

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Tshepo Makola

("Chief Operations Officer")

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

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Chief Operations Officer 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 Chief Operations Officer reporting to the Acting 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 Chief Operations Officer;
 - 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 Chief Operations Officer in attaining equitable and improved service delivery.

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3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date the Chief Operations Officer reverts back to his substantive position of Chief Operations Officer,¹ 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 City Manager's contract of employment regardless of the reason for such termination or when the Chief Operations Officer is appointed in a higher position in the City.
- 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 Chief Operations Officer; 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 Acting City Manager and the Group Performance Audit Committee after consultation with the Chief Operations Officer and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget

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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 Chief Operations Officer'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 Chief Operations Officer will be required to engage in performing their job.

5.2 The Chief Operations Officer agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Chief Operations Officer 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, Acting City Manager and Chief Operations Officer to perform to the standards required.

5.4 The Chief Operations Officer 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 Chief Operations Officer'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.

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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 Chief Operations Officer, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the Acting City Manager and in the process of evaluating the Performance of the Chief Operations Officer.
- 6.2 The performance of the Chief Operations Officer 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 Chief Operations Officer must avail themselves for scheduled performance reviews. Failure to do so, may result in the Acting City Manager concluding on the Chief Operations Officer's review in absentia and the outcome of the review is final.
- 6.4 The Acting City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Chief Operations Officer at least twice a year.
- 6.5 The Acting 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 Chief Operations Officer's performance by the Acting 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.

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- 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 Chief Operations Officer will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the Acting City Manager may, in addition, review the Chief Operations Officer 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 Chief Operations Officer 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 Chief Operations Officer delegate such powers reasonably required by the Chief Operations Officer to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Chief Operations Officer such resources as the Chief Operations Officer 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

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The Acting City Manager agrees to consult the Chief Operations Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Chief Operations Officer.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Chief Operations Officer'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 Chief Operations Officer 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 Chief Operations Officer in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Chief Operations Officer 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 Chief Operations Officer not be entitled to a performance bonus in line with Chief Operations Officer's employment contract, alternative performance rewards will be awarded as per the relevant policy.
- 9.5 In the case of unacceptable performance, the Acting City Manager shall provide systematic remedial or developmental support to assist the Chief Operations Officer to improve their performance.
- 9.6 Where the Acting City Manager is, at any time during the Chief Operations Officer's employment, not satisfied with the Chief Operations Officer's performance with respect to any matter dealt with in this Agreement, the Acting City Manager will give notice to the Chief Operations Officer to attend a meeting with the City Manager.
- 9.7 The Chief Operations Officer will have the opportunity at the meeting to satisfy the Acting City Manager of the measures being taken to ensure that the Chief Operations Officer's

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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 Chief Operations Officer 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.

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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 Chief Operations Officer 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 Chief Operations Officer in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

For: THE CITY OF JOHANNESBURGMETROPOLITAN MUNICIPALITY



Dr. Floyd Brink
City Manager

Witness:



Witness:

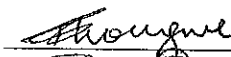


SIGNED at Braamfontein on this the 31st day of July 2026.

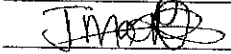


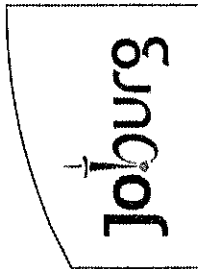
Mr Tshepo Makola
Chief Operations Officer

Witness:



Witness:



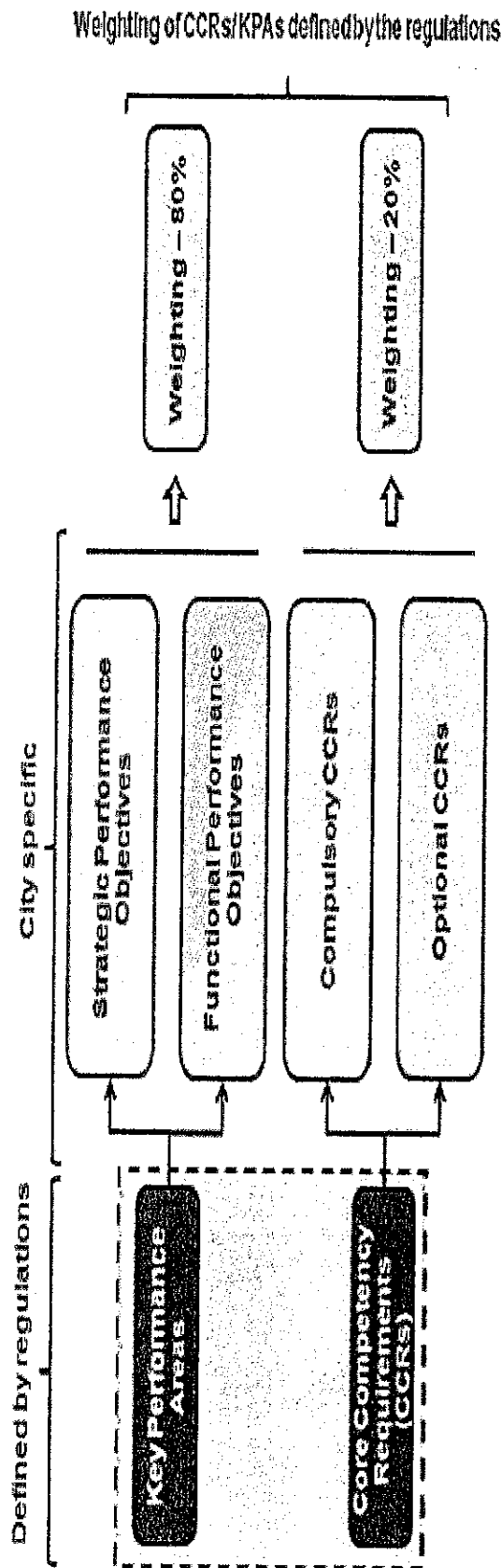


ANNEXURE "A"

PERFORMANCE SCORECARD	
Employee:	Tshepo Makola: Chief Operations Officer
Manager:	Dr. Floyd Brink: City Manager
Department:	Office of the Acting City Manager
Position Purpose:	• To provide strategic leadership and oversee implementation of service delivery operations. • Strategic interface between service delivery functions and administrative leadership. • Strategic Management of the City Resources. • Strategic Projects.
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPO) TOTAL WEIGHTING = 50%						
1.	Infrastructure Development and Refurbishment	1.1	Percentage budget spent on city-wide infra-structure ¹	94%	1 = 80% spent 2 = 85% spent 3 = 95% spent 4 = 97% spent 5 > 98-100% spent	Final Expenditure Quarterly Report tabled at EMT
		1.2	Renewal / upgrading of existing Assets as a percentage of Depreciation / Asset impairment	69%	1 < 55.8% renewal 2 = 66.8% renewal 3 = 75.8% renewal 4 = 85.8% renewal 5 = 100% renewal	Final CAPEX Expenditure Quarterly Report tabled at EMT
		1.3	Repairs and maintenance as a percentage of Property, Plant, Equipment and Investment Property	6.7%	1 = 7.9% spent 2 = 8.0% spent 3 = 8.1% spent 4 = 8.2% spent 5 = 8.3% spent	Quarterly reports with mitigation actions tabled at EMT
		1.4	% Programme and Project Preparation Support Grant (PPPSG) Workplan implementation. ²	100% of Programme and Project Preparation grant workplan implementation original allocation	1 = 10% expenditure 2 = 30% expenditure 3 = 60% expenditure 4 = 95% expenditure 5 = 96 – 97% expenditure	Progress Report against Workplan tabled at EMT
2.	Project and contract monitoring and evaluation across the City	2.1	Number of projects and contract monitored & evaluated.	New Indicator	1 = 10 mega projects 2 = 20 mega projects 3 = 40 mega projects 4 = 42 mega projects 5 = 45 mega projects	Progress report

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¹ total capital expenditure on renewal/upgrading of existing assets

^{1,4} This KPI measures achievement of outputs as outlined in the PPPSG Workplan which is approved by National Treasury. The Workplan includes the list of projects funded by PPPSG, their strategic intent and the targets set for 2027.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Sustainable Service Delivery	2.2	Number of engineers registered for candidate or professional status	6	1= 2 2= 3 3= 6 4= 7 5= 8	• Reports • Proof of registration
		3.1	% Monitoring of the resolution rate of service delivery escalations ³	80%	1= 25% Resolution 2= 50% Resolution 3= 80% Resolution 4= 85% Resolution 5= 95% Resolution	Quarterly progress reports
		3.2	Number of youth development programmes implemented citywide ⁴	Policy and Strategy Development	1= 2 Youth Programmes 2= 3 Youth Programmes 3= 15 Youth Programmes annually 4= more than 15 Youth Programmes annually 5= More than 17 Youth Programmes annually	• Citywide Youth Programmes implemented by City Departments and MOEs
		3.3	Number of Military Veterans programmes coordinated ⁵	Policy and Strategy Development	1= 2 Military Veterans Programmes 2= 5 Military Veterans Programmes 3= 15 Military Veterans Programmes annually 4= More than 15 Military Veterans Programmes annually 5= More than 17 Military Veterans Programmes annually	• Approved Military Veteran Programmes • Database and Closeout Reports
4.	Inner-City Renewal	4.1	Number of shared environments managed based on partnerships agreements ⁶ (Inner city)	8	1= Formalise partnerships through MOUs 2= Implementation of partnership agreements	• Signed MOU and progress / impact report on work done

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³ Including the execution of repairs and maintenance plans for entities

⁴ Ensure effective coordination, monitoring, and implementation of youth development programs citywide.

⁵ Ensure effective coordination, monitoring, and implementation of Military Veterans programs citywide.

⁶ Coordinate redevelopment of hijacked derelict and underutilized inner-city buildings through PPP

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KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5.	Smart City				3= 2 shared environments managed 4= 3 shared environments managed Achieved 5= 5 shared environments managed	
		4.2	Number of properties disposed	10	1= Conclude Bid Evaluation Process 2= Conclude SCM process 3= 2 shared environments managed 4= 5 Signed agreements 5= more than 5 signed agreements	Approved Register of bad buildings
		4.3	Number of households relocated to alternative accommodation	New indicator	1= 360 households 2= 380 households 3= 400 households 4= >400 households 5= >450 households	Approved Report on the number of households evacuated
		5.1	Number of smart and innovative solutions implemented ⁷	25	1= 21 smart initiatives 2= 23 smart initiatives 3= 25 smart initiatives 4= 27 smart initiatives 5= >27 and more smart initiatives	• Reports, • Research and • Feasibility studies
		5.2	% Implementation of IIOC Blueprint	New indicator	1=20% ⁸ Implementation 2= 40% Implementation ⁹ 3= 60% Implementation ¹⁰ 4=80% Implementation ¹¹ 5=90% or more Implementation ¹²	• Quarterly progress reports • Close-out report tabled at EMT Close-out report tabled at EMT
		5.3	% Implementation of the Innovation District	89%	1= 20% Milestone achieved 2= 40% Milestone achieved	• Quarterly progress reports

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⁷ These are solutions bring about efficiencies and contribute towards spatial and socio-economic transformation

⁸ achievement of the milestones of the revised IIOC Blueprint (Report to move IIOC to OCOO approved by Mayoral Committee, and First Draft of the revised IIOC Blueprint done)

⁹ achievement of the milestones (Final Draft of the revised IIOC Blueprint completed)

¹⁰ achievement of milestones of the revised IIOC Blueprint

¹¹ achievement of milestones of the revised IIOC Blueprint

¹² achievement of the milestones of the revised IIOC Blueprint

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
6.	Economic sustainability	6.1	Number of the Public Private Partnership Programmes implemented ¹³	3	3= 60% Milestone achieved 4= 80% Milestone achieved 5= 100% Milestone achieved 1= 1 programmes implemented 2= 2 programmes implemented 3= 3 programmes implemented 4= 4 programmes implemented 5= 5 programmes implemented	- Road Map - RFQ issued to market. - Signed financial closure contracts.
7.	Good governance	7.1	Audit Outcome ¹⁴	Qualified Report with material findings	1 = Adverse Audit report ¹⁵ 2 = Qualified Audit Report ¹⁶ 3 = Unqualified without material findings ¹⁷ 4 = Unqualified report with audit findings classified as other matters and administrative matters ¹⁸ 5 = Unqualified audit report with no findings (clean audit) ¹⁹	AG Management Letter
8.	Good governance	8.2	% Resolution of internal audit findings ²⁰	100%	1 < 65%-70% resolution 2 = 71% - 84% resolution 3 = 85% - resolution 4 = 86% -95% resolution 5 =96% - 100% resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
		8.3	% Resolution of external (AGSA) audit findings ²¹	100%	1 < 65% resolution 2 = 71% - 90% resolution	GRAS report on Audit Findings approved by

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¹³ This KPI reflects targets for six PPP projects being managed by OCOO. These include Lanseria WWTW, Non-Revenue Water Programme, Reclamation/Reuse, MetroCentre Redevelopment, Joburg Market Redevelopment, Waste to Energy, the target for Waste to Energy is to be taken to RFQ stage. The targets for the remainder of the projects is to conclude the pre-feasibility stage of the PPP process governed by PPP regulations.

¹⁴ The opinion may be that given for the department/entity where applicable.

¹⁵ The auditee provided insufficient evidence in the form of documentation on which to base an audit opinion. The lack of sufficient evidence is not confined to specific amounts or represents a substantial portion of the financial statements.

¹⁶ The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements.

¹⁷ The financial statements contain no material misstatements. Unless we express a clean audit outcome, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects.

¹⁸ The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.

¹⁹ These are findings by internal audit only that are picked up on an ongoing basis.

²⁰ This is for only findings classified as matters affecting audit opinion and others important matters.

²¹ This is for only findings classified as matters affecting audit opinion and others important matters.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	100%	3 = 85% - resolution 4 = 86% -95% resolution 5 =98% - 100% resolution (including no findings) 1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5 = 100% compliance and no SCM deviations reported	GAC & GPAC - Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited financial statements
2	Revised UIFW Strategy	2.1	Percentage reduction in historical expenditure reported 30 June 2026	100%	1=<65% 2=65-74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	100%	1=<65% 2=65-74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	100%	1=<65% 2=65-74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
3	Risk Management	3.1	% implementation of the action plans to mitigate the	100% implemented	1 < 60% of action plans implemented	Signed quarterly departmental

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			risks		2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	performance reports • GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	55%	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 approved policies in departmental policy register	Approved policies in the register	1=<85% policies reviewed and approved. 2= 85% - 90% policies reviewed and approved 3= 91%-100% policies reviewed and approved 4 = 100% policies reviewed and approved within 6 months after the date of review 5=100% policies reviewed and approved 3 months after approval	• Progress report to GSPCR Policy Office • Approved COJ policies report tabled at EMT and GPAC
SECTION 3: CORE COMPETENCY REQUIREMENTS						
WEIGHTING = 20%						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex	New indicator	1 < 80% Capex spent 2 = 90% -Capex spent 3 = 96% Capex spent 4 = 97% - Capex spent 5 = 99% Capex spent	• SAP Report • Approved Section 71 reports
		1.2	% Spent of allocated departmental Opex budget	72% spent	1 < 80% Opex spent 2 = 90% -Opex spent 3 = 96% Opex spent	Quarterly Departmental performance report


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KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 97% - Opex spent 5 = 99% Opex spent	
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ²²	74%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	Mid-year and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	73%	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	• Mid-year and Annual Merchants reports
		2.2	Percentage of disciplinary cases resolved within 120 days ²³	100%	1 = <60% 2 = 60 - 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	• Approved departmental quarterly performance reports • GCSS LR report • Annual report 2025/26
Change Management (optional)						
3	Institutionalisation of GEYODI and EE in the City	3.1	Number of GEYODI programmes implemented as per the approved action plans	New Indicator	1 < 2 or less 2= 3 3= 4 4= 5 5= 6	• Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. • Nomination Letters of Geyodi Focal Persons to champion GEYODI.

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²² 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.

²³ The counting begins with the charge (charge sheet date) laid on the employees up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Employee safety					Quarterly Compliance reports
		3.2	% EE, Gender and Disability mainstreaming	New indicator	1 = <40 % 2 = 41%-59% 3 = 60% - 79%	- Minutes - Attendance registers - Concept documents
		4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 = 85% corrective measures implemented 2 = 85% corrective measures implemented. 3 = 100% corrective measures implemented 4 = 100% corrective measures implemented, and no injuries sustained 5 = 100% corrective measures implemented and no injuries and fatalities	- Implementation plan with targeted corrective measures - Signed departmental quarterly progress reports - Consolidated GCHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted
	Customer satisfaction	4.2	% Increase in customer satisfaction index [1]	60%	1 <60% 2 = 60%. 3 = 61% ² 4 = 62% 5 = >62%	Annual Customer satisfaction survey report
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.						
Tshepo Makola Chief Operations Officer		Signature: 		Dr. Floyd Brink City Manager		Signature: 
						Date: 31 July 2026

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

