

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by **Floyd Brink, City Manager**, duly authorised by Municipal Council Resolution)

And

Tebogo Moraka

("the Group Chief Financial Officer")

for the financial year: 1 July 2023 to 30 June 2024

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group Chief Financial Officer 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 Group Chief Financial Officer reporting to the City Manager, 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 Group Chief Financial Officer.
 - 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 their 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 Group Chief Financial Officer 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 Group Chief Financial Officer, 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 City Manager'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 Group Chief Financial Officer; 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 City Manager and the Group Performance Audit Committee after consultation with the Group Chief Financial Officer 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 Group Chief Financial Officer'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 Group Chief Financial Officer will be required to engage in performing their job.

5.2 The Group Chief Financial Officer agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Group Chief Financial Officer 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, City Manager and Group Chief Financial Officer to perform to the standards required.

5.4 The Group Chief Financial Officer undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The Group Chief Financial Officer's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

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 Group Chief Financial Officer, a Group Performance Audit Committee and Performance

Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Group Chief Financial Officer.

6.2 The performance of the Group Chief Financial Officer in relation to their 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 Group Chief Financial Officer must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Group Chief Financial Officer's review in absentia and the outcome of the review is final.
- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Group Chief Financial Officer at least twice a year.
- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.
- 6.6 Performance feedback shall be based on the assessment of the Group Chief Financial Officer's performance by the City Manager and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 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 Group Chief Financial Officer will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Group Chief Financial Officer performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.

- 6.10 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 Group Chief Financial Officer 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 Group Chief Financial Officer delegate such powers reasonably required by the Group Chief Financial Officer to enable him or her to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Group Chief Financial Officer such resources as the Group Chief Financial Officer 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 City Manager agrees to consult the Group Chief Financial Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Chief Financial Officer.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Group Chief Financial Officer'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 Group Chief Financial Officer in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.

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- 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 City Manager, 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 Group Chief Financial Officer 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 Group Chief Financial Officer in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 19th day of July 2023

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



Floyd Brink
City Manager

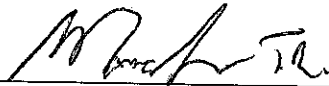
Witness: _____



Witness: _____



SIGNED at Braamfontein on this the 19th day of July 2023



Tebogo Moraka
Group Chief Financial Officer

Witness: _____



Witness: _____



PERFORMANCE SCORECARD – SECTION 57

Employee:	Tebogo Moraka: Group Chief Financial Officer
Manager:	City Manager
Department:	Group Chief Financial Officer
Position Purpose	Premised on the Municipal Finance Management Act (MFMA), No 56 of 2003, the primary purpose of the position is to enhance financial sustainability by improving and strengthening the City's financial position through prudent financial management practices through Development of financial policies and financial plans, Funding and implementation of the budget, Procurement and contract management, Budget monitoring and financial reporting, and financial risk management and investment. These functions overall contribute to the financial stability and soundness of the City of Johannesburg.
The period of this Performance Plan is from 1 July 2023 to 30 June 2024	

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 50%)						
1	Prescripts contained within the Local Government: Municipal Finance Management Act (MFMA) 2003 (Act 56 of 2003)	1.1	Timely development and approval of the 2024/ 2025 adjustment budget (Operating and Capital budget) by '28 February 2024	New indicator	1= No report 2= Report on Adjustment budget 3= Approved Adjustment budget 28 February 2024 ² 4= Approved Adjustment budget submitted to NT in terms of NT regulatory framework 5= Approved Adjustment budget 31 January 2024	<ul style="list-style-type: none"> Report to Council. Council minutes Quality Assurance certificates
2	To maintain financial stability	2.1	Percentage collection of revenue on property and billed services	88.4%	1 = 88.0 % collection of revenue on property and billing services 2 = 89.0 % collection of revenue on property and billing services 3 = 90.4 % collection of revenue on property and billing services 4 = 91.0 % collection of revenue on property and billing services 5 = 92% collection of revenue on property and billing services	<ul style="list-style-type: none"> Audited Annual Financial Statements Monthly Section 71 finance performance report approved by the Mayoral Committee
		2.2	% of clearance certificates issued within 24 hours of payment being received	98%	1 = 80% of clearance certificates issued within 24 hours of payment being received 2 = 85% of clearance certificates issued within 24 hours of payment being received 3 = 98% of clearance certificates issued within 24 hours of payment being received 4 = 99% of clearance certificates issued within 24 hours of payment being received 5 = 100% of clearance certificates issued within 24 hours of payment being received	SAP Report and activity report

¹Municipal Budget and Reporting Regulations, Chapter 1, part 4, Section 23 (1): Timeframes for tabling of adjustments budgets. An adjustments budget referred to in section 28 (2) (b), (d) and (f) of the Act may be tabled in the municipal council at any time after the mid-year budget and performance assessment has been tabled in the council, but not later than 28 February of the current year.

² The process of budget preparation is legislated, and all deadlines are clearly stipulated in the MFMA. (The current structure of the KPI is informed by dates in the MFMA which are captured in the annual process plan approved by Council every August as stipulated in law).

TRM B

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Profitability and liquidity ratios	2.3	% Achievement in turnaround times for valuation of *NULLS (newly registered properties), Park Contributions and Occupational certificates to unlock revenue generation	New indicator	1=100% within 34 days 2=100% within 32 days 3=100% Valuation completed within a turnaround time of 30 days 4=100% Valuation completed within a turnaround time of 29 days 5=100% Valuation completed within a turnaround time of 28 days	<ul style="list-style-type: none"> Revenue Performance Schedule Quarterly report on changes to the Rates Base
		3.1	Percentage of Debt (Total Borrowings/ Revenue)	38%	1 = 45 % of Debt (Total Borrowing) / Revenue 2 = 40 % of Debt (Total Borrowing) / Revenue 3 = 35 % of Debt (Total Borrowing) / Revenue 4 = 30 % of Debt (Total Borrowing) / Revenue 5 = 25 % of Debt (Total Borrowing) / Revenue	Audited Annual Financial Statements
		3.2	Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months.	22 days	1 = Cash / Cost Coverage ratio is positioned at < 20 days 2 = Cash / Cost Coverage ratio is positioned at 25 days 3 = Cash / Cost Coverage ratio is positioned at 30 days 4 = Cash / Cost Coverage ratio is positioned at 35 days 5 = Cash / Cost Coverage ratio is positioned at 40 days	
		3.3	Current Ratio	0.98	1 = Current ratio is: Less than 0.5 2 = Current ratio is: Less than 1 3 = Current ratio is: more than 1 4 = Current ratio is: More than 1.3 5 = Current ratio is: More than 1.5	
		3.4	Net Operating Surplus Margin	2%	1 = Net Operating Surplus Margin is: ≥ 0 % - 2.9 % 2 = Net Operating Surplus Margin is: ≥ 3 - 5.9 % 3 = Net Operating Surplus Margin is: 6 % 4 = Net Operating Surplus Margin is: ≥ 6.1 - 7.9 %	

³ As per the National Treasury Circular 71 norms, the "Percentage of Debt (Total borrowings/Revenue)" may not be > than 45%, thus 45% is the target set at 1=45%

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		3.5	Remuneration as a Percentage of Total Operating Expenditure	26%	5 = Net Operating Surplus Margin is: $\geq 8\%$ 1 = Remuneration as % of Total Operating Expenditure is $\leq 35\%$ 2 = Remuneration as % of Total Operating Expenditure is $\leq 32.5\%$ 3 = Remuneration as % of Total Operating Expenditure is at $\leq 30\%$ 4 = Remuneration as % of Total Operating Expenditure is $\leq 27.5\%$ 5 = Remuneration as % of Total Operating Expenditure is $\leq 25\%$	
		3.6	Interest expense to Total operating expenditure ratio	6%	1 = Interest Expense to Total Operating Expenditure ratio is: $< 8^4\%$ 2 = Interest Expense to Total Operating Expenditure ratio is 6% 3 = Interest Expense to Total Operating Expenditure ratio is 4% 4 = Interest Expense to Total Operating Expenditure ratio is 2% 5 = Interest Expense to Total Operating Expenditure ratio is $< 2\%$	
		3.7	Solvency ratio	2:3	1 = Solvency ratio is: $< 2.2:1$ 2 = Solvency ratio is: $2.2:1$ 3 = Solvency ratio is: $2.1:1$ 4 = Solvency ratio is: $2.5:1$ 5 = Solvency ratio is: $> 2.5:1$	
4	A responsive, accountable, efficient and productive metropolitan	4.1	Audit outcome ⁵	Unqualified Audit Report	1 = Adverse Audit report ⁶ 2 = Qualified Audit Report ⁷ 3 = Unqualified report without material findings	AG Audit Report

⁴ As per the National Treasury Circular 71 norms "Interest expense to Total operating expenditure ratio" may not be $>$ than 8% , thus target setting at $1 = 8\%$

⁵ The opinion may be that given for the department/entity where applicable.

⁶ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁷ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	
		4.2	% Resolution of internal audit findings ⁸	88%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution (including no findings)	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		4.3	% Resolution of external (AGSA) audit findings ⁹	72%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution (including no findings)	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		4.4	% Compliance with response timelines for the submission of the Annual Performance Report ¹⁰	100% compliance	1 = 90% compliance 2 = 91% - 99% compliance 3 = 100% compliance 4 = 100% compliance 2 days earlier 5 = 100% compliance 3 days earlier	GSPCR tracking report signed-off by GH
		4.5	Number of Circular 88 ratio's (excluding the two (2) Selected profitability and liquidity ratios measured in KPI 3.2 and 3.3) ¹¹ achieved.	New	1= < 9 indicators achieved 2= 9 indicators achieved 3= 10 indicators achieved 4= 11 indicators achieved 5= 12 indicators achieved	Audited Annual Financial Statements
		4.6	Proportion of municipal entities receiving clean audits ¹²	New	1= Implementation of the 7 audit remedial plans in response to the AGSA Management letter 2= Implementation of the 8 audit remedial plans in response to the AGSA Management letter 3= Implementation of the 9 audit remedial plans in response to the AGSA Management letter	Management Letter

⁸ These are findings by internal audit only that are picked up on an ongoing basis.

⁹ This is for only findings classified as matters affecting audit opinion and others important matters

¹⁰ Relates to response in terms of supply of full performance information as required by GSPCR for the development of the CoJ Integrated Annual Report

¹¹ There are 24 Circular 88 indicators which fall within the ambit of Group Finance. Two (2) of these indicators are repeat indicators and already find expression on the IDP corporate scorecard, namely "Cash/Cost coverage ratio", and "Current ratio".

¹² Of the 13 remedial plans in response to the AGSA Management letter, 11 are situated within the Group Finance department

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5.	Regional Service Delivery Profile	5.1	% Monitoring of the service delivery profile aligned to Capex and Opex expenditure ¹³	New indicator	4= Implementation of the 10 audit remedial plans in response to the AGSA Management letter 5= Implementation of the 11 audit remedial plans in response to the AGSA Management letter 1= 70% Service Delivery Profile developed and monitored 2=90% Service Delivery Profile developed and monitored 3=100% Service Delivery Profile developed and monitored 4= Up to 50% of projects completed 5= >50% of the projects completed	Database of projects per region Quarterly Implementation Reports per region
6.	Accountability and Good Governance	6.1	% Implementation of the ombudsman's recommendations	98.49%	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days 3 = 85% - 100% implemented within 90 days 4 = 100% implemented within 60 days 5 = 100% implemented within 30 days or less days	Quarterly dashboard of the Ombudsman's recommended cases implemented signed-off by the Ombudsman
		6.2	Percentage of agreed recommendations implemented by department emanating from concluded forensic investigation within 90 days ¹⁴	53%	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days 3 = 85% - 100% implemented within 90 days 4 = 100% implemented within 60 days 5 = 100% implemented within 30 days or less days	<ul style="list-style-type: none"> GFIS Dashboard of concluded investigations Copy of concluded investigation report Acknowledgment of receipt by clients Implementation plan by clients. Implementation/status report signed off by HOD/CEO.

¹³ Group Finance has the following capital budget projects listed in the 2023/2024 IDP:

- Project ID (3825) Project name: Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide: Value R12m;
- Project ID (2489) Project name: Operational Capital-Look and Feel Project: Value R10m;
- Project ID (3080) Project name: New Office Equipment and Furniture City Wide: Value R6m;
- Project ID (23371) Project name: Valuation Roll System: Value R2m;

¹⁴ From the date of final report being discussed with the respective Group Head and agreement reached on recommendations.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		6.3	Turnaround times to respond to oversight & advisory committees' requests GPAC MPAC GAC S79 Committees	1 day after the approved timelines	1 = 2 days after the approved timelines 2 = 1 day after the approved timelines 3 = Within the approved timelines 4 = 1 day ahead of approved timelines 5 = 2 days ahead of approved timelines	<ul style="list-style-type: none"> Quarterly monitoring report signed off by signed-off by the Head of GFIS Tracking sheet of all requests received indicating status of responses signed by secretariat/chairperson. POCM analysis dashboard
7.	Smart City Initiatives	7.1	Implementation of E-procurement solution	New	1= Appointment of a suitable service provider and Signing of the SLA 2. = Stakeholder engagement including entities 3. = Implementation of E-Vendor Portal and Demand Management module 4. = Implementation of E-Tender module and E-Contract Module 5. = Dashboard Reporting and monitoring.	<ul style="list-style-type: none"> Signed Service Level Agreement (SLA) Minutes of stakeholder engagements Implementation plan
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (Weight = 30%)						
1	Procurement and Contract Management	1.1	Percentage management of contracted supplier contract within the department ¹⁵	100%	1 = contract expired without starting new procurement process 2 = Contract expired while procuring 3 = 90% management of all contracts without incurring and deviations 4 = 95% management of all contracts without incurring and deviations 5 = 100% management of all contracts without incurring and deviations ¹⁶	<ul style="list-style-type: none"> Status of the Contracts Register Sign-off by the OGCFO

¹⁵ Each department is responsible for ensuring that they have internal processes to monitor the lifespan of their supplier contracts. Contracts must always be in force for as long as the projects are ongoing to avoid Irregular Expenditure. The HoD must engage and respond to the GCFO in terms of updating the contracts register.

¹⁶ New contract secured/ appointed (not through deviation or regulation 32 or 36) within a month or two of expiry of old contract.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	UJFW Strategy Implementation	1.2	% Compliance to acquisition of goods and services as per the approved demand plan	100%	1 = Acquisition plan 2 = Procurement delayed 3 = 100% compliance 4 = Target met within 15 days ahead of delivery date 5 = Target met within 1 month ahead of delivery date	<ul style="list-style-type: none"> Approved Acquisition plan Departmental Quarterly Acquisition Status Reports SCM Assessment reports
		2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2023	80%	1=<80% 2=81-84% 3=85-95% 4=96-99% 5=100%	UJFW report tabled at GAC and GPAC
		2.2	Percentage reduction in current and/or new Unauthorised expenditure	20%	1=<80% 2=81-84% 3=85-95% 4=96-99% 5=100%	
		2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2023	No irregular expenditure	1=<80% 2=81-84% 3=85-89% 4=90-94% 5=95% and above	
		2.4	Percentage reduction in current and/or new Irregular expenditure	No irregular expenditure	1=<80% 2=81-84% 3=85-95% 4=96-99% 5=100%	
		2.5	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2023	No historical fruitless and wasteful expenditure	1=<80% 2=81-84% 3=85-89% 4=90-94% 5=95% and above	
3	Risk Management	2.6	Percentage reduction in current and/or new Fruitless and Wasteful expenditure	No fruitless and wasteful expenditure	1=<80% 2=81-99% 3=85-95% 4=96-99% 5=100%	
		3.1	% Of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	29%	1 < 50% implemented 2 = 51% - 84% implemented 3 = 85% implemented 4 = 95% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	GRGC Risk analysis reports and Minutes

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Departmental performance monitoring and reporting	4.1	% Of departmental SDBIP escalated matters resolved	New indicator	1 < 75% resolved 2 = 75% - 84% resolved 3 = 85% - 89% resolved 4 = 90% - 99% resolved 5 = 100% resolved	Mitigation plans reflecting the status of resolution signed by the HoD approved by the CM
5	Policies	5.1	% Management ¹⁷ of policies in the department	New indicator	1 < 85% (some policies expired/not implemented) 2 = 85% (some policies reviewed after 1 month of expiry) 3 = 100% (all policies implemented/valid/merged/reviewed within 1 month before expiry) 4 = 130% (all policies implemented/valid/merged/reviewed within 15 days before expiry) 5 = 150% (all policies implemented/valid/merged)	<ul style="list-style-type: none"> Database of all policies and their status Progress reports
6	mSCOA compliance	6.1	% Compliance with mSCOA compliance timelines by the department ¹⁸ .	<40% compliance	1= Group Finance business requirements mapped in line with GICT roll out strategy 2= Timelines agreed to in terms of business requirements between Group Finance and GCIT 3= 1 module rolled out 4= 2 modules rolled out 5= 3 modules rolled out	<ul style="list-style-type: none"> Quarterly mSCOA compliance reports
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁹	New indicator	1 < 93% Capex spent	<ul style="list-style-type: none"> SAP Report

¹⁷ Management entails implementation, timeous reviews and merging and / or discarding redundant policies where applicable.

¹⁸ Group Finance modules to be rolled out: Finance (FI), Business Planning and consolidation (BPC), Revenue Module (REV), Supply Chain Management (SCM)

¹⁹ This is applicable to departments with large capex budget – threshold to be determined. Group Finance has the following capital budget projects listed in the 2023/2024 IDP:

Project ID (3825) Project name: Capital Enhancement System Renewal Computer software – Johannesburg F – Value: R12m.

Tom B

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					<ul style="list-style-type: none"> 2 = 93% - 94% Capex spent 3 = 95% - 97% Capex spent 4 = 98% - 99% Capex spent 5 = 100% Capex spent 	<ul style="list-style-type: none"> • Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget	88%	<ul style="list-style-type: none"> 1 < 93% Opex spent 2 = 93% - 94% Opex spent 3 = 95% - 97% Opex spent 4 = 98% - 99% Opex spent 5 = 100% Opex spent 	<ul style="list-style-type: none"> • SAP Report • Midyear and Annual financial expenditure report by Group Finance
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ²⁰	94%	<ul style="list-style-type: none"> 1 = 90% of valid invoices paid within 30 days of receipt of invoice 2 = 92% of valid invoices paid within 30 days²¹ of receipt of the invoice 3 = 95% of valid invoices paid within 30 days of within receipt of the invoice 4 = 97% of valid invoices paid within 30 days of receipt of invoice 5 = 100% of valid invoices paid within 30 days of receipt of invoice 	<ul style="list-style-type: none"> • Midyear and Q4 Finance Reports on UIFWs.
People Management and Empowerment (Compulsory)						
2	Skills Development	2.1	% Implementation of skills development initiatives for CoJ employees ²²	100% implementation	<ul style="list-style-type: none"> 1 < 80% (Establishment of a Departmental Training Committee) 2 = 80% (Development and sign off a Departmental Workplace Skills Plan) 3 = 85% Implementation (of a Departmental Workplace Skills Plan²³) 4 = 90% implementation (of Departmental Workplace Skills Plan) 	<ul style="list-style-type: none"> • Terms of Reference, Minutes, Agendas for the Training Committee • Signed Compliant WSP • Annual Training Reports reflecting status and levels trained.

Project ID (2489) Project name: Operational Capital-Look and Feel Project – Value: R 12m.
 Project ID (3080) Project name: New Office Equipment and Furniture City Wide – Value: R10m.
 Project ID (23371) Project name: Valuation Roll System – Value: R2m

²⁰ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements, and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

²¹ Note the MFEMA refers to the date the invoice was received, not the invoice date.

²² Some Skills Audit interventions will be handled centrally by HCM, but departments will be responsible for budgets. Other interventions will be implemented via the departmental WSP – own training budgets, VIA Line Managers and HR Field through training budget. This includes other training initiatives, e.g., ILP and others.

²³ General training to improve skills including Individual Learning Plans trainings.

Tem B

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Performance and People Management	3.1	% Compliance to the performance management cycle as per the policy for employees of the CoJ ²⁵ in the department	52.46%	and all competency gaps identified in the skills audits including for level 5 – 6 employees ²⁴ 5 = 95% implementation (of all competency gaps identified in the skills audits including for level 5 – 6 employees 1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	Assessment report by GCSS
		3.2	% Establishment of the Departmental Performance Management Moderation Committee	New indicator	1 = < 65% (Draft TORs in place) 2 = 66% - 84% (Approved TORs) 3 = 85% - 100% (Committee members appointed and induction meeting held) 4 = First (or midyear) assessment done 5 = Final assessment done	<ul style="list-style-type: none"> Approved Departmental TOR's Appointment letters Agenda and minutes of meetings
4	Employee safety	3.2	Percentage of disciplinary cases resolved within 120 days ²⁶	< 75 %	1 = < 75% 2 = 75 - 80% 3 = 81 - 85% 4 = 86 - 90% 5 = 90 - 100%	<ul style="list-style-type: none"> Appointment letters of Prosecutor and Presiding Officer Disciplinary sanction
		4.1	Percentage compliance to SHE Policy/ Directives to promote health and safety in the department ²⁷	49% compliance with zero (0) fatalities	1 = 40% compliance to SHE audits 2 = 60% compliance to SHE audits 3 = 80% - 89% compliance to SHE audits	Quarterly assessment reports by SHELA & FCM tabled at EMT

²⁴ This is specific to outcomes of the skills audits conducted. The HoD must ensure that employees within the department comply and participate as per the GCSS programme.

²⁵ This is performance for the entire staff complement in the department unless specified otherwise for departments with very large numbers of employees.

²⁶ The counting begins with the charge (charge sheet date) laid on the employee up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

²⁷ This relates to prevention of workplace incident classified as disabling injuries and fatalities by Group SHE. The department to provide the following documents to Group SHE to determine the compliance level of the department

- I. List of employees attended training for SHE representatives' course, First Aids, Evacuation Marshalls, and Fire Fighting
- II. Minutes confirming employees attending SHE Committee meeting
- III. Progress report on the implementation of the recommended corrective measures
- IV. SLA with JPC to address repairs and maintenance matters of the building
- V. List of employees referred to Group SHE for pre-employment medical examination, periodic and exit medical examination
- VI. Reporting of injury on duty cases/claims to COID office within 2 days after the incident

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Human Capital Management and Empowerment	5.1	% Compliance with the implementation of EE in departments	20%	4 = 90% - 94% compliance to SHE audits 5 = 95% - 100% compliance to SHE audits	<p>Departmental Level</p> <ul style="list-style-type: none"> Approved Departmental Action Plan Manco/SMT Minutes Training Manuals & Presentations DEE&SDF and/or Quarterly Staff meetings' minutes & Annual Schedules Signed Quarterly Progress reports <p>EE Office Level</p> <ul style="list-style-type: none"> Training Manuals & Presentations Annual EE Report (EEA2 & EEA4) City Group Quarterly Progress reports by EE Unit tabled at EMT Close out report

Change Management (optional)

- VII. List of employees provided with Personal Protective Equipment
- VIII. Reporting of employees tested positive for COVID-19
- IX. Reporting of employees vaccinated for COVID-19
- X. Confirmation of provision desk screen to maintain social distancing

²⁸ Establish functional EE, Disability and Gender structures and development of the EE Annual Action Plan on the achievement of identified AA Measures.



²⁹ Developing measures of compliance with set EE (gender and racial targets) in line with the City's Approved EE Plan.

³⁰ Consultation with the Departmental EE & Skills Development Forum and/or feedback with the general staff members on EE & Skills Development issues. (This includes awareness campaigns and training done in the department)

³¹ Training done in line with the employee's upward mobility requirements.

³² Plan and celebrate annual transformation events e.g., Women's Day, 16th Days of Activism against Women and Children Abuse, National Disability Day etc.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
6	Disability Mainstreaming	6.1	% Attraction of suitably qualified People with Disabilities (PWDs) within departments (including measures to enhance universal access and reasonable accommodation)	New	1 = 0% - 19% ³³ 2 = 20% - 45% ³⁴ 3 = 46% - 79% ³⁵ 4 = 80% - 99% ³⁶ 5 = 100% ³⁷	<ul style="list-style-type: none"> • Training Manuals & Presentations • Signed Quarterly Progress reports • Recruitment reports • SAP Reports • Memorandum of Understanding (MOU) or Partnership Agreements
Customer Orientation and Customer Focus (Compulsory)						
KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
7	Customer satisfaction	7.1	Percentage increase in satisfaction levels ¹	62% (2021 QoL)	1 = decrease. 2 = no change or <1% increase. 3 = 1% increase. 4 = 2% increase. 5 = > 2% increase.	Satisfaction 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.						
Tebogo Moraka Group Chief Financial Officer			Signature: 		Signature: 	
			Floyd W Brink City Manager		Date: 19 July 2023	

³³ Identify position targeted for suitably qualified PWDs across occupational levels i.e., from Unskilled to Senior Management occupational levels.

³⁴ Awareness creation on Disability to all employees within the department.

³⁵ 0 - 1% of total staff compliment as an improvement to the minimum 2% Disability target

³⁶ >1% of total staff compliment as an improvement to the minimum 2% Disability target

³⁷ Partnership with external organisation to recruit disability learners or to improve on workplace accessibility