



PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Tshepo Makola

("Chief Operations Officer")

for the financial year: 1 July 2025 to 30 June 2026

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Chief Operations 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 Chief Operations Officer 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 Chief Operations 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 Chief Operations 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 the Chief Operations Officer reverts back to his substantive position of Chief Operations 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 Chief Operations Officer's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 The performance objectives and targets that must be met by the Chief Operations 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 Acting City Manager and the Group Performance Audit Committee after consultation with the Chief Operations 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 Chief Operations 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 Chief Operations Officer will be required to engage in performing their job.

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

5.3 The Chief Operations 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, Acting City Manager and Chief Operations Officer to perform to the standards required.

5.4 The Chief Operations 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 Chief Operations 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 Chief Operations Officer, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the Acting City Manager and in the process of evaluating the Performance of the Chief Operations Officer.

6.2 The performance of the Chief Operations 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 Chief Operations Officer must avail themselves for scheduled performance reviews. Failure to do so, may result in the Acting City Manager concluding on the Chief Operations Officer's review in absentia and the outcome of the review is final.

6.4 The Acting City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Chief Operations Officer at least twice a year.

6.5 The Acting 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 Chief Operations Officer's performance by the Acting 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 Chief Operations Officer will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the Acting City Manager may, in addition, review the Chief Operations 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 Chief Operations 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 Chief Operations Officer delegate such powers reasonably required by the Chief Operations Officer to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Chief Operations Officer such resources as the Chief Operations Officer 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 Acting City Manager agrees to consult the Chief Operations Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Chief Operations Officer.

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Chief Operations 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 Chief Operations Officer 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 Chief Operations Officer in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Chief Operations Officer 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 Chief Operations Officer not be entitled to a performance bonus in line with Chief Operations Officer's employment contract, alternative performance rewards will be awarded as per the relevant policy.

9.5 In the case of unacceptable performance, the Acting City Manager shall provide systematic remedial or developmental support to assist the Chief Operations Officer to improve their performance.

9.6 Where the Acting City Manager is, at any time during the Chief Operations Officer's employment, not satisfied with the Chief Operations Officer's performance with respect to any matter dealt with in this Agreement, the Acting City Manager will give notice to the Chief Operations Officer to attend a meeting with the City Manager.

9.7 The Chief Operations Officer will have the opportunity at the meeting to satisfy the Acting City Manager of the measures being taken to ensure that the Chief Operations Officer'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 Chief Operations Officer 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 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 Chief Operations 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 Chief Operations 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 31st day of 2025 July

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



City Manager

Witness: 

Witness: _____

SIGNED at Braamfontein on this the 31st day of 2025 July

**Tshepo Makola
Chief Operations Officer**

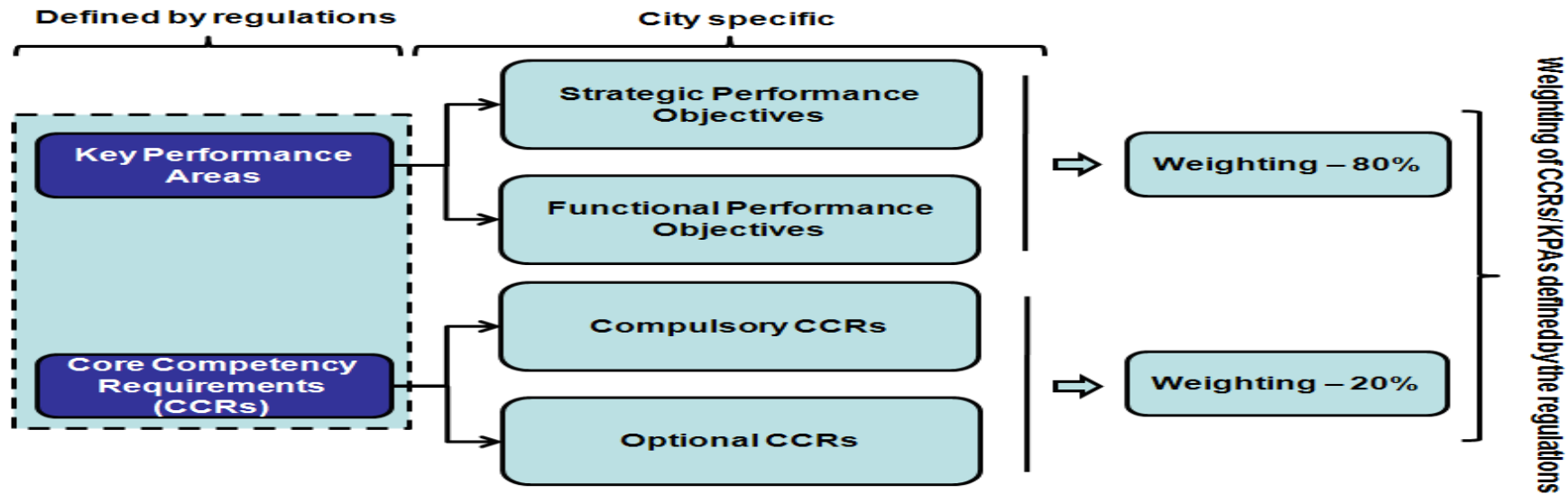
Witness: 

Witness: _____



PERFORMANCE SCORECARD	
Employee:	Tshepo Makola: Chief Operations Officer
Manager:	City Manager
Department:	Office of the Acting City Manager
Position Purpose:	To provide strategic leadership and oversee implementation of service delivery operations, strategic interface between service delivery functions and administrative leadership, strategic management of the city resources, as well as strategic projects.
The period of this Performance Plan is from 1 July 2025 to 30 June 2026	

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 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%.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO) TOTAL WEIGHTING = 50%						
1.	Infrastructure Development and Refurbishment	1.1	Percentage of spent on repairs and maintenance to Property, Plant and Equipment (& investment property – circular 88)	5.1%	1 <7.6% spent 2 = 7.6 – 8.0% spent 3 = 8% spent 4 = 8.0 – 8.4% 5 >8.4% spent	<ul style="list-style-type: none"> Annual financial expenditure report by Group Finance Quarterly R&M Performance Reports tabled at EMT and MayCom
		1.2	Percentage Capex spent on city-wide infrastructure.	96%	1 < 95% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals 4 = 100% Capex spent by 30 June without accruals 5 = 100% Capex spent by mid-June without accruals	<ul style="list-style-type: none"> Midyear SDBIP Assessment Reports approved by Council Audited Annual Report
		1.3	% Renewal / upgrading of existing assets as a percentage of depreciation / asset impairment. <i>Circular 88</i>	67.7%	1 = 75.4% renewal 2 = 75.6% renewal 3 = 75.8% renewal 4 = 76,0% renewal 5 = 76.2% renewal	<ul style="list-style-type: none"> Quarterly CAPEX Performance Reports tabled at EMT
		1.4	% Programme and Project Preparation Support Grant (PPPSG) Workplan implementation. ¹	91% of Programme and Project Preparation grant workplan implementation	1 >90% 2= 90 – 91% 3= 92-93% 4= 94 – 95% 5= 96 – 97%	<ul style="list-style-type: none"> Workplan Approved by National Treasury Progress Report against Workplan tabled at EMT
2.	Project and contract	2.1	Number of projects and contract monitoring & evaluation ² .	New Indicator	1= 4 projects 2= 6 projects	<ul style="list-style-type: none"> Progress report quarterly tabled at EMT

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1 This KPI measures achievement of outputs as outlined in the PPPSG Workplan which is approved by National Treasury. The Workplan includes the list of projects funded by PPPSG, their strategic intent and the targets set for 25/26.

2 This KPI is intended to monitor and evaluate the major projects, specifically those exceeding R50 million, namely: Metro Centre, Central Fire Station, Alex Fire Station, Kaalfontein Multi-Purpose Centre, Mathoeshville Multi-Purpose Centre, Joburg Central Library, Bertrams Multi-Purpose Centre, Yetta-nathe Early Child Development Centre, Shelter for Displaced People (Region G) and Hikensile Clinic

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	monitoring and evaluation across the City				3= 8 projects 4= 10 projects 5= 12 projects	
		2.2	% completion of key deliverables/ readiness milestones required for the full operationalization of the Johannesburg International Transport Interchange	New Indicator	1= >60% 2= 60 – 79% 3= 80 – 89% 4= 90 - 99% 5= 100%	<ul style="list-style-type: none"> Quarterly reports to EMT
3	Sustainable Service Delivery	3.1	“% resolution of service delivery blockages escalated from the EM. MMCs and CM offices	New Indicator	1= 60% Resolution 2= 70% Resolution 3= 80% Resolution 4= 90% Resolution 5= 100% Resolution	<ul style="list-style-type: none"> Quarterly status reports to EMT
		3.2	% annual achievement of COJ infrastructure repairs and maintenance program	New Indicator	1= 20% achievement 2= 40% achievement 3= 60% achievement 4= 80% achievement 5= 100% achievement	<ul style="list-style-type: none"> Quarterly status reports to EMT
		3.3	% Implementation of Military Veteran programs citywide	Policy & Strategy Development	1= 80% Implementation ³ 2= 85% Implementation ⁴ 3= 90% Implementation ⁵ 4= 95% Implementation ⁶ 5= 100% Implementation of Military Programme	<ul style="list-style-type: none"> Approved Military Veteran Programmes Database & Closeout Reports
		3.4	% Implementation of Youth	New Indicator	1= 20% Implementation	<ul style="list-style-type: none"> Database of programmes with

1.1

³ Establish a database of military veteran programs and Coordinate planning sessions with stakeholders City wide

⁴ Finalize and approve the implementation plan for all 15 programs

⁵ Coordination & monitoring of 7 military veteran programs

⁶ Coordination & monitoring of 15 military veteran programs

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			Programmes aligned to the strategic direction ⁷		2= 40% Implementation 3= 60% Implementation 4= 80% Implementation 5= 100% Implementation	implementation status <ul style="list-style-type: none"> • Close-out report tabled at EMT • Attendance registers
4.	Inner-City Renewal	4.1	% Achievement of Inner-City Rejuvenation Programme ⁸	80%	1= 20% Achieved 2= 40% Achieved 3= 60% Achieved 4= 80% Achieved 5= 100% Achieved	<ul style="list-style-type: none"> • Database of programmes with implementation status • Approved Reports to Mayoral Committee
		4.2	Number of shared environments managed based on partnership agreements ⁹ (T=15)	New Indicator	1= 20% Collaboration with Human Settlements and JPC regarding available land and buildings. 2= 40% Identification of land and buildings for potential acquisition. 3= 60% Comprehensive audit of the status of identified land and buildings. 4= 100% Mayoral Committee's approval of the acquisition report. 5= Completion of planning work for the implementation of at least two buildings	<ul style="list-style-type: none"> • Quarterly Reports • Approved Bad Building Strategy • Approved MayCom Minutes

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⁷ Implementation of the following youth programmes in collaboration with External and CoJ Departments: Regional Road Shows, University/TVET Colleges Career Expo, Youth Summit, Sports against Substance Abuse, Young women & child headed families outreach program and developing the boy child campaign.

⁸The regeneration of the Inner City of Johannesburg remains a mayoral priority and is also a key priority for all Departments and Municipal Owned Entities. The Inner-City Transformation Roadmap is the City's lead strategy document in tackling the challenges facing the Inner City and aligning its programmes with the Mayoral priorities and the City's development objectives.

⁹ Coordinate rede-development of hi-jacked, derelict, and underutilized inner-city buildings through public-private partnerships. Promote inclusive urban regeneration by integrating affordable housing, safer public spaces, and im-proved infrastructure.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		4.3	Number of bad buildings identified and profiled ¹⁰		1= 350 buildings 2= 375 buildings 3= 400 buildings 4= 425 buildings 5= 450 buildings	<ul style="list-style-type: none"> Quarterly progress reports Close-out report tabled at EMT
		4.4	Number of people profiled and referred for TEA ¹¹		1= 650 people 2= 675 people 3=700 people 4= 725 people 5= 750 people	<ul style="list-style-type: none"> Quarterly progress reports Close-out report tabled at EMT Close-out report tabled at EMT
5.	Smart City	5.1	Number of smart and innovative solutions that bring about efficiencies and contribute towards spatial and socio-economic transformation	20	1= 21 smart initiatives 2= 23 smart initiatives 3= 25 smart initiatives 4= 27 smart initiatives 5= >27 and more smart initiatives	<ul style="list-style-type: none"> Quarterly progress reports Close-out report tabled at EMT Close-out report tabled at EMT
		5.2	% Implementation of IIOC Blueprint	New indicator	1=20% ¹² Implementation 2= 40% Implementation ¹³ 3= 60% Implementation ¹⁴ 4=80% Implementation ¹⁵ 5=90% or more Implementation ¹⁶	<ul style="list-style-type: none"> Quarterly progress reports Close-out report tabled at EMT Close-out report tabled at EMT
		5.3	% Implementation of the Innovation	New Indicator	1= 20% Milestone achieved	<ul style="list-style-type: none"> Quarterly progress reports

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¹⁰ Conduct building audits and compile registry of bad building

¹¹ Co-ordinate the evacuate of people from unlawfully occupied and unsafe buildings

¹² achievement of the milestones of the revised IIOC Blueprint (Report to move IIOC to OCOO approved by Mayoral Committee, and First Draft of the revised IIOC Blueprint done)

¹³ achievement of the milestones (Final Draft of the revised IIOC Blueprint completed)

¹⁴ achievement of milestones of the revised IIOC Blueprint

¹⁵ achievement of milestones of the revised IIOC Blueprint

¹⁶ achievement of the milestones of the revised IIOC Blueprint

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			District		2= 40% Milestone achieved 3= 60% Milestone achieved 4= 80% Milestone achieved 5= 100% Milestone achieved	<ul style="list-style-type: none"> Road Map
6..	Economic sustainability	6.1	Number of the Public Private Partnership Programmes implemented ¹⁷	New Indicator	1= 1 programmes implemented 2= 2 programmes implemented 3= 3 programmes implemented 4= 4 programmes implemented 5= 5 programmes implemented	<ul style="list-style-type: none"> RFQ issued to market. Signed financial closure contracts.
6.	Economic sustainability Accountability and Good Governance	6.2	Additional revenue generated through revenue enhancement projects	New Indicator	1 = R125 million 2 = R250 million 3 = R375 million 4 = R500 million 5 = R600 million	<ul style="list-style-type: none"> SAP report Entity verification report on additional revenue
8.	Good governance	8.1	Audit opinion ¹⁸	Unqualified Audit Report	1 = Disclaimer of Audit Opinion ¹⁹ 2 = Adverse Audit Opinion ²⁰ 3 = Qualified Audit Opinion without material matters ²¹ 4 = Financially Unqualified Audit Opinion ²² 5 = Clean Audit Outcome ²³	<ul style="list-style-type: none"> AG Management Letter

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¹⁷ This KPI reflects targets for six PPP projects being managed by OCOO. These include Lanseria WWTW, Non-Revenue Water Programme, Reclamation/Reuse, MetroCentre Redevelopment, Joburg Market Redevelopment, Waste to Energy, the target for Waste to Energy is to be taken to RFQ stage. The targets for the remainder of the projects is to conclude the pre-feasibility stage of the PPP process governed by PPP regulations. .

¹⁸ The opinion may be that given for the department/entity where applicable.

¹⁹ The auditee provided insufficient evidence in the form of documentation on which to base an audit opinion. The lack of sufficient evidence is not confined to specific amounts or represents a substantial portion of the information contained in the financial statements.

²⁰ The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements.

²¹ The financial statements contain material misstatements in specific amounts, or there is insufficient evidence for us to conclude that specific amounts included in the financial statements are not materially misstated.

²² The financial statements contain no material misstatements. Unless we express a clean audit outcome, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects.

²³ The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
8.	Good governance	8.2	% Resolution of internal audit findings ²⁴		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 ²⁵		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
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	% 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 1 month ahead of delivery date 5 = Target met within 15 days 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 Risk Management	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2025	New Indicator	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> UIFW Report tabled at GAC & GPAC Audited Annual Report

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²⁴ These are findings by internal audit only that are picked up on an ongoing basis.

²⁵ This is for only findings classified as matters affecting audit opinion and others important matters.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2025	New Indicator	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> • UIFW Report tabled at GAC & GPAC • Audited Annual Report
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2025	New Indicator	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> • UIFW Report tabled at GAC & GPAC • Audited Annual Report
3	Risk Management	3.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	100% implemented	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	<ul style="list-style-type: none"> • Departmental quarterly reports • GRGC Risk analysis reports and Minutes
4	Disaster Management	4.1	Number of micro ward-based disaster risk assessment conducted in vulnerable wards	89 risk registers	1=89 risk registers 2= 90 risk registers 3=100 risk registers 4= 135 5=>135	<ul style="list-style-type: none"> • Quarterly risk assessment report • Attendance registers
		4.2	Number of communities capacitated to a state of readiness against major incidents and disasters	127	1=127 training conducted 2=130 training conducted 3=100 training conducted 4=135 training conducted 5= >135 training	<ul style="list-style-type: none"> • Quarterly training report • Attendance registers

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Departmental performance monitoring and reporting	5.1	% Achievement of departmental SDBIP	100% monitored	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	<ul style="list-style-type: none"> Mitigation plans reflecting the status of resolution signed by the HoD approved by the CM
SECTION 3: CORE COMPETENCY REQUIREMENTS WEIGHTING = 20%						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget		1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by end of June without accruals 5 = 100% Opex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Signed quarterly departmental performance reports
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ²⁶		1 = 90% of valid invoices 2 = 95% of valid invoices 3 = 100% of valid invoices 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	Midyear and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to	<ul style="list-style-type: none"> Quarterly Performance Management compliance reports

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²⁶ 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.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					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"> Approved assessment report by GCSS Signed departmental NFR report for 2025/26 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days ²⁷		1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> Approved departmental quarterly performance reports GCSS LR report Annual report 2025/26
Change Management (optional)						
3	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ²⁸ 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. Nomination Letters of Geyodi Focal Persons to champion GEYODI. Quarterly Compliance Reports
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% of corrective measures implemented 2= 85% of corrective measures implemented 3= 100% of corrective measures implemented 4= 100% of corrective measures implemented, and no injuries sustained	<ul style="list-style-type: none"> Implementation plan with targeted corrective measures Signed departmental quarterly progress reports Consolidated GSHE biannual assessment report indicating the level of implementation according to the audits conducted

1.1

²⁷ 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.

²⁸ Geyodi programmes implemented as per the approved action plans

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5= 100% of corrective measures implemented and no injuries and fatalities	
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction index	5.1	% Increase in customer satisfaction index ²⁹	New ³⁰	1 < 58% 2 = 58%. 3 = 63% ³¹ 4 = 68% 5 = 70%	Biannual Customer satisfaction survey report ³²
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.						
Tshepo Makola Chief Operations Officer		Signature:		City Manager	Signature: 	Date: 31 July 2025

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²⁹ The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service de-livery and all service delivery areas that re-quire turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas

³⁰ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

³¹ 2025/26 Customer Satisfaction Survey, The Customer Satisfaction Index measures public perception of service improvements linked to War Room interventions, regional accelerated delivery, and key turnaround areas including water, energy, waste, roads, and safety. It tracks impact, identifies service gaps, and informs continuous improvement through evidence-based community feedback. 2025/26 Customer Satisfaction Survey.

³² GSPCR will procure an independent service provider to undertake the survey with deliverables anticipated by January and July.