PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by **Dr. Floyd Brink, City Manager**, duly authorised by Municipal Council Resolution)

and

Liziwe Ntshinga-Makoro

("the Group Head")

for the financial year: 1 July 2026 to 30 June 2027

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, with the current City Manager, may terminate on the termination of the City Manager's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new City Manager.

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 because 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 (KPAs) (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 KPAs.

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, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Group 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 Group 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 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, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.

6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Group 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.

9.5 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 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 2026

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

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Dr. Floyd Brink
City Manager

Witness: ________________________

Witness: ________________________

SIGNED at Braamfontein on this the 31st day of July 2026

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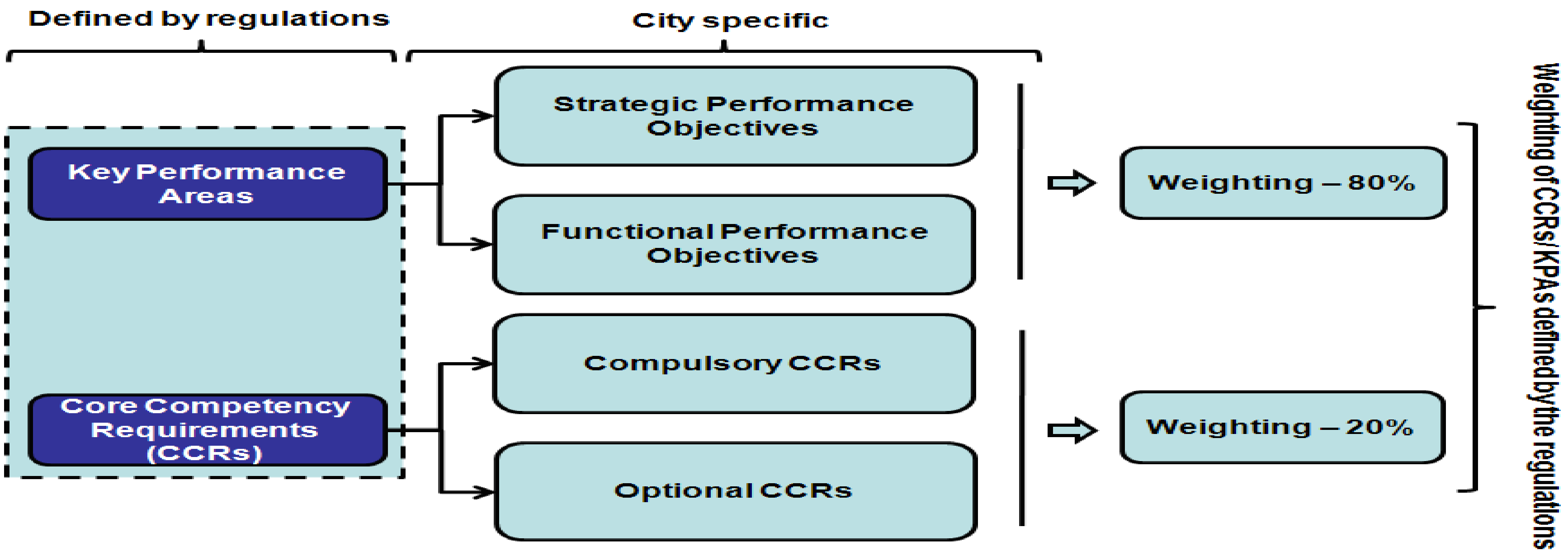
Liziwe Ntshinga-Makoro
Group Head: Citizen Relationship and Urban Management

Witness: ________________________

Witness: ________________________

PERFORMANCE SCORECARD: SECTION 57	
Employee	Liziwe Ntshinga-Makoro: Group Head
Manager	Dr. Floyd Brink: City Manager
Department	Group Citizen Relations and Urban Management
Position Purpose	To deliver a sustainable and impact driven regional governance for a well-managed, well serviced, and safe urban environment through facilitation and coordination of integrated, sustainable and resilient basic service delivery, Citizen Relationship and Urban Management
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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%.

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMACE OBJECTIVES **TOTAL WEIGHTING = 50%**						
1.	Sustainable Service Delivery	1.1	Number of Service Compliance Insights / Summaries compiled, indicative of compliance with established Service Level Standards[1]	121500 (60 calls per ward per month)	1 = 89,100 calls logged (55 calls per ward per month) 2 = 97,200 calls logged (60 calls per ward per month) 3 = 124 800 calls logged (77 calls per ward per month) 4 = 129,600 calls logged (80 calls per ward per month) 5 = 137,700 calls logged (85 calls per ward per month)	Consolidated Annual City-Wide State of Service Delivery summary presented at OEMT/ Section 79 with recommendations for improvement
		1.2	Integrated service delivery operations initiated by CRUM across 7 Regions with an average of 70% resolution rate [2]	280 Operations per Region with 60% resolution rate	1= < 140 Operations 40% resolution rate 2= > 140 Operations average of 50% resolution rate 3= 320 Operations average of 70% resolution rate 4=335 Operations with an average of 75% resolution rate 5= 340 Operations with an average of 80% resolution rate	Quarterly consolidated reports on operations conducted indicating % resolution rate.
		1. 3	Number of Multi-Disciplinary By law operations coordinated	105 Operations	1 = <105 by law operations coordinated 2 = Between 105 - 120 by law operations coordinated 3 = 140 by law operations coordinated	• Pre and post operation reports • Consolidated quarterly reports outlining operations planned and conducted by the LETT indicative of notices issued during operations

1.1

[1] Service level standards approved in line with 2025/26 SDAs
[2] Integrated Service Delivery Operations as high impact service delivery initiatives across all 135 wards.

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 150 by-law operations coordinated 5 = 160 by-law operations coordinated	
		1.4	Number of City-Wide State of Service Delivery Reports compiled indicative of areas of intervention and improvement	Annual Report	1 = One citywide state of service delivery report 2 = Two citywide state of service delivery reports 3 = Four quarterly state of citywide service delivery reports to OEMT and Governance Cluster 4 = Annual summary presented to OEMT/ Sec 79 with recommendations for improvement 5 = Mid-term & Annual Report to Budget Steering Committee for improved service delivery	• Quarterly City-Wide State of Service Delivery summary presented at OEMT/ Section 79 with recommendations for improvement • Minutes of the OEMT • Mid-term & Annual Report to Budget Steering Committee
		1.5	Percentage outcomes of catalytic DDM projects implemented through the City's DDM programme [3]	100% implementation	1= Joint Operational Plans 26/27 and 25% Implementation 2 = 50% Implementation 3= 100% Implementation 4= Facilitated special interventions in partnership with CWP / IGR with other depts within the City	• Joint Operational Plan 26/27 • Quarterly implementation reports submitted to GSPCR • Annual Report

1.1

[3] CRUM coordinates the city's DDM programme by integrating joint operational plans, aligning departmental interventions with CWP/IGR and consolidating catalytic project outcomes through structured quarterly and annual reporting.

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5= Annual Report	
2.	Good Governance, and Active and Engaged Citizenry	2.1	% implementation of Stakeholder/Citizen Engagement Plans (CEP) across regions, tracking citizen participation in city events and engagements[4]	12,000	1=<50% Implementation of CEP with 5,000 citizens engaged 2= 75 % Implementation of CEP with 10,000 citizens engaged 3= 100% Implementation of CEP with 15,000 citizens engaged 4= 16,000 citizens engaged[5] 5= 17,000 citizens engaged	• 4 Quarterly Implementation Reports • 26/27 Stakeholder Engagement Plans • Submission of monthly evidence on citizens engaged as stipulated in the Stakeholder Engagement Tool (Speakers Office)
		2.2	Develop the precinct base profiles / plans per identified areas per region	Approved Precinct Plan	1= Determination of precinct areas 2= approved precinct profile and service delivery plans per precinct 3 =60% implementation of service delivery plans 4= 70% implementation of service delivery plans 5=80% implementation of service delivery	• Approved Precinct Areas and Profiles and service delivery plan presented to OEMT • Annual report on % implementation to OEMT
		2.3	[6]Regional Audits of CAPEX projects implemented by service delivery agencies	4 Quarterly progress audits and quarterly audit outcomes	1 = Approved MTEF 26/27 Capex Project List & 1 Quarterly audit report	• Approved MTEF 26/27 CAPEX Project List per region • 4 quarterly progress reports and quarterly audit reports

1.1

[4]These events should involve active interaction with the residents of the City of Johannesburg towards understanding and building good relations, in line with the Public Participation Policy.

[5] 15,000 citizens engaged (departmental target) towards achieving the CoJ target of 250,000 citizens engaged for the year 2026/27

[6] Audit is the physical verification of actual progress for CAPEX projects as reported by Depts and Entities to the PRC Committee.

B

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					2 = Two quarterly progress reports and quarterly audit outcomes 3 = Four quarterly progress reports and quarterly audit outcomes 4= Two consolidated quarterly audit reports on partnerships approved [7] 5= Four consolidated quarterly audit reports on partnerships approved	• Proof of submission to PRC committee • 4 Consolidated quarterly audit reports on partnerships approved • Proof of submission to Partnership Committee
3.	A well-run City	3.1	Audit outcome[8]	Unqualified Audit with material findings	1= Adverse Audit report[9] 2= Qualified Audit Report[10] 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
		3.2	% Resolution of internal audit findings[11]	No findings	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution	GRAS report on Audit Findings approved by GAC & GPAC

1.1

[7] Monitoring implementation of partnership arrangements concluded by the Partnership Forum

8 Aligns to the SOCA turn around KPI to resolve 100% of audit findings and sustain clean audit status.
9 This is where AGSA is unable to and does not express an audit opinion due to uncertainty.
10 This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.
11 These are findings by internal audit only that are picked up on an ongoing basis.

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 =96%-100% resolution (including no findings)	
		3.3	% Resolution of external (AGSA) audit findings[12]	Unqualified Audit Report	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
	Ombudsman customer complains	4.1	% Resolution of customer complaints within stipulated turnaround times13	No material findings	1 = Less than 50% resolution within 90 days or more 2 = 50-99% resolution within 90 days or more 3 = 100% resolution within 90 days 4 = 100% resolution within 60 days 5 = 100% resolution within 30 days or less	• Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						

1.1

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

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	100%	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	• Approved Acquisition plan • Departmental Quarterly Acquisition Status Reports • SCM Assessment reports • Audited Financial statements
2	Revised UIFW Strategy	2.1	Percentage reduction in historical **Unauthorised** expenditure reported 30 June 2026	No unauthorised expenditure	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.2	Percentage reduction in historical **Irregular** expenditure reported 30 June 2026	No historical irregular expenditure	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC • Audited Financial Statements
		2.3	Percentage reduction in historical **Fruitless and Wasteful** expenditure reported 30 June 2026	No historical fruitless and wasteful expenditure	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC • Audited Financial Statements

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	100%	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	• Signed quarterly departmental performance reports • GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	100%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95 - 100% achieved	• Signed quarterly departmental performance reports • GSPCR assessment reports
5	Policy Management	5.1	% 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	• Progress report to GSPCR Policy Office • Approved COJ policies report tabled at EMT and GPAC
SECTION 3: CORE MANAGERIAL COMPETENCIES (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	100%	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent 4 = 97% Opex spent 5 = 99% Opex spent	• SAP Report • Signed quarterly departmental performance reports

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment[14]	100%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	Mid-year and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2	Performance Management & People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	98%	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	• 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[15]	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	• Approved departmental quarterly performance reports • GCSS LR report • Annual report 2025/26
Change Management (optional)						
3		3.1	Number of Geyodi[16] programmes	6	1 ≤ 2 or less[17] 2= 3	• Approved GEYODI action plans signed off by Departmental

1.1

14 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.

15 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.

16 The KPI include both the internal and external focused initiatives on Gender, Youth and Disabilities, including Employment Equity compliance in the City.

17 Geyodi programmes implemented as per the approved action plans

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	Organisational Geyodi Mainstreaming Institutionalization of GEYODI in the City		implemented as per the approved action plans.		3= 4 4= 5 5= 6	Executive Directors and Municipal Entities Accounting Officers. • Nomination Letters of Geyodi Focal Persons to champion GEYODI. Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming[18]	New indicator	1 ≤ 40%[19] 2= 41% - 59%[20] 3= 60% - 79%[21] 4= 80% - 99%[22] 5= 100%[23]	• Minutes • Attendance registers Concept documents
	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	100%	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	• 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 levels	5.1	% Increase in customer satisfaction index[24]	60%	1 <60% 2 = 60%.	Annual Customer satisfaction survey report

1.1

18 The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.
19 Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.
20 Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.
21 Participate in the development of the Action Plan and monitor implementation.
22 Input into or submission of relevant reports to various structures or relevant authorities.
23 Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.
24 The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and all service delivery areas that require turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas, etc.

KPA	Key Performance Areas (KPAs)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					3 = 61%[25] 4 = 62% 5 = >62%	

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.

Liziwe Ntshinga Makoro **Group Head: CRUM**	**Signature:**	**Dr. Floyd Brink** **City Manager**	**Signature:**	**Date:** **31 July 2026**

1.1

[25] Per GPAC guidance, an aspirational target to counter declining satisfaction trends