

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by the **City Manager**, duly authorised by Municipal Council Resolution)

and

("the Acting Executive Director")

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

KK

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Acting 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 Acting Executive Director reporting to the City Manager, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Acting 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 Acting 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 Acting 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 Acting 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 Acting 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 Acting Executive Director will be required to engage in performing their job.

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

5.3 The Acting 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 Acting Executive Director to perform to the standards required.

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

6. EVALUATING PERFORMANCE

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Acting Executive Director, a Group Performance Audit

Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Acting Executive Director.

- 6.2 The performance of the Acting Executive Director in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

- 6.3 The Acting Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Acting 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 Acting 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 Acting 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 Acting Executive Director will be consulted before any such change is made.

- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Acting 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 Acting 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 Acting Executive Director delegate such powers reasonably required by the Acting Executive Director to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Acting Executive Director such resources as the Acting Executive Director may reasonably require from time to time to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

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

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Acting 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 Acting 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 Acting Executive Director in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Acting 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 Acting Executive Director not be entitled to a performance bonus in line with the Acting Executive Director 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 Acting Executive Director to improve their performance.
- 9.6 Where the City Manager is, at any time during the Acting Executive Director's employment, not satisfied with the Acting Executive Director's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Acting Executive Director to attend a meeting with the City Manager.
- 9.7 The Acting Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting 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 Acting Executive Director under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

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


11. GENERAL

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

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Acting Executive Director in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this 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

Acting Executive Director

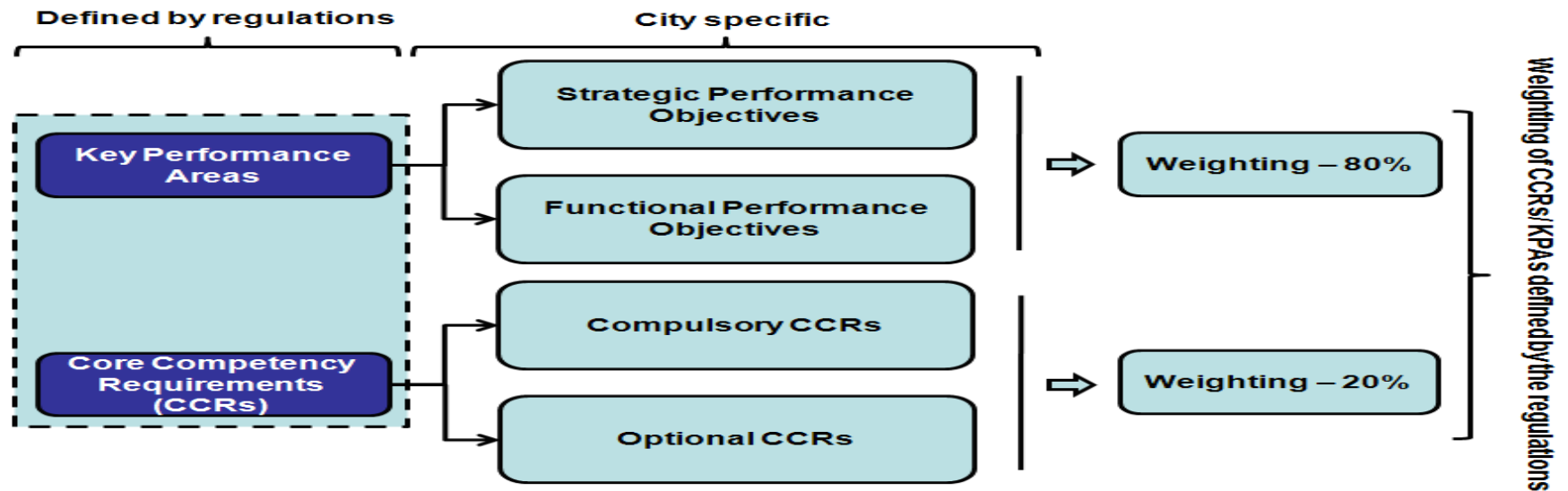
Witness: 

Witness: _____

PERFORMANCE SCORECARD

Employee	Acting Executive Director: Human Settlements:
Manager	City Manager
Department	Human Settlements
Responsibilities	To improve the quality of live through Human Settlements programmes that include upgrading of informal settlements, construction of housing opportunities for the underprivileged, development of serviced sites, registration of title deeds (subsidized stands and units), issuing of Title deeds to the beneficiaries, refurbishment of flats, refurbishment of retirement villages, alternative Housing units, acquisition of land, management of informal settlements and collection of rentals from housing stock tenants.
The period of this Performance Plan is from 1 July 2025 to 30 June 2026	

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 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%.

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPOS)

KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
1.	Upgrading of informal settlements (Suggested Impact for Provision of Water, Sanitation and Electricity: to improve living conditions of communities in informal settlements through the provision of basic services.)	1.1	Number of informal settlement households provided with water	1622	1 = 1500 households 2 = 1501 households 3 = 2500 households 4 = 2600 households 5 = 2700 households	Completion certificates and Listing
		1.2	Number of informal settlement households provided with electricity	1520	1 = 2800 households 2 = 2900 households 3 = 3000 households 4 = 3100 households 5 = 3200 households	Job Card / Commissioning sheet and listing
		1.3	Number of serviced sites developed	701	1 = 800 households 2 = 900 households 3 = 1000 households 4 = 1100 households 5 = 1150 households	Completion Certificate and Listing
		1.4	Number of informal settlement households provided with sanitation	823	1 = 2000 households 2 = 2001 households 3 = 3000 households 4 = 3100 households 5 = 3200 households	Completion certificate and listing
	Presidential Johannesburg Working Group – Workstream 6 Informal Settlements	1.5	% Implementation of the Informal Settlement management and Upgrading policy ¹	New indicator	1 = 80% Verified and credible data on informal settlements 2 = 85% reaction of dedicated anti land invasion unit within CoJ 3 = 90% Civic Engagement and awareness campaigns 4 = 95% Rapid Assessment of Informal Settlements for targeted interventions 5 = 100% Approved COJ: UISP Policy / Strategy	<ul style="list-style-type: none"> Approved COJ UISP Policy / Strategy Progress report on implementation tabled at the PJWG
2.	Housing	2.1	Number	3022	1 = 2500	Letter of confirmation from

¹ Uncontrollable growth of number of Informal Settlement {From 180 to 341}

KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
	opportunities		of mixed housing units constructed +Circular 88		2 = 3000 3 = 3500 4 = 3550 5 = 3600	Developers and listing
3.		3.1	Packaging and funding of the Grand Central large scale urban development programme ²	New indicator	2 = engagement with Stakeholders 3 = Draft agreement 5 = 1 signed agreement	Signed tripartite intergovernmental agreement with human settlements department in the province
4.	Service Level Standards & Title deeds	4.1	Number of title deeds issued to beneficiaries.	2131	1 = 1100 2 = 1200 3 = 2500 4 = 2550 5 = 2600	Database of Title deeds issued
		4.2	Number of title deeds registered with 21 days of lodgment Circular 88	New indicator	1 = 1000 2 = 1200 3 = 1300 Within 21 days from lodgment date 4 = 1500 5 = 1600	Database of Registered properties from Department of Development Planning (Property Information Systems)
		4.3	Turnaround times to issue title deeds after registration	New indicator	1 = less than 8 months after registration 2 = less than 7 months after registration 3 = less than 6 months after registration 4 = less than 5 months after registration 5 = less than 4 months after registration	Database and registers
		4.4	Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA.	New indicator	1= Written response to Group Legal and Contracts within 7 days of receiving a request.	

² The Grand Central target is responding directly to the State of the City Address with the project packing and funding model as the deliverables for the year.

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
					2= Written response to Group Legal and Contracts within 6 days of receiving a request. 3= Written response to Group Legal and Contracts within 5 days of receiving a request. 4= Written response to Group Legal and Contracts within 4 days of receiving a request. 5= Written response to Group Legal and Contracts within 3 days of receiving a request.	
5.	Rental stock and temporary accommodation	5.1	Number of Senior Citizens rentals rehabilitated	5	1 = 2 2 = 3 3 = 4 4 = 5 5 = 6	Job Card & Happy Letters
		5.2	Number of public hostels rehabilitated	4	1 = 3 2 = 4 3 = 5 4 = 6 5 = 7	Job Card & Happy Letters
6	Economic sustainability	6.1	Number of EPWP job opportunities created through the departmental projects ³	217	1 = 60 2 = 80 3 = 150 4 = 200 5 = 250	EPWP assessment report by DED

³ The department to engage and comply with DED guidelines and criteria.

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
		6.2	Number of SMMEs supported through the departmental projects ⁴	103	1 = 230 2 = 240 3= 250 4 = 260 5 = 270	SMME assessment report by DED
7	Ombudsman customer complains	7.1	% Resolution of customer complains within stipulated turnaround times ⁶	100%	Less than 50% resolution within 90 days or more 50-99% resolution within 90 days or more 100% resolution within 90 days 100% resolution within 60 days 100% resolution within 30 days or less	Quarterly reports on Ombudsman findings/corrective/remedial action tabled at OCOL
8	Stakeholder Management	8.1	Number of citizens participating in departmental events and engagements ⁷	New indicator	1= 8,000 citizens 2= 9,000 citizens 3= 10,000 citizens ⁸ 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
9	Good Governance	9.1	Audit opinion ⁹	Unqualified Audit Report	1= Adverse Audit report ¹⁰ 2= Qualified Audit Report ¹¹ 3= Unqualified without material	AG Management Letter

⁴ **Financial support:** would be provision of contracts or sub-contracting to SMMEs or facilitating or providing funding for SMME or

Non-financial support: Support refers to interventions provided to SMMEs and Cooperatives, which are training or workshops, support to exhibit, business development information, advice and referrals, facility usage (i.e. internet, boardroom and training room) and incubation or workspace. COJ Core Departments and Municipal Owned Entities (including their contractors and sub-contracts) collect and report data to the Department of Economic Development

⁵ Each department and ME to set their own target.

⁶ 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.

⁷ 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.

⁸ 10,000 citizens engaged towards achieving the CoJ target of 250,000 citizens engaged for the year 2025/26

⁹ The opinion may be that given for the department/entity where applicable.

¹⁰ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹¹ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
					findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	
		9.2	% Resolution of internal audit findings ¹²	58%	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)	GAC Internal Audit Report on Findings
		9.3	% Resolution of external (AGSA) audit findings ¹³	25%	1 = 65%- 70% Resolution of external (AGSA) audit findings 2 = 71% - 84% Resolution of external (AGSA) audit findings 3 = 85% Resolution of external (AGSA) audit findings 4 = 86% -95% Resolution of external (AGSA) audit findings 5 = 95%- 100% Resolution of external (AGSA) audit findings (including no findings)	GAC Internal Audit Report on Findings
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	45%	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance	<ul style="list-style-type: none"> Approved Acquisition plan Departmental Quarterly Acquisition Status Reports

¹² These are findings by internal audit only that are picked up on an ongoing basis.

¹³ This is for only findings classified as matters affecting audit opinion and others important matters

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
					4 = 100% compliance 5=100% compliance and no SCM deviations reported	<ul style="list-style-type: none"> SCM Assessment reports
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2023	34.4%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2023	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 UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2023	100%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	37%	1 = 60% implemented. 2 = 70% - 84% implemented 3 = 80% implemented 4 = 90% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	<ul style="list-style-type: none"> Signed quarterly departmental performance reports GRGC Risk analysis reports and Minutes
4	Departmental SDBIP	4.1	% Achievement of departmental SDBIP	45%	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

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
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"> 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	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁴	50%	1 = 90% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals 4 = 100% Capex spent by end of June without accruals 5 = 100% Capex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget	106%	1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by end of June without accruals 5 = 100% Opex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁵	96%	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	Midyear and Annual Merchants reports

¹⁴ This is applicable to departments with large capex budget – threshold to be determined.


¹⁵ 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

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
					30 days of invoice date 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	
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	11%	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 ¹⁶	100%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	Approved consolidated disciplinary report
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 ¹⁷ 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> Approved GEYODI action plans signed off by Departmental Acting Executive Directors and Municipal Entities Accounting Officers. Nomination Letters of Geyodi Focal Persons to champion GEYODI.

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.

¹⁶ 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.

¹⁷ Geyodi programmes implemented as per the approved action plans

KPA/SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved	Target	Means of Verification
						<ul style="list-style-type: none"> Quarterly Compliance Reports
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% corrective measures implemented 2 = 85% corrective measures implemented 3 = 100% corrective measures implemented 4 = 100% corrective measures implemented, and no injuries sustained 5 = 100% corrective measures implemented and no injuries and fatalities	<ul style="list-style-type: none"> Implementation plan with targeted corrective measures Signed departmental quarterly progress reports Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	Customer satisfaction index score	New measurement ¹⁸	1 < 58% 2 = 58% 3 = 63% ¹⁹ 4 = 68% 5 = 70%	Satisfaction results
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.						
Acting Executive Director: Human Settlements			Signature:		City Manager	Signature:  Date: 31 July 2025

¹⁸ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

¹⁹ 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.