



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 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 Acting Executive 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 Acting Executive 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 Acting Executive 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 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 Acting Executive 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 Acting Executive 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.

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- 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 Head'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 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 Acting Executive Head 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 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 Acting Executive Head will be required to engage in performing his job.
- 5.2 The Acting Executive Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Acting Executive 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 Acting Executive Head to perform to the standards required.
- 5.4 The Acting Executive 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 Acting Executive Head'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 Acting Executive Head, 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 Head.
- 6.2 The performance of the Acting Executive Head 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 Acting Executive Head must avail himself/herself for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Acting Executive Head'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 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 Acting Executive Head'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 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 Acting Executive 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 Acting Executive 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 Acting Executive Head delegate such powers reasonably required by the Acting Executive Head 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 Acting Executive Head such resources as the Acting Executive Head 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 Acting Executive Head timeously in respect of decisions which will have a significant impact on the performance of the duties of the Acting Executive Head.

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Acting Executive 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 Acting Executive 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 Acting Executive Head in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Acting Executive 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 Acting Executive Head not be entitled to a performance bonus in line with the Acting Executive Head 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 Head 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 Acting Executive Head's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Acting Executive Head to attend a meeting with the City Manager.

9.7 The Acting Executive Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting Executive 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 Acting Executive 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 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 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 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 Acting Executive Head 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.



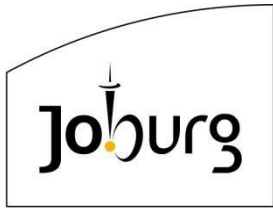
Acting Executive Head

Witness: 

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a world class African city

ANNEXURE "A"

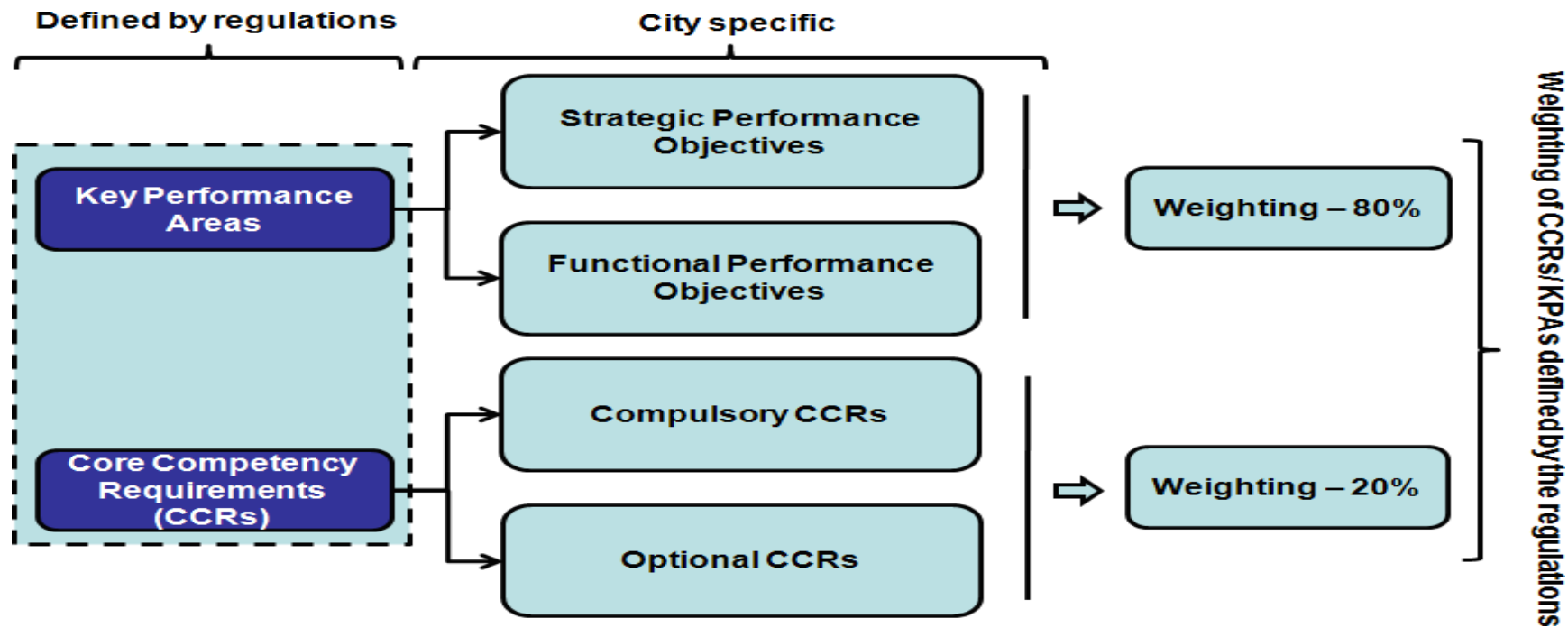
PERFORMANCE SCORECARD – SECTION 57

Employee Name:	Acting Executive Head
Manager:	City Manager
Department:	Social Development
Position Purpose:	To guide the development and implementation of human and social development interventions through targeted focus poverty reduction, food security, community self-sustainable programme, social inclusivity, literacy and skills programmes
The period of this Performance Plan is from 1 July 2025 to 30 June 2026	

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



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

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Section 1: Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
1	One Stop Walk in Centers and Single Window Citizens Interface	1..1	Number of eligible individuals registered for the ESP (Extended Social Package) ¹	81 094	1 = <100 000 indigent households 2 = 100 000- 179000 indigent households 3 = 180 000 indigent households 4 = 181000 - 190 000 indigent households 5 = >190 000 indigent households	<ul style="list-style-type: none"> Logs from the digital registration system showing when and how many registrations occurred Report confirming how many people registered on ESP
		1.2	Number of ESP Awareness programmes conducted to improve ESP uptake	New Indicator	1 = <4 2 = 4 -7 3= 8 4 = 9-12 5 = >12	<ul style="list-style-type: none"> Percentage increase in public awareness as calculated from the ESP database Attendance registers at community outreach events
		1.3	Number of citizens participating in departmental events and engagements ¹	New indicator	1= 8,000 citizens 2= 9,000 citizens 3= 10,000 citizens ² 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
2	Drug and substance abuse	2.1	Number of individuals receiving treatment and rehabilitation services through community-based and inpatient treatment centers ³	New indicator	1 = <1500 2 = 1500 - 1999 3= 2000 - 2200 4 = 2201 - 2500 5 = >2500	<ul style="list-style-type: none"> Treatment center and rehabilitation data bases of beneficiaries
3	Displaced communities and homelessness	3.1	Number of homeless individuals accessing support services ⁴	New Indicator	1= <5000 homeless individuals 2= 5001 - 6999 homeless individuals 3=7000 - 7500 homeless individuals 4 =7501 - 8000 homeless individuals	<ul style="list-style-type: none"> Beneficiation report based on interventions Quarterly reports on implementation Database of beneficiaries

¹ 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.

² 10,000 citizens engaged towards achieving the CoJ target of 250,000 citizens engaged for the year 2025/26

³ Treatment to individuals with substance use disorder and inpatient rehabilitation services to individuals with substance use disorder

⁴ Shelter placement, social work and psychosocial support services, substance abuse programme, family reunification, outreach and awareness programme. Interventions for homelessness can overlap, meaning individuals may receive one or more services. The specific intervention needed cannot be predicted before conducting an actual assessment.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
					5 > 8000 homeless individuals	
4	Safer and secure City	4.1	Number of individuals benefitting from socio-economic programmes to curb the scourge of GBV&F ⁵	New	1 <40000 2= 4000 – 4999 3=5000 4= 5001 - 6000 5 >6000	<ul style="list-style-type: none"> Quarterly beneficitation Report Attendance registers Shelter referral forms
5	Social inclusivity and cohesion	5.1	Number of youths benefitting from the Socio-economic programmes as part of the Youth Policy ⁶	New	1= <50000 2= 5000 - 8299 3= 8300 – 9000 4= 9001 - 10000 5= >10000	<ul style="list-style-type: none"> Quarterly Beneficiation Report Database Attendance Registers
6	Food insecurity	6.1	Number of organic farming projects to promote sustainable environment within the city	15	1 = < 9 organic farming projects 2= 9 -15 organic farming projects 3 = 16 organic farming projects 4=17 - 20 organic farming projects 5 = > projects 20 organic farming	<ul style="list-style-type: none"> Database Quarterly reports Beneficiation reports
		6.2	Number of vegetable packs distributed to indigent families across the city	280 000	1 < 180 000 food parcels distributed to indigent households 2 = >180 00 up to 299 000 food parcels distributed to indigent household 3 = 300 000 food parcels distributed to indigent household 4 = > 300 000 up to 315 000 food parcels distributed to indigent household 5 > 315 000 food parcels distributed to indigent household	<ul style="list-style-type: none"> Copy of Collection register Updated Database Signed assessment forms
7	Urban agriculture	7.1	Number of Agro processors supported to create income generating projects across the city	60	1 < 75 Agro processors 2 = 75 – 79 Agro processors 3 = 80 - 84 Agro processors 4 = 85 – 90 Agro processors 5 >90 Agro processors	<ul style="list-style-type: none"> Quarterly reports Beneficiation reports
8	Co-production	8.1	Number of ECD's benefitting from various interventions ⁷	New indicator	1 <300 ECD centers 2= 301 – 399 CD centers 3= 400 ECD centers 4 >400 up to 450 ECD centers 5= > 450 ECD centers	<ul style="list-style-type: none"> Database of all ECD facilities per quarter Beneficiation Report Contents of programs

⁵ Shelter, Psycho-social support, legal assistance, economic empowerment and education & awareness.

⁶ Youth Economic Development, 2. Poverty and Inequality Alleviation, 3. Skills Development, 4. Health and Environment and 5. Youth Moral Regeneration

⁷ Training of ECD practitioners, Monitoring of ECD sites, Regional Forum Workshops

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
						<ul style="list-style-type: none"> Minutes of the Integrated Technical ECD Compliance Task Team
		8.2	Number of children benefiting from interventions ⁷	New	1 <600 children 2 = >600 up to 699 children 3 = 700 children 4 = >700 up to 800 children 5 > 800 children	<ul style="list-style-type: none"> Beneficiation report on programmes Attendance Registers. Quarterly reports
		8.3	Number of partners attracted to support social development programmes	8	1= < 6 partnership attracted 2= 6-7 partnership attracted 3= 8 partnership attracted 4 = 9-11 partnership attracted 5 =12 or more partnership attracted	<ul style="list-style-type: none"> Partnership Agreements Quarterly Report
9	Increased literacy	9.1	Number of individuals enrolled in skills development programmes. ⁸	4000	1= < 3000 individuals in training 2 >3000 up to 3999 individuals in training 3= 4000 individuals in training 4= > 4000 up to 5000 individuals in training 5= > 5000 individuals in training	<ul style="list-style-type: none"> Training providers database Training reports Partnership agreements Quarterly report Attendance registers Electronic Database Manuals
10	Economic sustainability	10.1	Number of EPWP job opportunities created through the departmental projects ⁹	399 Job opportunities created	1 = 80 Job opportunities created 2 = 90 Job opportunities created 3 = 100 Job opportunities created 4 = 110 Job opportunities created 5 = 120 Job opportunities created	<ul style="list-style-type: none"> Certified ID Copy of Participant Employment Contracts
		10.2	Number of SMMEs supported through the departmental projects ⁸	0 SMMEs supported	1= <90 SMMEs supported 2=90 -99 SMMEs supported 3= 100 -109 SMMEs supported 4= 110 -119 SMMEs supported 5= 120 or more SMMEs supported	<ul style="list-style-type: none"> Beneficiation report
11		11.1	Audit opinion ⁹	Unqualified Audit	1= Adverse Audit	<ul style="list-style-type: none"> AG Management Letter

⁸ Support will be provided in any of the following areas: Capacity Building and Skills Development, Market Access and Linkages, Business Cooperatives, Mentorship and Peer Networks and Digital Transformation.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
	Good Governance			Report	report ¹² 2= Qualified Audit Report ¹³ 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)	
		11.2	% Resolution of internal audit findings ¹⁴	88%	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	<ul style="list-style-type: none"> GRAS report on Audit Findings approved by GAC & GPAC Minutes of meetings
		11.3	% Resolution of external (AGSA) audit findings ¹⁵	0%	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	<ul style="list-style-type: none"> GRAS report on Audit Findings approved by GAC & GPAC Minutes of meetings
12	Service Level Standards	12.1	% Compliance to Service Level Standards ¹⁰	New indicator	1<50% 2=50-74% 3= 75-89% 4= 90-94% 5=95-100%	<ul style="list-style-type: none"> Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments. GPAC Minutes
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	0%	1 = Acquisition plan 2 = Procurement delayed 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	<ul style="list-style-type: none"> Approved Acquisition plan Departmental Quarterly Acquisition Status Reports SCM Assessment reports Audited Financial statements
2	UIFW Strategy	2.1	Percentage reduction in historical	50% increase	1=<65% 2=65% -74%	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC



¹⁰ Four SLS: Eligible individuals successfully registered for the Extended Social Package (ESP) within 72 hours, measured against the total number of identified eligible individuals, individuals successfully enrolled in the Substance Abuse Programme compared to the total number of individuals identified as requiring intervention within a specific period, planned awareness campaigns successfully executed across the city within a specific period, and homeless individuals who access support services compared to the total number of identified homeless individuals.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
	Implementation		Unauthorised expenditure reported 30 June 2024		3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> Audited Financial Statements
		2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2024	No historic Irregular expenditure	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 2024	No historic Fruitless and Wasteful expenditure	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	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	0%	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"> Signed quarterly departmental performance reports <p>GRGC Risk analysis reports and Minutes</p>
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	New measurement	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 =100% achieved	<ul style="list-style-type: none"> Signed quarterly departmental performance reports GSPCR assessment reports presented at Sub- Mayoral Cluster meeting.
5	Policy Management	5.1	Percentage compliance to departmental policies and procedures	Approved policies in the register	1= 60% policies complied with 2= 80% policies complied with 3= 100% policies complied with 4= 100% policies complied with within stipulated timeframes 5= 95% policies complied with and no deviations	<ul style="list-style-type: none"> Progress report to GSPCR Policy Office Approved COJ policies report tabled at EMT and GPAC

**SECTION 3: CORE COMPETENCY REQUIREMENTS
(TOTAL WEIGHTING = 20%)**

Financial Competence (Compulsory)

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁶	47%	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 Approved section 71 reports Audited Annual Report
		1.2	% Spent of allocated departmental Opex budget	% not confirmed	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
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁷	96%	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% compliance	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 ¹⁹		1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> Approved departmental quarterly performance reports GCSS LR report Annual report 2025/26
Change Management (optional)						

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
3	Institutionalisation of GEYODI in the City	3.1	Number of action plans implemented in line with the GEYODI action plan	New indicator	1 = 2 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> • Reports (on progress or implemented programmes or projects. • Consolidated GEYODI compliance report
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 ¹¹	1 < 58% 2 = 58%. 3 = 63% ¹² 4 = 68% 5 = 70%	Biannual Satisfaction results by GSPCR
<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>						
Acting EH: Social Development		Signature: 		City Manager	Signature: 	Date: 31 July 2025

¹¹ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

¹² 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.