

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

Tebogo Moraka

("the Group Chief Financial Officer")

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

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1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

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3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Group Chief Financial Officer, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the Group Chief Financial Officer's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Group Chief Financial Officer; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the City Manager and the Group Performance Audit Committee after consultation with the Group Chief Financial Officer and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.

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- 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 Chief Financial Officer's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

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

6. EVALUATING PERFORMANCE

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Group Chief Financial Officer, 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 Chief Financial Officer.

6.2 The performance of the Group Chief Financial Officer in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

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

6.3 The Group Chief Financial Officer must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Group Chief Financial Officer'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 Group Chief Financial Officer 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 Chief Financial Officer'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 Chief Financial Officer 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 Chief Financial Officer performance at any stage while the contract of employment remains in force.

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- 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 Chief Financial Officer to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 7.4 On the request of the Group Chief Financial Officer delegate such powers reasonably required by the Group Chief Financial Officer 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 Group Chief Financial Officer such resources as the Group Chief Financial Officer 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 City Manager agrees to consult the Group Chief Financial Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Chief Financial Officer.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Group Chief Financial Officer's performance will form the basis for rewarding performance or correcting unacceptable performance.

- 9.2 A performance bonus not exceeding 14% may be paid to the Group Chief Financial Officer in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.
- 9.3 An increase may be awarded to the Group Chief Financial Officer in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Group Chief Financial Officer be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.
- 9.4.1 However, should the Group Chief Financial Officer not be entitled to a performance bonus in line with the Group Chief Financial Officer's employment contract, alternative performance rewards shall 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 Chief Financial Officer to improve their performance.
- 9.6 Where the City Manager is, at any time during the Group Chief Financial Officer's employment, not satisfied with the Group Chief Financial Officer's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Group Chief Financial Officer to attend a meeting with the City Manager.
- 9.7 The Group Chief Financial Officer will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Chief Financial Officer's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 9.8 Where there is a dispute or difference as to the performance of the Group Chief Financial Officer under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

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

- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group Chief Financial Officer shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.


11. GENERAL

- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential and may be made available to the public by the City, where appropriate.

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Group Chief Financial Officer in terms of their contact 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

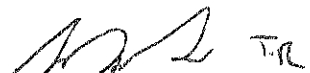


City Manager

Witness: 

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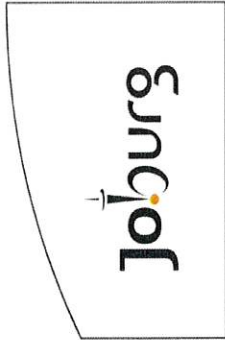
SIGNED at Braamfontein on this the 31st day of July 2025



Tebogo Moraka
Group Chief Financial Officer

Witness: 

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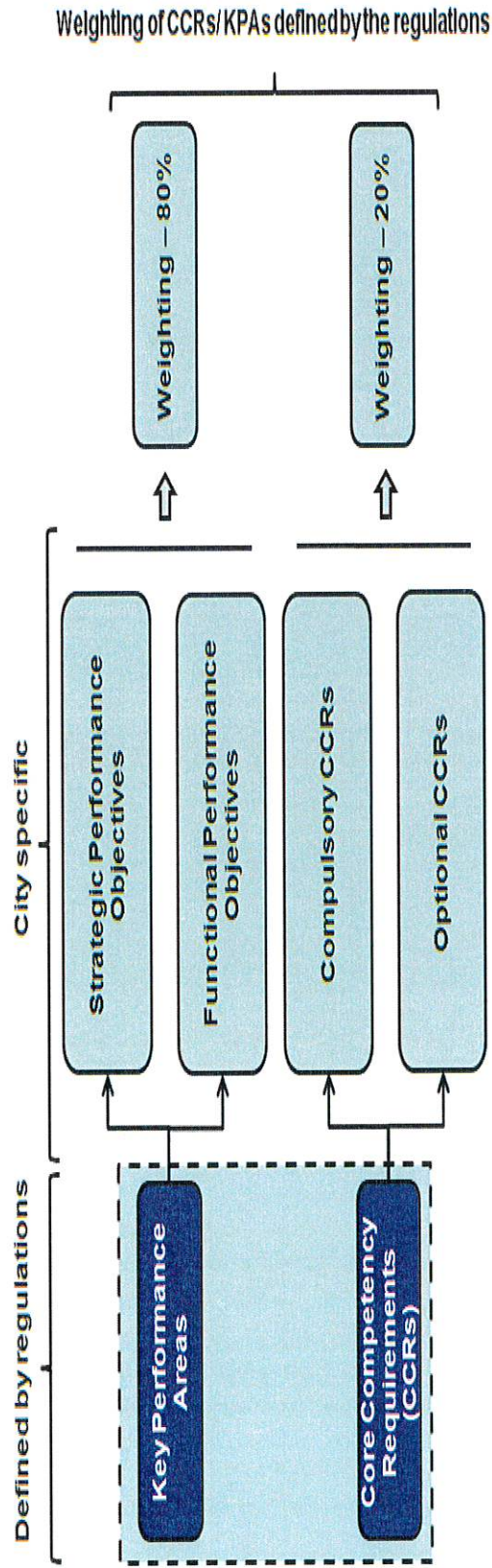


| PERFORMANCE SCORECARD – SECTION 57 | |
|--|--|
| Employee: | Tebogo Moraka: Group Chief Financial Officer |
| Manager: | City Manager |
| Department: | Group Chief Financial Officer |
| Position Purpose | Premised on the Municipal Finance Management Act (MFMA), No 56 of 2003, the primary purpose of the position is to enhance financial sustainability by improving and strengthening the City's financial position through prudent financial management practices through the development of financial policies and financial plan, thereby contributing to the financial sustainability of the City of Johannesburg. |
| The period of this Performance Plan is from 1 July 2025 to 30 June 2026 | |

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The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency requirements.



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

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|-------------------------|---------|---|----------|--|--|
| STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 50%) | | | | | | |
| 1. | Service Level Standards | 1.1 | Percentage of clearance figures processed within 30 days of application being received. | 98% | 1=<95% of clearance figures processed within 30 days 2=95 - 97% of clearance figures processed within 30 days 3=98% of clearance figures processed within 30 days 4=99% of clearance figures processed within 30 days 5=100% of clearance figures processed within 30 days | <ul style="list-style-type: none"> Signed (GF) Departmental Service Level Standards Progress report submitted to GG GG assessment report tabled at GPAC |
| | | 1.2 | Percentage of clearance Certificates issued within 24 hours of payment being received. | 94.25% | 1=<95% of clearance figures processed within 30 days of the application being received 2=95-98% of clearance figures processed within 30 days of the application being received 3=98% of clearance certificates issued within 24 hours of payment being received. 4=99% of clearance figures processed within 30 days of the application being received 5=100% of clearance figures processed within 30 days of the application being received | <ul style="list-style-type: none"> Signed (GF) Departmental Service Level Standards Progress report submitted to GG GG assessment report tabled at GPAC |

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|----------------------|---------|---|---------------|---|---|
| | | 1.3 | Turnaround time for issuing refunds | New indicator | 1= 96% of refunds issued within 30 days 2= 97% of refunds issued within 30 days 3= 98% of refunds issued within 30 days. 4= 99% of refunds issued within 30 days 5= 100% of refunds issued within 30 days | <ul style="list-style-type: none"> Signed (GF) Departmental Service Level Standards Progress report submitted to GG GG assessment report tabled at GPAC |
| | | 1.4 | Call Centre Average waiting time per minute | 81.85% | 1=<75% within 90 seconds 2=75 - 79% within 90 seconds 3=80% within 90 seconds 4=81 - 85% within 90 seconds 5=>85% within 90 seconds | <ul style="list-style-type: none"> Signed (GF) Departmental Service Level Standards System generated progress report submitted to GG GG assessment report tabled at GPAC |
| 2 | Revenue collection | 2.1 | Percentage Collection of revenue on property and billed services ¹ | 86.7% | 1= 82% and less collected 2= 86% collected 3= 90.0% ² collected 4= 94% collected 5= 98 % and more collected | <ul style="list-style-type: none"> Audited Financial Statements |
| | | 2.2 | Average daily revenue collection from property rates and billed services | New indicator | 1= < R195m per day 2= R195m – R199m per day 3= R200m per day 4= R201m – R210m per day 5=R >R210m per day | <ul style="list-style-type: none"> Annual Financial Statements |

¹ The target remains 88.6% for now, with a planned increase to 91% during adjustments. Query resolution mechanisms and R 200m collection effort included. The target has been addressed; the future adjustment is planned.

² GF acknowledges the target set by of a daily collection rate of R 200m per day. This translates into R 5.2 billion per month (26 days per month). This target is included in the departmental scorecard below as a stretched target for the year. GF will also review this KPI during the adjustment budget period with the intention of moving this to 91%.

| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|----------------------|---------|---|--|--|--|
| 3. | Good Governance | 3.1 | Audit outcome | Unqualified Audit with material findings | 1= Disclaimer of Audit Opinion 2= Adverse Audit Opinion 3=Unqualified Audit opinion without material matters 4= Financially Unqualified Audit Opinion 5= Clean Audit Outcome | <ul style="list-style-type: none"> Auditor General Report Auditor General Management Letter |
| | | 3.2 | % Resolution of internal audit findings ³ | 53% | 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 |
| | | 3.3 | % Resolution of external (AGSA) audit findings ⁴ | 56.6% | 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 |
| 4 | Profitability Ratios | 4.1 | Current Ratio | 0.61:1 | 1 = Current ratio is: Less than 1.1:1 2 = Current ratio is: 1.1:1 3 = Current ratio is: 1.2:1 4 = Current ratio is: ≥ 1.3:1 5 = Current ratio is: ≥ 1.4:1 | <ul style="list-style-type: none"> Month-to-month report Quarterly report Audited Annual Report |
| | | 4.2 | Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Month ⁵ | 0 days | 1 = Cash / Cost Coverage ratio is positioned at < 20 days | <ul style="list-style-type: none"> Month-to-month report Quarterly report |

³ These are findings by internal audit only that are picked up on an ongoing basis.

⁴ This is for only findings classified as matters affecting audit opinion and others important matters.

⁵ The ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal Municipal day-to-day operational expenditure but rather reserved for Grant related expenditure. If a municipality has a ratio below the norm it would be vulnerable and at a higher risk in the event of financial "shocks/set-backs" and its ability to meet its obligations to provide basic services or its financial

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|----------------------|---------|---|----------|--|--|
| | | | | | 5 = Net Operating Surplus Margin is: > 2 % but < than 5% | |
| | | 4.5 | Remuneration as a Percentage of Total Operating Expenditure | 26% | <p>1 = Remuneration as % of Total Operating Expenditure is ≤ Greater than 40%</p> <p>2 = Remuneration as % of Total Operating Expenditure is between 39% and 35% %</p> <p>3 = Remuneration as % of Total Operating Expenditure is < 35 %</p> <p>4 = Remuneration as % of Total Operating Expenditure is between 34% and 25 %</p> <p>5 = Remuneration as % of Total Operating Expenditure is less than 25 %</p> | <ul style="list-style-type: none"> • Month-to-month report • Quarterly report • Audited Annual Report |
| | | 4.6 | Interest expense to Total operating expenditure ratio | 4% | <p>1 = Interest Expense to Total Operating Expenditure ratio is: < 11%</p> <p>2 = Interest Expense to Total Operating Expenditure ratio is 10 %</p> <p>3 = Interest Expense to Total Operating Expenditure ratio is < 10%</p> <p>4 = Interest Expense to Total Operating Expenditure ratio is 7%</p> <p>5 = Interest Expense to Total Operating Expenditure ratio is 5 %</p> | <ul style="list-style-type: none"> • Month-to-month report • Quarterly report • Audited Annual Report |

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|------------------------------|---------|---|---------------|---|--|
| | | 4.7 | Solvency ratio | 2.1:1 | 1 = Solvency ratio is: < 2.1:1 2 = Solvency ratio is: 2. 2:1 3 = Solvency ratio is: 2.3:1 ⁷ 4 = Solvency ratio is: 2.4:1 5 = Solvency ratio is: > 2.5:1 | <ul style="list-style-type: none"> Month-to-month report Quarterly report Audited Annual Report |
| 5 | Stakeholder Management | 5.1 | % Review of the Rates Policy and Rates By-Law in line with Municipal Property Rates Act (MPRA) 2004 | New indicator | 1 < 80% review ⁸ 2 = 80% review ⁹ 3 = 85% review ¹⁰ 4 = 90% review ¹¹ 5 = 200% review ¹² | <ul style="list-style-type: none"> Integrated Development Plan (IDP) Schedule Draft amendment of the 2026/2027 Rates Policy and Rates By-Law Public comments |
| | | 4.2 | Number of citizens participating in departmental events and engagements ¹³ | New indicator | 1 = 8,000 citizens 2 = 9,000 citizens 3 = 10,000 citizens ¹⁴ 4 = 11,000 citizens 5 = 12,000 citizens | <ul style="list-style-type: none"> Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature Submission of monthly evidence as stipulated in the Stakeholder Engagement Tool |
| 6 | Ombudsman customer complains | 6.1 | % Resolution of customer complains within stipulated turnaround times ¹⁵ | New indicator | Less than 50% resolution within 90 days or more 50-99% resolution within 90 days or more 100% resolution within 90 days | Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL |

⁷ The target of 2.3:1 exceeds NT's guideline of 2.1:1. Solvency is secure. Presidential reforms may further improve the ratio.

⁸ 14 Public consultations held

⁹ 14 Public consultations held

¹⁰ 15 Physical and virtual public consultations completed as per the IDP schedule

¹¹ 20 Physical and virtual public consultations completed as per the IDP schedule

¹² 25 Physical and virtual public consultations completed as per the IDP schedule

¹³ This KPI measures the number of citizens who actively participate and engage in city led events and initiatives. These engagements include meaningful two-way interactions aimed at fostering mutual understanding and building stronger relations between the city and its residents.

¹⁴ 10,000 citizens engaged towards achieving the CoJ target of 250,000 citizens engaged for the year 2025/26

¹⁵ Includes Ombudsman, revenue, basic services and petitions. A new baseline will determine reduction to be measured in the next financial year. The turnaround times will be derived as stipulated in the Ombudsman SOPs and/or Departmental SLS and/or SOPs.

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|-------------------------------------|---------|--|-----------------|---|--|
| 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 | 70% | 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 Audited Financial statements GRAS UJFWe report tabled at GAC and GPAC Audited Financial Statements |
| 2 | UJFW Strategy Implementation | 2.1 | Percentage reduction in historical Unauthorised expenditure reported 30 June 2024 | 113.5% increase | 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 UJFWe report tabled at GAC and GPAC Audited Financial Statements |
| | | 2.2 | Percentage reduction in historical Irregular expenditure reported 30 June 2024 | 1.44% increase | 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 UJFWe report tabled at GAC and GPAC Audited Financial Statements |
| | | 2.3 | Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024 | 81.2% 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 UJFWe 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% implemented. 2 = 70% - 84% implemented 3 = 80% implemented 4 = 90% of departmental top strategic risks implemented | <ul style="list-style-type: none"> Signed quarterly departmental performance reports GRGC Risk analysis reports and Minutes |

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|---|---------|--|-----------------------------------|--|---|
| 4 | Departmental performance monitoring and reporting | 4.1 | % Achievement of departmental SDBIP | 70% | 5 = 100% of departmental top strategic risks implemented 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 |
| 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 5= 95% policies complied with and no deviations | <ul style="list-style-type: none"> Progress report to GSPCR Policy Office Approved COJ policies report tabled at EMT and GPAC |
| SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%) | | | | | | |
| Financial Competence (Compulsory) | | | | | | |
| 1 | Financial Management | 1.1 | % Spent of allocated Departmental Opex budget | 100% | 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"> Departmental quarterly report Audited Annual Report |
| | | 1.2 | Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁶ | 88.38% | 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 | <ul style="list-style-type: none"> Midyear and Annual Merchants reports |

¹⁶ 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.



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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|---|--|---------|--|---------------|---|---|
| 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 | 0% | 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 ¹⁷ | 0% | 1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99% | <ul style="list-style-type: none"> Approved departmental quarterly performance reports GCSS LR report Annual report 2025/26 |
| Change Management (optional) | | | | | | |
| 3 | Institutionalisation of GEYODI in the City | 3.1 | Number of Geyodi programmes implemented as per the approved action plans. | New indicator | 1 ≤ 2 or less ¹⁸ 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) | | | | | | |

¹⁷ 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.

¹⁸ Geyodi programmes implemented as per the approved action plans

N.Y.
 S.M.M.
 T.R.M.

| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|---|-----------------------|---------|--|---------------------|--|-------------------------------|
| 4 | Customer satisfaction | 4.1 | Customer satisfaction index score | New ¹⁹ | 1 < 58% 2 = 58% 3 = 63% ²⁰ 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. | | | | | | |
| Tebogo Moraka Group Chief Financial Officer | | | Signature:  | City Manager | Signature:  | Date: 31 July 2025 |

¹⁹ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting
²⁰ 2025/26 Customer Satisfaction Survey, The Customer Satisfaction Index measures public perception of service improvements limited 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.