

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

Sinaye Temperance Nxumalo

("the Group Executive Director")

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 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 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 his or her 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 Executive Director 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 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 his 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 (KPA's) (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 his or her 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 Executive Director, 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 his or her 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 himself/herself 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 be 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, 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 him or her 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 Group Executive Director may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The 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, City Manager shall provide systematic remedial or developmental support to assist the Group Executive Director to improve his or her performance.
- 9.6 Where the City Manager is, at any time during the Acting Executive Head'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 his 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 party's 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.

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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

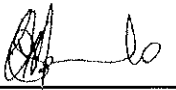


City Manager

Witness: 

Witness: _____

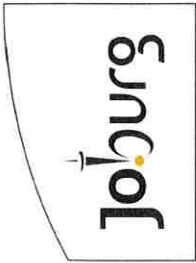
SIGNED at Braamfontein on this the 31st day of July 2025.



Sinaye Nxumalo
Group Executive Director

Witness: 

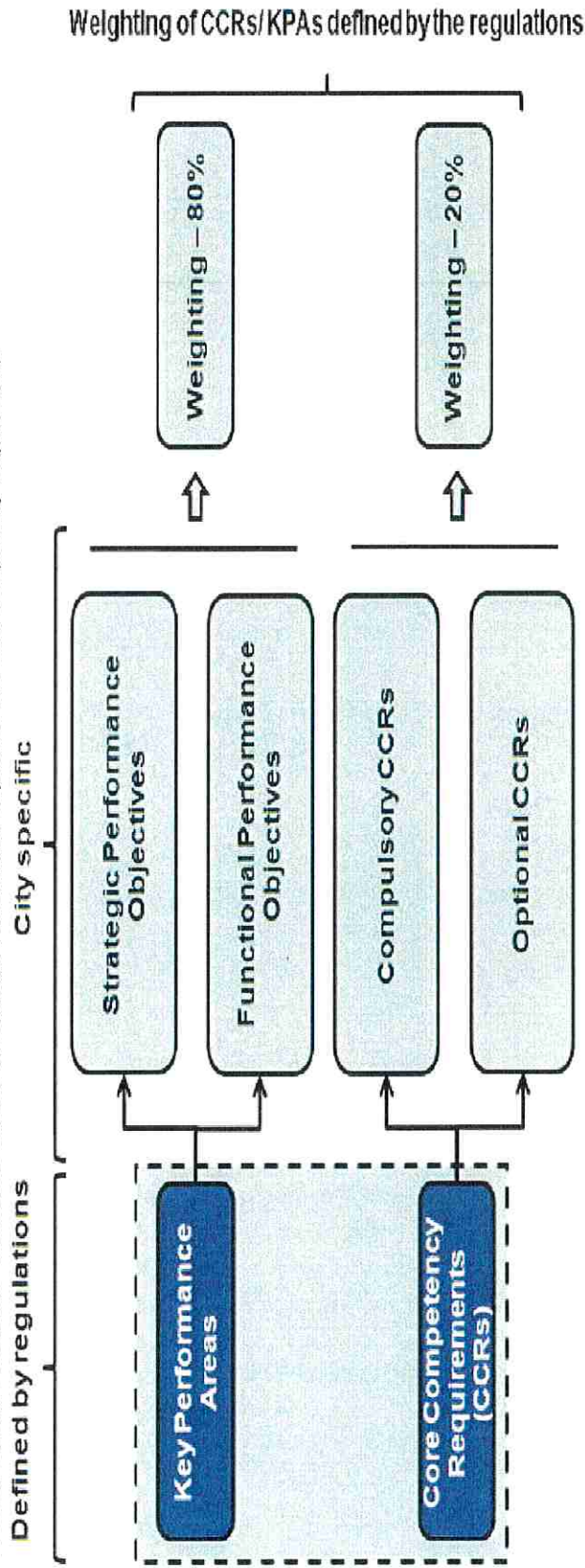
Witness: 



PERFORMANCE SCORECARD – SECTION 57 EMPLOYEES	
Employee	Sinaye Temperance Nxumalo: Group Executive Director
Manager	City Manager
Department	Group Forensic and Investigation Services (GFIS)
Position purpose	To prevent fraud, corruption and the subversion of the COJ by-laws through forensic and other investigative instruments"
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 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	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	Investigated reported allegations ¹ of crimes committed against CoJ	1.1	% Reduction of historic corruption ¹ incidents ² reported 30 June 2024	33% (192/577)	1 = 45% reduction 2 = 60% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Approved report and Dashboard of corruption investigations with the status.
1.2		% Reduction of current ³ corruption incidents	43% (171 of 395)	1 = 35% reduction 2 = 55% reduction 3 = 75% reduction 4 = 80% reduction 5 = +80% reduction	Approved report and Dashboard of corruption investigations with the status.	
1.3		% Of reduction of new ⁴ corruption incidents	New	1 = 30% reduction 2 = 45% reduction 3 = 55% reduction 4 = 60% reduction 5 = +60% reduction	Approved report and Dashboard of corruption investigations with the status.	
1.4		% Of reduction of historical Operations ⁵ incidents reported 30 June 2024	41% (109/263)	1 = 45% reduction 2 = 60% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Approved report and Dashboard of operations investigations with the status.	

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¹ Corruption refers to alleged fraud & corruption, theft of assets, maladministration, illegally occupied buildings, breach of security and cybercrime incidents that were reported for investigation by 30 June 2024.

² This Kpi measures the reduction in the alleged crime incidents of fraud & corruption, theft of assets, maladministration, UJFW, bad/problem properties

³ Current refers to incidents/allegations reported from 1 July 2024 to 30 June 2025

⁴ New refers to incidents/allegations reported from 1 July 2025 to 30 June 2026

⁵ Operations incidents include fraud and corruption, theft of City's assets and maladministration.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.5	% Of reduction of historic UJFW incidents reported prior to 01 July 2018	7% (12/177)	1 = 1% - 45% reduction 2 = 46% - 55% reduction 3 = 75% - 85% reduction ⁶ 4 = 86% - 90% reduction 5 = +90% reduction	Approved report and Dashboard of operations investigations with the status.
		1.6	% Of reduction of historic illegally occupied buildings ⁷ incidents reported 30 June 2024	50% (64 of 128)	1 = 40% reduction 2 = 60% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Approved report and Dashboard of illegally occupied building investigations with the status.
		1.7	% Of reduction of historic cybercrime incidents ⁸ reported 30 June 2024	100%	1 = 40% reduction 2 = 60% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Approved report and Dashboard of illegally occupied building investigations with the status.
		1.8	% Of reduction of historic security breach incidents reported 30 June 2024	100%	1 = 40% reduction 2 = 60% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Approved report and Dashboard of breach of security investigations with the status.

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⁶ Circular 111 requires that measures are introduced to reduce irregular expenditure by 75% and to eliminate fruitless and wasteful expenditure by 100% and no target is stipulated for unauthorized expenditure.

⁷ Illegally occupied buildings include hijacked/bad/problem properties that are not compliant with the City Property Bylaw relating to environmental health, emergency management services and building control issues. This indicator is implemented in collaboration with other role players to support the City's strategic programme to rejuvenate the inner city, where GFIS may recommend to Group Legal for further legal action (declaratory order), Human Settlement for occupational audit (profiling of legal/illegal occupants), Group Finance for credit control. GFIS also maintains a database of all the reported and investigated properties with their outcome and status.

⁸ Digital forensic supports refers to collection of data from electronic gadgets, imaging, analysing, reporting and testifying on investigations conducted.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.9	% of digital investigation support ⁹ provided	New	1 = 80% 2 = 90% 3 = 100% within 60 days 4 = 100% within 45 days 5 = 100% within 30 days	Approved report and Dashboard of digital investigation support
		1.10	Number of illicit revenue assurance transactions detected. ¹⁰	299	1 = 350 2 = 400 3 = 450 4 = 455 5 = +455	Approved report and Dashboard of revenue transactions with the status.
2	Prevent crimes committed against the CoJ	2.1	Percentage of procurement committee ¹¹ members screened ¹²	847	1 = 75% 2 = 85% 3 = 100% within 21 days 4 = 85% within 14 days 5 = 75% within 7 days	Approved report and Dashboard of BSC/BEC members screened.
		2.2	Number of corruptions ¹³ awareness sessions conducted	195	1 = 100 2 = 150 3 = 200 4 = 250 5 = +250	List of awareness sessions conducted. Attendance registers.

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⁹ Revenue assurance transactions refer to illicit transaction includes both financial and non-financial. Financial relates to revenue losses and non-financial relates to CoJ Assets losses etc.

¹⁰ Procurement committee includes Bid Specification Committee /Bid Evaluation Committee /Bid Adjudication Committee.

¹² Screening of BSC & BEC members aka vetting is dependent on requests received and their results are valid for 2 year in line with SCM policy sec. 7 and MISS Document. Screening is done on the nominated employees prior to appointment to serve in the bid committee for a specific project.

¹³ Corruption awarenesses conducted referrers operations (fraud & corruption, theft of assets, maladministration, illegally occupied buildings), FIMC (breach of security, cybercrime, miss screening/vetting) and illegally occupied buildings (problem/bad/hijacked).

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3.	Monitor implementation of finalised forensic report	3.1	% of finalised forensic investigation reports with disciplinary action monitored	100%	1 = 75% 2 = 80% 3 = 85% 4 = 90% 5 = 95%	Approved report and Dashboard of disciplinary cases monitored.
		3.2	% of finalised forensic investigation reports with recoveries monitored (employee debt)	100%	1 = 75% 2 = 80% 3 = 85% 4 = 90% 5 = 95%	Approved report and Dashboard of disciplinary cases monitored
		3.3	% of criminal cases monitored to determine status by investigative bodies	100%	1 = 75% 2 = 80% 3 = 85% 4 = 90% 5 = 95%	Approved report and Dashboard of criminal cases monitored
4	Service Standards	4.1	Pre-employment screening completed within 21 working days (except for international qualifications/criminal verification)	New indicator	1 = 65% screened 2 = 75% screened 3 = 85% screened 4 = 90% screened 5 = 95% screened	PSC dashboards and approved reports
		4.2	New complaints received, registered and feedback to client within 5 working days	New indicator	1 = 80% 2 = 90% 3 = 100% within 5 days 4 = 100% within 4 days 5 = 100% within 3 days	Investigations dashboard and approved reports
		4.3	% Investigation of cases completed within 100 working days (except for complex cases)	New indicator	1 = 65% 2 = 70% 3 = 75% 4 = 80%	Investigations dashboard and approved reports

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	Good Governance	6.1	Audit outcome	Unqualified Audit with material findings	5 = 85% 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
		6.2	% Resolution of internal audit findings ¹⁴	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
		6.3	% Resolution of external (AGSA) audit findings ¹⁵	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
7.	Circular 88 indicators	7.1	Number of alleged fraud and corruption cases reported per 100 000 population GG5.1	374	1 = 350 alleged fraud and corruption cases 2 = 360 alleged fraud and corruption cases 3 = 380 alleged fraud and corruption cases 4 = 390 alleged fraud and corruption cases 5 = 400 alleged fraud and corruption cases	C88 reports – system generated
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES WEIGHTING = 30%						
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	<ul style="list-style-type: none"> Approved Acquisition plan Departmental Quarterly Acquisition Status Reports

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¹⁴ These are findings by internal audit only that are picked up on an ongoing basis.
¹⁵ This is for only findings classified as matters affecting audit opinion and others important matters.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	UJFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2024	100%	4 = 100% compliance 5 = 100% compliance and no SCM deviations reported	<ul style="list-style-type: none"> SCM Assessment reports Audited Financial statements
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2024	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UJFWe report tabled at GAC and GPAC Audited Financial Statements
		2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2024	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UJFWe report tabled at GAC and GPAC Audited Financial Statements
		2.5	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024	No Fruitless and Wasteful expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UJFWe report tabled at GAC and GPAC Audited Financial Statements
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	70%	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	<ul style="list-style-type: none"> Signed quarterly departmental performance reports GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	90%	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	Policies	5.1	% compliance of policy in the departmental policy register	Approved policies in	1 = 60% policies complied with 2 = 80% policies complied with	<ul style="list-style-type: none"> Departmental quarterly progress report

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
				the register	3 = 100% policies complied with stipulated timeframes 4 = 100% policies complied with and no deviations 5 = 100% policies complied with and no deviations	<ul style="list-style-type: none"> Approved GSPCR analysis report
SECTION 3: CORE COMPETENCY REQUIREMENTS WEIGHTING – 20%						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	91%	1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by end of June without accruals 5 = 100% Opex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Signed quarterly departmental performance reports
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁶	92.52%	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
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	87%	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	<ul style="list-style-type: none"> Quarterly Performance Management compliance reports Approved assessment report by GCSS Signed departmental NFR

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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
					employees achieved 3.1 or more on their set targets	<ul style="list-style-type: none"> report for 2025/26 performance rewards Appointment letters of Prosecutor and Presiding Officer Disciplinary sanction
		2.2	Percentage of disciplinary cases resolved within 120 days ¹⁷	100%	<ul style="list-style-type: none"> 1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99% 	<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
3.	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	Change Management (optional) <ul style="list-style-type: none"> 1 ≤ 2 or less¹⁸ 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	<ul style="list-style-type: none"> 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)						

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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

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3.	Customer satisfaction	3.1	Customer satisfaction index score	New	1 = <62% 2 = 62%. 3 = 63% 4 = 68% 5 = 70%	Customer satisfaction survey report
<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>						
Sinaye Nxumalo Group Executive Director		Signature: 		Signature: 		Date: 31 July 2025