



PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Mathopane Masha

the "Executive Director".

for the financial year: 1 JULY 2026 TO 30 JUNE 2027

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.
- give effect to the City's commitment to a performance-orientated relationship with the Executive Director in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Executive Director, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the Executive Director's contract of employment for any reason.
- 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.

- 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 the Executive Director to perform to the standards required.
- 5.4 The Executive Director undertakes to actively focus on 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 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 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 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.
- 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 him or her 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 him or her 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 2026

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



Dr. Floyd Brink
City Manager

Witness:



Witness:



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



Mathopane Masha
Executive Director

Witness:



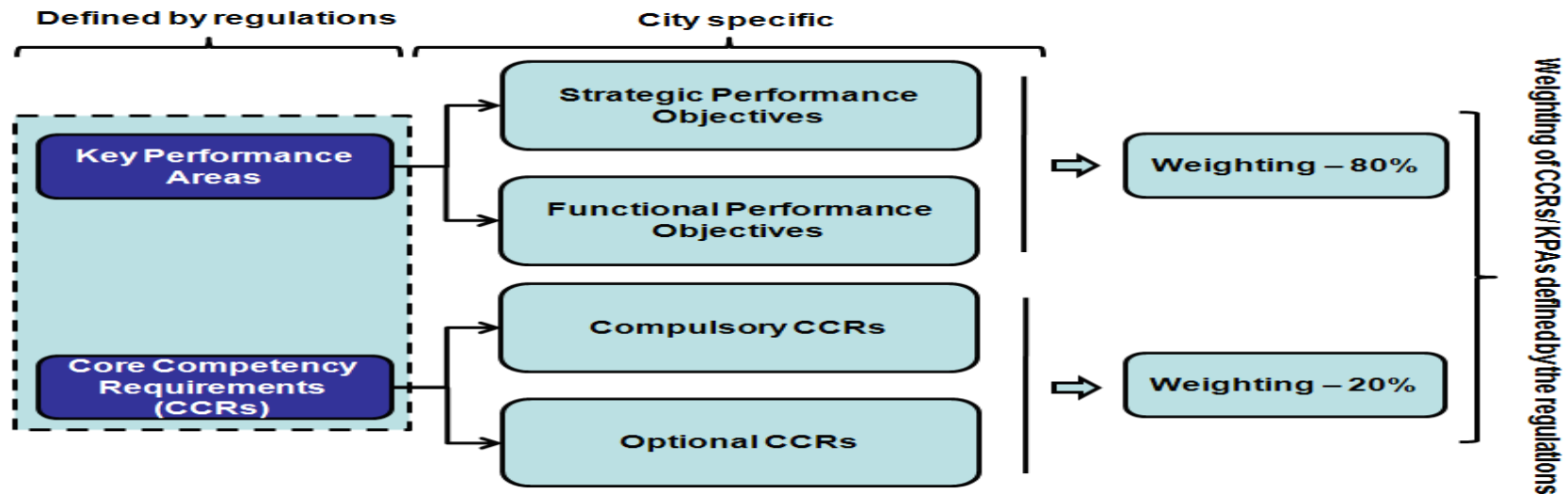
Witness:



ANNEXURE “A”

PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE	
Employee	Mathopane Masha: Executive Director
Manager	Dr. Floyd Brink: City Manager
Department	Economic Development Department
Position Purpose	The purpose of the function is to promote sustainable and inclusive economic growth in the City of Johannesburg.
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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%.

d

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	Job Creation and skills development	1.1	Number of work opportunities created through Public Employment Programme (EPWP, CWP and other related employment programmes) ¹	15 724	1 = 1>6 250 Work opportunities created 2 = 6 251 >12 499 opportunities created 3 = 12 500 Work opportunities created 4 = 12 501> 14 999 opportunities created 5= ≥15 000 Work opportunities created	- Cumulative participants list - Contracts of employment - Certified ID copies - Attendance register - Proof of payment
		1.2	% of EPWP participants supported through skills development and training on-site programmes. ²	New Indicator	1 = 1% 2 = 2,5% 3 = 5% 4 =5.5% 5 = 6%	- Cumulative participants listing - Certified ID copies - Valid contract of employment signed by both parties. - Certificate or attendance register or certificate of attendance or competence, i.e. either prior training, on-site training, or training for exit (accredited or non-accredited).
2.	Stakeholder Management	2.1	Number of citizens participating in city events and engagements ³	New Indicator	1 = 4 000 2 = 6 000 3 = 10 000 4 = 12 000 5 = 15 000	- Monthly Public Participation Reports - Consolidated Annual Participation approved by CM

¹ 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.

² Due to dynamics in how EPWP work opportunity is defined and calculated, not all EPWP projects qualify to be designed to include a proper exit strategy, or skills development programme for future employability. The EPWP projects range from 1 day to 24 months. These might also include emergency and blitz projects. The 2% that is linked to the EPWP cumulative annual EPWP performance is also linked to the labour force intake, possible partnerships and industries.

³ The KPI will be considered in the midyear 2026/27 deviation

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
3.	Economic Development	3.1	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	Letters of commitment from Investors (Project facilitation form)
4.	Economic Stimulation	4.1	Rand value of leveraged funding used for capital projects in targeted areas.	New Indicator	1 = 150 Million 2 = 200 Million 3= 300 Million 4= 350 Million 5= 400 Million	Signed funding pledge from Private and public sector
		4.2	Percentage Increase in the City of Joburg GDP ⁴	New Indicator	1 =1.8% 2 = 1.9% 3 = 2% 4 =2.1% 5 =2.2%	- National Treasury and or - Ranting agencies Economic Growth report
		4.3	Number of green economy projects with measurable job creation	2	1 = 4 2 = 5 3 = 6 4 = 7 5 = 8	- Memorandum of Understanding (MoUs) - Letter of Intent. - Service Level Agreement. - Terms of Reference (ToR) - Close-out report signed by the ED
		4.4	Number of Township Economy revitalisation programmes/projects facilitated ⁵	New Indicator	1=5 2= 7 3= 9 4=10 5=11	MOU / SLA per implemented programmes/projects
		4.5	Number of SMMEs supported with market access ⁶ .	New Indicator	No. of participants 1 = 1>19 2 = 20>39 3 = 40	Either one of the following: Signed-off main contract or sub-contract.

⁴ % 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.

⁵ This KPI refers to projects implemented in the Township in collaboration with Gauteng Provincial Government, Municipal Entities and Private Sectors partners.

⁶ SMMEs supported by the City to procure products, goods / services i.e. either by government (City and other government departments) or private sector. The indicator also measures the number of SMMEs supported with business development initiatives.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
					4 = 41>49 5 = ≥50	Purchase order(s), or invoice(s) or payment report(s).
		4.7	Number of SMMEs supported to access finance. ⁷	New Indicator	No. of participants 1 = 1>49 2 = 50>79 3 = 80 4 = 81>99 5 = ≥100	Either one of the following: - Funding confirmation letter from the financier. - Email confirmation from the financier - Proof of payment from the financier.
		4.8	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders) ⁸	New Indicator	1 = 1>500 SMMEs benefited 2 = 501 >1 999 SMMEs benefited 3 = 1 000 SMMEs benefited 4 = 1 001>1 749 SMMEs digitalised 5 = ≥1 750 SMMEs benefited	- Cumulative listing / registers of SMMEs benefited. - Training / workshop attendance registers. OR - Online consultation form OR - Printout from the system
		4.9	Number of enterprises issued with operating licenses ⁹	New Indicator	1 = 1>1 000 2 = 1 001>2 999 3 = 3 000 4 = 3 001>3 999 5 = ≥4 000	- Digital permits/ smart cards / business licenses issued - System generated report. - List of spaza shops and informal traders who received licences/smart card permits. - Report tabled at Maycom
5.	Local Economic Development	5.1	Number of Spaza shops registered and receiving Spaza Shop Support Fund ¹⁰	New indicator	1=950 2= 1000 3=1500 4= 2000 5=2500	Consolidated list of Spaza Shop beneficiated from Grant Fund

⁷ SMMEs supported (facilitated) to access funding either from government (City and other government departments) or private sector. The indicator also measures the number of SMMEs supported with business development initiatives.

⁸ The indicators form part of implementation of the Public Digital Infrastructure in partnership or collaboration with Group ICT, and other public and private institutions for SMMEs that benefited from digitization programmes in the City of Johannesburg. The indicator also measures the number of SMMEs supported with business development initiatives.

⁹ This KPI includes number of informal trading permits issued, number of Spaza Shops registered and other related enterprises that requires trading permits / licenses to trade in the CoJ. The KPI will be considered in the midyear 2026/27 deviation for alignment

¹⁰ Spaza Shop and informal traders Summit and Exo, Regional conference conducted by CoJ

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
6.		6.1	The number of SMME provided with advisory / mentoring consultations ¹¹	New indicator	1=2000 2= 2500 3=3000 4= 3500 5=4000	- List of SMME provided with advisory / mentoring consultations - Consolidated advisory/mentorship report - Database for mentoring consultations
7.	Good Governance	7.1	Audit outcome ¹²	Unqualified Audit opinion with material matters	1= Adverse Audit report ¹³ 2= Qualified Audit Report ¹⁴ 3= Unqualified audit 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
		7.2	% Resolution of internal audit findings ¹⁵	98% - 100% resolution (including no findings)	1 < 85% resolution 2 = 85% - 94.50% resolution 3 = 95% resolution 4 = 9.5%-97% resolution 5 =97.5% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
		7.3	% Resolution of external (AGSA) audit findings ¹⁶	98% - 100% resolution (including no findings)	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes

¹¹ Provided at the six opportunity centers business support, training and skills, free workshop on financial literacy etc

¹² The opinion may be that given for the department/entity where applicable.

¹³ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹⁴ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

¹⁵ These are findings by internal audit only that are picked up on an ongoing basis.

¹⁶ This is for only findings classified as matters affecting audit opinion and others important matters

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
6	Ombudsman customer complains	8.1	% Resolution of customer complaints within stipulated turnaround times ¹⁷		1 = Less than 50% resolution within 90 days or more 2 = 50-99% resolution within 90 days or more 3 = 100% resolution within 90 days 4= 100% resolution within 60 days 5= 100% resolution within 30 days or less	Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL
7	Service Level Standards	9.1	% Compliance to Service Level Standards	New Indicator	1 < 75% compliance 2 < 85% compliance 3 = 85% compliance 4 > 85% compliance 5 > 95% compliance	- Departmental progress submitted to GG - Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments by GG tabled at GPAC
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	90%	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited Financial statements
2	Financial Turnaround Strategy	2.1	% Implementation of the Financial turnaround plan ¹⁸	New indicator	1= 75% and less of the plan 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	- Signed progress reports - Proof of submission

¹⁷ Includes Ombudsman, revenue, basic services and petitions. A new baseline will determine reduction to be measured in the next financial year. The turnaround times will be derived as stipulated In the Ombudsman SOPs and/or Departmental SLS and/or SOPs.

¹⁸ IGR disputes affecting grants and entities

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
3	Revised UIFW Strategy	3.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	85%	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
		3.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	85%	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
		3.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	85%	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
4	Risk Management	4.1	% Implementation of the action plans to mitigate the risks	85%	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	- Signed quarterly departmental performance reports - GRGC Risk analysis reports and Minutes
5	Departmental performance monitoring and reporting	5.1	% Achievement of departmental SDBIP	76%	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
6	Policy Management	6.1	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	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
					5=100% policies reviewed and approved 3 months after approval	
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁹	75%	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	• SAP Report • Approved section 71 reports
		1.2	% Spent of allocated departmental Opex budget	71%	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent 4 = 97% Opex spent 5 = 99% Opex spent	• SAP Report • Signed quarterly departmental performance reports
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ²⁰	Average 92.1%	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	93%	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	• Quarterly Performance Management compliance reports • Approved assessment report by GCSS • Signed departmental NFR report for 2025/26 performance rewards

¹⁹ This is applicable to departments with large capex budget – threshold to be determined.

²⁰ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
		2.2	Percentage of disciplinary cases resolved within 120 days ²¹	1	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 ²² 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. - Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming ²³	New indicator	1 ≤ 40% ²⁴ 2= 41% - 59% ²⁵ 3= 60% - 79% ²⁶ 4= 80% - 99% ²⁷ 5= 100% ²⁸	- Minutes - Attendance registers - Concept documents.
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	43%	1< 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented	- Implementation plan with targeted corrective measures - Signed departmental quarterly progress reports - Consolidated GSHE biannual assessment reports indicating corrective measures implemented and

²¹ 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.

²² Geyodi programmes implemented as per the approved action plans

²³ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

²⁴ Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.

²⁵ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

²⁶ Participate in the development of the Action Plan and monitor implementation.

²⁷ Input into or submission of relevant reports to various structures or relevant authorities.

²⁸ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

KPA No	Key Performance Area	KPI No	Key Performance Indicators (KPIs)	Baseline 2024/2025	Target	Means of Verification
					4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	% Increase in customer satisfaction index ²⁹	60%	1 <60% 2 = 60%. 3 = 61% ³⁰ 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.						
Mathopane Masha Executive Director: DED			Signature: 	Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026

²⁹ 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.

³⁰ Per GPAC guidance, an aspirational target to counter declining satisfaction trends