

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY
("the City")

(Represented by **Sello Enock Morero, The Executive Mayor**, duly authorised by Municipal Council Resolution)

and

("Dr Floyd Brink, the City Manager")

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

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the City Manager 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 City Manager reporting to the Executive Mayor, 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 City Manager.
 - 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 City Manager 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 City Manager, 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 Executive Mayor, may terminate on the termination of the Executive Mayor's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new Executive Mayor.
- 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 City Manager; 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 Executive Mayor and the Group Performance Audit Committee after consultation with the City Manager 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 City Manager'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 City Manager will be required to engage in performing their job.
- 5.2 The City Manager agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The City Manager 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, Executive Mayor and City Manager to perform to the standards required.
- 5.4 The City Manager undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The City Manager'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 City Manager, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the Executive Mayor in the process of evaluating the Performance of the City Manager.
- 6.2 The performance of the City Manager 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 City Manager must avail themselves for scheduled performance reviews.
- 6.4 The Executive Mayor shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the City Manager 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 City Manager's performance by the Executive Mayor 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 City Manager will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the Executive Mayor may, in addition, review the City Manager 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 City Manager 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 City Manager delegate such powers reasonably required by the City Manager to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the City Manager such resources as the City Manager 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 Executive Mayor agrees to consult the City Manager timeously in respect of decisions which will have a significant impact on the performance of the duties of the City Manager.

9. MANAGEMENT OF OUTCOMES

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

9.4 Should the City Manager 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 Executive Mayor shall provide systematic remedial or developmental support to assist the City Manager to improve their performance.

9.6 Where the Executive Mayor is, at any time during the City Manager's employment, not satisfied with the City Manager's performance with respect to any matter dealt with in this Agreement, the Executive Mayor will give notice to the City Manager to attend a meeting with the Executive Mayor.

9.7 The City Manager will have the opportunity at the meeting to satisfy the Executive Mayor of the measures being taken to ensure that the City Manager'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 City Manager 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 Executive Mayor, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the party's intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Executive Mayor 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 City Manager in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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SIGNED at Braamfontein on this the _____ day of January 2026

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



Selfo Enoch Morero
Executive Mayor

Witness: _____

Witness: _____

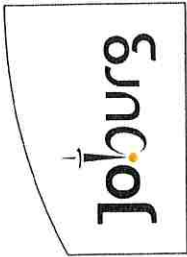
SIGNED at Braamfontein on this the 23 day of January 2026



Dr. Floyd Brink
City Manager

Witness: _____

Witness: _____



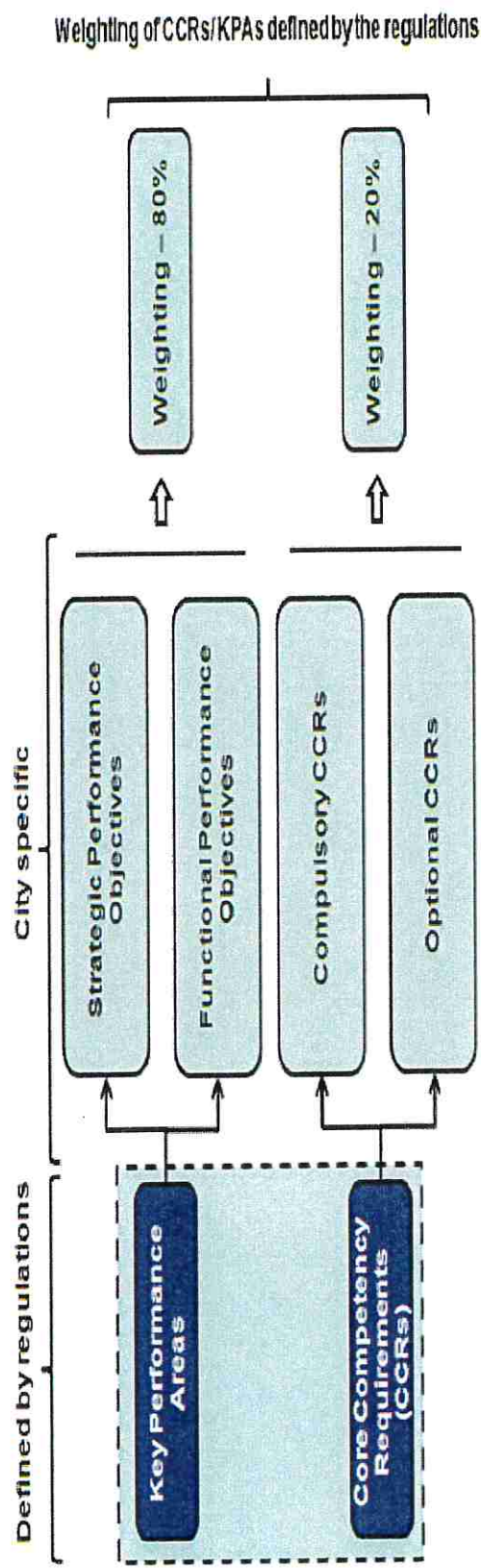
a world class African city

ANNEXURE "A"

PERFORMANCE SCORECARD	
Employee Name:	Dr. Floyd Brink: City Manager
Manager:	Sello Enoch Moreero: Executive Mayor
Position Purpose	The City Manager is the Head of Administration, and the Accounting Officer of the City of Johannesburg as provided for in section 55 of the Municipal Systems Act 32 of 2000 and section 60 of the Municipal Finance Management Act 56 of 2003.
KEY PERFORMANCE AREAS	<p>As per the provisions of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager of 2006; Regulations 25 and 26, the following Key Performance Areas (KPA's) will inform the City Manager's performance:</p> <ul style="list-style-type: none"> • Basic Service Delivery. • Local Economic Development. • Good Governance • Municipal Planning and Governance. • Procurement and Contract Management. • Municipal Financial Viability and Management • Performance and Staff Management • Customer Focus and Orientation
The period of this Performance Plan is from 1 December 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%.

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES

KPA No	Key Area	Key Performance Indicators (KPIs)	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES						
TOTAL WEIGHT = 50%						
1	<ul style="list-style-type: none"> Basic Service Delivery 	1.1	Number of eligible individuals registered for the ESP (Extended Social Package) ¹	81 094	<ul style="list-style-type: none"> 1 = <100 000 indigent households 2 = 100 000- 159 000 indigent households 3 = 160 000 indigent households 4 = 161000 - 170 000 indigent households 5 = >170 000 indigent households 	Audited Annual Report
		1.2	Number of wards with ward-based policing ¹ programmes	132	<ul style="list-style-type: none"> 1= less than 125 2= 125 3= 135 4= 2.25% reduction in reported crime across the city 5= 2.26% -2.29% reduction in reported crime across the city 	<ul style="list-style-type: none"> Audited Annual Report Operations outcome reports
		1.3	% Reduction in criminal activities in the City of Joburg	New indicator	<ul style="list-style-type: none"> 1 = 2.6% 2 = 2.8% 3 = 3% 4 = 3.2 5 = 3.4% 	Audited Annual Report
		1.4	Number of mixed housing units created +Circular 88	3022	<ul style="list-style-type: none"> 1 = 3460 2 = 3480 3 = 3500 4 = 3520 	Audited Annual Report

¹ The KPI reflects the City's commitment to consistent, 24-hour ward-based policing across all 135 wards, ensuring visible law enforcement presence through structured operations. Due to limited resources, a ward cluster resource allocation / officer deployment approached is applied.

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KPA No	Key Performance Area	KPI No.	Key Indicators (KPIs)	Performance	Baseline	Target	Means of Verification
		1.5	% City Programme ²	Implementation of Inner-Rejuvenation Programme ²	80%	<ul style="list-style-type: none"> 5 = 3540 1= 20% Rejuvenation Program achieved 2= 40% Rejuvenation Program achieved 3= 60% Rejuvenation Program achieved 4= 80% Rejuvenation Program achieved 5= 100% Rejuvenation Program achieved 	<ul style="list-style-type: none"> Approved Reports to Mayoral Committee Audited Annual Report
		1.6	Percentage eligible children fully immunised by age 1 (one) ³		82,8% (81 223 of 98 042) July 2022 to June 2023 (Web DHIS 28 Jul 2023 ^[2])	<ul style="list-style-type: none"> 1 = 87% children under 1year 2 = 87.2% children under 1year 3 = 87.3% children under 1year 4 = 87.4% children under 1year 5 = 87.5% children under 1year 	Audited Annual Report
		1.7	Total number of energy generated and saved to mitigate the impact of load-shedding (Energy Mix)		The accumulative number of energy generated	<ul style="list-style-type: none"> 1 = database of interventions 2 < 50 MW (Generated and saved from baseline) 3 = 50 MW (Generated and saved from baseline) 	Audited Annual Report

²Establishing programmes and projects in the inner city. The strategy aims to guide City investments and the full spectrum of urban management activities in the inner city. Facilitate education and training initiatives to improve service delivery and encourage appropriate behaviour. Broaden stakeholder engagement. Recognise excellence in performance and implementation of inner-city initiatives. Increased communication with public and media, increased access to inner city information.

³ Immunisation is happening throughout the City's clinics. The target is set as population estimate per facility as per the catchment area.

^[2] The 4th audited report had data for 11 months which is July – May 2023 and excluded one month of data which is July 2023 data. So, this correction is to include the July 2023. All data is compiled from the WebDHIS (Web District health information system) which is verified by national department of health.

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KPA No	Key Performance Area	KPI No.	Key Indicators (KPIs)	Performance	Baseline	Target	Means of Verification
					YTD is 57.82 MW.	4 = 100 MW 5 = 150 MW	
		1.8	% Waste diverted from landfill		18.7%	1= 24% diversion 2= 25% diversion 3= 26% diversion 4= 27% diversion 5= 28% diversion	Audited Annual Report
2	• Local Economic Development	2.1	Rand value of leveraged funding used for capital projects in targeted areas.		New Indicator	1 = 100 Million 2= 150 Million 3= 200 Million 4= 250 Million 5= 300 Million	<ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report
		2.2	Rand Value of New Investments Secured Through City-Led Promotion and Partnerships		R19.619 billion	1 = R 10 – 14 billion investment facilitated 2 = R 15- 19 billion investment facilitated 3 = R 20 billion investment facilitated 4 = R21 - 25 billion 5 = R 26 – 30 billion	Audited Annual Report
		2.3	Number of job opportunities created through Expanded Public Works programmes (EPWP) City-wide ⁴ (Circular 88 indicator)		18 958 Expanded Public Works programmes (EPWP) work opportunities created City-wide	1 = 16 000 opportunities 2 = 18 000 opportunities 3 = 20 000 opportunities 4 = 22 001 opportunities 5 = 24 000 opportunities	<ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report
3	• Good	3.1	Audit outcome		Unqualified	1= Disclaimer of Audit Opinion	• Auditor General Report

⁴ Circular 88 requires that this KPI include both EPWP and CWP and other related employment programmes – target 14 750.

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KPA No	Key Performance Area	KPI No.	Key Indicators (KPIs)	Performance	Baseline	Target	Means of Verification
	Governance				Audit with material findings	2= Adverse Audit Opinion 3=Unqualified Audit opinion without material findings 4= Financially Unqualified Audit Opinion 5= Clean Audit Outcome	<ul style="list-style-type: none"> Auditor General Management Letter
		3.2	<ul style="list-style-type: none"> Percentage achievement of the approved fraud prevention plan 		New indicator	1 = 70% achieved 2 = 75% achieved 3 = 80% achieved ⁵ 4 = 85% achieved 5 = above 85% achieved	<ul style="list-style-type: none"> Minutes/ Resolution of Group Audit Committee Audited Annual Report
		3.3	% of Municipal Entities and Core Departments achieving $\geq 85\%$ performance against Service Level Standard (SLS) Charter ⁶		New indicator	1 = $<66.7\%$ MEs & Depts achieving $\geq 85\%$ 2 = $66.7\% - 72.6\%$ MEs & Depts achieving $\geq 85\%$ 3 = $72.7\% - 80\%$ MEs & Depts achieving $\geq 85\%$ 4 = $81\% - 90\%$ MEs & Depts achieving $\geq 85\%$ 5 = $91\% - 100\%$ MEs & Depts achieving $\geq 85\%$	<ul style="list-style-type: none"> Signed Consolidated Governance SLS Assessment Report of MEs and Departments. Minutes of GPAC Feedback given to MEs.
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 30%)							

⁵ Fraud prevention programme is detailed in the fraud prevention plan and entails: Ethics and Integrity management (Group Governance); Implementation of Code of conduct in the City (GCSS); City's policy status (GSPCR); Compliance levels in the City, Fraud risk assessments, Audit outcomes (GRAS); Disciplinary and recoveries status (GFIS, GCSS & Group Legal) as well as Anti-fraud awareness, Detection of crimes committed against the City, Investigation and issuing of finalised reports with recommendations.

⁶ This KPI refers to the number of Dept/Entities achieving $\geq 85\%$ of their service standards.

DSAM

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	<ul style="list-style-type: none"> Municipal Planning and Governance 	1.1	Percentage of Presidential Working Group , COGTA Turnaround Plan and COJ Turnaround Plan interventions implemented as part of the City's DDM implementation Plan ⁷ .	New KPI	1=50% - Terms of Reference and confirmation of role players. 2= 75% - Quarterly progress report on DDM implementation. 3=100% - Annual Report on DDM implementation. 4= 130% - Analysis and review of DDM implementation 5=150% - Engagements with departments, entities and COGTA	<ul style="list-style-type: none"> DDM Annual Report Presentation to MayCom Mayoral Committees minutes. Implementation outcome report Audited Annual Report
		1.2	% SBDIP audited achievement	<ul style="list-style-type: none"> 73%⁸ 	<ul style="list-style-type: none"> 1 = 65% achieved 2 = 70% achieved 3 = 75% achieved 4 = 80% achieved 5 = 85% achieved 	<ul style="list-style-type: none"> SDBIP quarterly performance reports Audited Annual Integrated Report
		1.3	% Compliance with C88 requirements	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 1 = 75% achieved 2 = 80% achieved 3 = 85% achieved 4 = 90% achieved 5 = 95% achieved 	System generated report
2	<ul style="list-style-type: none"> Risk and Assurance Management 	2.1	% of Top Citywide Strategic risks and mitigation actions plans mitigated against tolerance level (Impact Severity)	100%	1= 65% Top Citywide Key Strategic risks and mitigation actions plans achieved against tolerance level	<ul style="list-style-type: none"> 2024/25 Top Citywide Strategic Risk Register. Q1 to Q4 GRGC reports.

⁷ The DDM enables alignment of strategic initiatives like the Presidential Working Group, COGTA and COJ Turnaround Plans. KPI: "Percentage of DDM-aligned interventions integrated into the One Plan and operationalised through the City's Planning Hub and Fusion Centre." Progress includes revised One Plan and 100% operational readiness of coordination platforms. The KPI measure the development of Terms of Reference and confirmation of role players; Outline of plans within the areas of focus of the Presidential Working Group; and Progress reports, inclusive of meeting dates, with interventions where necessary. The progress reports will outline the identified projects as well as the progress made to address the interventions.

⁸ Performance achieved in the 2022/23 and targets set is based on the analysis of the City's three-year performance which reflects an average performance of 63.6% (2020/21: 66%; 2021/22: 62% & 2022/23:63%)

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Municipal Viability and Management	3.1	% Reduction in UJFWe		2= 85% Top Citywide Key Strategic risks and mitigation actions plans achieved against tolerance level 3= 100% ⁹ Top Citywide Key Strategic risks and mitigation actions plans achieved against tolerance level 4= Risk management advisories for +50% of Top Citywide Strategic risks recommended to bring residual risks to acceptable levels 5= Risk management advisories for +50% of Top Citywide Strategic risks recommended to bring residual risks to acceptable levels	<ul style="list-style-type: none"> Audited Financial statements MPAC write-off report/ minutes
		3.2	% Achievement of liquidity ratios (8)	New indicator	1=<65% 2=65% -74% 3=75%- 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

⁹ 100% of top 10 key strategic risk and mitigation action plans monitored against tolerance level.

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KPA No	Key Performance Area	KPI No.	Key Indicators (KPIs)	Performance	Baseline	Target	Means of Verification
						4= 95% achievement 5= 100% achievement	
		3.3	Percentage revenue on property and billed services ¹⁰	Collection of property and services	86.7%	1= < 87% 2= 87 – 88.5% 3= 90.0% ¹¹ 4= 90.1 – 90.4% 5= > 90.5 %	• Audited Financial Statements
		3.4	Repairs and Maintenance as a % of Property, Plant and Equipment, Investment Property (Carrying value) ¹²		5.1%	• 1= 7% • 2= 7.5% • 3= 8% • 4= 8.5% 5= 9%	• Audited Annual Report
		3.5	Impairment of Property, Plant and Equipment, Investment Property and Intangible Assets (Carrying Value)		67.7%	1 = 73.8% renewal 2 = 74.8% renewal 3 = 75.8% % renewal 4 = 76.8% renewal 5 = 77.8% renewal	• Quarterly Performance Reports tabled at EMT • CAPEX
SECTION 3: CORE COMPETENCY REQUIREMENTS TOTAL WEIGHTING = 20%							
Financial Competency (compulsory)							
1	Financial Management	1.1	% Spent of allocated citywide Capex ¹³			1 < 95% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals	Approved Section 71 Report

¹⁰ The target remains 88.6% for now, with a planned increase to 91% during adjustments. Query resolution mechanisms and R 200m collection effort included. The target has been addressed; the future adjustment is planned.

¹¹ GF acknowledges the target set by of a daily collection rate of R 200m per day. This translates into R 5.2 billion per month (26 days per month). This target is included in the departmental scorecard below as a stretched target for the year. GF will also review this KPI during the adjustment budget period with the intention of moving this to 91%.

¹² Implementation of the integrated Asset Management Plan

¹³ This is applicable to departments with large capex budget – threshold to be determined.

KPA No	Key Performance Area	KPI No.	Key Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 100% Capex spent by 30 June 5 = 100% Capex spent by 30 May 1 < 95% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by 30 June excluding accruals 5 = 100% Opex spent	
2	Budget Management	2.1	% Compliance to turnaround times for budget preparations	New indicator	1= 80% compliance 2= 90% compliance 3= 100% compliance 4= 130% compliance (prior to turnaround times) 5= 150% (no deviations)	Approved budget approval report
3	Performance Management	3.1	% Of managers directly accountable to the Acting City Manager receiving performance coaching and review as per the section 57 Group Performance Management Policy and Framework	• 100%	People Management and Empowerment (Compulsory) 1= Less than 100% of managers with signed performance agreements 2 = 100% of managers with signed performance agreements 3 = 100% of managers received performance coaching and review as per the policy 4 100% plus ≤ 50% of managers directly reporting to CM scored at least 3.1 of their scorecards set targets ¹⁴	• Signed Agreements Performance Report submitted to GPAC, PEP, MayCom & Council for approval • Performance Evaluation

¹⁴ This will be scored only after fully achieving rating 3 above.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 100% ≥ 50% of managers directly reporting to CM scored at least 3.1 of their scorecards set targets	
		3.2	% Overall occupancy rate of managers directly accountable to the City Manager	<ul style="list-style-type: none"> New indicator 	1= 75% occupancy rate 2= 80% occupancy rate 3= 85% occupancy rate 4= 90% occupancy rate 5= 100% occupancy rate	Human Capital Management Report tabled at GPAC
Customer Orientation and Customer Focus (Compulsory)						
4	Customer satisfaction	4.1	% increase in customer satisfaction index ¹⁵	<ul style="list-style-type: none"> New¹⁶ 	1 < 62% 2 = 62% 3 = 63% ¹⁷ 4 = 64% 5 > 64%	Annual Customer satisfaction survey report
<ul style="list-style-type: none"> 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. 						
Dr. Floyd Brink			Signature:	Sello Enock Morero	Signature:	Date: 30/01/2024

¹⁵ 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

¹⁶ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

¹⁷ 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.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	City Manager		<i>ini</i>	Executive Mayor		2010/1/2026 <i>30</i>