PERFORMANCE AGREEMENT

Made and entered into by and between

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

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

and

("Dr. Floyd Brink, the City Manager")

for the financial year: 1 July 2026 30 June 2027

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1. INTRODUCTION

1.1 The City has entered into a contract of employment with the City Managerin terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”).

1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the City Manager reporting to the Executive Mayor, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

2.1 The parties agree that the purpose of this Agreement is to:

2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;

2.1.2 specify objectives and targets established for the City Manager;

2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure ‘A’;

2.1.4 monitor and measure performance against set targeted outputs;

2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to their job;

2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City’s performance management policy; and

2.1.7 give effect to the City’s commitment to a performance-orientated relationship with the City Manager in attaining equitable and improved service delivery.

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3. COMMENCEMENT AND DURATION

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

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.

3.3 This Agreement, with the current Executive Mayor, may terminate on the termination of the Executive Mayor's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new Executive Mayor.

3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

4.1 The scorecard in Annexure "A" sets out:

4.1.1 the performance objectives and targets that must be met by the City Manager; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the Executive Mayor and the Group Performance Audit Committee after consultation with the City Managerand 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.

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4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The City Manager's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the City Manager will be required to engage in performing their job.

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

5.3 The City Manager accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, Executive Mayor and City Manager to perform to the standards required.

5.4 The City Manager undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The City Manager's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPAs.

6. EVALUATING PERFORMANCE

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the City Manager, a Group Performance

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Audit Committee and Performance Evaluation Panel have been established to assist the Executive Mayor in the process of evaluating the Performance of the City Manager.

6.2 The performance of the City Manager in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

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

6.3 The City Manager must avail themselves for scheduled performance reviews.

6.4 The Executive Mayor shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the City Manager at least twice a year.

6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.

6.6 Performance feedback shall be based on the assessment of the City Manager's performance by the Executive Mayor and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.

6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The City Manager will be consulted before any such change is made.

6.8 Despite the establishment of agreed intervals for evaluation, the Executive Mayor may, in addition, review the City Manager performance at any stage while the contract of employment remains in force.

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6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.

6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

7.1 Create an enabling environment to facilitate effective performance by the employee;

7.2 Provide access to skills development and capacity building opportunities;

7.3 Work collaboratively with the City Manager to solve problems and generate solutions to common problems that may impact on the performance of the employee;

7.4 On the request of the City Manager delegate such powers reasonably required by the City Manager to enable them to meet the performance objectives and targets established in terms of the agreement; and

7.5 Make available to the City Manager such resources as the City Manager may reasonably require from time to time to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

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

9. MANAGEMENT OF OUTCOMES

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

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

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

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

9.5 In the case of unacceptable performance, the Executive Mayor shall provide systematic remedial or developmental support to assist the City Managerto improve their performance.

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

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

9.8 Where there is a dispute or difference as to the performance of the City Managerunder 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.

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10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.

10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the Executive Mayor, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the 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 Mayor shall be bound to the dispute resolution procedures contained herein.

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

11. GENERAL

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

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the City Manager in terms of their contact or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

For: **THE CITY OF JOHANNESBURG**

METROPOLITAN MUNICIPALITY

____
Sello Enock Morero
Executive Mayor

Witness: ______________________

Witness: ______________________

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

____
Dr. Floyd Brink
City Manager

Witness: ______________________

Witness: ______________________

a world class African city

ANNEXURE “A”

PERFORMANCE SCORECARD	
Employee Name:	Dr. Floyd Brink: City Manager
Manager:	Sello Enock Morero: Executive Mayor
Position Purpose	The City Manager is the Head of Administration, and the Accounting Officer of the City of Johannesburg as provided for in section 55 of the Municipal Systems Act 32 of 2000 and section 60 of the Municipal Finance Management Act 56 of 2003.
KEY PERFORMANCE AREAS	As per the provisions of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager of 2006; Regulations 25 and 26, the following Key Performance Areas (KPA’s) will inform the City Manager’s performance: • Basic Service Delivery. • Local Economic Development. • Service Level Standards • Good Governance • Municipal Planning and Governance. • Procurement and Contract Management. • Municipal Financial Viability and Management • Financial Turnaround Strategy • Reforms • Performance and Staff Management • Customer Focus and Orientation
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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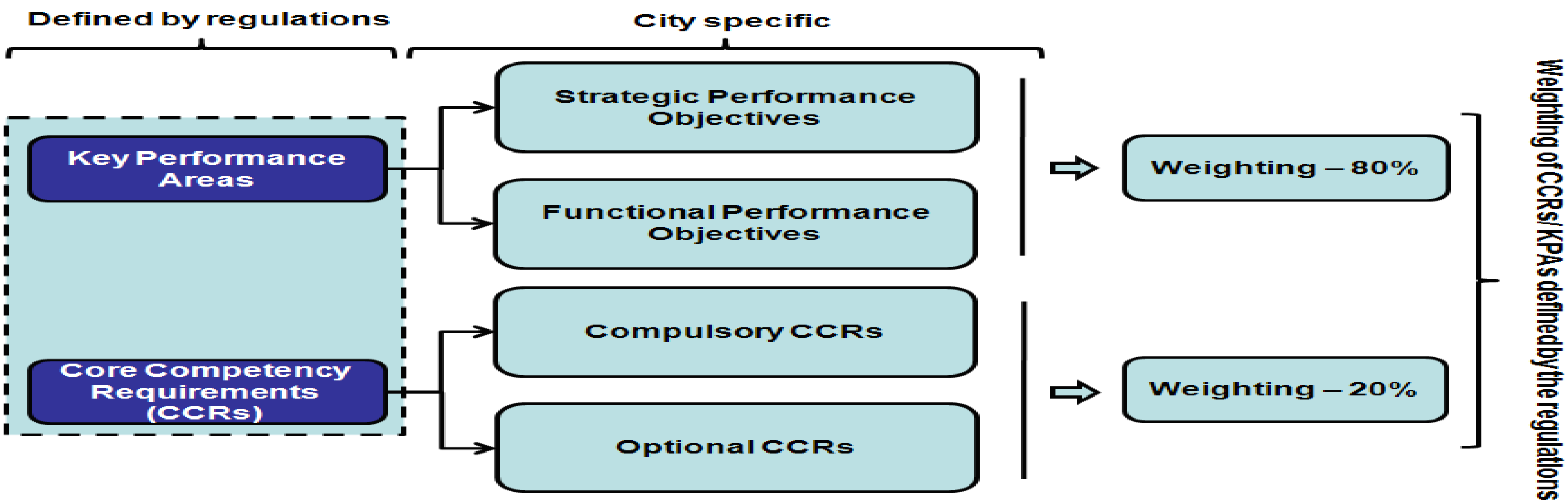
The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, 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%.

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SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHT = 50%						
1	Basic Service Delivery	1.1	Number of eligible individuals registered for the ESP (Extended Social Package)[1]	83 325	1 = <100 000 indigent households 2 = 100 000- 179000 indigent households 3 = 180 000 indigent households 4 = 181000 - 185 000 indigent households 5 = >190 000 indigent households	• Audited Annual Report • Provincial municipal report on equitable shares.
		1.2	Total water losses	207136Ml	1= 215 000 2= 210 100 3= 200 293Ml 4= 200 100 5= 200 000	Audited Annual Report
		1.3	Electricity losses	29.8%	1= 26% 2= 25.5% 3= 25% 4= 24.5% 5= 24%	Audited Annual Report
		1.4	% Of reported bylaw violations successfully enforced[2]	New indicator	1= 70% reported violations enforced 2= 75% reported violations enforced 3= 80% reported violations enforced 4= 85% reported violations enforced 5= 100% reported violations	Quarterly intervention outcome reports aligned to the Action Plans

1 Municipal provincial system to track the number of ESP beneficiaries. Increase CoJ equitable share claims/access.

2 Refers to reported bylaw violations reported, i.e. illegal parking, illegal dumping, noise pollution, driving on undesignated areas, unlawful occupation of sites, counterfeit goods, malicious damage to property, unlawful misuse of parks and open public spaces, environmental degradation, etc. as per the Service Level Standards by all applicable departments and entities

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					enforced	
		1.5	Number of wards with ward-based policing programme[3]	135	1= less than 120 wards 2= 121-134 wards 3= 135 wards 4= 2.25% reduction in reported crime across the city 5= 2.26% -2.29% reduction in reported crime across the city	• Audited Annual Report • Operations outcome reports
		1.6	% Reduction in criminal activities in the City of Joburg	New indicator	1= less than 0.50% 2= 0.50% 3= 0.75% 4= 1% 5= more than 1%	Audited Annual Report
		1.7	Number of hostels rehabilitated[4]	0	1 = 1 2 = 2 3 = 4 4 = 5 5 = 6	Audited Annual Report
		1.8	Number of shared environments managed based on partnerships agreements[5] (Inner City)	New indicator	1= Formalise partnerships through MOUs 2= Implementation of partnership agreements 3= 2 shared environments managed 4= 3 shared environments	Audited Annual Report

3 Ward-based policing programmes include structured deployments and engagements in each ward, informed by JMPD crime-prevention and By-law enforcement mandates. Regions F and D to be prioritised for fighting crime for the programmes aimed at reducing crime.
4 To be done in partnership with Provincial and National government for reconstruction and rebuilding of hostels.
5 Coordinate redevelopment of highjacked derelict and under-utilised inner-city buildings through PPPs

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					managed 5= 5 shared environments managed	
		1.9	Percentage eligible children fully immunised by age 1 (one)[6]	93%	1 = 87.2 % 2 = 87.4% 3 = 87.5% 4 = 87.6% 5 = 87.7%	Audited Annual Report
		1.10	Percentage of HIV positive patients initiated on treatment	96.9%	1= 96.1% 2= 96.2% 3= 96.3% 4= 96.4% 5= 96.5%	Audited Annual Report
		1.11	Percentage waste diverted from landfill[7]	27.1 %	1= 24% diversion 2= 26% diversion 3= 28% diversion 4= 30% diversion 5= 32% diversion	Audited Annual Report
		1.12	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	Audited Annual Report
2	Local Economic Development	2.1	Percentage Increase in the City of Joburg GDP[8]	New Indicator	1 =1.8% 2 = 1.9% 3 = 2% 4 =2.1% 5 =2.2%	Audited Annual Report

[6] Immunisation is happening throughout the City's clinics. The target is set as population estimate per facility as per the catchment area.
7 through the commercial sector and Separation at source
[8] % increase in the city's GDP growth— Means real GDP growth as a measure of economic expansion that reflects the increase in the total value of goods and services produced in an economy, adjusted for inflation.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.2	Rand Value of New Investments Secured Through City-Led Promotion and Partnerships	R26.8 billion	1 = R 19.619 billion investment facilitated 2 = R 20 billion investment facilitated 3 = R 22 billion investment facilitated 4 = R24 billion investment facilitated 5 = R 26 billion investment facilitated	Audited Annual Report
		2.3	Number of Expanded Public Work programmes (EPWP) work opportunities created City-wide[9]	15 724	1 = 10 500 opportunities created 2 = 11 500 opportunities created 3 = 12 500 opportunities created 4 = 13 500 opportunities created 5 = 14 500 opportunities created	• SDBIP Assessment Reports approved by Council • Audited Annual Report
		2.4	% Spaza Shops consent use applications processed within turnaround times[10]	New indicator	1= 60% 2= 80% 3= 95% 4= 97% 5= 100%	Consolidated Consent TAS report
		2.5	Number of Spaza Shops registered, receiving Spaza Shop Support Fund[11]	New indicator	1 = 950 2 = 1000 3 = 1500 4 = 2000	Consolidated Spaza Shop report of grant beneficiaries

[9] Circular 88 requires that this KPI include both EPWP and CWP target 18 000 and other related employment programmes target 32 0000. Cumulatively 50 0000 job opportunities projected to be created. The target achievement is on condition that R250 million budget is made available to leverage public and private sector job placement- including partnerships with SET's.
10 Turnaround times are 1.5 months
[11] Spaza Shop and Informal Traders Summit and Expo regional workshops conducted by CoJ.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 = 2500	
		2.6	Number of advisory/mentoring consultations services provided to SMME[12]	New indicator	1 = 2000 2 = 2500 3 = 3000 4 = 3500 5 = 4000	Consolidated Advisory/mentorship reports
3	Good Governance	3.1	Audit outcome[13]	Qualified Audit opinion	1= Adverse Audit report[14] 2= Qualified Audit Report[15] 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)	• Auditor General Report • Auditor General Management Letter
		3.2	% Of reduction of Illegally occupied building incidents reported	New indicator	1 = 75% reduction 2 = 80% reduction 3 = 85% reduction 4 = 90% reduction 5 = +90% reduction	Audited Annual Report
		3.3	Number of alleged fraud and corruption[16] cases reported per 100 000 population	402	1 = 1280 2 = 1285 3 = 1290 4 = 1295 5 = 1300	• Local Contravention Management System and • Court Roll.

[12] Provided at the six opportunity centres (including business support, training and skills, free workshops on financial literacy programmes, access to facilities and Wi-Fi, etc)
13 Audit outcome is inclusive of issues of OPCA, Repeat Findings and Resultant Consequence Management
[14] This is where AGSA is unable to and does not express an audit opinion due to uncertainty.
[15] This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.
[16] This KPIs measures new allegations reported for al crime categories for investigations in the reporting period.'

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Service Level Standards	4.1	Integrated service delivery operations initiated by CRUM across 7 Regions with an average of 70% resolution rate [17]	280 Operations per Region with 60% resolution rate	1= < 140 Operations 40% resolution rate 2= > 140 Operations average of 50% resolution rate 3= 320 Operations average of 70% resolution rate 4=335 Operations with an average of 75% resolution rate 5= 340 Operations with an average of 80% resolution rate	Quarterly consolidated reports on operations conducted indicating % resolution rate.
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 30%)						
1	Municipal Planning and Governance	1.1	Number of the Public Private Partnership Programme targets implemented as per the DDM programme[18]	New Indicator	1= 1 programmes implemented 2= 2 programmes implemented 3= 3 programmes implemented[19] 4= 4 programmes implemented 5= 5 programmes implemented	• RFQ issued to market. • Signed financial closure contracts.
		1.2	Number of citizens participated in the city's events or engagements [20]	14 048	1= 230 000 2= 240 000 3= 250 000 4= 260 000 5= 270 000	Audited Annual Report
		1.3	% Achievement of the City-wide SDBIP performance	58%	1 =70% achievement 2 = 75% achievement 3 = 80% achievement 4 = 85% achievement	• SDBIP performance report • Audited Annual Integrated Report

[17] Integrated Service Delivery Operations as high impact service delivery initiatives across all 135 wards.
[18] This KPI reflects targets for six PPP projects being managed by OCOO in partnership with entities. The targets for the remainder of the projects is to conclude the pre-feasibility stage of the PPP process governed by PPP regulations.
[19] These include Lanseria WWTW, Non-Revenue Water Programme, Reclamation/Reuse, Metro Centre Redevelopment, Joburg Market Redevelopment, Waste to Energy, the target for Waste to Energy is to be taken to RFQ stage.
[20] 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)

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 = 90% achievement	
		1.4	% Of municipal skills development levy recovered.[21]	93%	1=75% 2= 80% 3=100% skills development levy recovered 4= 100% + One training intervention to enhance skills development 5= 100% +Two training interventions to enhance skills development	Audited Annual Report
		1.6	Top Management Stability[22]	79.60%	1=84% 2= 86% 3= 88% 4=90% 5=92%	Quarterly Vacancy reports
2	Municipal Financial Viability and Management	2.1	% UIFW expenditure investigations completed within defined timelines.	75%	1= [23]<75% expenditure investigations completed within defined timelines. 2= 75% expenditure investigations completed within defined timelines. 3= 85% expenditure investigations completed within defined timelines. 4= 95% expenditure investigations completed within	• UIFW expenditure register & MPAC reports • Quarterly reports to GAC • GAC/ MPAC minutes

21 Financial Years of the City and LGSETA are not aligned.
[22] Days in a year that all S56 positions are filled by full-time core city appointed staff not in acting capacity
[23] Completed investigations are reported per category to MPAC ito MFMA Section 32(2) which assesses recoverability or regularization and advises Council accordingly.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					defined timelines. 5= 100% expenditure investigations completed within defined timelines.	
		2.2	% Resolutions of city-wide Material irregularities within specified timelines[24]	New Indicator	1=20% resolution 2= 50% resolution 3=100% resolution of core 4=100% of core plus 50% resolution for the entities 5=100% resolution of core and <50% resolution of the entities.	Material Irregularities Reports
		2.3	% Of Integrated probity reviews of high value tenders completed within defined timelines[25]	100%	1 = <65 % planned probity reviews of high value tenders completed within defined timelines 2 = 66% - 75% planned probity reviews of high value tenders completed within defined timelines 3 = 76% - 85% planned probity reviews of high value tenders completed within defined timelines 4 = 86% - 95% planned probity reviews of high value tenders completed within defined	• Register of Probity Audit and Compliance reviews • Probity reports to CM and GAC • GAC minutes

[24] Refers to the resolutions of citywide MI's in line with the specified timelines as per the SOP. Cascaded to the relevant department and entities for implementation.
[25] This refers to Integrated probity reviews of high value tenders completed within defined timelines submitted to GRAS as stipulated in the SOP

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					timelines 5= >96% planned probity reviews of high value tenders completed within defined timelines	
SECTION 3: CORE COMPETENCY REQUIREMENTS TOTAL WEIGHTING = 20%						
Financial Competency (compulsory)						
1	Municipal Financial Viability and Management	1.1	Percentage Collection of revenue on property rates and billed services[26]	86.%	1 = 82% and less collected 2 = 86% collected 3 = 90.0% collected 4 = 91% collected 5 = ≥ 92 % collected	Annual Financial Statements
		1.2	Percentage budget spent on city-wide infrastructure[27]	99.4%	1 < 94% Capex spent 2 = 94% Capex spent 3 = 95% Capex spent 4 = 96% Capex spent 5 = 97% Capex spent	• Section 71 report • Audited Annual Report
		1.3	Interest expense as a % of Total Operating Expenditure[28]	4%	1 = Interest Expense to Total Operating Expenditure ratio is: > 10 % 2 = Interest Expense to Total Operating Expenditure ratio is: > 8 % - 10 % 3 = Interest Expense to Total Operating Expenditure ratio is: 8% 4 = Interest Expense to Total	Audited Financial Statements

26 The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written off is taken into consideration.
27 The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections.
28 The Ratio indicates the cost required to service the borrowing. It assesses the Borrowing or Payment obligation expressed as a percentage of Total Operating Expenditure. This is an indication that the Municipality has the capacity to take on additional financing from borrowing to invest in infrastructure projects

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					Operating Expenditure ratio is: 7% 5 = Interest Expense to Total Operating Expenditure ratio is: 6%	
		1.4	Number of National Treasury ratios achieved	New indicator	1=4 2=6 3=8 4=8 + above performance of 2 ratios 5= 8+ above performance against 3 ratios	Audited Annual Report
2	Sustainable Service Delivery / Financial Sustainability / Good Governance	2.1	Percentage achievement of the 2026/27 CoJ MTSR Composite Implementation Index.[29]	New indicator	1= Less than 70%, or material MTSR non-compliance not addressed. 2 =70% to less than 90%. 3= 90% to less than 95%. 4= 95% to less than 100%. 5= 100%, with all critical commitments achieved and no material adverse NT/IVA finding.	▪ Consolidated quarterly MTSR performance reports. ▪ NT, IVA and UDFG assessment outcomes.
3	Financial Turnaround	3.1	% Implementation of the Financial turnaround plan[30]	New indicator	1= 75% and less of the plan	Approved progress reports

[29] S-EMT minutes and resolutions. Entity PIAP and B&I Plan performance reports. Group Governance M1/M4 effectiveness reports Group Finance M6 implementation reports. City Power CEO appointment evidence. Flows and Balances Statement.

[30]

WS Project Team	Issue	Action Item or task	Responsibility
WS1: Governance & Finance	Funding gap for Joburg Water and City Power	Continue work to close the funding gaps in the approved business and investment plans and identify where PJWG intervention could complement existing National Treasury engagements.	**1. City Manager & Group Chief Financial Officer** (with MD Joburg Water & City Power)
	Flows and balances reporting	Prepare and submit the required flows and balances statement showing financial flows between the City, and Joburg Water and City Power.	**1. City Manager & Group Chief Financial Officer & Group ICT** (with MD Joburg Water & City Power)

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
	Strategy				implemented 2= 80% of the plan implemented 3= 85% of the plan implemented 4= 90% of the plan implemented 5= 95% and above of the plan implemented	
People Management and Empowerment (Compulsory)						
4	Performance and Staff Management	4.1	% Of managers directly accountable to the City Manager receiving performance coaching and review as per the section 57 Group Performance Management Policy and Framework	5	1= Less than 100% of managers with signed performance agreements 2 = 100% of managers with signed performance agreements 3 = 100% of managers received performance coaching and review as per the policy 4 100% plus $\leq$ 50% of managers directly reporting to CM scored at least 3.1 of their scorecards set targets[31] 5 100% $\geq$ 50% of managers	• Signed Performance Agreements • Performance Evaluation Report submitted to GPAC, PEP, MayCom & Council for approval

	Joburg Water ringfencing	Finalise the detailed operating modalities for ring-fencing, including revenue transfers, grant flows, creditor obligations and the treatment of the balance outstanding at 30 June 2026	**1. City Manager & Group Chief Financial Officer & Group ICT** (with Joburg Water)
	Joburg Water revenue transfers	Resolve the operational and system challenges preventing daily revenue collected by the City from being transferred to Joburg Water in accordance with the SLA	**1. City Manager & Group Finance & Group ICT** (with MD Joburg Water)

[31] This will be scored only after fully achieving rating 3 above.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					directly reporting to CM scored at least 3.1 of their scorecards set targets	
		4.2	Percentage of disciplinary cases resolved within 120 days[32]	0 cases	1 < 70% resolved 2 = 70% resolved 3 = 80% resolved 4 = 90% resolved 5 = 100% resolved	Disciplinary Case Reports
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	% Increase in customer satisfaction index[33]	60%	1 <60% 2 = 60%. 3 = 61%34 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.

Dr. Floyd Brink **City Manager**	**Signature:**	**Cllr Sello Enock Morero** **Executive Mayor**	**Signature:**	**Date:** **31 July 2026**

[32] This KPI relates to all Section 57 managers only (core departments)
[33] The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and all service delivery areas that require turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas etc.
[34] Per GPAC guidance, an aspirational target to counter declining satisfaction trends