



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

Tebogo Modiba
("the Executive Director")

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

KK 

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the 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.

KK



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 may terminate on the termination of the Executive Director’s appointment 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 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.

KK 

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

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 their 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 and Performance Evaluation Panel have 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.

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, 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 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.

KK 

- 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

- 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 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 their contract or employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


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

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




City Manager

Witness: 


Witness: 

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



Tebogo Modiba
Executive Director

Witness: 

Witness: 

KK 



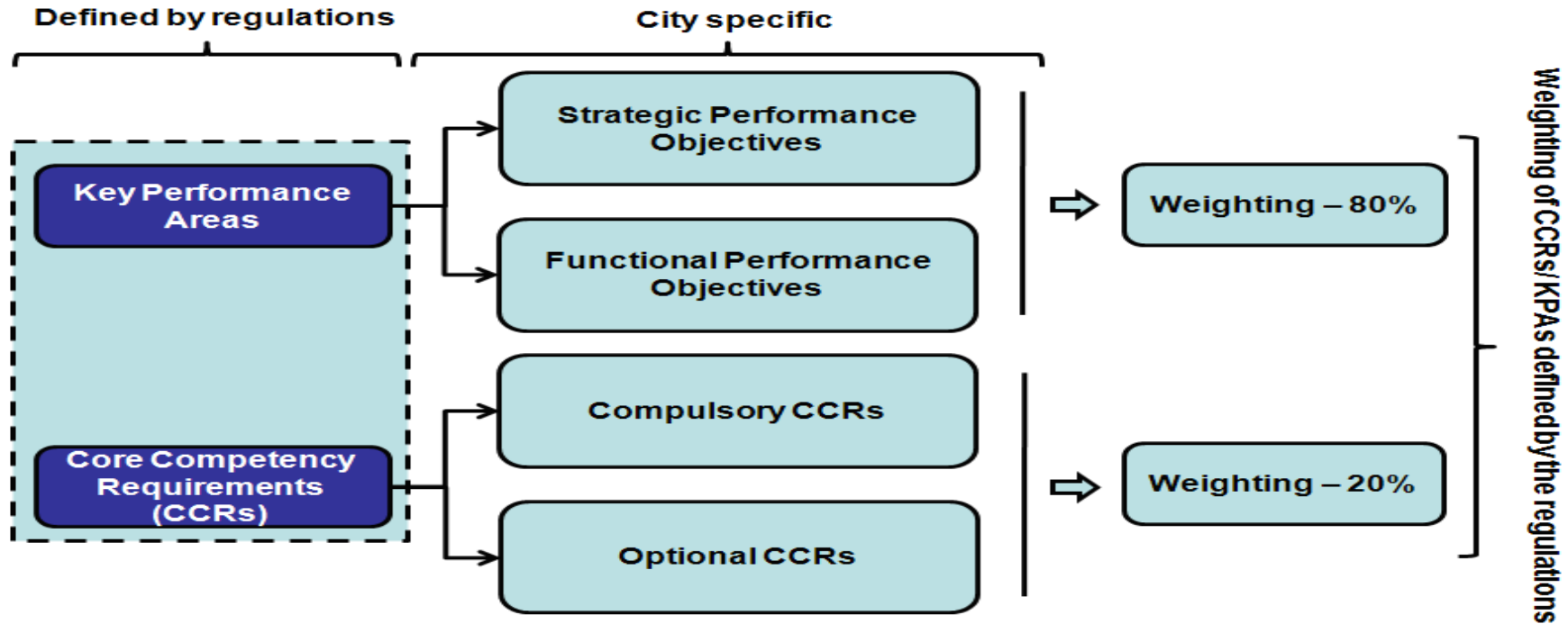
PERFORMANCE SCORECARD: SECTION 57

Employee:	Tebogo Modiba: Executive Director
Manager:	City Manager
Department:	Environment, Infrastructure and Services Department
Position Purpose:	To provide environmental and infrastructural services through Resource Sustainability Policy, Planning and Regulation, Integrated Infrastructure Planning and Coordination, Monitoring & modelling, Compliance and Enforcement, Environmental Awareness and essential service delivery in terms of Water supply, Sanitation, Power supply and Waste management.

The period of this Performance Plan is from 1 July 2025 to 30 June 2026

KK

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%.

KK

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1.	Waste management ¹	1.1	Percentage waste diverted from landfill through the commercial sector and Separation at source <i>Circular 88/SDBIP</i>	18.7%	1 = 22% diversion 2 = 24% diversion 3 = 26% diversion 4 = 28% diversion 5 = 30% diversion	<ul style="list-style-type: none"> Internal Waste Quarterly Report Sample of data collection
		1.2	% Waste-to-energy plant in operation through a Public Private Partnership (PPP)	Council resolutions obtained for public notice	1 = 10% ² operational 2 = 40% ³ operational 3 = 100% ⁴ operational 4 = 120% ⁵ operational 5 = 150% ⁶ operational	<ul style="list-style-type: none"> TVR IIA Submission to National Treasury National Treasury views and recommendations RFQ advert Appointment letter List of identified pre-qualified bidders. Issue letter of RFP to pre-qualified bidders Register of bids received in terms of RFP
		1.3	% Operational plant for the treatment and disposal of biodegradable waste	100%- RFP for the Biogas pilot plant issued.	1 = 10% ⁷ operational 2 = 40% ⁸ operational 3 = 100% ⁹ operational 4 = 120% ¹⁰ operational 5 = 150% ¹¹ operational	<ul style="list-style-type: none"> Appointment of Contractor Progress Report As-built drawings Inspection/ photometric report

¹ minimisation of pollution from waste and air quality management

² Request for Quotations (RFQ) developed and issued to the market

³ Draft RFP and draft offtake/feedstock PPP agreements submitted to National Treasury for TVR IIA (preliminary Treasury review)

⁴ TVR IIA approval obtained from the National Treasury

⁵ Bid evaluation report for pre-qualified bidders from the RFQ

⁶ Request for proposals (RFP issued to pre-qualified bidders)

⁷ Inception Meeting Report finalised and kick-off meeting with contractor held

⁸ Building plan approved by

⁹ Site preparation completed, earthworks and basic foundations in progress

¹⁰ Designs for biodigester pilot plant completed

¹¹ Construction of main buildings completed


 KK

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	Energy & Climate Change	2.1	Total number of energy generated and saved to mitigate the impact of load-shedding (Energy Mix)	57.82 MW generated	1 = 25 MW Generated and saved 2 < 50 MW (Generated and saved 3 = 50 MW Generated and saved 4 = 100 MW Generated and saved 5 = 150 MW Generated and saved	<ul style="list-style-type: none"> Database of interventions Signed letter by HoD/CEO, etc., confirming energy generated and saved
		2.2	% Improved Climate Disclosure and Action Aligned with CDP Scoring Criteria	CDP Score B achieved	1 = 50% improved climate ¹² 2 = 75% improved climate ¹³ 3 = 100% improved climate ¹⁴ 4 = 130% improved climate ¹⁵ 5 = 150% improved climate ¹⁶	<ul style="list-style-type: none"> CDP report C40 Response
3	Air Quality Monitoring	3.1	Percentage of AQ monitoring stations providing adequate data over a reporting year <i>Circular 88 indicator</i>	66.67 % of stations reporting adequate data of 75% (3 out of 6 operational stations)	1 = 33% AQ monitoring ¹⁷ 2 = 50% AQ monitoring ¹⁸ 3 = 66.67% AQ monitoring ¹⁹ 4 = 83% AQ monitoring ²⁰ 5 = 100% AQ monitoring ²¹	<ul style="list-style-type: none"> State of Air Quality Report DEA SAAQIS Report List of Operational Stations
		3.2	Number of days with good air quality measured in the financial year.	202 days	1 = 100 days 2 = 150 days 3 = 200 days (trend for the year) ²² 4 = 250 days 5 = 300 days	State of Air Quality Report
4	Water & Biodiversity	4.1	Percentage Biodiversity Priority area within the municipality ²³ .	38 %	1 = 0% land classified as BPAs 2 = 10% biodiversity priority area 3 = 38% biodiversity priority area	Biodiversity Technical Report

¹² City discloses scope 1 and 2 emissions and reports on basic climate governance (minimum Score D achieved)

¹³ CDP Score C achieved: City discloses risks, mitigation actions, and adaptation strategies

¹⁴ CDP Score B maintained: City demonstrates climate integration in strategy and emissions reduction targets

¹⁵ CDP Score A achieved: Full disclosure with verified data, science-based targets, and adaptation planning

¹⁶ Presentation to the Climate Action Forum on the outcome of the Leadership Standards

¹⁷ stations reporting adequate data of 75% (2 out of 6 operational stations)JPC

¹⁸ stations reporting adequate data of 75% (3 out of 6 operational stations)

¹⁹ stations reporting adequate data of 75% (4 out of 6 operational stations)

²⁰ stations reporting adequate data of 75% (5 out of 6 operational stations)

²¹ stations reporting adequate data of 75% (6 out of 6 operational stations)

²² Determine the trend for the year as baseline.

²³ At the end of annual reporting period

KK

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			<i>Circular 88 indicator</i>		4 = 1% increase of land classified as BPA's 5 = 1.5% increase of land classified as BPA's	
		4.2	Percentage of Biodiversity Priority areas protected ²⁴ <i>Circular 88 indicator</i>	11%	1 = 0 % priority areas protected 2 = 4% priority areas protected 3 = 11% priority areas protected 4 = 1% increase 5 = 1.5% increase	<ul style="list-style-type: none"> Biodiversity Technical Report
		4.3	Number of inland water samples tested for monitoring purposes. <i>Circular 88 indicator</i>	1311 water samples tested for monitoring purposes	1 = 300 inland water samples 2 = 600 inland water samples 3 = 1200 inland water samples 4 = 1300 inland water samples 5 = 1400 inland water samples	<ul style="list-style-type: none"> Monitoring Plan Quarterly reports
		4.4	Percentage of borehole drilling applications registered and processed within the required timeframe	New indicator	1 = < 89% of applications processed three days after the required timeframe 2 = 90% - 94% of applications processed two days after the required timeframe 3 = 95 % of applications received are registered and processed within the required timeframe 4 = 100% of applications received are registered and processed two days before the required timeframe 5 = 120% of applications received are registered and processed one day before the required timeframe	<ul style="list-style-type: none"> Application tracking database or registry Approval/referral correspondence GIS records of registered boreholes Evidence: Copies of permits issued
5	Oversight role	5.1	Percentage Effective oversight of service delivery issues (water, waste, and energy) and compliance with	All four quarterly assessment reports for City Power, Joburg	1 = 20% -Strategic issues ²⁵ identified with the Entity	<ul style="list-style-type: none"> Oversight Framework for the three Entities Dashboard showing resolved actions. <p>Minutes from engagements</p>

²⁴ The percentage of land classified as priority area, which is protected through some mechanism.

²⁵ service delivery issues (water, waste and energy) and compliance with environmental legal requirements


KK

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			environmental legal requirements	Water and Pikitup were completed	2 = 40% -Presentation of reports at the Chairpersons' quarterly meetings (for respective Entities) 3 = 60% - 70% of the action plan implemented 4 = 71% - 85% of the action plan implemented 5 = 86% - 95% of the action plan implemented	
6	By-law Implementation	6.1	Number of environmental bylaw awareness campaigns coordinated	New indicator	1 = 1 campaign 2 = 2 campaigns 3 = 3 campaigns coordinated 4 = 4 campaigns 5 =5 campaigns + lessons learned to improve	<ul style="list-style-type: none"> • Campaign concept notes / activity plans • Attendance registers • Photos, videos, social media or media coverage • Educational materials or pamphlets • Evidence: photometric report
7	Stakeholder Management	7.1	Number of citizens participated in the departmental events or engagements ²⁶	New indicator	1= 300 2= 400 3= 500 4= 600 5= 700	<ul style="list-style-type: none"> • Signed Database reflecting Physical and/or Virtual engagements, notices • Engagement report
8	Economic sustainability	8.1	Number of EPWP job opportunities created through the departmental projects ²⁷	253 job opportunities created	1=50 2=100 3= 150 ²⁸	DED analysis report

²⁶ 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.

²⁷ The department to engage and comply with DED guidelines and criteria.

²⁸ The targets are in line with the available budget

KK 

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4=200 5=250	
9	Good Governance	9.1	Audit outcome ²⁹	Unqualified Audit opinion	1= Adverse Audit report ³⁰ 2= Qualified Audit Report ³¹ 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
		9.2	% Resolution of internal audit findings ³²	100% resolution	1 = 65%- 70% resolution of internal audit findings. 2 = 71% - 84% resolution of internal audit findings. 3 = 85% resolution of internal audit findings. 4 = 86% -95% resolution of internal audit findings. 5 =96%-100% resolution of audit findings (including no findings)	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes
		9.3	% Resolution of external (AGSA) audit findings ³³	100% resolution	1 = 65%- 70% Resolution of external (AGSA) audit findings 2 = 71% - 84% Resolution of external (AGSA) audit findings 3 = 85% Resolution of external (AGSA) audit findings	<ul style="list-style-type: none"> GAC Internal Audit Report on Findings Minutes

²⁹ The opinion may be that given for the department/entity where applicable.

³⁰ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

³¹ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

³² These are findings by internal audit only that are picked up on an ongoing basis.

³³ This is for only findings classified as matters affecting audit opinion and others important matters.

KK 

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 86% -95% Resolution of external (AGSA) audit findings 5 5= 95%- 100% Resolution of external (AGSA) audit findings (including no findings)	
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1.	Procurement and Contract Management	1.1	% Compliance to the 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 Consolidated SCM Assessment reports
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2025	100 % reduction	1=<65% 2=65% -74% 3=75%- 85% 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 2025	92 % reduction	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2025	Zero Fruitless and Wasteful expenditure	1=<65% 2=65% -74% 3=75%- 85% 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

KPA No	Key Performance Area	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	71%	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	83%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	<ul style="list-style-type: none"> Signed departmental progress report GSPCR assessment reports presented at Sub-Mayoral Cluster meeting.
5	Policy Management	5.1	% Compliance of policies in the departmental policy register	Approved policies	1= 75% compliance 2= 80% compliance 3= 85% compliance 4= 90% compliance 5= 95% compliance	<ul style="list-style-type: none"> Progress report Approved GSPCR analysis report
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ³⁴	99.4%	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

³⁴ This is applicable to departments with large capex budget – threshold to be determined.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ³⁵	93%	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	People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100%	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	Consolidated assessment report by GCSS
		2.2	Percentage of disciplinary cases resolved within 120 days ³⁶	No cases	1 = 60% and less resolved 2 = 70% resolved 3 = 80% resolved 4 = 90% resolved 5 = 100% resolved	<ul style="list-style-type: none"> Approved consolidated disciplinary report 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 ³⁷ 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

³⁵ 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.

³⁶ 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.



³⁷ 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
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% implemented 2 = 85% implemented 3 = 100% implemented 4 = 100% implemented, and no injuries sustained 5 = 100% implemented and no injuries and fatalities	<ul style="list-style-type: none"> Implementation plan with targeted corrective measures Signed departmental quarterly progress reports Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted

Customer Orientation and Customer Focus (Compulsory)

4	Customer satisfaction	4.1	% Increase in customer satisfaction index ³⁸	New indicator ³⁹	1 < 58% 2 = 58%. 3 = 63% ⁴⁰ 4 = 68% 5 = 70%	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.

Tebogo Modiba Executive Director: EISD	Signature: 	City Manager	Signature: 	Date: 31 July 2025
--	--	--------------	--	--------------------

³⁸ 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

³⁹ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

⁴⁰ 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.