = 7 regional dialogues and educational sessions 4 = 8 regional dialogues and educational sessions 5= 10 regional dialogues and education sessions	Regional Dialogues Action Plans Beneficiation Reports Sign off by the JMAP Chairperson Progress reports tabled at JMAC
5	To ensure financial prudence City with clean audits by the	5.1	Attainment of Clean Audit Report	Unqualified Audit Report	1= Adverse Audit report5 2= Qualified Audit Report6	Audited Financial Statements Auditor General

⁵ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁶ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING SHOULD NOT BE LESS THAN 50%)						
KP A No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Means of Verification
	Auditor General				3= Unqualified Audit Report ⁷ 4= Unqualified report without material other matters ⁸ 5=Unqualified audit report without other matters	management report and Audit Report
		5.2	% Resolution of internal and external (AGSA) audit findings	New	1=85% resolution 2=90% resolution 3=95% resolution 4=97% resolution 5=100% resolution	Audit Strategy approved by the COO

⁷ This is where fair presentation is achieved but there are matters that require highlighting although these do not have impact on the auditor's opinion.

⁸ This is where fair presentation is achieved. There are no further significant matters that require disclosure by the auditors

SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES
FUNCTIONAL PERFORMANCE OBJECTIVES

(TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	Ensure sound Procurement Management and control	1.1	% Compliance to the acquisition plan ⁹	98%	1 = 50% ¹⁰ 2 = 65% ¹¹ 3 = 80% ¹² 4 = 90% ¹³ 5 = 100% ¹⁴	<ul style="list-style-type: none"> Approved departmental Acquisition plan; Departmental procurement compliance report by SCM
		5	% Reduction of SCM ratification and deviations submitted by the department	0	1 = 0% (and less) of money recovered 2 = Disciplinary action for non-compliant employees to SCM regulation 36(a) (i to v) ¹⁵ 3 = All submitted SCM regulation 36(a) (i to v) approved by EAC ¹⁶ 4 = Compliant ratification and	<ul style="list-style-type: none"> Departmental ratification reports and EAC Minutes; Departmental deviation reports and EAC Minutes; Progress report

⁹ departmental procurements of goods & services within specified timeframes and budgeted value approved on the departmental Acquisition Plan (procurements compliance with the approved departmental Acquisition Plan)

¹⁰ % (and less) of departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹¹ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹² Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹³ departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan

¹⁴ Departmental goods & services procured within specified timeframes and budgeted value approved on the departmental Acquisition Plan.

¹⁵ Target level 2 will also include 100% compliance of deviation reports to the provisions of Regulation 36 (1)(a)(i to v) without any failure by the official to execute his or her duties accordingly.

¹⁶ Target level 2 will also include 100% compliance of deviation reports to the provisions of Regulation 36 (1)(a)(i to v) without any failure by the official to execute his or her duties accordingly.

FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	Management of the departmental, project and contract risks to acceptable levels.	5	2.1 % of departmental strategic risks managed to acceptable levels ¹⁷	80%	deviation submitted 5 = 0% SCM ratification and deviation submitted 1 = Approved risk registers 2 = Risk mitigations updates 3 = 65% of key strategic risks improved 4 = 75% of key strategic risks improved 5 = 85% of key strategic risks improved	<ul style="list-style-type: none"> Departmental Quarter 4 report and Mayoral Committee minutes; GRGC Annual Risk analysis report and Minutes
		5	2.2 % of departmental key projects risks managed to acceptable levels ¹⁸	60%	1 = Approved risk registers 2 = Risk mitigations updates 3 = 65% of key strategic risks improved 4 = 75% of key strategic risks improved 5 = 85% of key strategic risks improved	<ul style="list-style-type: none"> Departmental Quarter 4 report and Mayoral Committee minutes; GRGC Annual Risk analysis report and Minutes

¹⁷ This requires that each Department with the help of Group Risk Services (as a specialist in the field) to identified and determine the desired residual risks level where the risk will be managed towards. This desired residual risks level will become a target to manage the risk towards.

¹⁸ This KPI refers to projects and contracts the department is implementing. The department should including risk management from planning to final completion of the project/contract. Project and contract risks will be identified by department (assisted by Group Risk Services) for each project/contract, acceptable levels determined and agreed. These project and contract risks will be managed by the department to agreed acceptable levels on a continuous basis.

FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT MUST NOT EXCEED 30%)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	To promote accountability of employees and organisations in using resources and ensuring that implementation objectives are met	5 3.1	% achievement of departmental SDBIP set performance measures	88%	1 = 70% of departmental SDBIP set performance measures achieved. 2 = 80% of departmental SDBIP set performance measures achieved. 3 = 85% of departmental SDBIP set performance measures achieved. 4 = 90% of departmental SDBIP set performance measures achieved. 5 = +95% of departmental SDBIP set performance measures achieved.	<ul style="list-style-type: none"> Sub Mayoral Cluster Quarter 4 assessment report; Minutes of Sub-Mayoral Cluster Committee

SECTION 3: CORE COMPETENCY REQUIREMENTS

KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHT MUST BE 20%)						
No	Core Competence	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
1	Financially and administratively sustainable and resilient city	1.1	% Spent of allocated departmental Capex	76%	Financial Competence (Compulsory) 1 = Overspending 2 = 50% Capex 3 = 95% Capex Expenditure ¹⁹ 4 = 96% Capex 5 = 97% Capex	Annual financial expenditure report by Group Finance
			% Spent of allocated departmental Opex budget	98%	1 = 10 % Opex 2 = 50% Opex 3 = 95% Opex Expenditure ²⁰ 4 = 97% Opex 5 = 100% Opex	Annual financial expenditure report by Group Finance
People Management and Empowerment (Compulsory)						
2	Knowledge of Performance Management and Reporting 10	2.1	% of employees receiving performance coaching and review as per the policy	75% signed ILPs (100% Coaching sessions)	1= Less than 100% of employees with signed performance scorecards (including ILPs) 2 = 100% of employees with signed performance scorecards (including signed ILPs) 3 = 100% of employees received performance coaching and review as per the policy 4 = 50% of employees achieved 90% achievements of their scorecards set targets 5 = +60% of employees achieved 90%	Database of signed scorecards, ILPs and review session dates Final review report and signed spreadsheet with final scores signed by HCM

¹⁹ The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections


²⁰ The Operational expenditure will be implemented in line with the SDBIP budget expenditure projections

KEY PERFORMANCE AREA: CORE MANAGERIAL COMPETENCIES

(TOTAL WEIGHT MUST BE 20%)

No	Core Competence	KPI No	Competency Indicator's	Baseline	Target	Means of Verification
					achievements of their scorecards set targets	
Customer Orientation and Customer Focus (Compulsory)						
3	Improve perception of the City's performance and service offering	3.1	% Improvement in the customer perception as per the Customer Service Survey for the City of Johannesburg ²¹	57	1=Action Plan 2=CSI <57 3=CSI >57 4=CSI >58 5=CSI >60	Customer Satisfaction Survey rating results

By signing this performance scorecard the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy.

Signed : Wandile Zwane Executive Head: Social Development		Signed: Gerald Dumas Chief Operations Officer		Date: 28 July 2016
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²¹ Substance Abuse Programme, Job Creation, Food Resilience Programme, Communication