

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

Mathopane Masha

the "Executive Director".

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

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Executive Director 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 Director 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 Director.
 - 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.

give effect to the City’s commitment to a performance-orientated relationship with the Executive Director 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 Director, 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 Executive Director's contract of employment for any reason.
- 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 Director; 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 Director 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 Executive Director'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 Director will be required to engage in performing their job.
- 5.2 The Executive Director agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Executive Director 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 the Executive Director to perform to the standards required.
- 5.4 The Executive Director undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Executive Director'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 Executive Director, 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 Executive Director.
- 6.2 The performance of the Executive Director 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 Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the Acting City Manager concluding on the Executive Director'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 Executive Director 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 Executive Director'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 Executive Director 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 Executive Director 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 Director 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 Director delegate such powers reasonably required by the Executive Director 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 Director such resources as the Executive Director 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 Acting City Manager agrees to consult the Executive Director timeously in respect of decisions which will have a significant impact on the performance of the duties of the Executive Director.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Executive Director'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 Director 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 Director in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Executive Director 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 Director not be entitled to a performance bonus in line with the Executive Director'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 Executive Director to improve their performance.
- 9.6 Where the Acting City Manager is, at any time during the Executive Director's employment, not satisfied with the Executive Director's performance with respect to any matter dealt with in this Agreement, the Acting City Manager will give notice to the Executive Director to attend a meeting with the City Manager.

9.7 The Executive Director will have the opportunity at the meeting to satisfy the Acting City Manager of the measures being taken to ensure that the Executive Director'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 Director 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 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 Director 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 Director 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 July 2025

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



City Manager

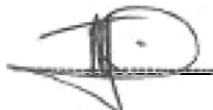
Witness: 

Witness: _____

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



**Mathopane Masha
Executive Director**

Witness: 

Witness: 

MK

KK



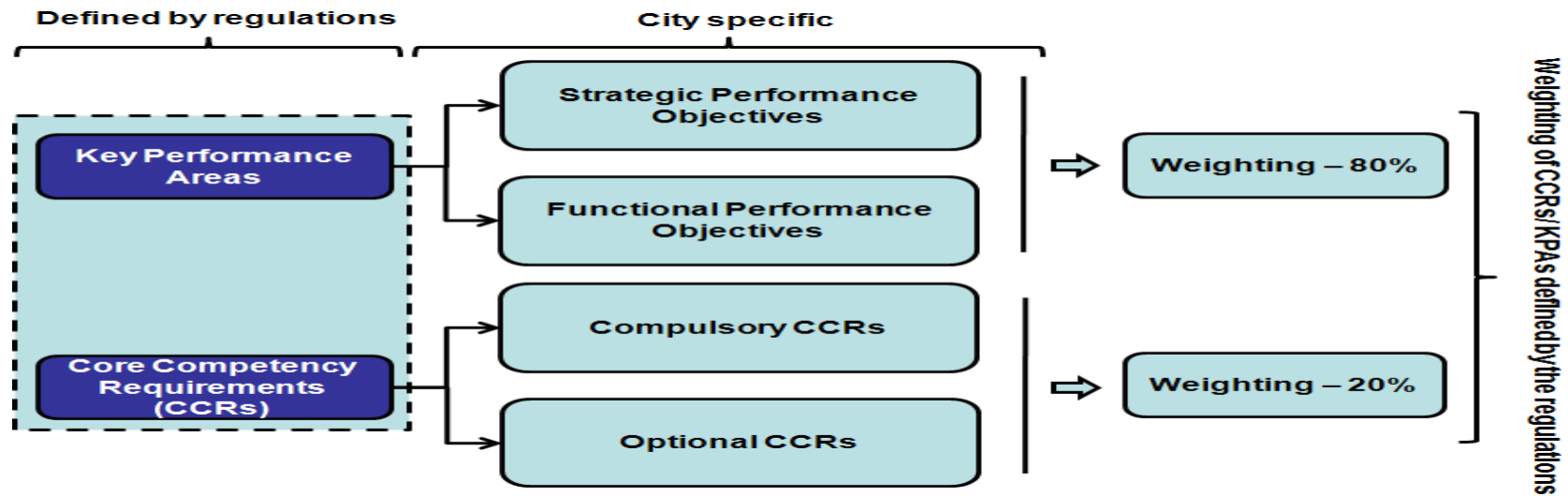
a world class African city

ANNEXURE “A”

PERFORMANCE SCORECARD	
Employee	Mathopane Masha: Executive Director
Manager	City Manager
Department	Economic Development Department
Position Purpose	The purpose of the function is to promote sustainable and inclusive economic growth in the City of Johannesburg.
The period of this Performance Plan is from 1 July 2025 to 30 June 2026	

KK MK

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%.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	Job Creation	1.1	Number of job opportunities created City-wide ¹	18 958 Expanded Public Works programmes (EPWP) work opportunities created City-wide	1 = 30 500 opportunities created 2 = 45 999 opportunities 3 = 50 000 opportunities 4 = 60 00 opportunities 5 = 70 000 opportunities	<ul style="list-style-type: none"> Cumulative participants register Contracts of employment Certified ID copies Attendance register Proof of payment and or Investment letters
		1.2	% of EPWP participants supported through skills development and training on-site programmes. ²	New Indicator	1 = 05% 2 = 1,5% 3 = 2% 4 = 2.5% 5 = 3%	<ul style="list-style-type: none"> Participants register Contracts of employment Certified ID copies
2.	Business Environment enablement	2.1	Percentage achievement of the Annual Skills Development plan as provided for in the Skills Development Act ³	New Indicator	1 = 25% 2 = 75% 3 = 100% 4=100%+1 Sector implementation plan 5=100 + 2 Sector implementation plan	Audited Skill development plan implemented
3.	Stakeholder Management	3.1	Number of citizens engaged through public participation activities	New Indicator	1 = 4 000 2 = 6 000 3 = 10 000 4 = 12 000 5 = 15 000	<ul style="list-style-type: none"> Monthly Public Participation Reports Consolidated Annual Participation approved by CM

¹ Circular 88 requires that this KPI include both EPWP and CWP target 18 000 and other related employment programmes target 32 0000. Cumulatively 50 0000 job opportunities projected to be created. The target achievement is on condition that R250 million budget is made available to leverage public and private sector job placement- including partnerships with SET's.

² Due to dynamics in how EPWP work opportunity is defined and calculated, not all EPWP projects qualify to be designed to include a proper exit strategy, or skills development programme for future employability. The EPWP projects range from 1 day to 24 months. These might also include emergency and blitz projects. The 2% that is linked to the EPWP cumulative annual EPWP performance is also linked to the labour force intake, possible partnerships and industries.

³ This refers to development of skills for the economy. Skills Plan covers the sectors which enables the growth of the economy as per Economic Growth Strategy.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
4.	Economic Development	3.1	Rand Value of New Investments Secured Through City-Led Promotion and Partnerships	R19.619 billion	1 = R 19.619 billion investment facilitated 2 = R 19.820 billion investment facilitated 3 = R 20 billion investment facilitated 4 = R20.500 billion investment facilitated 5 = R 21 billion investment facilitated	Letters of commitment from Investors (Project facilitation form)
5.	Economic Stimulation	4.1	Number of Investment events in partnership with stakeholders.	New indicators	1 = 2 2 = 6 3 = 8 4 = 10 5 = 12	Post Investment Events Assessment Report
		4.2	Rand value of leveraged funding used for capital projects in targeted areas.	New Indicator	1 = 100 Million 2 = 150 Million 3 = 200 Million 4 = 250 Million 5 = 300 Million	Signed funding pledge from Private and public sector
		4.3	Percentage Increase in the City of Joburg GDP ⁴	New Indicator	1 = 0.5 % 2 = 1% 3 = 1.5 % 4 = 2% 5 = 2.5%	National Treasury and rating agencies Economic Growth report
		4.4	Number of Catalytic Enterprise Infrastructure Support Projects Implemented ⁵	New Indicator	1 = 0 2 = 1 3 = 2 4 = 3 5 = 4	Signed Project Proposal/Business Plan

⁴ % increase in the city's GDP growth— Means real GDP growth as a measure of economic expansion that reflects the increase in the total value of goods and services produced in an economy, adjusted for inflation.

⁵ This including PPP arrangement to revitalise industrial areas

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
		4.5	Number of green economy projects with measurable job creation	New Indicator	1 = 0 2 = 1 3 = 2 4 = 3 5 = 4	<ul style="list-style-type: none"> Memorandum of Understanding (MoUs) Letter of Intent. Service Level Agreement. Terms of Reference (ToR) Close-out report signed by the ED
		4.6	Number of Township Economy revitalisation programmes/projects facilitated projects implemented in the Township in collaboration with Gauteng Provincial Government, Municipal Entities and Private Sectors partners	New Indicator	1=5 2= 7 3= 9 4=10 5=11	MOU / SLA per implemented programmes/projects
		4.7	Number of SMMEs supported through City departments and entities i.e. training, market access, funding facilitation through external partners and business development support	25 666 SMMEs supported	1 = 12 790 SMMEs supported 2 = 13 790 SMMEs supported 3 = 15 790 SMMEs supported 4 = 16 790 SMMEs supported 5 = 17 790 SMMEs supported	<ul style="list-style-type: none"> Cumulative listing/register of SMMEs supported. SMME's Report tabled at EMT/Maycom (financial and non-financial support)
		4.8	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders) ⁶	New Indicator	1 = 20 790 SMMEs Digitalised 2 = 25 000 SMMEs digitalised 3 = 30 000 SMMEs digitalised 4 = 40 000 SMMEs digitalised 5 = 50 000 SMMEs digitalised	<ul style="list-style-type: none"> Cumulative listing/register of SMMEs benefited. Training / workshop attendance register or Online consultation form or Printout from the system

⁶ The indicators forms part of implementation of the Public Digital Infrastructure in collaboration with Group ICT. And the KPI includes 10 000 spaza shops, hair salons and informal traders supported with training in food safety (COA), fire safety and business management capacitation

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
		4.9	Number of enterprises issued with operating licenses ⁷	New Indicator	1= 900 2= 1200 3= 3000 4= 3500 5= 3000	<ul style="list-style-type: none"> Digital permits/ smart cards / business licenses issued System generated report. List of informal traders who received smart card permits. Report tabled at Maycom
6.	Good Governance	5.1	Audit outcome ⁸	Unqualified Audit opinion with material matters	1= Adverse Audit report ⁹ 2= Qualified Audit Report ¹⁰ 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
		5.2	% Resolution of internal audit findings ¹¹	No findings	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		5.3	% Resolution of external (AGSA) audit findings ¹²	No findings	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes

⁷ This KPI includes Trading permits for Spaza Shops, informal traders and other related enterprises that requires trading permits to trade in the CoJ. The system of issued permits is digitized. The indicator also include timelines it takes to issue a permit upon receipts of all the required documentation. The indicator is measured as part of the Circular 88 indicators.

⁸ The opinion may be that given for the department/entity where applicable.

⁹ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹⁰ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

¹¹ These are findings by internal audit only that are picked up on an ongoing basis.

¹² 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 2023/2024	Target	Means of Verification
					5 = 95%- 100% Resolution (including no findings)	
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	100% compliance	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5 = 100% compliance and no SCM deviations reported	<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 2024	No Unauthorised expenditure reported	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"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2024	No Irregular expenditure reported	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"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024	No Fruitless and Wasteful expenditure reported	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"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	60%	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"> Signed quarterly departmental performance reports GRGC Risk analysis reports and Minutes

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	84%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 = 100% achieved	<ul style="list-style-type: none"> Signed quarterly departmental performance reports GSPCR assessment reports presented at Sub-Mayoral Cluster meeting.
5	Policy Management	5.1	% Compliance of policies in the departmental policy register	Approved policies	1 = 75% compliance 2 = 80% compliance 3 = 85% compliance 4 = 90% compliance 5 = 95% compliance	<ul style="list-style-type: none"> Progress report Approved GSPCR analysis report
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competency (compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹³	3.6% spent	1 = 90% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals 4 = 100% Capex spent by end of June without accruals 5 = 100% Capex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Approved section 71 reports
		1.2	% Spent of allocated departmental Opex budget	71% % Opex spent.	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
		1.3	Percentage of valid departmental invoices paid	73% of valid invoices paid	1 = 90% of valid invoices 2 = 95% of valid invoices	Midyear and Q4 Finance Reports on UIFWs.



¹³ This is applicable to departments with large capex budget – threshold to be determined.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
			within 30 days of submission to Group Finance for payment ¹⁴	within 30 days	3 = 100% of valid invoices 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	
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	99%	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	<ul style="list-style-type: none"> Quarterly Performance Management compliance reports Approved assessment report by GCSS Signed departmental NFR report for 2025/26 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days ¹⁵	No cases	1 = >75% 2 = 75 - 80% 3 = 81 - 85% 4 = 86 - 90% 5 = 90 - 100%	<ul style="list-style-type: none"> Approved disciplinary action report by GCSS Annual report
Change Management (optional)						
5	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 ¹⁶ 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

¹⁴ 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.

¹⁵ 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.

¹⁶ Geyodi programmes implemented as per the approved action plans

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2023/2024	Target	Means of Verification
						<ul style="list-style-type: none"> champion GEYODI. Quarterly Compliance Reports
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"> Implementation plan with targeted corrective measures Signed departmental quarterly progress reports Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
6	Customer Satisfaction	6.1	Customer satisfaction index score	New indicator ¹⁷	1 < 58% 2 = 58% 3 = 63% ¹⁸ 4 = 68% 5 = 70%	Satisfaction results by GSPCR
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.						
Mathopane Masha Executive Director: DED			Signature: 	City Manager	Signature: 	Date: 31 July 2025

¹⁷ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

¹⁸ 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.