

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

Eric Raboshakga

("the Executive Director ")

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

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Executive Director, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the Executive Director's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Executive Director; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the City Manager and the Group Performance Audit Committee after consultation with the Executive Director and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Executive Director's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

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- 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 Executive Director will be required to engage in performing his job.
- 5.2 The Executive Director agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Executive Director accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, City Manager and Executive Director to perform to the standards required.
- 5.4 The Executive Director undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Executive Director's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

6. EVALUATING PERFORMANCE

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Executive Director, a Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the City Manager and in the process of evaluating the Performance of the Executive Director.
- 6.2 The performance of the Executive Director in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

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

- 6.3 The Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Executive Director's review in absentia and the outcome of the review is final.

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- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Executive Director at least twice a year.
- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.
- 6.6 Performance feedback shall be based on the assessment of the Executive Director's performance by the City Manager and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Executive Director will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Executive Director performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

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

8. CONSULTATION

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

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Executive Director's performance will form the basis for rewarding performance or correcting unacceptable performance.

9.2 A performance bonus not exceeding 14% may be paid to the Executive Director in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.

9.3 An increase may be awarded to the Executive Director in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Executive Director be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.

9.4.1 However, should the Executive Director not be entitled to a performance bonus in line with the Executive Director's 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 Executive Director to improve their performance.

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

9.7 The Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Executive Director's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

9.8 Where there is a dispute or difference as to the performance of the Executive Director under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

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


11. GENERAL

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

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Executive Director 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: MS Xesha

SIGNED at Braamfontein on this the 31st day of July 2025



Eric Raboshakga
Executive Director

Witness: 

Witness: MS Xesha

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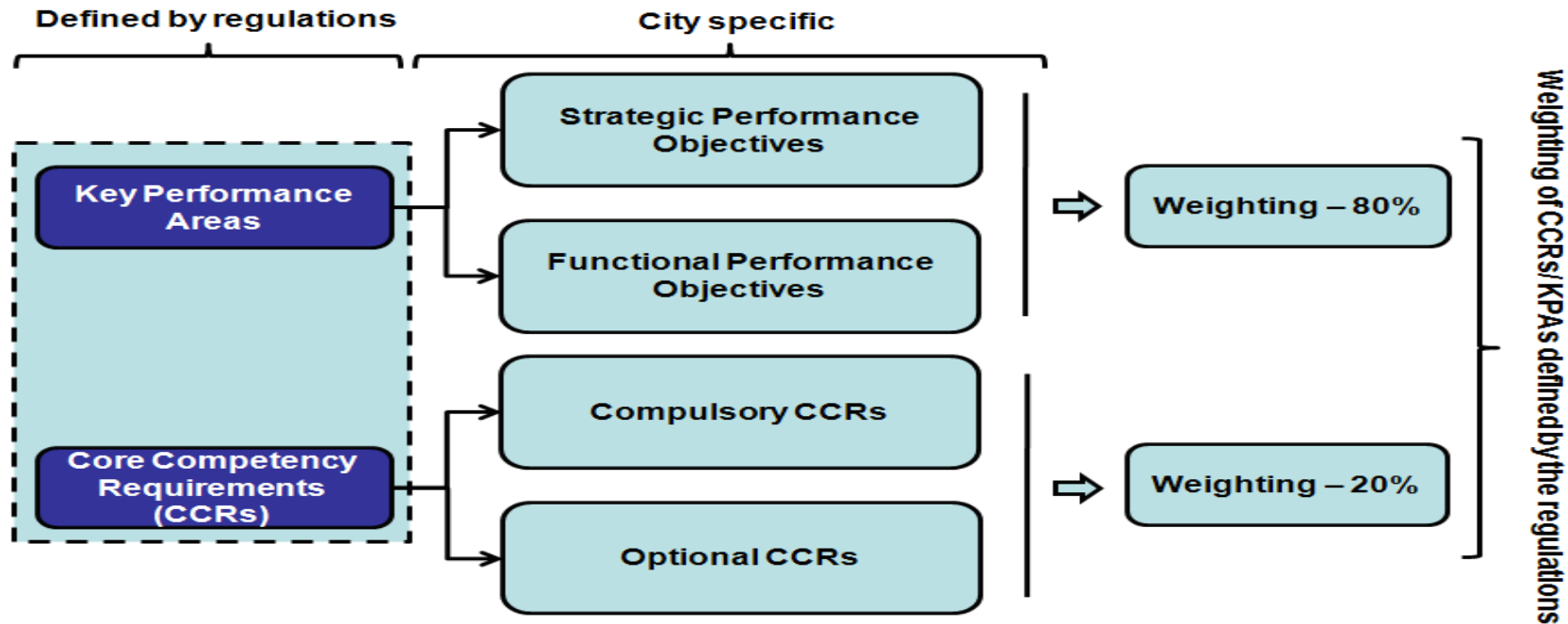
a world class African city

ANNEXURE "A"

PERFORMANCE SCORECARD: SECTION 57	
Employee	Eric Raboshakga: Executive Director
Manager	City Manager
Department	Development Planning
Position Purpose	To provide Strategic Leadership and Management in terms of Land-Use Development; Building Development; City Transformation; Corporate Geo- Informatics; Spatial Transformation Projects and Developments Facilitation.
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%.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	Digitalising of processes to become a Smart City	1.1	Percentage completion of Integrated Spatial Data Portal	New indicator	1 = 80% ¹ 2 = 90% ² 3 = 100% ³ 4 = 130% ⁴ 5 = 150% ⁵	Validation Memo signed by the ED.
		1.2	Percentage Digitalisation of planning processes ⁶	50% Completion of Development phase of the system	1 = 60% ⁷ 2 = 80% ⁸ 3 = 90% ⁹ 4 = 80% ¹⁰ 5 = 100% ¹¹	Training Plan and Pilot launch sign-off report.
2	Citywide Data Development Management	2.1	Percentage Spatialisation and mapping of deprivation areas by June 2026.	New indicator	1 = 50% ¹² 2 = 75% ¹³ 3 = 100% ¹⁴ 4 = 130% ¹⁵ 5 = 150% ¹⁶	<ul style="list-style-type: none"> Data Analysis Report and Methodology. Electronic Deprivation maps per region and per wards

¹ Training and skills transfer

² Create portal users and finalise configurations

³ Project close out

⁴ 500 users accessed ISDP before 30 June 2026

⁵ 1000 users accessed ISDP by 30 May 2026

⁶ Development of the New TAS

⁷ Progress with Development phase.

⁸ User Accepting Testing.

⁹ Training and Pilot Launch of the system.

¹⁰ Full Deployment of the system.

¹¹ Project Closure.

¹² Mapping of deprivation areas.

¹³ Mapping of deprivation areas.

¹⁴ Complete mapping of deprivation areas

¹⁵ 4 City departments workshopped

¹⁶ 8 departments workshopped

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.2	Percentage Maintenance of the PVC ¹⁷ and Spatial Information data governance procedures and controls by 30 June 2026	100% Data Governance Policy Reviewed	1 = 70% ¹⁸ 2 = 85% ¹⁹ 3 = 100% ²⁰ 4 = 130% ²¹ 5 = 150% ²²	<ul style="list-style-type: none"> Minutes of PVC, DC & SI Meetings TOR for PVC, DC and SI signed off. Data governance policy and annexures (controls) reviewed and signed off. PVC System integration with LIS documented. LIS database design PVC Progress Report
		2.3	Percentage Analysis of development hotspots based on new deeds registrations by 30 June 2026.	2024/2025 Development Hotspot Analysis and Spatial Analysis	1 = 25% ²³ 2 = 75% ²⁴ 3 = 100% ²⁵ 4 = 130% ²⁶ 5 = 150% ²⁷	<ul style="list-style-type: none"> Quarterly Analysis Mapping representation Annual Analysis Report
3	Development and Review of Strategic Tools (Policies/By-Laws/ Frameworks/Precincts and Systems	3.1	Percentage review of the COJ Land Use Scheme (LUS), 2018	New indicator	1 = 80% ²⁸ 2 = 90% ²⁹ 3 = 100% ³⁰ 4 = 130% ³¹ 5 = 150% ³²	Approved Scheme Council Report and Resolution

¹⁷ Property Value Chain

¹⁸ TORs for PVC, DC, and SI reviewed and signed off

¹⁹ Maintain data governance controls within PVC (in terms of People Governance, Data Management, Business Processes and Technology)

²⁰ PVC System integration with LIS documented

²¹ LIS database design documented including changes due to bi-directional system integration and upgrade of LIS

²² LIS/SAP matching report on registered properties (creditable billing) – 99% match

²³ Identify source data and analyze data entities

²⁴ Quarterly analysis completed and spatially represented (2 Quarterly report)

²⁵ Quarterly analysis completed and spatially represented

²⁶ Development Hotspots mapped and presented to internal users

²⁷ Published on the CoJ Website and Gauteng Province Geospatial Data Portal

²⁸ Finalise Public Participation Report Responses.

²⁹ Circulate final review LUS to Council Committees.

³⁰ Approval of LUS review by Council.

³¹ Promulgation of LUS

³² Implementation of LUS

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		3.2	Percentage review of COJ Municipal Planning Bylaw 2016 (as amended 2023)	New indicator	1 = 20 – 30% ³³ 2 = 50 – 65% ³⁴ 3 = 70% ³⁵ 4 = 80% ³⁶ 5 = 100% ³⁷	Public Participation notice, Stakeholder engagement programme. Draft Stakeholder Engagement Report as produced by legislature.
		3.3	Percentage review of the Outdoor Advertising by-law	New indicator	1 = 25% ³⁸ – 50% ³⁹ 2 = 51% – 75% ⁴⁰ 3 = 80% ⁴¹ 4 = 90% 5 = 100%	<ul style="list-style-type: none"> • Permission from Council to conduct Public Participation • Attendance registers and comments from the public. • Report to Council structures. • Public participation report.
		3.4	Percentage completion of detailed planning of priority Inner City precincts (High Court & Walkable network)	New indicator	1 = 55 – 64% Complete ⁴² 2 = 65 – 70% Complete ⁴³ 3 = 75% Complete ⁴⁴ 4 = 80% Complete ⁴⁵ 5 = 85% Complete ⁴⁶	Validation Memo signed by the ED.

³³ Circulate Draft review MPB to Council Committees to commence public participation process & Approval of draft review MPB by Council for public participation.

³⁴ Commence with Public Participation.

³⁵ Finalise Public Participation process.

³⁶ Finalise Stakeholder Engagement Report.

³⁷ Approval of LUS review by Council.

³⁸ Circulate the report to Council Committees to initiate public participation process.

³⁹ Council resolution and initiate public participation processes.

⁴⁰ Conclude public participation process

⁴¹ Conclude public participation report.

⁴² Stakeholder engagement finalised

⁴³ Detailed designs for High Court and Walkable Network completed & Implementation scope of work (BOQ) finalised

⁴⁴ Budget proposals for implementation were agreed with the implementing agent and the user department (JRA)

⁴⁵ Presentation to Inner City Technical Cluster/Inner City Partnership Forum

⁴⁶ Appointment of Construction Contractor

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		3.5	Percentage Conceptualization of the Lanseria Urban Planning Workstream. ⁴⁷	New KPI	1 = 30% ⁴⁸ 2 = 60% ⁴⁹ 3 = 80⁵⁰ 4 = 90% ⁵¹ 5 = 95% ⁵²	<ul style="list-style-type: none"> • Terms of Reference • Public Participation Notice • Draft UDF Plan
4	Monitoring and Measuring of Implementation of Citywide Tools (Policies/Frameworks/Precincts and Systems)	4.1	Percentage alignment of capital budget with the SDF priority areas.	New KPI	1 = 40 - 49% aligned 2 = 50- 59% ⁵³ aligned 3 = 60 - 69% ⁵⁴ aligned 4 = 70 - 79% aligned ⁵⁵ 5 = 80 – 85% aligned ⁵⁶	Validation Memo signed by the ED.
		4.2	Number of rezoning applications promulgated to increase the rate base of the city	New KPI	1 = 100 - 200 2 = 201 - 300 3 = 440 4 = 441 - 500 5 = 501 - 600	Manual Report of rezoning applications processed for post-decision.
		4.3	Increased revenue for infrastructure development as result levied of development contributions	New KPI	1 = R125 Million generated 2 = R250 – R375 Million generated 3 = R500 Million generated 4 = R600 Million generated 5 = R700 Million generated	Manual report on the total number of applications levied for development contributions.

⁴⁷ Lanseria Urban Development Framework 80% complete

⁴⁸ 30% TORs completed

⁴⁹ 60% Public Participation

⁵⁰ 80% Draft UDF Plan

⁵¹ 90% Council Approved Plan

⁵² 95% Inclusion of projects in JSIP

⁵³ Maintain 60% of capital budget allocated to projects directly aligned with the Spatial Development Framework

⁵⁴ 60% of capital budget allocated to projects directly aligned with the Spatial Development Framework (for next MTREF)

⁵⁵ 70% of capital budget allocated to projects directly aligned with the Spatial Development Framework (for next MTREF)

⁵⁶ 75% of capital budget allocated to projects directly aligned with the Spatial Development Framework (for next MTREF)

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		4.4	Percentage Completeness of Deeds registered properties on GIS/LIS for credible billing (COJ jurisdiction 1644 km ²) by June 2026	New KPI	1 = 95% - >=96% Coverage of registered properties 2 = >=97% Coverage of registered properties 3 = >=98% Coverage of registered properties 4 = >=99% Coverage of registered properties 5 = >=100% Coverage of registered properties	<ul style="list-style-type: none"> Reconciliation Report of Property Information Systems (PIS) and weekly mismatches are resolved by Spatial Information (SI). Monthly Registered Area Ratio Mapping representation
5	Town planning, building plans and outdoor advertising applications.	5.1	Percentage of development planning applications processed within set turnaround times. ⁵⁷	96%	1 = 60% development planning applications processed 2 = 70% development planning applications processed 3 = 95% development planning applications processed 4 = 97% development planning applications processed 5 = 100% development planning applications processed	Manual spreadsheets, presented as tables, reflecting a summary of the applications that were processed during the month, signed off by the Director: LUDM. Excel
		5.2	Percentage of Consent use applications processed for Spaza Shops	New KPI	1 = ≤ 60% Spaza Shops applications processed ⁵⁸ within required turnaround times of 1,5 months. 2 = 61% - 94% Spaza Shops applications processed within required turnaround times of 1,5 months. 3 = 95% Spaza Shops applications processed within required turnaround times of 1,5 months.	Manual Report or extract from TAS system / Excel STATS submissions table

⁵⁷ This will include processing of complete applications for both Rezoning and Township applications.

⁵⁸ Processed include applications approved, refused and returned.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 96% - 99% Spaza Shops applications processed within required turnaround times of 1,5 months. 5 = 100% Spaza Shops applications processed within required turnaround times of 1,5 months.	
		5.3	Percentage of circular 88 indicators reported ⁵⁹	New indicator	1= 60% of the indicators reported 2= 80% of C88 indicators reported 3= 100% C88 indicators reported 4= 100% C88 indicators reported with 80% submission of evidence 5= 100% C88 indicators reported with 100% submission of evidence	<ul style="list-style-type: none"> Quarterly C88 Report to GSPCR Quarterly Evidence Submitted to GSPCR
6	Improved Safety and By-Law Enforcement	6.1	Reduction of land use contraventions through the number of contravention notices and fines issued.	1000	1 = 300 - 600 2 = 601 - 900 3 = 1200 4 = 1500 5 = 2000	Consolidated Contravention Notices Report signed by the Director.
		6.2	Reduction of built environment contraventions through the number of cases referred to the Municipal Court.	New KPI	1 = 30 - 60 2 = 61 - 150 3 = 200 4 = 250 5 = 300	Consolidated Report of cases submitted to Municipal Courts signed by the Director.
		6.3	Reduction of NBR contraventions through the number of demolitions executed ⁶⁰ .	New KPI	1 = 10 - 20 2 = 21 - 30 3 = 40 4 = 45 5 = 50	Pictures of the site before, during, and after.

⁵⁹ Ten (10) C88 indicators are to be reported in the 2025/26 FY

⁶⁰ KPI also contribute to the Presidential Working Committee- Workstream 8

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		6.4	Number of properties referred to revenue for the rates penalty	New KPI	1 = 150 - 300 2 = 301 - 500 3 = 600 4 = 601 - 750 5 = 751 - 900	Copies of emails to the Revenue Department
		6.5	Number of bad buildings identified and profiled ⁶¹	New indicator	1= 150 buildings 2= 175 buildings 3= 200 buildings 4= 250 buildings 5= 300 buildings	Consolidated Contravention Notices Report signed by the Director.
7	Service Delivery	7.1	% Service Level Standards Performance achieved by 30 June 2026 ⁶²	New indicator	1 = 70% within stipulated timeframes 2 = 75% within stipulated timeframes 3 = 85% within stipulated timeframes 4 = 95% within stipulated timeframes 5 = 100% within stipulated timeframes	<ul style="list-style-type: none"> Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments. Departmental Quarterly Report
		7.2	% Resolution of customer complaints within stipulated turnaround times ⁶³	New indicator	1= 75% resolved within stipulated turnaround times 2= 80% within stipulated turnaround times 3= 85% within stipulated turnaround times 4= 90% resolved within stipulated turnaround times 5= 95% within stipulated turnaround times	<ul style="list-style-type: none"> Approved ombudsman's report Approved petitions reports Audited Annual Report
8		8.1	Number of stakeholder engagements facilitated on	New KPI	1 = 3 - 6 2 = 7 - 10	<ul style="list-style-type: none"> Attendance registers of engagement sessions

⁶¹ Development Planning to provide a list of bad buildings with notices issued in the Inner City

⁶² An overall 85% performance targeted in implementing all 13 Service Standards in the business plan. Statutory Building Inspections, eProperty Information Service, Online mapping websites, Weekly Deeds transfers validated, successfully captured, and updated in GIS & LIS and processed to Valuations & Billing within 12 days from Deeds Office file date to ensure accurate billing, Planning Law Enforcement Inspections, Processing of Consent use (land use applications), Early Childhood Development Centres (ECDs) applications, Consent use applications for Spaza Shops, Site Development Plan (SDP) applications, Commercial Site Development Plan (SDP) applications, Post-decision legal Admin: Consent⁶², Post-decision legal admin: Subdivisions/Division of land, Post-decision legal Admin: Township (Excludes processes out of the City's hands, e.g., lodging documents with SG, and opening a township register, etc.)

⁶³ Includes Ombudsman, 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 No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	Co-ordination of Community Civic Education campaigns for the Department and Stakeholder Management		Development planning-related programmes		3 = 12 4 = 13 - 15 5 = 16 - 20	<ul style="list-style-type: none"> Agenda and minutes of the sessions with recommendations and resolutions
		8.2	Number of citizens participated in the city events or engagements ⁶⁴	New indicator	1 = 500 - 1199 community members targeted 2 = 1200 – 1700 community members targeted 3 = 1701 - 1800 community members targeted 4 = 1801 – 2000 community members targeted 5 = 2001 - 2500 and more community members targeted	<ul style="list-style-type: none"> Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature Submission of monthly evidence as stipulated in the Stakeholder Engagement Tool
9	Economic sustainability	9.1	Number of SMMEs supported through the departmental projects ⁶⁵	5	1= 3 2= 5 3= 7 ⁶⁶ 4= 9 5= 11	<ul style="list-style-type: none"> Departmental quarterly report Approved SMME report by DED
10	Good Governance	10.1	Audit opinion ⁶⁷	Unqualified without material finding	1= Adverse Audit report ⁶⁸ 2= Qualified Audit Report ⁶⁹ 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)	<ul style="list-style-type: none"> AG Management Letter

⁶⁴ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings). To be captured on the Speaker's electronic system.

⁶⁵ **Financial support:** Number of SMMEE's financially supported through departmental approved budget. [Ie: 10% of the Contracted Services]

⁶⁶ 7 (seven) SME's to be supported; five on orders below R30 000 and two on orders between R30 000 and R750 000

⁶⁷ The opinion may be that given for the department/entity where applicable.

⁶⁸ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁶⁹ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		10.2	% Resolution of internal audit findings ⁷⁰	100%	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		10.3	% Resolution of external (AGSA) audit findings ⁷¹	100%	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5 = 95%- 100% Resolution	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings 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	100% compliance	1 = 70% compliance 2 = 80% compliance 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 Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2024	No Unauthorised expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2024	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96%	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements

⁷⁰ These are findings by internal audit only that are picked up on an ongoing basis.

⁷¹ This is for only findings classified as matters affecting audit opinion and others important matters.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024	No Fruitless and Wasteful expenditure reported	5=97% and above (including non-incurrence in June 2025 report) 1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	50%	1 = 60% implemented. 2 = 70% - 84% implemented 3 = 80% implemented 4 = 90% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	<ul style="list-style-type: none"> Signed quarterly departmental performance reports GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	60%	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	Percentage compliance to COJ 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 Indicators (KPIs)	Baseline	Target	Means of Verification
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ⁷²	16%	1 = 90% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals 4 = 100% Capex spent by end of June without accruals 5 = 100% Capex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget	93%	1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by end of June without accruals 5 = 100% Opex spent by mid-June without accruals	<ul style="list-style-type: none"> SAP Report Midyear and Annual financial expenditure report by Group Finance
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ⁷³	90% of valid invoices paid within 30 days	1 = 90% of valid invoices paid within 30 days 2 = 95% of valid invoices paid within 30 days 3 = 100% of valid invoices paid within 30 days of invoice date 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	Midyear and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and	87%	1 = <65% 2 = 65% - 84%	Consolidated assessment report by GCSS

⁷² This is applicable to departments with large capex budget – threshold to be determined.



⁷³ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements, and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			review as per the LG Municipal Staff Regulation of 2021 on performance management		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	
		2.2	Percentage of disciplinary cases resolved within 120 days ⁷⁴	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> Approved disciplinary cases report by GCSS Annual report
Change Management (optional)						
3.	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ⁷⁵ 2= 3 3= 4 4= 5 5= 6	<ul style="list-style-type: none"> Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. Nomination Letters of Geyodi Focal Persons to champion GEYODI. Quarterly Compliance Reports
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained	<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

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⁷⁴ 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.

⁷⁵ Geyodi programmes implemented as per the approved action plans

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5= 100% corrective measures implemented and no injuries and fatalities	according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	Customer satisfaction index score	New ⁷⁶	1 <62% 2 = 62%. 3 = 63% ⁷⁷ 4 = 64% 5 > 64%	Satisfaction results by GSPCR
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.						
Mr Eric Raboshakga Executive Director		Signature: 		City Manager	Signature: 	Date: 31 July 2025

⁷⁶ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

⁷⁷ 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.