

**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

**Liziwe Ntshinga-Makoro**

("the Group Head")

**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 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 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 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; and
  - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group 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 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.

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- 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 may terminate on the termination of the Group Head's appointment 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 because of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

#### **4. PERFORMANCE OBJECTIVES**

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Group 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 Group Head and are based on the Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Group 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.

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**5. PERFORMANCE MANAGEMENT POLICY**

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Group Head will be required to engage in performing their job.
- 5.2 The Group Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The 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 Group Head to perform to the standards required.
- 5.4 The Group 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 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 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 Group Head.
- 6.2 The performance of the 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
Third quarter	:	January – March
Fourth quarter	:	April – June

- 6.3 The Group Head must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on Group Head's review in absentia and the outcome of the review is final.

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- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Group 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 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 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 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;
- 7.2 Provide access to skills development and capacity building opportunities;
- 7.3 Work collaboratively with the 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 Group Head delegate such powers reasonably required by the 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 Group Head such resources as the 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 Group Head timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Head.

**9. MANAGEMENT OF OUTCOMES**

- 9.1 The evaluation of the Group 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 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 Group Head in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Group Head be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.
- 9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Group Head to improve their performance.
- 9.6 Where the City Manager is, at any time during the Group Head's employment, not satisfied with the Group Head's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Group Head to attend a meeting with the City Manager.
- 9.7 The Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the 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 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 be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties' intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group 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 Group Head in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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SIGNED at Braamfontein on this 31<sup>st</sup> day of July 2025


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


  
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City Manager

Witness:   
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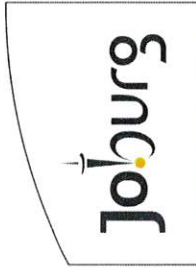
Witness:   
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SIGNED at Braamfontein on this 31<sup>st</sup> day of July 2025

  
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Liziwe Ntshinga-Makoro  
Group Head: Citizen Relationship and Urban Management

Witness:   
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Witness:   
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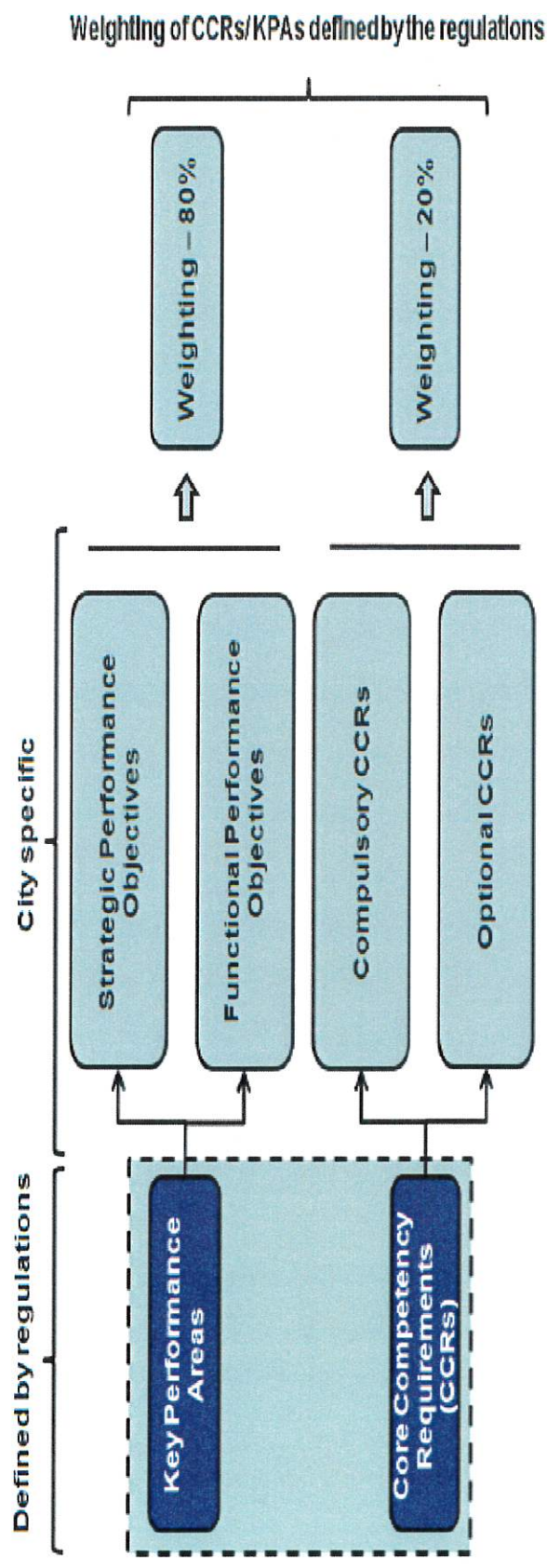


**PERFORMANCE SCORECARD: SECTION 57**

<b>Employee</b>	Liziwe Ntshinga-Makoro: Group Head
<b>Manager</b>	City Manager
<b>Department</b>	Group Citizen Relations and Urban Management
<b>Position Purpose</b>	To deliver a sustainable and impact driven regional governance for a well-managed, well serviced, and safe urban environment through facilitation and coordination of integrated, sustainable and resilient basic service delivery, Citizen Relationship and Urban Management

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) 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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KPA	Key Performance Areas (KPA's)	KPI No.	Key Performance Indicators (KPI's)	Baseline	Target	Means of Verification
<b>STRATEGIC PERFORMANCE OBJECTIVES</b> <b>TOTAL WEIGHTING = 50%</b>						
1.	Sustainable Service Delivery	1.1	Number of service delivery breakdown calls logged, as per the Service level standards charter <sup>1</sup>	84300	1 = 41,500 calls logged (40 calls per ward per month) 2 = 81,000 calls logged (50 calls per ward per month) 3 = 121,500 calls logged (75 calls per ward per month) 4 = 129,600 calls logged (80 calls per ward per month) 5 = 137,700 calls logged (85 calls per ward per month)	<ul style="list-style-type: none"> <li>Database of calls logged excel spread sheet</li> <li>Consolidated State of Service Delivery compliance report to GSPCR and Group Governance</li> </ul>
		1.2	Number of integrated service delivery operations initiated in 7 Regions with an average of 60% resolution rate <sup>2</sup>	40 Operations per Region with 60% resolution rate	1= <140 Operations 2= Above 140 Operations 3= 300 Operations average of 60% resolution rate 4=315 Operations with an average of 65% resolution rate 5= 320 Operations with an average of 75% resolution rate	<ul style="list-style-type: none"> <li>Quarterly consolidated reports on operations conducted indicating % resolution rate.</li> <li>Evidence of presentation at Councillors forum meetings</li> </ul>
		1.3	Number of Multi-Disciplinary By law operations coordinated	20 Operations	1 = <105 by law operations coordinated 2 = Between 105 - 139 by law operations coordinated 3 = 140 by law operations coordinated 4 = 154 by law operations and 2 quarterly monitoring reports on the status of notices issued during operations <sup>3</sup> 5 = 168 by law operations and 4 quarterly monitoring reports on the status of notices issued during operations	<ul style="list-style-type: none"> <li>Pre and post operation reports</li> <li>Consolidated quarterly reports outlining operations planned and conducted by the LETT indicative of the status of notices issued during operations</li> </ul>

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<sup>1</sup> Service level standards approved in line with 2025/26 SDAs

<sup>2</sup> Integrated Service Delivery Operations as accelerated service delivery initiatives across all 135 wards.

<sup>3</sup> The quarterly reports should contain details on the number of Multi-disciplinary by law enforcement operations conducted and the status of notices (status of compliance) that have been issued.

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KPA	Key Performance Areas (KPA's)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.4	Number of City-Wide State of Service Delivery Reports compiled (Regions A-G) indicative of the compliance to Service Level Standards <sup>4</sup>	New Baseline	1=1 quarterly reports 2=2 quarterly reports 3=4 quarterly reports 4=Annual report on state of service delivery with recommendations 5=Annual Report presented to OEMT	<ul style="list-style-type: none"> <li>Consolidated Quarterly City-Wide State of Service Delivery reports and annual report presented at OEMT</li> <li>Minutes of the OEMT</li> </ul>
		1.5	% DDM outcomes implemented through joint plans / operations through specific interventions across the regions <sup>5</sup>	New Indicator	1= Joint Operational Plans 25/26 and 25% Implementation 2 = 50% Implementation 3= 100% Implementation 4= Facilitated special interventions in partnership with CWP with other depts within the City 5= Annual Report	<ul style="list-style-type: none"> <li>Joint Operational 25/26</li> <li>Quarterly implementation reports</li> <li>Annual Report</li> </ul>
2.	Good Governance, and Active and Engaged Citizenry	2.1	% Implementation of the Stakeholder/Citizen Engagement Plans by different regions (CRM)	95% Implementation	1=<50% Implementation 2= 75 % Implementation 3= 100% Implementation 4= 4 Quarterly Implementation Reports indicative of % Implementation 5= Draft 26/27 Consolidated Stakeholder Engagement Plan	<ul style="list-style-type: none"> <li>4 Quarterly Implementation Reports</li> <li>Draft 26/27 Stakeholder Engagement Plan</li> </ul>
		2.2	<sup>6</sup> Number of citizens participating in city events and engagements <sup>7</sup>	New Indicator	1= 6,000 citizens engaged 2= 8,000 citizens engaged	<ul style="list-style-type: none"> <li>Submission of monthly evidence as stipulated in the Stakeholder Engagement Tool</li> </ul>

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<sup>4</sup> Service Level Standards as approved in line with the 25/26 SDA's

<sup>5</sup> Joint Operations and programmes conducted in partnership with the Community Workers Programme (COGTA / IGR Agreement).

<sup>6</sup> This KPI measures the number of citizens who actively participate and engage in city led events and initiatives. These engagements include meaningful two-way interactions aimed at fostering mutual understanding and building stronger relations between the city and its residents.

<sup>7</sup> These events should involve active interaction with the residents of the City of Johannesburg towards understanding and building good relations, in line with the Public Participation Policy.

  
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KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					3= 10,000 citizens engaged <sup>8</sup> 4= 11,000 citizens engaged 5= 12,000 citizens engaged	
		2.3	% Implementation of service delivery plans per identified areas per region	New Indicator	1= Determination of precinct areas 2= approved precinct profile and service delivery plans per precinct 3 =60% implementation of service delivery plans 4= 70% implementation of service delivery plans 5=80% implementation of service delivery	<ul style="list-style-type: none"> <li>Approved Precinct Areas and Profiles and service delivery plan presented to OEMT</li> <li>Bi Annual report on % implementation to OEMT</li> </ul>
		2.4	<sup>9</sup> Quarterly monitoring of CAPEX projects implemented by service delivery agencies	Quarterly progress reports	1= 2x Quarterly Capex Monitoring Reports 2= 3x Quarterly Capex Monitoring Reports 3= 4x Quarterly Capex Monitoring Reports 4= 2x quarterly audit reports with recommendation reports to the PRC committee 5= 4x quarterly audit with recommendation reports to the PRC committee	<ul style="list-style-type: none"> <li>Approved MTEF25/26 CAPEX Project List per region</li> <li>4 Quarterly capex monitoring reports</li> <li>4 quarterly audit reports</li> <li>Proof of submission to PRC committee.</li> </ul>

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<sup>8</sup> 10,000 citizens engaged (departmental target) towards achieving the CoJ target of 250,000 citizens engaged for the year 2025/26

<sup>9</sup> Audit is the physical verification of actual progress for CAPEX projects as reported by Depts and Entities to the PRC Committee.

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KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.5	% Monitoring of service delivery profile aligned to CAPEX and OPEX expenditure	100%	1=Database of projects for the department plus monitoring 50 % implementation 2=Monitoring 85% implementation 3=Monitoring 100% implementation 4=2 x quarterly progress reports 5=100% monitoring and implementation plus 4x quarterly progress reports	<ul style="list-style-type: none"> <li>Database of projects per region</li> <li>Quarterly implementation reports per region</li> </ul>
3.	A well-run City	3.1	Audit opinion <sup>10</sup>	Unqualified Audit Report	1= Adverse Audit report <sup>11</sup> 2= Qualified Audit Report <sup>12</sup> 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
		3.2	% Resolution of internal audit findings <sup>13</sup>	Unqualified Audit Report	1 = 65%- 70% resolution of internal audit findings. 2 = 71% - 84% resolution of internal audit findings. 3 = 85% resolution of internal audit findings. 4 = 86% -95% resolution of internal audit findings. 5 =96%-100% resolution of audit findings (including no findings)	<ul style="list-style-type: none"> <li>GRAS report on Audit Findings approved by GAC &amp; GPAC</li> <li>Minutes of meetings</li> </ul>

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<sup>10</sup> The opinion may be that given for the department/entity where applicable.

<sup>11</sup> This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

<sup>12</sup> This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

<sup>13</sup> These are findings by internal audit only that are picked up on an ongoing basis.

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KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		3.3	% Resolution of external (AGSA) audit findings <sup>14</sup>	Unqualified Audit Report	1 = 65%- 70% Resolution of external (AGSA) audit findings 2 = 71% - 84% Resolution of external (AGSA) audit findings 3 = 85% Resolution of external (AGSA) audit findings 4 = 86% -95% Resolution of external (AGSA) audit findings 5 = 95%- 100% Resolution of external (AGSA) audit findings (including no findings)	<ul style="list-style-type: none"> <li>GRAS report on Audit Findings approved by GAC &amp; GPAC</li> <li>Minutes of meetings</li> </ul>
<b>SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)</b>						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	100%	1 = Acquisition plan 2 = Procurement delayed 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	<ul style="list-style-type: none"> <li>Approved Acquisition plan</li> <li>Departmental Quarterly Acquisition Status Reports</li> <li>SCM Assessment reports</li> <li>Audited Financial statements</li> </ul>
2	UJFW Strategy Implementation	2.1	Percentage reduction in historical <b>Unauthorised</b> expenditure reported 30 June 2024	Unqualified Audit Report	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"> <li>GRAS UJFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
		2.2	Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2024	Unqualified Audit Report	1=<65% 2=65% -74% 3=85% reduction 4=86%-96%	<ul style="list-style-type: none"> <li>GRAS UJFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>

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<sup>14</sup> This is for only findings classified as matters affecting audit opinion and others important matters.

  
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KPA	Key Performance Areas (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5=97% and above (including non-incurrence in June 2025 report)	
		2.3	Percentage reduction in historical <b>Fruitless and Wasteful</b> expenditure reported 30 June 2024	Unqualified Audit Report	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"> <li>GRAS UJFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
3	Risk Management	3.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	95%	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	<ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> <li>GRGC Risk analysis reports and Minutes</li> </ul>
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	85%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 = 100% achieved	<ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> <li>GSPCR assessment reports presented at Sub-Mayoral Cluster meeting.</li> </ul>
<b>SECTION 3: CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)</b>						
<b>Financial Competence (Compulsory)</b>						
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"> <li>SAP Report</li> <li>Signed quarterly departmental performance reports</li> </ul>



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KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment <sup>15</sup>		1 = 90% of valid invoices paid within 30 days 2 = 95% of valid invoices paid within 30 days 3 = 100% of valid invoices paid within 30 days of invoice date 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	Midyear and Annual Merchants reports
<b>People Management and Empowerment (Compulsory)</b>						
2	Performance Management & People Management	2.1	% Compliance to the performance management cycle as per the LG Regulation on performance management	51.92%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	Consolidated assessment report by GCSS
		2.2	Percentage of disciplinary cases resolved within 120 days <sup>16</sup>	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> <li>Approved disciplinary action report by GCSS</li> <li>Annual Report</li> </ul>
<b>Change Management (optional)</b>						

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<sup>15</sup> 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.

<sup>16</sup> 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.

  
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KPA	Key Performance Areas (KPA's)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New	1 ≤ 2 or less <sup>17</sup> 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> <li>Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers.</li> <li>Nomination Letters of Geyodi Focal Persons to champion GEYODI.</li> <li>Quarterly Compliance Reports</li> </ul>
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	<ul style="list-style-type: none"> <li>Implementation plan with targeted corrective measures</li> <li>Signed departmental quarterly progress reports</li> <li>Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted</li> </ul>
<b>Customer Orientation and Customer Focus (Compulsory)</b>						
5	Customer satisfaction levels	4.1	Customer satisfaction index	New <sup>18</sup>	1 < 58% 2 = 58%. 3 = 63% <sup>19</sup> 4 = 68% 5 = 70%	Satisfaction results by GSPCR
<p><b>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.</b></p>						
Liziwe Ntshinga Makoro Group Head: CRUM			 Signature: _____ City Manager		Signature: _____  Date: 31 July 2025	

**1.1**

<sup>17</sup> Geyodi programmes implemented as per the approved action plans

<sup>18</sup> While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

<sup>19</sup> 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.