

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

Matome Makgoba

("the Executive Head")

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

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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 Acting 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 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 Acting 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 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 City Manager 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, City Manager 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 (KPA's) (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 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 Executive 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 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 Executive Head must avail himself/herself for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Executive 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 Executive Head 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 Executive 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 Executive 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 Executive 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;
- 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

- 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 City Manager 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.
- 9.4.1 However, should the Executive Head not be entitled to a performance bonus in line with the Executive Head employment contract, alternative performance rewards will be awarded as per the relevant policy.
- 9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Executive Head to improve his or her performance.
- 9.6 Where the City Manager 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 City Manager will give notice to the Executive Head to attend a meeting with the Acting City Manager.
- 9.7 The Executive Head will have the opportunity at the meeting to satisfy the City Manager 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 Acting 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 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.

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

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




Floyd Brink
City Manager

Witness: 

Witness: 

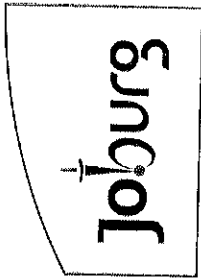
SIGNED at Braamfontein on this the 19th day of July 2023



Matome Makgoba
Executive Head

Witness: _____

Witness: 



a world class African city

ANNEXURE "A"

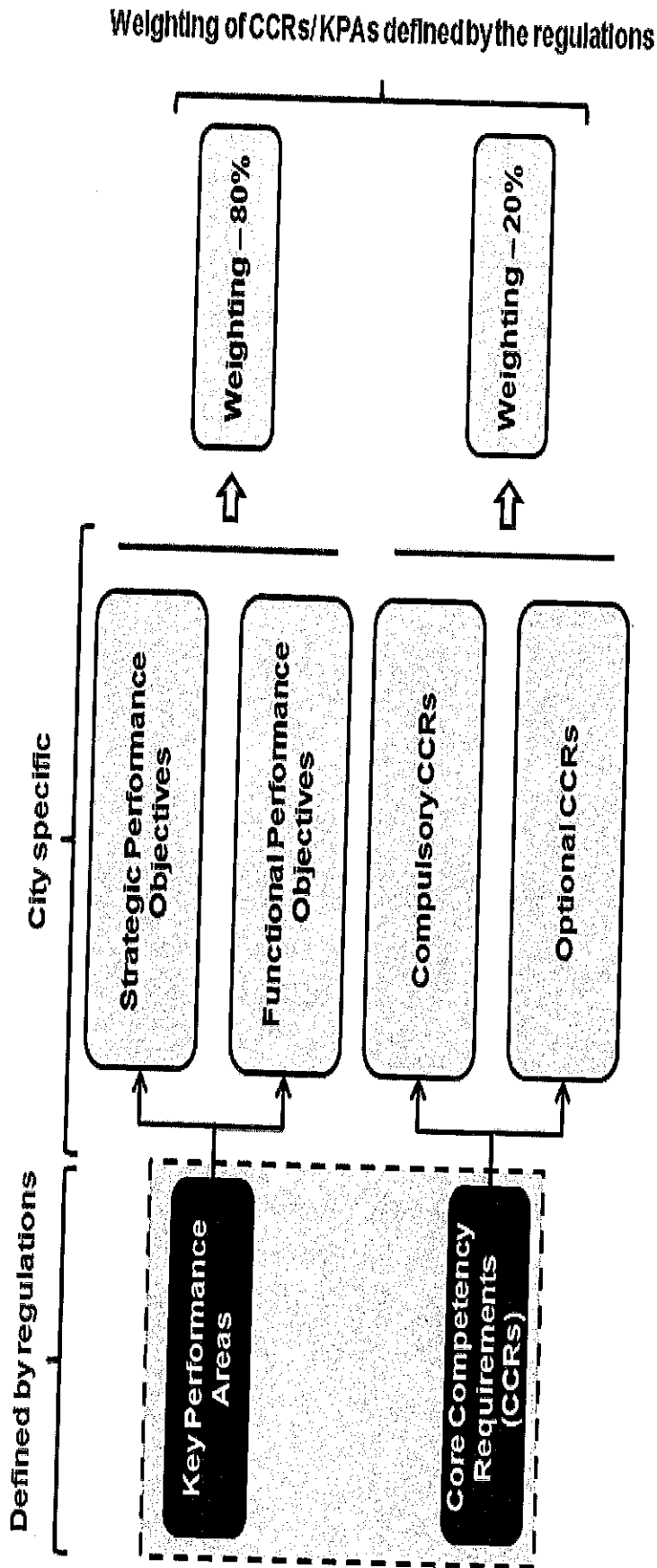
PERFORMANCE SCORECARD – SECTION 57

Employee Name:	Matome Makgoba: Executive Head
Manager:	Floyd Brink: City Manager
Department:	Social Development
Position Purpose:	<ul style="list-style-type: none">• To lead the development of appropriate policies and strategies based on the diversity of local needs and the reduction of inequalities.• To guide the development and implementation of human and social development interventions through targeted focus poverty reduction, food security, community self-sustainable programme, social inclusivity, literacy and skills programmes

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) 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 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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Section 1: Strategic Priority Objectives (SPOs)

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
1	One Stop Walk in Centres and Single Window Citizens Interface	1.1	Number of indigent households benefitting from ESP (Free Basic Services) ¹	152 182 individuals connected with social services through the expanded social package	1 = 80 000 indigent households registered on the ESP and benefitting from FBS 2 = 90 000 indigent households indigent households registered on the ESP and benefitting from FBS 3 = 140 000 indigent households indigent households registered on the ESP and benefitting from FBS 4 = 150 000 indigent households registered on the ESP and benefitting from FBS 5 = 160 000 indigent households registered on the ESP and benefitting from FBS.	<ul style="list-style-type: none"> • ESP Database • Beneficiation Report • Quarterly reports on M&E
2	Drug and substance abuse	2.1	Number of initiatives ² implemented to combat substance abuse	New indicator	1 = <3 2 = 4-5 3 = 6 4 = impact assessment report on the 4 initiatives implemented 5 = impact assessment report on the 6 initiatives implemented	Beneficiation report on the implementation of elements of the strategy Statistical data Quarterly reports Partnership Agreements Independent Assessment Report

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- ¹ Benefits files (account numbers shared with entities, number of successful accounts receiving free basic services, cross check against SAP CRM07 using accounts to confirm)
- ² -Prevention programmes
 -Educations Awareness campaigns
 -Hotspots interventions
 -Crisis Line substance abuse calls attended
 -Maintenance of LDAC
 - Establishment of regional substance abuse multi-stakeholder forum

DB
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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
		2.2	Number of clients receiving substance abuse treatment services ³	1250	1 = 1000 2 = 1200 3 = 1500 4 = 2000 5 = 2500	Beneficiation report on the implementation of elements of the strategy Statistical data Quarterly reports
3	Safer and secure City	3.1	Number of interventions ⁴ implemented to respond to the scourge of GBV/F	New	1= 2 interventions 2= 4 interventions 3= 6 interventions 4= 25% of the national strategic plan on GBV/F 5= 50% of the national strategic plan on GBV/F	<ul style="list-style-type: none"> • Quarterly reports • Attendance Register • Partnership letters • Seminars records • Minutes of the advisory committee meeting • GBV/F Pro
4	Social inclusivity and cohesion	4.1	Number of programmes implemented as part of the youth development programmes ⁵	New	1=2 programmes 2=3 programmes 3= 5 programmes 4= 50% implementation of the CoJ Youth Development Policy 5=100% implementation of the CoJ Youth Development Policy	<ul style="list-style-type: none"> • Quarterly reports • Database of stakeholders • Intervention registers/ records • Partnership letters
5	Food insecurity	5.1	Number of organic farming projects supported to promote sustainable environment within the City.	5	1=5 Organic farming 2= 9 Organic farming 3= 12 Organic farming 4=15 Organic farming 5= 20 Organic farming	<ul style="list-style-type: none"> • Database • Verified collection registers • Impact Assessment Report

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³ CoJ Treatment Centres

⁴ GBV Awareness Programme, Victim Support Helpline, Young Women/men program and the establishment and support of the GBV Advisory Committee

⁵ Linkage of economic opportunities, poverty alleviation, skills development health promotion, establishment and support of youth forums and youth moral regeneration.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
		5.2	Number of vegetable packs distributed to indigent families across the city	240 000	1 = 120 000 Food parcels distributed to indigenthouseholds 2 = 180 000 Food parcels distributed to indigent household 3 = 240 000 Food parcels distributed to indigent household 4 = 260 000 Food parcels distributed to indigent household 5 = 280 000 Food parcels distributed to indigent household	Signed collection registers <ul style="list-style-type: none"> Updated database
6	Urban agriculture	6.1	Number of food empowerment zone commercialised to improve agricultural value chain within the City	1	1 = project scoping for infrastructural development 2 = Appointment of service provider 3 = 2 empowerment zones 4 = 2 empowerment zone linked to Joburg market to supply food bank 5 = 2 empowerment zone appoint additional 50 employees	<ul style="list-style-type: none"> Pictures of infrastructure improvement Offtake sales agreement List of persons
7	Co-production	7.1	Number of vulnerable ECD Centres assisted to meet the Compliance Status ⁶	New	1= <50 ECD centres 2= 75 ECD centres 3= 100 ECD centres 4 = 110 ECD centres 5= Partnership with various stakeholders to address the challenges of Early Development in the City	<ul style="list-style-type: none"> Database of all ECD facilities per quarter Beneficiation Report Contents of programs Minutes of the Integrated Technical ECD Compliance Task Team

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⁶ Compliance with By-Laws and Regulations, ECD Compliance Technical Task Team

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
		7.2	Number of Orphans and vulnerable children benefiting from Basket of services ⁷	1500	1= 1000OVC 2= 1500 OVC 3=2000 OVC 4 =4 Functional Regional OVC Forum 5 = 7 Functional Regional OVC Forum	<ul style="list-style-type: none"> Database of NGO dealing with OVC Database of OVC Beneficiation Report Contents per programme Minutes of the Regional OVC Forum
		7.3	Number of partners attracted to support social development programmes	6	1= 5 partnership attracted 2= 6 partnership attracted 3=10 partnership attracted 4 =12 partnership attracted 5 =15 partnership attracted	<ul style="list-style-type: none"> Partnership Agreements Quarterly Report
8	Displaced communities and homelessness	8.1	Number of People Living and Working on the Streets assisted through social service programme	9300	1= <5000 people 2= 8000 people 3=9500 people 4 =9500 people 5 = 3 functional shelters implementing programmes	<ul style="list-style-type: none"> Beneficiation report based on interventions Quarterly reports on implementation Database of beneficiaries
9	Increased literacy	9.1	Number of vulnerable individuals benefiting from skills programs aimed at	3500	1= Database of training providers developed 2= 100 individuals in training 3= 2100 individuals in training	<ul style="list-style-type: none"> Training providers database Training reports Partnership agreements

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⁷ Health, Education, Psychosocial, Food Security, Recreation, Social Security

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
10	Economic sustainability	10.1	improving access to economic opportunities. Number of EPWP job opportunities created through the departmental projects ⁸	100	4= Partnership with training providers to address skills problems 5= Participants linked to economic opportunities 1 = 80 Job opportunities created 2 = 90 Job opportunities created 3 = 100 Job opportunities created 4 = 110 Job opportunities created 5 = 120 Job opportunities created	<ul style="list-style-type: none"> Quarterly report Attendance registers Certified ID Copy of Participant Contract of Employment Attendance register Proof of Payment
		11.2	Number of SMMEs supported through the departmental projects ⁹	New	1=80 SMMEs supported 2=90 SMMEs supported 3= 100 SMMEs supported 4= 110 SMMEs supported 5= 120 SMMEs supported	<ol style="list-style-type: none"> Financial Support (Contracts and sub-contracting) <ul style="list-style-type: none"> Signed SMME Contract or Sub-Contract Signed Purchase Order Non-Financial Support (Workshop, training and exhibition) <ul style="list-style-type: none"> Attendance register signed by all participants
11	Accountability and Good Governance	11.1	% Implementation of the ombudsman's recommendations ¹⁰	100%	1 = less than 50% implemented within 90 days or more days 2 = 50% - 84% implemented within 90 days or more days	Quarterly dashboard of the Ombudsman's recommended cases implemented

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⁸ The department to engage and comply with DED guidelines and criteria.

⁹ The department to engage and comply with DED guidelines and criteria. While this may be related to SMME procurement measured by Group Finance, this particular KPI is purely measuring the physical support given to SMMEs.

¹⁰ Department/Entity/ Employee must provide the Office of the Ombudsman with a written confirmation within 14 days of receiving the recommended corrective action stating if the recommended corrective action will be implemented or not. In the event that the recommendation will not be implemented a compressive report must be written to the Ombudsman stating why the recommended corrective action will not be implemented. The recommendations may include but not limited to negotiations, conciliation or mediation, apology, action that may result in disciplinary measures and any other justified way to obtain a settlement.

Any person who fails to comply with any lawful instruction issued by the Office of the Ombudsman shall be found guilty of an offence and liable for a fine or imprisonment.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
		11.2	Percentage of agreed recommendations implemented by department emanating from concluded forensic investigation within 90 days	New indicator	3 = 85% - 100% implemented within 90 days 4 = 100% implemented within 60 days 5 = 100% implemented within 30 days or less days 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	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. Quarterly monitoring report signed off by signed-off by the Head of GFIS Audited Financial Statements Auditor General management Letter
12	Good Governance	12.1	Audit outcome ¹¹	Unqualified Report	1= Adverse Audit report ¹² 2= Qualified Audit Report ¹³ 3= Unqualified without material finding 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	

1.1

¹¹ The opinion may be that given for the department/entity where applicable.

¹² This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹³ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
		12.2	% Resolution of internal audit findings ¹⁴	100%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution	Internal Audit Report on Findings
		12.3	% Resolution of external (AGSA) audit findings ¹⁵	0%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% - 97% resolution 5 = 98% - 100% resolution	Internal Audit Report on Findings
			% Compliance with response timelines for the development of the Annual Performance Report ¹⁶	New indicator	1 < 90% compliance 2 = 90% - 99% compliance 3 = 100% compliance 4 = 100% compliance 2 days earlier 5 = 100% compliance 3 days earlier	GSPCR tracking report signed-off by GH
13	Regional Development Service Profile	13.1	% Monitoring of the Social Development 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

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¹⁴ These are findings by internal audit only that are picked up on an ongoing basis.

¹⁵ These are AGSA findings from departmental/entity annual reports, as well as the main CoJ annual report.

¹⁶ Relates to response in terms of supply of full performance information as required by GSPCR for the development of the CoJ Integrated Annual Report

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
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 ¹⁷		1 = contract expired without starting new procurement process 2 = Contract expired while procuring 3 = 100% management of all contracts without incurring and deviations. 4 = New contract secured/ appointed (not through deviation or regulation 32 or 36) within a month of expiry of old contract. 5 = New contract secured/ appointed (not through deviation or regulation 32 or 36) within more than a month of expiry of old contract.	Status of the Contracts Register Sign-off by the OGCF0
		1.2	% Compliance to acquisition of goods and services as per the approved demand plan		1 = Acquisition plan 2 = Procurement delayed 3 = 100% compliance 4 = Target met ahead of delivery date (1 month) 5 = Target met ahead of delivery date (2 months)	<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		1=<80% 2=81-84% 3=85-95% 4=96-99% 5=100%	UIFW report tabled at GAC and GPAC

1.1

¹⁷ 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.

2 B

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.2	Percentage reduction in current and/or new Unauthorised expenditure		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		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		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		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		1=<80% 2=81-99% 3=85-95% 4=96-99% 5=100%	
3	Risk Management	3.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks		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
4	Departmental	4.1	% Of departmental SDBIP		1 < 75% resolved	Mitigation plans reflecting the status of resolution

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	performance monitoring and reporting Policies	5.1	escalated matters resolved % Management ¹⁸ of policies in the department	New indicator	2 = 75% - 84% resolved 3 = 85% - 89% resolved 4 = 90% - 99% resolved 5 = 100% resolved 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)	signed by the HoD approved by the CIM • 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	Quarterly mSCOA compliance reports

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¹⁸ Management entails implementation, timeous reviews and merging and / or discarding redundant policies where applicable.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁹		1 < 93% Capex spent 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"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget		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		1 = 90% of valid invoices paid within 30 days 2 = 92% of valid invoices paid within 30 days 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	Midyear and Q4 Finance Reports on UIFWs.
People Management and Empowerment (Compulsory)						

1.1

¹⁹ This is applicable to departments with large capex budget – threshold to be determined.

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.

Handwritten initials/signature

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	Skills Development	2.1	% Implementation of skills development initiatives for Cou employees ²¹		<p>1 < 80% (Establishment of a Departmental Training Committee)</p> <p>2 = 80% (Development and sign off a Departmental Workplace Skills Plan)</p> <p>3 = 85% Implementation (of a Departmental Workplace Skills Plan)</p> <p>4 = 90% implementation (of Departmental Workplace Skills Plan and all competency gaps identified in the skills audits including for level 5 – 6 employees)</p> <p>5 = 95% implementation (of all competency gaps identified in the skills audits including for level 5 – 6 employees)</p>	<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 ²² in the department		<p>1 = <65%</p> <p>2 = 65% - 84%</p> <p>3 = 85% - 100%</p> <p>4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets</p> <p>5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets</p>	<ul style="list-style-type: none"> • Assessment report by GCSS
		3.2	% Establishment of the Departmental Performance Management Moderation	New indicator	<p>1 = < 65% (Draft TORs in place)</p> <p>2 = 66% - 84% (Approved)</p>	<ul style="list-style-type: none"> • Approved Departmental TOR's • Appointment letters

1.1

²¹ 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.

²² This is performance for the entire staff complement in the department unless specified otherwise for departments with very large numbers of employees.

B
E

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			Committee		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"> Agenda and minutes of meetings
		3.2	Percentage of disciplinary cases resolved within 120 days ²³		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 ²⁴		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

1.1

²³ 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.
²⁴ 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

B
M

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Human Management Empowerment	5.1	% Compliance with EE in departments	40%	<p>Change Management (optional)</p> 1 < 40% ²⁵ 2 = 40% - 59% ²⁶ 3 = 60% - 79% ²⁷ 4 = 80% - 99% ²⁸ 5 = 100% ²⁹	<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
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	1 = 0% - 19% ³⁰ 2 = 20% - 45% ³¹ 3 = 46% - 79% ³² 4 = 80% - 99% ³³ 5 = 100% ³⁴	<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)						

1.1

²⁵ Establish functional EE, Disability and Gender structures and development of the EE Annual Action Plan on the achievement of identified AA Measures.

²⁶ Developing measures of compliance with set EE (gender and racial targets) in line with the City's Approved EE Plan.

²⁷ 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)

²⁸ Training done in line with the employee's upward mobility requirements.

²⁹ Plan and celebrate annual transformation events e.g., Women's Day, 16th Days of Activism against Women and Children Abuse, National Disability Day etc.

³⁰ Identify position targeted for suitably qualified PWDs across occupational levels i.e., from Unskilled to Senior Management occupational levels.

³¹ Awareness creation on Disability to all employees within the department.

³² 0 - 1% of total staff compliment as an improvement to the minimum 2% Disability target

³³ >1% of total staff compliment as an improvement to the minimum 2% Disability target

³⁴ Partnership with external organisation to recruit disability learners or to improve on workplace accessibility

B
M

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
7	Customer satisfaction	7.1	Percentage increase in customer satisfaction levels	62% (2020/21 QoL)	1 = decrease. 2 = no change or <1% increase. 3 = 1% increase. 4 = 2% increase. 5 = > 2% increase.	Satisfaction results
<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>						
<p>Matome Makgoba Executive Head</p>			<p><i>[Signature]</i> Floyd Brink City Manager</p>		<p>Signature: <i>[Signature]</i> Date: 19 July 2023</p>	