

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Bongi Mokaba

("the Acting Group Head")

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

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Acting Group 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 Acting Group Head 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 Acting Group 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 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.
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Acting Group Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

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- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Acting Group 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 of each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year, by no later than July of 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 Acting Group Head; and
- 4.1.2 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 Acting Group 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.

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4.4 The Acting Group 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 Acting Group Head will be required to engage in performing their job.

5.2 The Acting Group Head agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Acting Group 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, City Manager and Acting Group Head to perform to the standards required.

5.4 The Acting Group Head undertakes to actively focus on 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 Acting Group Head'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 Acting Group Head, 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 Acting Group Head.

6.2 The performance of the Acting Group Head in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

First quarter : July – September

Second quarter : October – December

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Third quarter : January – March

Fourth quarter : April - June

- 6.3 The Acting Group Head must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Acting Group Head'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 Acting Group Head at least twice per 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 Acting Group Head'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 Acting Group Head 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 Acting Group Head 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.

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- 7.2 Provide access to skills development and capacity building opportunities.
- 7.3 Work collaboratively with the Acting Group 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 Acting Group Head, delegate such powers reasonably required by the Acting Group Head to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Acting Group Head such resources as the Acting Group Head may reasonably require from time to time, to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The City Manager agrees to consult the Acting Group Head timely, in respect of decisions which will have a significant impact on the performance of the duties of the Acting Group Head.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Acting Group Head's performance shall form the basis for rewarding performance or correcting unacceptable performance.
- 9.2 A performance bonus not exceeding 14% may be paid to the Acting Group 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 Acting Group Head in accordance with the City's policy and system referred to in this Agreement.
- 9.4 Should the Acting Group Head be entitled to a performance bonus referred to in paragraph 9.2, this shall be paid out after the tabling of the annual report.
 - 9.4.1 However, should the Acting Group Head not be entitled to a performance bonus in line with the Acting Group Head employment contract, alternative performance rewards can be awarded, as per the relevant policy.

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- 9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Acting Group Head to improve their performance.
- 9.6 Where the City Manager is, at any time during the Acting Group Head's employment, not satisfied with the Acting Group Head's performance with respect to any matter dealt with in this Agreement, the City Manager shall give notice to the Acting Group Head to attend a meeting with the City Manager.
- 9.7 The Acting Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting Group 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 Acting Group 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 their 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 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 further be entitled 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

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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 Acting Group 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) are not 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 Acting Group Head in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

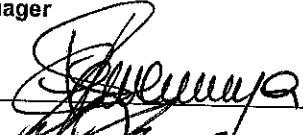
SIGNED AT BRAAMFONTEIN ON THIS 19th day of July 2023

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

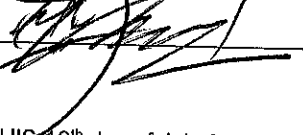


Floyd Brink
City Manager

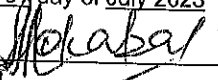
Witness: _____



Witness: _____



SIGNED AT BRAAMFONTEIN ON THIS 19th day of July 2023



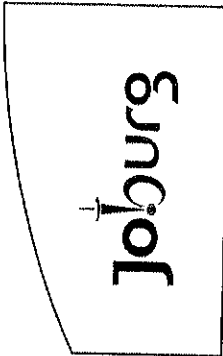
Bongi Mokaba
Acting Group Head

Witness: _____



Witness: _____





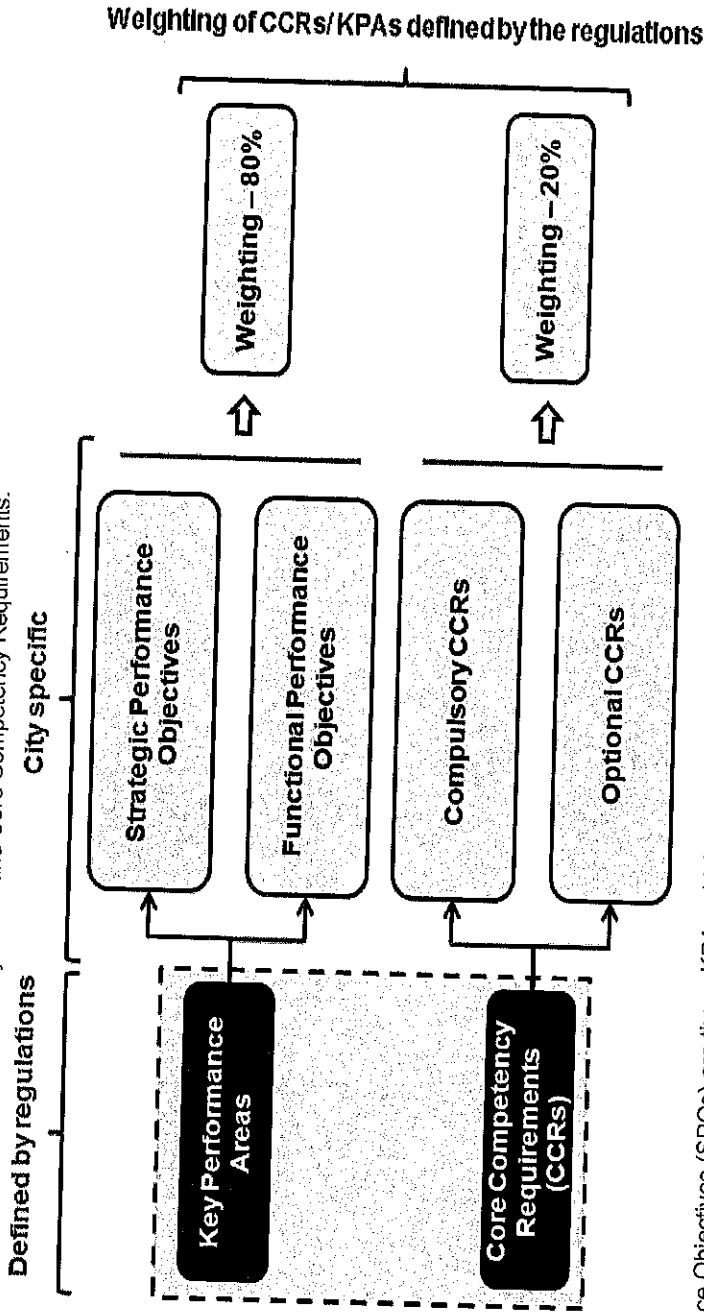
PERFORMANCE SCORECARD: SECTION 57 MANAGER

Employee Name:	Bongi Mokaba: Acting Group Head
Manager:	Floyd Brink: City Manager
Department:	Group Communication and Marketing
Position Purpose:	The Group Communication and Marketing Department is responsible for the overall reputation management of the City of Johannesburg. Its aim is to lead the City's communication in a way that empowers residents, citizens, businesses, and other stakeholders to develop more meaningful and effective communal conversation on CoJ programmes, enabling their participation in the economy and leading to the improvement of their general well-being. The strategies to be deployed include proactive public relations, marketing, stakeholder management and strategic events management.

The period of this Performance Plan is from 1 July 2023 to 30 June 2024.

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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). 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 cluster-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%.

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	Municipal Planning and Governance ¹	1.1	Number of stakeholder building sessions/engagements executed.	>24	1=2024/2024 Stakeholder Strategy and Action Plan 2=<26 sessions / engagements 3=26 sessions/engagements ² 4=26 sessions <u>plus</u> Draft Stakeholder Management Strategy and Action Plan for 2024/2025 5=>26 sessions / engagements	<ul style="list-style-type: none"> 2023/2024 Stakeholder Management Strategy and Action Plan. Evidence of sessions / engagements. Annual close-out report.³ Integrated stakeholder database (as developed by service provider). 2024/2025 Stakeholder Management Strategy and Action Plan.
2	Accelerating digital transformation (innovation and smart city). ⁴	2.1	Number of communications solutions implemented to enhance digital transformation in the City, i.e.: <ul style="list-style-type: none"> Smart, integrated and web-based multichannel social media ticketing system.⁵ City-wide instant messaging communication channel / platform (e.g., WhatsApp) for residents. 	2 solutions plus draft strategies and implementation plans for both Joburg Pulse and Joburg TV (2022/23)	1=Roadmap of communications solutions for 2023/2024 ⁶ 2=<2 solutions implemented ⁷ 3=2 solutions implemented ⁷ 4=2 solutions <u>plus</u> a written proposal to extend the ticketing platform as a city-wide web-based CRM system for automation of the City's customer service business processes 5=2 solutions <u>plus</u> a reviewed roadmap of communications solutions to be implemented in 2024/2025	<ul style="list-style-type: none"> Roadmap of communications solutions for 2023 / 2024. Evidence of implementation.⁸ Annual close-out reports for both solutions. Proposal to extend the ticketing platform as a city-wide web-based CRM system for automation of the City's customer service business processes. Reviewed 24/25 implementation plan

¹ KPA relates to improved communication with citizens/residents/stakeholders of the City and information-sharing by the department, which will lead to building, fostering and maintaining trust with the public.

² Rating of 3 = 26 sessions/engagements with SOP for 2022/2023 and annual close-out report.

³ Annual close-out report to include feedback on follow-ups done per quarter and deduced impact of stakeholder engagements for the annum.

⁴ Relates to promotion of service innovation and improvement of service delivery to citizens and vested stakeholders through digital transformation initiatives.

⁵ The platform can be extended as a city-wide web-based CRM system for automation of the City's customer service business processes.

⁶ An instant messaging communication platform and Omnichannel ticketing system with tickets from social media, web forms/website and chat.

⁷ Rating of 3 = 2 solutions implemented, evidence of implementation and annual close-out reports.

⁸ Evidence for the ticketing system: Approved PowerPoint presentation with-screen shots and graphs from Zoho Desk. Evidence for the instant messaging channel: A data-specific report generated by the platform (Desk) based on communication messages received (which may include responses, solutions, and engagement rate).

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
3	City's programmes. ⁹	3.1	Percentage positive & neutral media coverage received for the City. ¹⁰	TBC	1=<60% positive coverage 2=61%-74% positive coverage 3=75%-79% positive media coverage at end of quarter 4 4=>80% positive coverage at end of quarter 4 5=>80% positive coverage at the end of quarter 4 plus approved annual evaluation	<ul style="list-style-type: none"> Quarterly Media Monitoring Report with statistical data.¹¹ Annual evaluation (close-out report) with overall trends of coverage / stories.
4	Providing strength to the City's brand and credibility. ¹²	4.1	Number of events to market the brand and communicate or promote service delivery initiatives and/or successes. ¹³	14	1=2023/2024 Events Calendar 2=15 events 3=35 events ¹⁴ and signed agreements for collaborations/partnerships ¹⁵ 4=37 events 5=>37 events	<ul style="list-style-type: none"> 2023/2024 Events Calendar. Post-event reports with supporting documents.¹⁶ Annual close-out report for events hosted during annum. Signed agreements for collaborations/partnerships.
		4.2	Number of integrated marketing campaigns executed. ¹⁷	14	1=2023/2024 Integrated Marketing Strategy with implementation plan 2=<17 integrated marketing campaigns 3=17 integrated marketing campaigns ¹⁸	<ul style="list-style-type: none"> 2023/2024 Integrated Marketing Strategy with implementation plan.¹⁹ Quarterly close-out reports for campaigns listed in departmental quarterly reports.²⁰

⁹ The KPA relates to all the City's priority programmes and activities and the aim is to build, foster and maintain trust with the public, gain PR insights and benchmark the brand against others.

¹⁰ Any media coverage that positions the City positively in digital, broadcast and print media.

¹¹ These independent reports measure the media coverage or content output that the City receives so that we are able to monitor how citizens, residents, ambassadors etc. speak of or react towards the City of Joburg and mitigate any potential damage to the City's reputation.

¹² The KPA relates to creating memorable brand experiences, communicating messages, promoting service delivery initiatives, positioning the brand, building relationships, improving the profile of the city, and building the reputation of the organisation.

¹³ Key interventions include events management, brand building / marketing, public/private partnerships, collaborations with departments and MIEs.

¹⁴ Rating of 3 = 22 events with post-event reports and supporting evidence, signed agreements for collaborations, and approved annual close-out report for all events during annum.

¹⁵ Walk The Talk with 702, Joburg Ride, Joburg Open.

¹⁶ Post-event reports to include information on work opportunities created, even if there were none. Supporting documents may include the programme, invitations / RSVPs, JOC compliance (where necessary), attendance register, guest list / VIPs, media releases, post-event survey / endorsements from participants and/or partners, Return on Investment (ROI), any photos & media clippings.

¹⁷ An integrated marketing campaign (IMC) delivers consistent strategic and coordinated messages (verbal and non-verbal) across various channels of communication by using a mix of elements for optimisation and increased reach. Interventions may include a mix of promotional material (posters, pamphlets, etc.), event branding, banners (e-mail and project specific), activation, advertising: online, TV, radio and print media, outdoor advertising, trade shows and exhibitions.

¹⁸ Rating of 3 = 14 integrated marketing campaigns with quarterly close-out reports for all campaigns, signed SOP, annual close-out report in respect of all campaigns (to include ROI details) and reviewed 24/25 implementation plan

¹⁹ The implementation part of the strategy to be divided into quarters with planned quarterly interventions or actions.

²⁰ The quarterly close-out report to include all evidence in respect of campaigns or activations delivered, e.g., any photos, posters, pamphlets, infographics, print media supplements, branding, advertising: online, TV, radio, and print media, outdoor, as well as financials (cost of campaign and ROI / reach).

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
5	Active and engaged citizenry	5.1	Number of communications, marketing and events to promote the City's successes primarily in Regions F and G through communications marketing campaigns and events ²¹	New Indicator	4=17 integrated marketing campaigns plus reviewed implementation plan for 2024/2025 5=>17 integrated marketing campaigns 1= 2023/2024 SOP 2=->8 integrated interventions per quarter targeted at Regions F and G) 3=8 interventions for the year (1 Communication, marketing and events intervention each for Regions F and G per quarter) with annual close out 4=8 interventions for the year (1 Communication, marketing and events intervention each for Regions F and G per quarter) plus 1 intervention for an additional chosen regions A-E 5= >8 integrated interventions plus 2 interventions for additional chosen regions A-E	<ul style="list-style-type: none"> Draft 2024/2025 Integrated Marketing Strategy with implementation plan.²¹ 2023/24 SOP Quarterly closeout Evidence of implementation²² Annual closeout²³
6	Regional Service Delivery Profile	6.1	% Monitoring of the service delivery profile aligned to Capex and Opex expenditure	New indicator	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	<ul style="list-style-type: none"> Database of projects per region Quarterly Implementation Reports per region
7	Accountability and Good Governance	7.1	Percentage of agreed recommendations implemented by department emanating from concluded	36%	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days	<ul style="list-style-type: none"> GFIS Dashboard of concluded investigations Copy of concluded investigation report

²¹ The implementation part of the strategy to be divided into quarters with planned quarterly interventions or actions.

²² Customer satisfaction survey outcomes on Regions F & G

Implementation will be according to the SOP

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KPA No	Key Performance Area (KPA)	KPI No	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
8	Good Governance		forensic investigation within 90 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"> Acknowledgment of receipt by clients Implementation plan by clients. Implementation/status report signed off by HOD/CEO. Quarterly monitoring report signed off by signed-off by the Head of GFIS
		7.2	Turnaround times to respond to oversight & advisory committees' requests. GPAC MPAC GAC S79 Committees	2 days 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"> Tracking sheet of all requests received indicating status of responses signed by secretariat/chairperson. POCM analysis dashboard
		8.1	Audit opinion ²⁴	Unqualified Audit Report	1 = Adverse Audit report ²⁵ 2 = Qualified Audit Report ²⁶ 3 = Unqualified without material findings 4 = Unqualified report with audit findings classified as other matters and administrative matters 5 = Unqualified audit report with no findings (clean audit)	AG Management Letter
		8.2	% Resolution of internal audit findings ²⁷	98%-100% resolution (including no findings)	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
		8.3	% Resolution of external (AGSA) audit findings ²⁸	98%-100% resolution	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes

²⁴ The opinion may be that given for the department/entity where applicable.

²⁵ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

²⁶ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

²⁷ These are findings by internal audit only that are picked up on an ongoing basis.

²⁸ This is for only findings classified as matters affecting audit opinion and other important matters

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KPA No	Key Performance Area (KPA)	KPI No	Key Performance Indicator (KPI)	Baseline 2023/2022	Target	Means of Verification
				(including no findings)	4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	GSPCR tracking report signed-off by M&E Unit Head
8.4			% Compliance with response timelines for the submission of the Annual Performance Report ²⁹	100% compliance	1 < 90% compliance 2 = 90% - 99% compliance 3 = 100% compliance 4 = 100% compliance 2 days earlier 5 =100% compliance 3 days earlier	
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	Percentage management of contracted supplier contract within the department ³⁰	100% management of all contracts without incurring any deviations	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 ³¹	Status of the Contracts Register Sign-off by the OGCFO
		1.2	% Compliance to acquisition of goods and services as per the approved demand plan	Procurement delayed with reasons provided	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	UIFW Strategy Implementation	2.1	Percentage reduction in historical unauthorised expenditure reported 30 June 2023	No historical unauthorised expenditure	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	No unauthorised expenditure	1=<80% 2=81-84% 3=85-95% 4=96-99%	

²⁹ Relates to response in terms of supply of full performance information as required by GSPCR for the development of the CoI Integrated Annual Report
³⁰ 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.
³¹ New contract secured/ appointed (not through deviation or regulation 32 or 36) within a month or two of expiry of old contract.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
3	Risk Management	2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2023	No historical Irregular expenditure	5=100% 1=<80% 2=81-84% 3=85-89% 4=90-94% 5=95% and above	GRGC Risk analysis reports and Minutes
		2.4	Percentage reduction in current and/or new Irregular expenditure	No in current and/or new 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 Fruitless and Wasteful expenditure	1=<80% 2=81-84% 3=85-89% 4=90-94% 5=95% and above	
		2.6	Percentage reduction in current and/or new Fruitless and Wasteful expenditure	No current and/or new 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	40% of departmental top strategic risks improved	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	
		4	Departmental performance monitoring and reporting	4.1	% Of departmental SDBIP escalated matters resolved	

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
5	Policies	5.1	% Management ³² 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 reporting	6.1	% Compliance with mSCOA reporting timelines	15% compliance	1 < 80% Compliance with mSCOA data quality for NT strings submission 2 = 80% Compliance with mSCOA data quality for NT strings submission 3 = 85% Compliance with mSCOA data quality for NT strings submission 4 = 90% Compliance with mSCOA data quality for NT strings submission 5 = 100% Compliance with mSCOA data quality for NT strings submission	Quarterly mSCOA compliance reports
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	<93% Opex spent	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
		1.2	Percentage of valid invoices paid departmental	91%-99% of valid invoices paid within 30 days	1 = 90% of valid invoices paid within 30 days 2 = 92% of valid invoices paid within 30 days	Midyear and Q4 Finance Reports on UJFWs.

³² Management entails implementation, timely reviews and merging and / or discarding redundant policies where applicable.



KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
			within 30 days of submission to Group Finance for payment ³³		3 = 95% of valid invoices paid within 30 days of invoice date 4 = 97% of valid invoices paid within 30 days 5 = 100% of valid invoices paid within 30 days	
People Management and Empowerment (Compulsory)						
2	Skills Development	2.1	% Implementation of skills development initiatives for CoJ employees ³⁴	100% Implementation of Departmental Workplace Skills Plan	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 Plan ³⁵) 4 = 90% implementation (of Departmental Workplace Skills Plan and all competency gaps identified in the skills audits including for level 5 – 6 employees ³⁶) 5 = 95% implementation (of all competency gaps identified in the skills audits including for level 5 – 6 employees)	<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.
3	Performance and People Management	3.1	% Compliance to the performance management cycle as per the policy for employees of the CoJ ³⁷ in the department	85%-100%	1 = <85% 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	<ul style="list-style-type: none"> Assessment report by GCSS
		3.2	% Establishment of the Departmental Performance Indicator	New indicator	1 = < 65% (Draft TORs in place) 2 = 66% - 84% (Approved TORs)	<ul style="list-style-type: none"> Approved Departmental TOR's Appointment letters

³³ 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.

³⁴ 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.

³⁵ General training to improve skills including Individual Learning Plans trainings.

³⁶ 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.

³⁷ This is performance for the entire staff complement in the department unless specified otherwise for departments with very large numbers of employees.

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	Target	Means of Verification
			Management Moderation Committee		3 = 85% - 100% (Committee members appointed and induction meeting held) 4 = First (or midway) assessment done 5 = Final assessment done	<ul style="list-style-type: none"> Agenda and minutes of meetings
		3.3	Percentage of disciplinary cases resolved within 120 days ³⁸	<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	Employee safety	4.1	Percentage compliance to SHE Policy/ Directives to promote health and safety in the department ³⁹	0 fatalities and 95% compliance to SHE audits	1 = 40% compliance to SHE audits 2 = 60% compliance to SHE audits 3 = 80% - 89% compliance to SHE audits 4 = 90% - 94% compliance to SHE audits 5 = 95% - 100% compliance to SHE audits	Quarterly assessment reports by SHELA & FCM tabled at EMT
5	Human Management Empowerment	5.1	% Compliance with the implementation of EE in departments	40%	Change Management (optional) 1 < 40% ⁴⁰ 2 = 40% - 59% ⁴¹ 3 = 60% - 79% ⁴² 4 = 80% - 99% ⁴³	Departmental Level <ul style="list-style-type: none"> Approved Departmental Action Plan; Manco/SMT Minutes Training Manuals & Presentations

³⁸ 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.

³⁹ 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 COVID office within 2 days after the incident
- 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

⁴⁰ Establish functional EE, Disability and Gender structures and development of the EE Annual Action Plan on the achievement of identified AA Measures.

⁴¹ Developing measures of compliance with set EE (gender and racial targets) in line with the City's Approved EE Plan.

⁴² 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)

⁴³ Training done in line with the employee's upward mobility requirements.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2021/2022	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 indicator	5 = 100% ⁴⁴ 1 = 0% - 19% ⁴⁵ 2 = 20% - 45% ⁴⁶ 3 = 46% - 79% ⁴⁷ 4 = 80% - 99% ⁴⁸ 5 = 100% ⁴⁹	<ul style="list-style-type: none"> DEE&SDF and/or Quarterly Staff meetings' minutes & Annual Schedules Signed Quarterly Progress reports EE Office Level Training Manuals & Presentations Annual EE Report (EEA2 & EEA4) City Group Quarterly Progress reports by EE Unit tabled at EMT Close out report Training Manuals & Presentations Signed Quarterly Progress reports Recruitment reports SAP Reports Memorandum of Understanding (MOU) or Partnership Agreements
7	Customer satisfaction	7.1	Percentage increase in satisfaction levels ¹	62% (QoL 2020/21)	1 = decrease. 2 = no change or <1% increase. 3 = 1% increase. 4 = 2% increase. 5 = > 2% increase.	Survey results
<p>Customer Orientation and Customer Focus (Compulsory)</p> <p>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.</p>						
Acting Group Head: Group Communications & Marketing Bongji Mokaba			Signature: 		Signature 	
			Floyd Brink City Manager		Date: 19 July 2023	

⁴⁴ Plan and celebrate annual transformation events e.g., Women's Day, 16th Days of Activism against Women and Children Abuse, National Disability Day etc.
⁴⁵ Identify position targeted for suitably qualified PWDs across occupational levels i.e., from Unskilled to Senior Management occupational levels.
⁴⁶ Awareness creation on Disability to all employees within the department.
⁴⁷ 0 - 1% of total staff compliment as an improvement to the minimum 2% Disability target
⁴⁸ >1% of total staff compliment as an improvement to the minimum 2% Disability target
⁴⁹ Partnership with external organisation to recruit disability learners or to improve on workplace accessibility

