

**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

**("the Acting Group Head")**

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

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## **1. INTRODUCTION**

- 1.1 The City has entered into a contract of employment with the Acting Group Head in terms of Section 57 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”).
- 1.2 Section 57 (1) (b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Acting Group Head reporting to the City Manager, to a set of actions that will secure local government policy goals.

## **2. PURPOSE OF THIS AGREEMENT**

- 2.1 The parties agree that the purpose of this Agreement is to:
  - 2.1.1 Comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties.
  - 2.1.2 Specify objectives and targets established for the Acting Group Head.
  - 2.1.3 Specify accountabilities as set out in the performance plan (scorecard) attached as Annexure ‘A’;
  - 2.1.4 Monitor and measure performance against set targeted outputs.
  - 2.1.5 Use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to their job.
  - 2.1.6 In the event of outstanding performance, to appropriately reward the employee in accordance with the City’s performance management policy.
  - 2.1.7 give effect to the City’s commitment to a performance-orientated relationship with the Acting Group Head in attaining equitable and improved service delivery.

## **3. COMMENCEMENT AND DURATION**

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Acting Group Head, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

- 3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year, by no later than July of each year.
- 3.3 This Agreement will terminate on the termination of the Acting Group Head's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

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

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 The performance objectives and targets that must be met by the Acting Group Head; and
- 4.1.2 Time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the City Manager and the Group Performance Audit Committee after consultation with the Acting Group Head, and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Acting Group Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

#### **5. PERFORMANCE MANAGEMENT POLICY**

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Acting Group Head will be required to engage in performing their job.
- 5.2 The Acting Group Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Acting Group Head accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, City Manager and Acting Group Head to perform to the standards required.
- 5.4 The Acting Group Head undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Acting Group Head's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators), identified as per the performance plan which are linked to the KPA's.

## **6. EVALUATING PERFORMANCE**

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Acting Group Head, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Acting Group Head.
- 6.2 The performance of the Acting Group Head in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April - June

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

- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Acting Group Head at least twice per year.
- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.
- 6.6 Performance feedback shall be based on the assessment of the Acting Group Head's performance by the City Manager and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Acting Group Head will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Acting Group Head performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

## **7. OBLIGATIONS OF EMPLOYER**

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee.
- 7.2 Provide access to skills development and capacity building opportunities.
- 7.3 Work collaboratively with the Acting Group Head to solve problems and generate solutions to common problems that may impact on the performance of the employee.
- 7.4 On the request of the Acting Group Head, delegate such powers reasonably required by the Acting Group Head to enable them to meet the performance objectives and targets established in terms of the agreement; and

7.5 Make available to the Acting Group Head such resources as the Acting Group Head may reasonably require from time to time, to assist them to meet the performance objectives and targets established in terms of the agreement.

## **8. CONSULTATION**

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

## **9. MANAGEMENT OF OUTCOMES**

9.1 The evaluation of the Acting Group Head's performance shall form the basis for rewarding performance or correcting unacceptable performance.

9.2 A performance bonus not exceeding 14% may be paid to the Acting Group Head in recognition of outstanding performance, in accordance with the City's policy and system referred to in this Agreement.

9.3 An increase may be awarded to the Acting Group Head in accordance with the City's policy and system referred to in this Agreement.

9.4 Should the Acting Group Head be entitled to a performance bonus referred to in paragraph 9.2, this shall be paid out after the tabling of the annual report.

9.4.1 However, should the Acting Group Head not be entitled to a performance bonus in line with the Acting Group Head employment contract, alternative performance rewards can be awarded, as per the relevant policy.

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

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

9.7 The Acting Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting Group Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

9.8 Where there is a dispute or difference as to the performance of the Acting Group Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

## **10. DISPUTES**

10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon, and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.

10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.

10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the panel of arbitrators of the accredited private dispute resolution agency.

10.4 The arbitrator shall further be entitled to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.

10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Acting Group Head shall be bound to the dispute resolution procedures contained herein.

10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

## **11. GENERAL**


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- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure “A” (scorecard) are not confidential and may be made available to the public by the City, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Acting Group Head in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED AT BRAAMFONTEIN ON THIS 31<sup>st</sup> day of July 2025

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

  
\_\_\_\_\_  
City Manager


Witness:   
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Witness: \_\_\_\_\_

SIGNED AT BRAAMFONTEIN ON THIS 31<sup>st</sup> day of July 2025

  
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Acting Group Head

Witness:   
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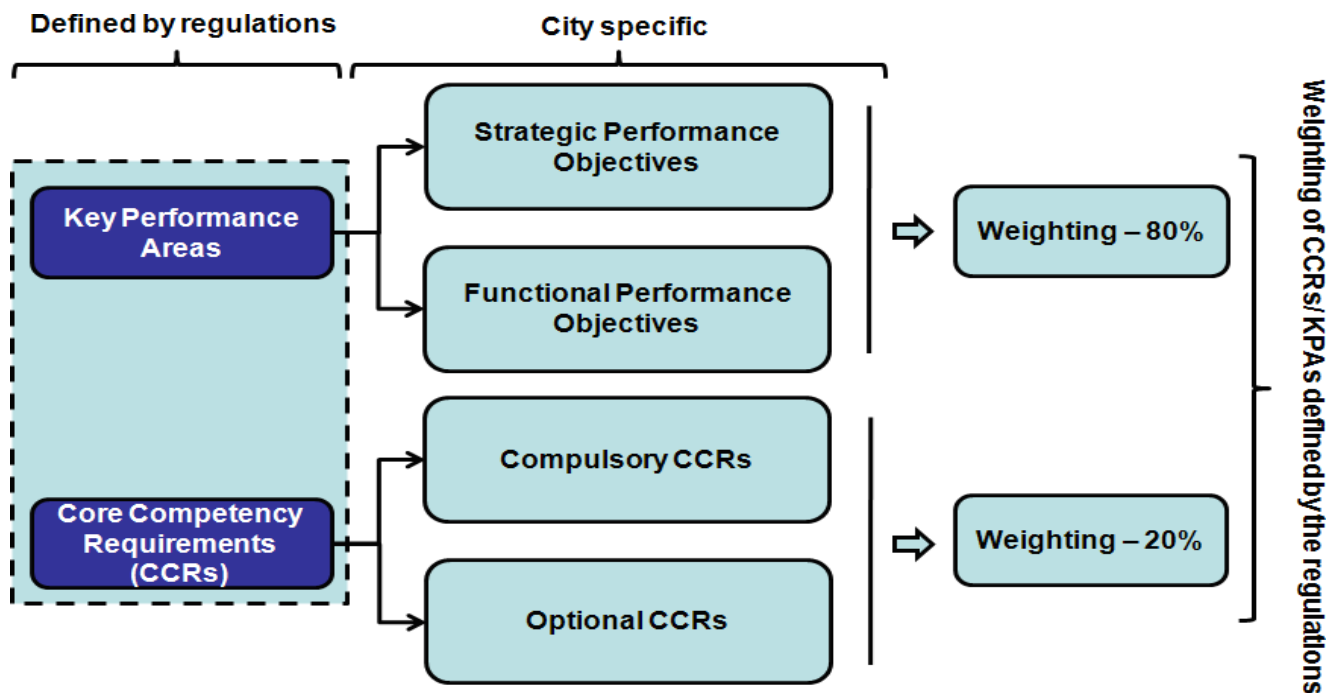
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PERFORMANCE SCORECARD: SECTION 57 MANAGER	
<b>Employee Name:</b>	Acting Group Head
<b>Manager:</b>	City Manager
<b>Department:</b>	Group Communication and Marketing
<b>Position Purpose:</b>	The Group Communication and Marketing Department is responsible for the overall reputation management of the City of Johannesburg. Its aim is to lead the City's communication in a way that empowers residents, citizens, businesses, and other stakeholders to develop more meaningful and effective communal conversation on CoJ programmes, enabling their participation in the economy and leading to the improvement of their general well-being. The strategies to be deployed include proactive public relations, marketing, stakeholder management and strategic events management.
<b>The period of this Performance Plan is from 1 July 2025 to 30 June 2026.</b>	

The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR). Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and cluster-based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City’s strategic priorities within the individual employee scorecard. Functional Performance Objectives (FPOs) relate to the employee’s functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%.

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
<b>SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%</b>						
1	Accelerating digital transformation (innovation and smart city). <sup>1</sup>	1.1	Number of communications solutions implemented <sup>2</sup> to enhance digital transformation in the City.	2 solutions plus a written proposal to extend the ticketing platform as a city-wide web-based CRM system for automation of the City's customer service business processes	1 = 1 solution implemented <sup>3</sup> 2 = 2 solutions implemented 3 = 3 solutions implemented <sup>4</sup> 4 = 3 solutions <u>plus</u> 1 training workshop <sup>5</sup> 5 = 3 solutions, 1 training workshop, user survey <sup>6</sup>	<ul style="list-style-type: none"> <li>• Framework of communications solutions for 2025/26 with SOP</li> <li>• Evidence of implementation and rollout.<sup>7</sup> (Quarterly Digital Report)</li> <li>• Annual close-out report for solutions<sup>8</sup>User Survey report</li> <li>• Revised framework of communications solutions for 2026/27</li> </ul>
2	City's priority programmes. <sup>9</sup>	2.1	Number of communication content <sup>10</sup> generated to profile the City initiatives, projects and programs and promote the brand (Cumulative)	New Indicator	1 = less than 300 communication content, 2025/2026 Communication Content Management Plan + SOP 2 = 300 annual communication content 3 = 360 communication content, quarterly closeout report and annual closeout report 4 = 400 cum communication content 5 = more than 400 cum communication content with draft 26/27 Communication Management plan	<ul style="list-style-type: none"> <li>• 2025/2026 Communication Content Management Plan and SOP</li> <li>• Quarterly Departmental Reports</li> <li>• Quarterly and annual close-out report on internal operations and recommendations</li> <li>• 26/27 Draft Communications Content Management Plan</li> </ul>

<sup>1</sup> Relates to the promotion of service innovation and digital transformation, through the introduction of technology to communication processes in order to improve communication and engagement with residents and vested stakeholders.  
<sup>2</sup> Q1 deliverables: a) Framework of communications solutions for 2025/26 with an approved SOP. Q2: a) Piloting (Piloting refers to the process of testing a solution on a small scale before a wider roll out) Q3: Roll-out of phase 1. Q4: Rollout of phase 2 / final phase  
<sup>3</sup> Framework of communications solutions for 2025/26 with SOP  
<sup>4</sup> quarterly reports, annual report and draft revised 26/27 Framework  
<sup>5</sup> (skills transfer) for City Departments  
<sup>6</sup> plus approved revised 2026/27 framework  
<sup>7</sup> Approved PowerPoint presentation/data-specific report with-screen shots and graphs generated by the platform/s which may include analytics, responses, solutions, and engagement rate.  
<sup>8</sup> Annual close-out report to include evidence of training workshop/s, such as participant register/s, MS Teams link/s and calendar invite/s.  
<sup>9</sup> The KPA relates to all the City's priority programs and activities and the aim is to build, foster and maintain trust with the public, gain PR insights and benchmark the brand against others.  
<sup>10</sup> Content refers to media releases, stories/articles, audio and video recorded content.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
3	Providing strength to the City's brand and credibility.	3.1	Number of events to market the brand and communicate or promote service delivery initiatives and/or successes <sup>11</sup> . (Cumulative)	25	1 = Less than 30 events, 2025/26 Events Calendar and SOP 2 = 30 events 3 = 36 events <sup>12</sup> and signed agreements for collaborations / partnerships <sup>13</sup> plus annual closeout report with stakeholder perception survey 4 = 38 events 5 = more than 38 events, including survey outcomes . . .	<ul style="list-style-type: none"> <li>2025/26 approved Events Calendar and SOP</li> <li><b>Post-event reports</b> with supporting documents.<sup>14</sup></li> <li><b>Annual close-out</b> report for events hosted during annum.</li> <li>Signed agreements for collaborations / partnerships.</li> </ul>
		3.2	Number of integrated marketing campaigns executed <sup>15</sup> . Cumulative	14	1 = less than 17 or 16 IMCs, 2025/2026 Integrated Marketing Strategy with implementation plan 2 = 17 integrated marketing campaigns 3 = 18 integrated marketing campaigns <sup>16</sup> and annual stakeholder perception survey report 4 = 19 integrated marketing campaigns plus reviewed Integrated Marketing Strategy and implementation plan for 2026/2027 5 = more than 19 integrated marketing campaigns plus proof of implemented recommendations from previous fiscal's marketing campaigns with 2026/2027 draft	<ul style="list-style-type: none"> <li>2025/2026 Integrated Marketing Strategy with implementation plan</li> <li>Quarterly closeout reports for campaigns executed</li> <li>2026/2027 draft Integrated Marketing Strategy with implementation plan</li> <li>Annual close-out report with stakeholder perception survey report</li> </ul>

<sup>11</sup> Key interventions include events management, brand building / marketing, public / private partnerships, collaborations with department and MEs

<sup>12</sup> Rating of 3 = 25/26 SOP, 36 events with post-event reports and supporting evidence, signed agreements for collaborations, approved annual close-out report for all events during annum and quarterly performance report

<sup>13</sup> Ride Joburg, Joburg Open, Joburg Ladies Open, Joy of Jazz, Soweto Walk for Life, Redbull F1 Showrun, Kyalami 9 Hour, DSTV Delicious Festival

<sup>14</sup> Post-event reports to include information on work opportunities created, even if there were none. Supporting documents **may include** the program, invitations / RSVPs, JOC compliance (where necessary), attendance register, guest list / VIPs, media releases, post-event survey / endorsements from participants and/or partners, Return on Investment (ROI), any photos & media clippings, advertising, radio & TV coverage, Q&A as well as feedback forms, etc.

<sup>15</sup> An integrated marketing campaign (IMC) delivers consistent strategic and coordinated messages (verbal and non-verbal) across various channels of communication by using a mix of elements for optimisation and increased reach. Interventions may include a mix of promotional material (posters, pamphlets, etc.), event branding, banners (e-mail and project specific), activation, advertising: online, TV, radio and print media, outdoor advertising, trade shows and exhibitions.

<sup>16</sup> Rating of 3 = 18 integrated marketing campaigns with 4 x quarterly close-out reports for all campaigns, signed SOP, annual close-out report in respect of all campaigns (to include ROI details) and approved reviewed 25/26 implementation plan. The quarterly close-out report to include all evidence in respect of campaigns or activations delivered, e.g., any photos, posters, pamphlets, infographics, print media supplements, branding, advertising: online, TV, radio, and print media, outdoor, as well as financials (cost of campaign and ROI / reach).

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
					integrated Marketing Strategy with implementation plan	
4	Municipal Planning and Governance <sup>17</sup> <sup>18</sup>	4.1	Number of strategic stakeholder awareness building sessions / engagements executed or facilitated <sup>19</sup> (Cumulative)	27	1 = less than 27 or 26 stakeholder sessions / engagements, 2025/26 Stakeholder Management Strategy and Action Plan 2 = 27 sessions / engagements 3 = 34 sessions/engagements <sup>20</sup> and stakeholder perception survey report 4 = 35 sessions <u>plus</u> draft Stakeholder Management Strategy and Action Plan for 2026/2027 5 = 36 sessions / engagements with approved Stakeholder Management strategy and Action Plan for 2026/2027 and stakeholder management database.	<ul style="list-style-type: none"> <li>• 2025/26 Stakeholder Management Strategy and Action Plan.</li> <li>• Evidence of sessions / engagements.</li> <li>• Quarterly close out engagement reports</li> <li>• Annual close-out report with stakeholder perception survey report</li> <li>• 2026/27 Approved Stakeholder Management Strategy and Action Plan.</li> </ul>

<sup>18</sup> KPA relates to improved communication with citizens/residents/stakeholders of the City and information-sharing by the department, which will lead to building, fostering and maintaining trust with the public.

<sup>19</sup> may include stakeholder meetings / engagements, roundtable / panel discussions, inter-governmental relations, support to Legislature in terms of communication and targeted profiling.

<sup>20</sup> Rating of 3 = 34 sessions/engagements with SOP for 2023/26, 4 x quarterly closeout and annual close-out report. Annual close-out report to include feedback on follow-ups done per quarter and deduced impact of stakeholder engagements for the annum

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
5	Active and engaged citizenry	5.1	Number of employee engagement campaigns communicated ( <i>Cumulative</i> )	New Indicator	1= 12 employee engagements, 2025/26 Employee Engagement Strategy with action plan and SOP 2= 15 employee engagement campaigns communicated 3= 16 x Employee Engagement campaigns <sup>21</sup> communicated and 4 quarterly close out reports 4= 20x Employee Engagement campaigns communicated, 2025/26 Employee Engagement Strategy with action plan + SOP, four quarterly close out reports and annual closeout report with stakeholder feedback 5= More than 20 Employee Engagement campaigns and 2026/27 Employee Engagement Strategy	<ul style="list-style-type: none"> <li>2025/26 Employee Engagement Strategy and Action Plan with SOP</li> <li>Quarterly and annual closeout reports<sup>22</sup></li> <li>Evidence of implementation</li> <li>Annual closeout report with recommendations and stakeholder feedback</li> <li>Approved 2026/2027 Employee Engagement Strategy</li> </ul>
		5.2	Reach of COJ stakeholders <sup>23</sup> through engagements and campaigns	New indicator	1= 50% reach 2= 75% reach 3= 100% reach 4= 100% reach plus recommendations <sup>24</sup> on actions required 5= 100% participation plus feedback on implementation <sup>25</sup>	<ul style="list-style-type: none"> <li>Stakeholder Management Strategy and Plan and Engagement campaigns</li> <li>Roadmap of Innovative Communication Solutions and Plan</li> <li>Closeout report with feedback on Implementation and Recommendations</li> </ul>

<sup>21</sup> Employee engagement refers to the structured and strategic approach of developing and disseminating of information and communications to employees regarding internally focused initiatives and strategic objectives. Examples could be the promotion of strategic plans, policies, wellness programmes as well as the profiling of employees.

<sup>22</sup> Quarterly close-out reports to include all evidence in respect of campaigns delivered/communicated, e.g., any photos, videos, posters, infographics, SMS issued, content displayed on screens/intranet, newsletters, emails and any other internal platforms, as well as financials (cost of campaign).

<sup>23</sup> Stakeholders on the GCM Database as well as social media following

<sup>24</sup> Recommendations to be circulated to affected Entities and Departments

<sup>25</sup> Implementation to be done by affected Entities and Departments

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
6	Sustainable Service Delivery Profile	6.1	Number of interventions to position the City's leadership <i>cum</i>	50	1= 20 Interventions and 2025/26 Integrated Action Plan with SOP 2= 30 Interventions 3= 50 Interventions and annual stakeholder perception survey report 4= 56 Interventions and annual stakeholder perception survey report 5= 60 interventions and annual stakeholder perception survey report	<ul style="list-style-type: none"> <li>25/26 Leadership Profiling Integrated Implementation plan and SOP</li> <li>Quarterly departmental report containing annexure with list of interventions</li> <li>Evidence of targeted Interventions</li> <li>Annua stakeholder perception survey report</li> </ul>
		6.2	Number of communications, marketing and events to promote the City's successes, primarily in Region A-G <sup>26</sup>	New indicator	1= less than communications, marketing and events, 2025/26 Integrated Action Plan with SOP 2= 7 communications, marketing and events 3= 14 communications, marketing and events and stakeholder perception survey report 4= 17 communications, marketing and events and stakeholder perception survey report 5= 21 communications, marketing and events and stakeholder perception survey report	<ul style="list-style-type: none"> <li>2025/26 Integrated Action Plan with SOP</li> <li>Quarterly post campaign close-out reports with supporting documents signed-off by GH</li> <li>Annua stakeholder perception survey report</li> </ul>

<sup>26</sup> Integrated KPI (Strat, Marketing, Events) – Marketing is the lead unit  
Group Communication & Marketing

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
		6.3	% implementation of the Public Communications, Marketing and Event Management Strategy <sup>27</sup>	New Indicator	1 = 80% implementation of public comms, mkt and event management strategy, 2025/26 Public Communications, Marketing and Event Management Strategy 2 = 90% implementation of the strategy 3 = 100% implementation of the Public Communications, Marketing and Event Management Strategy and implementation plan quarterly and annual close out reports 4 = 100% implementation of the Public Communications, Marketing and Event Management Strategy plus stakeholder survey/feedback reports 5 = 100% implementation of the Public Communications, Marketing and Event Management Strategy plus stakeholder survey/feedback reports plus 2026/27 Approved Public Communications, Marketing and Event Management Strategy with SOP	<ul style="list-style-type: none"> <li>25/26 strategy and implementation Plan with SOP</li> <li>Evidence of implementation</li> <li>Quarterly closeout report</li> <li>Annual closeout report with stakeholder survey/feedback report</li> <li>2026/27 Approved Public Communications, Marketing and Event Management Strategy with SOP</li> </ul>
		6.4	% of COJ communication perception as a result of CoJ communications strategy <sup>28</sup>	New Indicator	1 <62% 2 = 62% 3 = 63% 4 = 64% 5 > 64%	<ul style="list-style-type: none"> <li>Perception survey</li> <li>Survey results</li> </ul>

<sup>27</sup> The 100% implementation of the Public Communications, Marketing and Event Management Strategy includes integrated weekly and monthly campaigns on platforms such as radio, tv, newspaper; social media and events amongst others amplified reach. The following campaigns form part of the Public Communications, Marketing and Event Management Strategy:

1). 52 weekly campaigns, 2). 52 radio shows, 3). 12 citywide campaigns,

Quarterly targets: Q1: Approval of strategy, Q2: 30% = 16 weekly campaigns, 16 radio/ media shows, 4 citywide campaigns, Q3: 70% = 36 weekly campaigns, 36 radio/ media shows, 8 citywide campaigns, Q4: 100% = 52 weekly campaigns, 52 radio/ media shows, 12 citywide campaigns.

<sup>28</sup> This is a component of the CoJ's Integrated Communications Nerve centre and is a component of Group Strategy, Policy Coordination and Relations (GSPCR) household satisfaction surveys which track the City's performance against key metrics and identifies core focus areas for improvement and intervention.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
7	Good Governance	7.1	Audit opinion <sup>29</sup> -	Unqualified Audit Report	1= Adverse Audit report 2= Qualified Audit Report 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
		7.2	% Resolution of internal audit findings <sup>30</sup>	No findings	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
		7.3	% Resolution of external (AGSA) audit findings <sup>31</sup>	No findings	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
<b>SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) – (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 = 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"> <li>Approved Acquisition plan</li> <li>Departmental Quarterly Acquisition Status Reports</li> <li>SCM Assessment reports</li> <li>Audited Financial statements</li> </ul>
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical <b>Unauthorised</b>	No historical unauthorised	1=<65% 2=65% -74%	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC</li> </ul>

<sup>29</sup> The opinion may be that given for the department/entity where applicable.

<sup>30</sup> These are findings by internal audit only that are picked up on an ongoing basis.

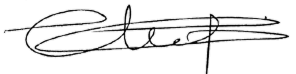

<sup>31</sup> This is for only findings classified as matters affecting audit opinion and others important matters.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
			expenditure reported 30 June 2025	expenditure	3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>Audited Financial Statements</li> </ul>
		2.3	Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2025	No irregular expenditure	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 UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
		2.5	Percentage reduction in historical <b>Fruitless and Wasteful</b> expenditure reported 30 June 2024	No historical fruitless and wasteful expenditure	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 UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	89%	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	86%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	Signed quarterly departmental performance reports GSPCR assessment reports
<b>SECTION 3: CORE COMPETENCY REQUIREMENTS – (TOTAL WEIGHTING = 20%)</b>						
<b>FINANCIAL COMPETENCE (COMPULSORY)</b>						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	95%	1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including	<ul style="list-style-type: none"> <li>SAP Report</li> </ul>

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
					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>Signed quarterly departmental performance reports</li> </ul>
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment	96%	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
<b>PEOPLE MANAGEMENT AND EMPOWERMENT (COMPULSTORY)</b>						
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	85%	1 = <65% 2 = 65% - 84% <b>3 = 85% - 100%</b> 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>32</sup>	no disciplinary cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> <li>Approved departmental quarterly performance reports</li> <li>GCSS LR report</li> <li>Annual report 2025/26</li> </ul>
<b>CHANGE MANAGEMENT (OPTIONAL)</b>						
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 <sup>33</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> </ul>

<sup>32</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.

<sup>33</sup> Geyodi programmes implemented as per the approved action plans

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline 2023/2024	Target	Means of Verification
						<ul style="list-style-type: none"> <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>						
6	Customer satisfaction	6.1	Customer satisfaction index score	New34	1 < 58% 2 = 58% 3 = 63% 4 = 68% 5 = 70%	Satisfaction results by GSPCR
<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>						
Acting GH: Group Communications and Marketing		Signature: 		City Manager	Signature: 	Date: 31 July 2025

<sup>34</sup> While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting  
<sup>35</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.