

**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

**Mlandu Kona**  
("the Group Head")

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

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

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

## **3. COMMENCEMENT AND DURATION**

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Group Head, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.
- 3.2 The parties will review the provisions of this Agreement during June 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 may terminate on the termination of the Group Head's appointment 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 Head; 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 Head and are based on the Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Group Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

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

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Group Head will be required to engage in performing their job.
- 5.2 The Group Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group Head accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, City Manager and Group Head to perform to the standards required.

5.4 The Group Head 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 Head's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

**6. EVALUATING PERFORMANCE**

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Group Head, Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the City Manager and in the process of evaluating the Performance of the Group Head.

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

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

6.3 The Group Head must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on their 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 Head 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 Head's performance by the City Manager and Group Performance Audit Committee / 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 Head will be consulted before any such change is made.

6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Group Head performance at any stage while the contract of employment remains in force.

- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

## **7. OBLIGATIONS OF EMPLOYER**

The City must -

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

## **8. CONSULTATION**

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

## **9. MANAGEMENT OF OUTCOMES**

- 9.1 The evaluation of the Group Head'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 Head in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.
- 9.3 An increase may be awarded to the Group Head in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Group Head 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 Head not be entitled to a performance bonus in line with their 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 Head to improve their performance.
- 9.6 Where the City Manager is, at any time during the Group Head's employment, not satisfied with the Group Head's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Group Head to attend a meeting with the City Manager.
- 9.7 The Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 9.8 Where there is a dispute or difference as to the performance of the Group Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

## **10. DISPUTES**

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall 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 Head shall be bound to the dispute resolution procedures contained herein.

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


**11. GENERAL**

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 Head 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 31<sup>st</sup> day of July 2025

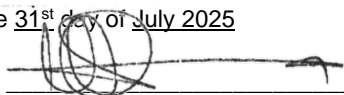
For: **THE CITY OF JOHANNESBURG  
METROPOLITAN MUNICIPALITY**

  
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**City Manager**

Witness:   
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Witness:   
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SIGNED at Braamfontein on this the 31<sup>st</sup> day of July 2025

  
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**Mlandu Kona  
Group Head**

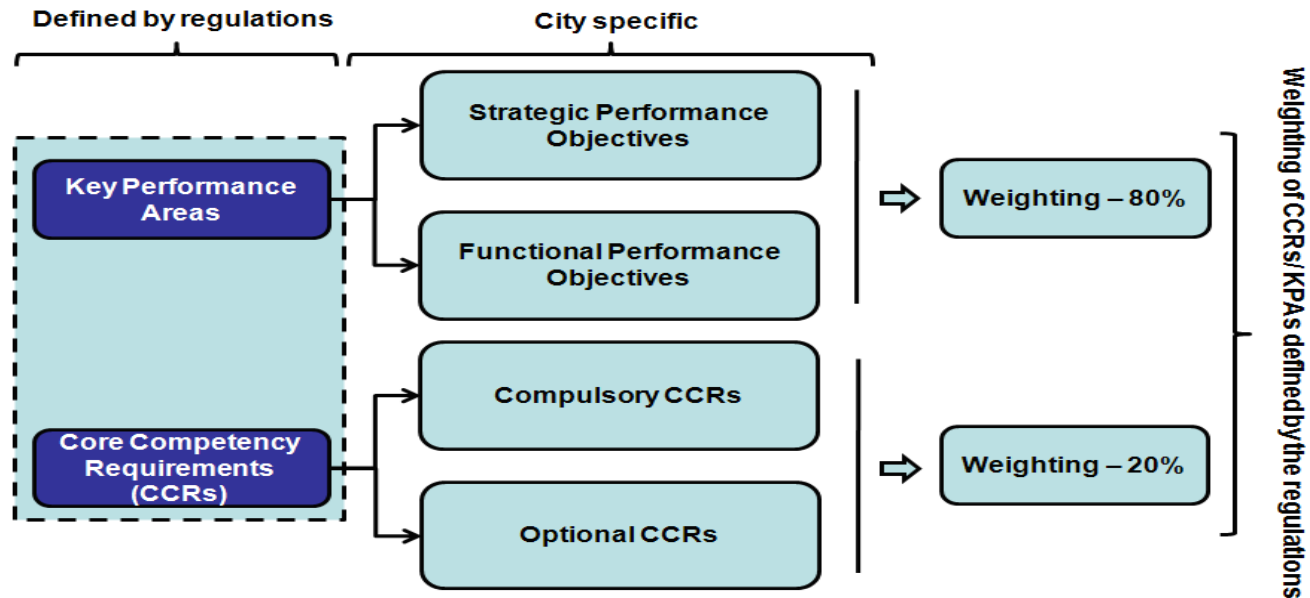
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<b>PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE</b>	
<b>Employee</b>	Mlandu Kona: Group Head
<b>Manager</b>	City Manager
<b>Department</b>	Group Governance
<b>Position Purpose</b>	To provide strategic and administrative secretariat and governance service to enable the Executive to plan, decide and ensure the implementation of the agenda of the CoJ.
<b>The period of this Performance Plan is from 01 July 2025 to 30 June 2026</b>	

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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). 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%. All KPIs must be Clear Relevant Economic Adequate Monitorable (CREAM) and targets Simple Measurable Achievable Realistic Timed (SMART).

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
<b>SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO)</b>						
<b>TOTAL WEIGHTING = 50%</b>						
1.	Governance assessment of COJ Service Level Standards <sup>1</sup>	1.1.	% of Municipal Entities and Core Departments achieving ≥85% performance against Service Level Standard (SLS) Charter <sup>2</sup>	New indicator	1 = <66.7% MEs & Depts 2 = 66.7% - 72.6% MEs & Depts 3 = 72.7% - 80% MEs & Depts 4 = 81% - 90% MEs & Depts 5 = 91% - 100% MEs & Depts	<ul style="list-style-type: none"> <li>Signed Consolidated Governance SLS Assessment Report of ME s and Departments.</li> <li>Minutes of GPAC</li> <li>Feedback given to MEs.</li> </ul>
2.	Governance Assessments of Quarterly Performance Reports and Integrated Reports of 13 Municipal Entities.	2.1.	% of Governance assessment conducted on quarterly performance reports of 13 Municipal Entities <sup>3</sup>	100%	1 =80% of MEs assessed on their quarterly performance 2 = 90% of MEs assessed on their quarterly performance 3 = 100% assessment (MEs assessed) 4 = 100% assessment (GPAC and Mayoral Committee) 5 =Assessment feedback given to MEs	<ul style="list-style-type: none"> <li>Signed quarterly Consolidated Governance Performance Assessment Report of 13 entities.</li> <li>Minutes of the Shareholder Mayoral Committee.</li> <li>Feedback given to MEs.</li> </ul>
		2.2.	% of Governance assessment conducted on Integrated Reports (IRs) of 13 Municipal Entities. <sup>4</sup>	100%	1 =80% of MEs IRs assessed 2 = 90% of MEs IRs assessed 3 = 100% of MEs IRs assessed 4 = 100% (Report presented to Joint GAC and GPAC and Mayoral Committee) 5 =IRs Assessment feedback given to MEs	<ul style="list-style-type: none"> <li>Signed Consolidated Governance Integrated Assessment Report of 13 entities.</li> <li>Minutes of the Shareholder Mayoral Committee.</li> <li>Feedback given to MEs.</li> </ul>

<sup>1</sup> This KPI refers to Service Level Standards monitored and reported by Group Governance Department on a quarterly basis (This indicator is compliance based).

<sup>2</sup> This KPI refers to the number of Dept/Entities achieving ≥85% of their service standards.

<sup>3</sup> 13 MEs. One consolidated report for all CoJ entities per quarter – report aims to achieve clean Audit. Evidence thereof is the reports and minutes of the Mayoral Committee. Reports are submitted retrospectively which means for the current quarter, a report of the previous quarter will be submitted.

<sup>4</sup> In terms of section 121(1) of the MFMA, every municipality and municipal entity must prepare an Annual Report for each financial year. The purpose of the Annual Report is to provide a record of activities, report on performance against the budget, and promote accountability to the local community for the decisions made throughout the year.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3.	Group Advisory and Mayoral Committee resolutions	3.1.	% Tracking of the implementation of Mayoral & Advisory Committee's resolutions <sup>5</sup>	100%	1= <75% tracking (resolutions schedule developed) 2= 75% tracking (resolutions schedule circulated and tracked) 3= 100% tracking 4= 100% tracking (resolution tracking report presented to the Mayoral Committee) 5= 100% tracking (action plans developed by business units and regular follow-ups on the implementation)	<ul style="list-style-type: none"> <li>Quarterly reports on tracking of the implementation of Mayoral &amp; Advisory committee resolutions.</li> <li>Minutes</li> </ul>
4.	Appointment and annual assessment of Advisory Services	4.1.	% Appointment of Group Advisory Committees within required timeframe.	New indicator	1 = above 18 months 2 = above 15 months 3 = within 12 to 15 Months + Mayoral Committee approval of the recommended candidates. 4 = within 12 Months + Mayoral Committee approval. 5 = within 12 Months + Mayoral Committee approval + Induction of the GACs.	<ul style="list-style-type: none"> <li>Appointment reports for GACs.</li> <li>Minutes of the Mayoral Committee</li> </ul>
		4.2.	% Annual assessment of the Group Advisory Committees effectiveness <sup>6</sup>	100%	1 = <50% of Group Advisory Committees effectiveness. 2 = <80% of Group Advisory Committees effectiveness. 3 = 80 -89% of Group Advisory Committees effectiveness 4 = 90 99% of Group Advisory Committees effectiveness + Survey report presented at Maycom. 5 = 100% of Group Advisory Committees effectiveness + Survey report presented at Maycom, and resolutions implemented within specified timeframes <sup>7</sup> .	<ul style="list-style-type: none"> <li>Group Advisory Committees Assessment Reports.</li> </ul>

<sup>5</sup> 100% tracking of the Mayoral & Group advisory resolution entails the department making constant follow up on the implementation of those resolution and communicating with the respective HOD's to accelerate implementation.

<sup>6</sup> Annual target measured in Q4.

<sup>7</sup> Timeframe will be determined by the committee.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5.	ACA Training Programme	5.1.	Number of Trainee Accountants recruited through the ACA Training Programme. <sup>8</sup>	0	1 = 0 trainees 2 = 1 trainees with CTA 3 = 2 trainees with CTA 4 = 3 trainees with CTA 5 = 4+ trainees with CTA	ACA recruitment report
		5.2.	Desired SAICA accreditation rating	Medium	1 = Very high-risk rating 2 = High risk rating 3 = Medium risk rating 4 = Low risk rating 5 = Low risk rating with no findings	SAICA Evaluation report
6.	NEDs and IACs	6.1.	% Appointment of NEDs and IACs within required timeframe <sup>9</sup>	46%	1 = above 18 months 2 = above 15 months 3 = within 12 to 15 Months + Mayoral Committee approval of the recommended candidates. 4 = within 12 Months + Mayoral Committee approval + Induction of the Boards & IACs. 5 = within 12 Months + Mayoral Committee approval + Induction of the Boards & IACs + Performance assessment of Board members. .	<ul style="list-style-type: none"> <li>• NED appointment report.</li> <li>• Mayoral committee minutes.</li> </ul>
		6.2.	% Turnaround times of Convening of the AGM within required timeframe <sup>10</sup>	New indicator	1 = Convened above 18 months 2 = Convened above 15 months 3 = Convened within 12 to 15 Months. 4 = Convened within 12 with 80% attendance of stakeholders. 5 = Convened within 12 months + signing of Compacts.	AGM report signed by City Manager.
7.	Assessment of Boards of Municipal Entities	7.1.	% Annual assessment of the municipal entities board effectiveness <sup>11</sup>	100%	1 = <50% of Boards effectiveness. 2 = <80% of Group Advisory Committees Boards effectiveness. 3 = 80 -89% of Boards effectiveness 4 = 90 -99% of Boards effectiveness + Survey report presented at Maycom.	<ul style="list-style-type: none"> <li>• Approved survey report of Board assessment</li> <li>• Minutes of Mayoral</li> </ul>

<sup>8</sup> The number of trainees appointed is dependent on the SAICA approved quota and the availability of budget

<sup>9</sup> The appointment, rotation and retiring of board members should happen within twelve months, and not later than fifteen months in circumstances beyond the department 's control. The KPI also includes filling of NED vacancies emanating from resignation within the required timeframe.

<sup>10</sup> Section 61(7)(a-b) prescribe that the first AGM must be held within 18 months of the company's incorporation, with subsequent AGMs held annually, ensuring no more than 15 months elapse between meetings.

<sup>11</sup> The purpose of the assessment is to establish insight into how well Municipal Entities' boards are meeting their objectives and where the performance or efficacy of the boards could be improved, this is an annual KPI.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 = 100% of Boards effectiveness + Survey report presented at Maycom and resolutions implemented within specified timeframe.	
8.	Ethics awareness	8.1.	Number of ethics awareness programmes implemented across all CoJ dept. and entities <sup>12</sup>	12 programmes	1 = awareness session 2 = less than 8 awareness sessions 3 = 8 Awareness sessions 4 = more than 8 awareness sessions + approval strategy 5 = more than 8 awareness sessions + approval of strategy + establishment of ethics unit	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Attendance Registers</li> </ul>
9.	Good Governance	9.1.	Audit opinion <sup>13</sup>	Unqualified Audit Report	1= Adverse Audit report <sup>14</sup> 2= Qualified Audit Report <sup>15</sup> 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
		9.2.	% Resolution of internal audit findings <sup>16</sup>	100%	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 =96%-100% resolution of audit findings (including no findings)	<ul style="list-style-type: none"> <li>• GRAS report on Audit Findings approved by GAC &amp; GPAC</li> <li>• Minutes of meetings</li> </ul>
		9.3.	% Resolution of external (AGSA) audit findings <sup>17</sup>	100%	1 = 65%- 70% Resolution of external (AGSA) audit findings 2 = 71% - 84% Resolution of external (AGSA) audit findings	<ul style="list-style-type: none"> <li>• GRAS report on Audit Findings approved by GAC &amp; GPAC</li> <li>• Minutes of meetings</li> </ul>

<sup>12</sup> Focus area for ethics office is core department and regions. Ethics awareness workshop, ethics awareness training for Senior Leadership, Awareness and roll out the strategy, roadshow at ME's (Communications).

<sup>13</sup> The opinion may be that given for the department/entity where applicable.

<sup>14</sup> This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

<sup>15</sup> This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

<sup>16</sup> These are findings by internal audit only that are picked up on an ongoing basis.xs

<sup>17</sup> This is for only findings classified as matters affecting audit opinion and others important matters.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					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)	
<b>SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO)</b> <b>(TOTAL WEIGHTING = 30%)</b>						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	100%	1 = Acquisition plan 2 = Procurement delayed 3 = 90% compliance 4 = 100% compliance 5 = 100% compliance and no SCM deviation reported	<ul style="list-style-type: none"> <li>Approved Acquisition plan</li> <li>Departmental Quarterly Acquisition Status Reports</li> <li>SCM Assessment Reports</li> <li>Audited Financial Statements</li> </ul>
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical <b>Unauthorised</b> expenditure reported 30 June 2024	100%	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
		2.2	Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2024	100%	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
		2.3	Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2024	100%	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	85%	1 < 50% implemented. 2 = 51% - 84% implemented 3 = 85% implemented 4 = 95% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	<ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> <li>GRGC Risk analysis reports and Minutes</li> </ul>

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	85%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 = 100% achieved	Signed quarterly departmental performance reports
5	Policy Management	5.1	% Compliance of policies in the departmental policy register	Approved policies	1= 75% compliance 2= 80% compliance 3= 85% compliance 4= 90% compliance 5= 95% compliance	<ul style="list-style-type: none"> <li>Progress report</li> <li>Approved GSPCR analysis report</li> </ul>
<b>SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)</b>						
<b>Financial Competence (Compulsory)</b>						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	95.73%	1 < 95% 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"> <li>SAP Report</li> <li>Signed quarterly departmental performance reports</li> </ul>
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment <sup>18</sup>	100%	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"> <li>Midyear and Annual Merchant reports</li> </ul>
<b>People Management and Empowerment (Compulsory)</b>						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100%	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	<ul style="list-style-type: none"> <li>Quarterly Performance Management compliance reports</li> <li>Approved assessment report by GCSS</li> </ul>

<sup>18</sup> 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.

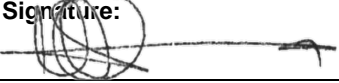

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	<ul style="list-style-type: none"> <li>Signed departmental NFR report for 2025/26 performance rewards</li> </ul>
		2.2	Percentage of disciplinary cases resolved within 120 days <sup>19</sup>	0%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> <li>Approved departmental quarterly performance reports</li> <li>GCSS LR report</li> <li>Annual report 2025/26</li> </ul>
<b>Change Management (Optional)</b>						
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 <sup>20</sup> 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> <li>Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers.</li> <li>Nomination Letters of Geyodi Focal Persons to champion GEYODI.</li> <li>Quarterly Compliance Reports</li> </ul>
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	<ul style="list-style-type: none"> <li>Implementation plan with targeted corrective measures</li> <li>Signed departmental quarterly progress reports</li> <li>Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted</li> </ul>
<b>Customer Orientation and Customer Focus (Compulsory)</b>						
5	Customer satisfaction	5.1	Customer satisfaction index score	New <sup>21</sup>	1 < 58% 2 = 58%. 3 = 63% <sup>22</sup>	<ul style="list-style-type: none"> <li>Satisfaction results by GSPCR</li> </ul>

<sup>19</sup> The counting begins with the charge (charge sheet date) laid on the employee up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

<sup>20</sup> Geyodi programmes implemented as per the approved action plans

<sup>21</sup> While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

<sup>22</sup> 2025/26 Customer Satisfaction Survey, The Customer Satisfaction Index measures public perception of service improvements linked to War Room interventions, regional accelerated delivery, and key turnaround areas including water, energy, waste, roads, and safety. It tracks impact, identifies service gaps, and informs continuous improvement through evidence-based community feedback. 2025/26 Customer Satisfaction Survey.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 68% 5 = 70%	
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.						
Mlandu Kona Group Head: Group Governance			Signature: 	City Manager	Signature: 	Date: 31 July 2025

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