

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

Mr. Mbulelo Ruda

(Group Executive Director")

for the financial year: 1 July 2025 to 31 June 2026

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group 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 Group Executive Director 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 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; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Acting Group 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 Group 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 Group Executive Director'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 Group 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 Group Executive Director 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 Group 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 Group Executive Director will be required to engage in performing their job.

5.2 The Group Executive Director agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Group 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, City Manager and Group Executive Director to perform to the standards required.

5.4 The Group Executive Director undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The Group 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 KPAs.

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 Executive Director, 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 Executive Director.
- 6.2 The performance of the Group 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 Group Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Group Executive Director'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 is convened to conduct review sessions on the performance of the Group Executive Director 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 Executive Director'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 Executive Director 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 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 Group 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 Group Executive Director delegate such powers reasonably required by the Group Executive Director to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Group Executive Director such resources as the Group Executive Director 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 Executive Director timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Executive Director.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Group 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 Group 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 Group Executive Director in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Group 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 Group Executive Director not be entitled to a performance bonus in line with the Group 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 City Manager shall provide systematic remedial or developmental support to assist the Group Executive Director to improve their performance.
- 9.6 Where the City Manager is, at any time during the Group Executive Director's employment, not satisfied with the Group Executive Director's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Group Executive Director to attend a meeting with the City Manager.
- 9.7 The Group Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures

being taken to ensure that the Group 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 Group 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 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 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 Group Executive Director in terms of his contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 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



Mbulelo Ruda
Group Executive Director

Witness:  _____

Witness:  _____

KK MAR



a world class African city

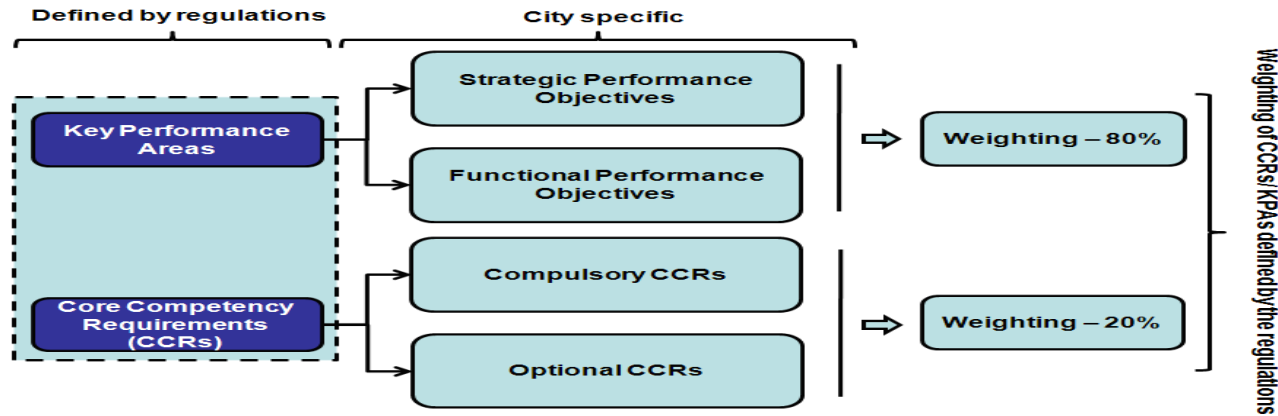
Annexure A

PERFORMANCE SCORECARD

Employee	Mbulelo Ruda: Group Executive Director
Manager	City Manager
Department	Group Corporate and Shared Services
Position purpose	Provision of effective fleet, logistical and human capital capacity as a strategic business partner of Core Departments and Municipal Entities.
The period of this Performance Plan is from 1 July 2025 to 31 June 2026	

The individual performance scorecards shall be made up of Key Performance Areas (KPAs) and Core Competency Requirements (CCRs) which shall have a relative weighting of 80% to 20% respectively.

The CCR scorecard is attached as **Annexure “B”**



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and sector-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 (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
STRATEGIC PERFORMANCE OBJECTIVES (SPO) (TOTAL WEIGHTING = 50%)						
1.	A competent workforce and productive government	1.1.	Percentage of Departments assessed on PM implementation ¹² (Note this KPI excludes Section 54A & 56).	60%	1= 80% 2= 90% 3= 100% of Departments assessed ³ 4= 100% + Two Interventions to enhance PMS ⁴ 5= 100% + Three Interventions to enhance PMS ⁵	<ul style="list-style-type: none"> Closeout report PM progress and verification for departments approved by CM
		1.2.	Percentage monitoring ⁶ of EE, qualitative and quantitative measures, inclusive of gender and disability.	100%	1= 70% 2= 80% 3= 100% 4= 100% +Two interventions to enhance Transformation 5= 100% +Three interventions to enhance Transformation. ⁷	<ul style="list-style-type: none"> 2025 / 2026 EE, Gender and Disability Action Plan (signed by GED: GCSS). 2025 / 2026 Close Up Report. EEA Annual Report (EEA 2, EEA 4, and acknowledgement letter) Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		1.3.	% Implementation of skills audit interventions for people assessed as part of the skills audit process for levels 7 and 8.	30%	1= 6% 2= 8% 3= 10% ⁸ 4= 12% 5=14%	<ul style="list-style-type: none"> Skills audit reports Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		1.4.	Percentage Monitoring ⁹ of Disciplinary Procedure Collective Agreement in finalising disciplinary cases within specified timelines by line departments.	90%	1= 90% 2= 95% 3= 100% 4= 100% + One intervention to ensure compliance 5= 100% + Two interventions to ensure compliance ¹⁰	Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
2.	Organisational	2.1	% Implementation of the	45%	1=65%	<ul style="list-style-type: none"> Quarterly departmental report tabled at

¹ There is a dependency on Departmental line management submissions to the GHCM PMDS unit.

² 100 % of received PM documents (scorecards, review/coaching documents – ADDBS) assessed.

³ Assessment is based on only received PM documents (scorecards, review/coaching documents – ADDBS) i.e. 100% equals the number of departments who submitted their PM documentation for assessment.

⁴ 1) Conducting PMS awareness sessions **plus** 2) scorecard development (one on one sessions with some departments).

⁵ 1) Conducting PMS awareness sessions **plus** 2) scorecard development **plus** 3) compliance letters to departments signed by CM.

⁶ Including support provided of EE, qualitative and quantitative measures, inclusive of gender and disability

⁷ Action Plan to include the additional interventions.

⁸ Target is 10% cumulatively for the year 2025/26: Q1: 2%, Q2: 5%, Q3:8% and Q4: 10%.

⁹ includes Oversight of Disciplinary Procedure Collective Agreement in finalising disciplinary cases within specified timelines by line departments.

¹⁰ 1) Training for line managers to handle disciplinary cases effectively and efficiently **plus** 2) Updated quarterly disciplinary cases register to HoDs on progress relating to disciplinary cases within their respective departments.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
	design		organisational redesign of the city. ¹¹		2=75% 3=80% ¹² 4=85% 5=90%	Technical and Mayoral Sub-Committee
3	Employee satisfaction & engagement	3.1	% Increase in staff morale index ¹³	New indicator	1= 75% rate 2= 80% rate 3= 85% rate 4= 90% rate 5= 100% rate	<ul style="list-style-type: none"> Staff satisfaction survey report conducted per quarter
4	Service Level Standards	4.1	% Achievement of GCSS service level standards ¹⁴	New indicator	1= 65% 2= 75% 3= 85% 4= 90% 5= 95%	<ul style="list-style-type: none"> Quarterly Reports to Group Governance Group Governance Assessment report
5	Employee Safety	5.1	Disabling Incident Frequency rate (DIFR) ¹⁵	1,520	1= 1.76 2= 1.75 3= 1.72 4= 1.717 5= 1.715	<ul style="list-style-type: none"> Signed DIFR dashboard Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		5.2	% Monitoring and reporting SHE standard at all CoJ corporate buildings and facilities to improve OHASA compliance across the city.	New indicator	1= 96% 2= 98% 3= 100% 4= 100% +One interventions to ensure compliance ¹⁶ 5= 100% + Two interventions to ensure compliance ¹⁷	<ul style="list-style-type: none"> SHE Audit report Quarterly departmental report tabled at Technical and Mayoral Sub-Committee

¹¹ The Institutional review is the strategic priority for the City. We need to first measure the process to establish the high-level design, Any other measurements will follow thereafter.

¹² Institutional Review (IR) high level design with service delivery model. Targets are in line with and measured against the deliverables in the Action Plan.

¹³ The baseline to be determined in Q1

¹⁴ 17 SLA Standards: Respond to requests for Labour Relations (LR) advice. General correspondence responses. Consultation with clients prior to the sitting of the dispute. Provide in house LR training in response to the requests by departments. Prosecution of disciplinary cases. Timelines for charge sheets, hearing etc. Grievance procedure step 3. General correspondence responses all sections i.e. Performance Management (PM), Employment Equity (EE) & Transformation, Remuneration, Job Evaluation, Benefits & Allowances & Talent Acquisition (TA). Advertisement of positions (internal & external). Recruitment processes. Employee benefits services advice / response time i.e. pension funds, medical aid, allowances. Locomotion Allowance Committee approvals. Remuneration advice. Job Evaluation (Grading). EE advice on targets to Field Services. Sign off on recruitment documentation. PM Quality Assurance (QA) processes. Capture and implement all input received from line departments within City Core. Salary payment.

¹⁵ The DIFR is for CoJ Group, the rate is determined through an international formula. Dependent on GHCM for staff numbers as well as the CoJ Group workplace disabling injuries reported timeously in a particular month."

¹⁶ Provision of technical support and advise to departments on corrective measured required/be implemented to improve OHS compliance.

¹⁷ Facilitate the awareness sessions promote positive health and safety culture in the City; and Encourage Department to have SLA with JPC to improve facility management and compliance to OHS Act

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
6	Employee management and development	6.1	% Of municipal skills development levy ¹⁸ recovered. C88	100%	1=75% 2= 80% 3=100% skills development levy recovered 4= 100% + One training intervention to enhance skills development 5= 100% +Two training interventions to enhance skills development ¹⁹	Annual skills development levy report to EMT.
		6.2	% of days in a year that all S56 positions are filled by full-time appointed staff not in acting capacity ²⁰ top management stability. C88	78%	1= 62% 2= 72% 3=84% 4= 92% 5=96%	Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		6.3	Reduction in the number of active suspensions ²¹ longer than 3 months for Section 54A & 56. C88	New indicator	1= Number reduced by 4 2= Number reduced by 5 3= Number reduced by 6 4= Number reduced by 7 5= Zero suspensions	Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		6.4	Number of active suspensions longer than six months reduced. C88. ²²	New indicator	1= No of active suspensions longer than 6 months reduced by 4. 2= No of active suspensions longer than 6 months reduced by 5. 3= No of active suspensions longer than six months reduced by 6 4= No of active suspensions longer than six months reduced by 7 5= No of active suspensions longer than six months reduced by 8	<ul style="list-style-type: none"> Quarterly Active Suspensions report Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		6.5	% Decrease in the quarterly salary bill of all suspended officials for City Core ²³ C88	60%	1=70% 2= 75% 3=80% 4= 85% 5= 90%	Quarterly departmental report tabled at Technical and Mayoral Sub-Committee

¹⁸ Financial Years of the City and LGSETA are not aligned.

¹⁹ This will be determined in Q4 of 2025/2026 as this is subject to budget provision

²⁰ City Core Section 56employees only

²¹ Section 54 A & 56 employees only City Core.

²² This KPI is in line with the Disciplinary Procedure Collective Agreement for Bargaining Council employees.

²³ GCSS is dependent on Core departments line management to report quarterly on suspensions and disciplinary cases to inform GCSS City reporting.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
		6.6	Citywide Staff vacancy rate ²⁴ C88	<10%	1= 12% 2= 11% 3= <10% 4= <9% 5= < 8%	<ul style="list-style-type: none"> Quarterly Vacancy report tabled at GPAC
		6.7	% Vacancy rate by category ²⁵²⁶	New indicator	1=7% Vacancy rate 2=6% Vacancy rate 3=5% Vacancy rate 4=4% Vacancy rate 5=3% Vacancy rate	<ul style="list-style-type: none"> Quarterly report Audited Annual Report
		6.8	Employee turnover rate by category ²⁷²⁸	New indicator	1=7% turnover rate 2=6% turnover rate 3=5% turnover rate 4=3% turnover rate 5=2% turnover rate	<ul style="list-style-type: none"> Quarterly departmental report tabled at Technical and Mayoral Sub-Committee Audited Annual Report
		6.9	% Of vacant posts filled within 4 ²⁹ months in core departments. C88	12%	1=49% 2=50% 3=51% 4=52% 5=53%	Quarterly departmental report tabled at Technical and Mayoral Sub-Committee
		6.10	% Overall occupancy rate (Head count) ³⁰³¹	New indicator	1= 75% occupancy rate 2= 80% occupancy rate 3= 85% occupancy rate 4= 90% occupancy rate 5= 100% occupancy rate	<ul style="list-style-type: none"> Human Capital report tabled at GPAC Approved by Council
		6.11	% Employee retention rate by category ³²³³³⁴	New indicator	1=6% retention rate 2=8% retention rate 3=10% retention rate 4=12% retention rate 5=14% retention rate	<ul style="list-style-type: none"> Quarterly departmental report tabled at Technical and Mayoral Sub-Committee Audited Annual Report
7	Youth Development	7.1	Number of bursaries awarded for youth development in Johannesburg ³⁵	New Indicator	1. = 100 2. = 150 3=200 ³⁶ bursaries awarded for youth development in Johannesburg	<ul style="list-style-type: none"> Annual report signed off by GED. (To reflect all the relevant evidence for targets 3,4 and 5) Bursary advertisement reflecting study

²⁴ Department of Public Services Administration norm is 10%.

²⁵ Calculation based on funded vacancies.

²⁶ This refers to the core departments only

²⁷ Calculation based on funded vacancies

²⁸ This refers to the core departments only

²⁹ C88 circular indicates recruitment within 3 months, however the Group Talent Acquisition Policy Framework of the City stipulates 4 months and the City shall be reporting on 4 months in alignment with its Group Policy Framework.

³⁰ Calculation based on funded vacancies.

³¹ This refers to the core departments only

³² Calculation based on permanent and Section 56 employees

³³ This refers to the core departments only

³⁴ Calculation is based on the occupancy number as at 30 June 2025

³⁵ Bursaries issued only by GCSS to the Johannesburg youth for development.

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					4 = Departmental Analysis 5= All bursaries aligned to the WSP.	fields <ul style="list-style-type: none"> • Bursary award schedule • List of scarce and critical skills • Departmental analysis schedule.
8	Good Governance	8.1	Audit opinion ³⁷	Unqualified Audit Report	1= Adverse Audit report ³⁸ 2= Qualified Audit Report ³⁹ 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
		8.2	% Resolution of internal audit findings ⁴⁰	75%	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 =95%-100% resolution of audit findings (including no findings).	GAC Internal Audit Report on Findings
		8.3	% Resolution of external (AGSA) audit findings ⁴¹	75%	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).	GAC Internal Audit Report on Findings

³⁶ It must be noted that budget allocation is only for 200 bursaries awarded.

³⁷ The opinion may be that given for the department/entity where applicable.

³⁸ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

³⁹ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁴⁰ These are findings by internal audit only that are picked up on an ongoing basis.

⁴¹ 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 Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1.	Procurement and Contract Management	1.1.	% Compliance with the acquisition of goods and services as per the approved demand plan	100%	1 = 80% compliance 2 = 90% compliance 3 = 100% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	<ul style="list-style-type: none"> Approved Acquisition/Demand plan Departmental Quarterly Acquisition Status Reports SCM Assessment reports
2.	UIFW Strategy Implementation	2.1.	% Reduction in historical Unauthorised expenditure reported 30 June 2024	0% reduction	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.	% Reduction in historical Irregular expenditure reported 30 June 2024	75%	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.	% Reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024	0% reduction	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.	50%	1 = 60% implemented. 2 = 70% - 80% implemented 3 = 80% implemented 4 = 90% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	<ul style="list-style-type: none"> GRGC Risk analysis reports and Minutes
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% - 94% achieved 5 = 95% - 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	Percentage compliance to COJ policies and procedures	Approved policies in the register	1= 60% policies complied with 2= 80% policies complied with 3= 100% policies complied with 4= 100% policies complied with within stipulated timeframes	<ul style="list-style-type: none"> Progress report to GSPCR Policy Office Approved COJ policies report tabled at EMT and GPAC

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					5= 95% policies complied with and no deviations	
SECTION 3: CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1.	Expenditure Management	1.1.	% Spent of allocated departmental Opex budget.	80%	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 Midyear and Annual financial expenditure report by Group Finance Audited Annual Report
		1.2.	% Of valid departmental invoices paid within 30 days of submission to Group Finance for payment ⁴²	89%	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	<ul style="list-style-type: none"> Midyear and Q4 Finance Reports on UIFWs
People Management and Empowerment (Compulsory)						
2.	People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management.	81%	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	% of disciplinary cases resolved ⁴³ within 120 days ⁴⁴	Zero disciplinary cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89%	<ul style="list-style-type: none"> Appointment letters of the Prosecutor and Presiding Officer Disciplinary sanction

By paying the service provider within the required 30 days, unnecessary auditing findings will be reduced or eliminated, leading to an improved control environment within SCM and the City as a whole. Each department must ensure that the submission of invoices to Group Finance is 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.

⁴³ Resolved refers to the date of the sanction.

⁴⁴ The counting begins with the charge (charge sheet date) laid on the employee up to the day the sanction is issued by the Chairperson.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)	
					5 = 90 - 99%		
Change Management (optional)							
3.	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ⁴⁵ 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. Nomination Letters of Geyodi Focal Persons to champion GEYODI. Quarterly Compliance Reports 	
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% 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)							
5	Customer satisfaction	5.1	Customer satisfaction index score.	New Measurement ⁴⁶	1 < 58% 2 = 58%. 3 = 63% ⁴⁷ 4 = 68% 5 = 70%	Satisfaction index	
<p>By signing this performance scorecard, the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy.</p>							
Mbulelo Ruda Group Executive Director: GCSS			Signature: 		City Manager	Signature: 	Date: 31 July 2025

⁴⁵ Geyodi programmes implemented as per the approved action plans

⁴⁶ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting.

⁴⁷ 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.