



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

Eric Raboshakga

("the Executive Director ")

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

ER B

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

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

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

4. PERFORMANCE OBJECTIVES

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

5. PERFORMANCE MANAGEMENT POLICY

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

6. EVALUATING PERFORMANCE

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

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

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

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

7. OBLIGATIONS OF EMPLOYER

The City must -

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

8. CONSULTATION

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

9. MANAGEMENT OF OUTCOMES

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

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

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

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

9.4.1 However, should the Executive Director not be entitled to a performance bonus in line with the Executive Director's employment contract, alternative performance rewards will be awarded as per the relevant policy.

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

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

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

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

10. DISPUTES

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and his powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties' intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Executive Director shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

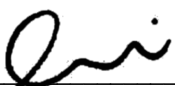
11. GENERAL

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

11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Executive Director in terms of his contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

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

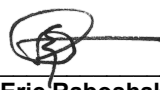


Dr. Floyd Brink
City Manager

Witness: _____

Witness: _____

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



Eric Raboshakga
Executive Director

Witness: MS Xesha_____

Witness: _____



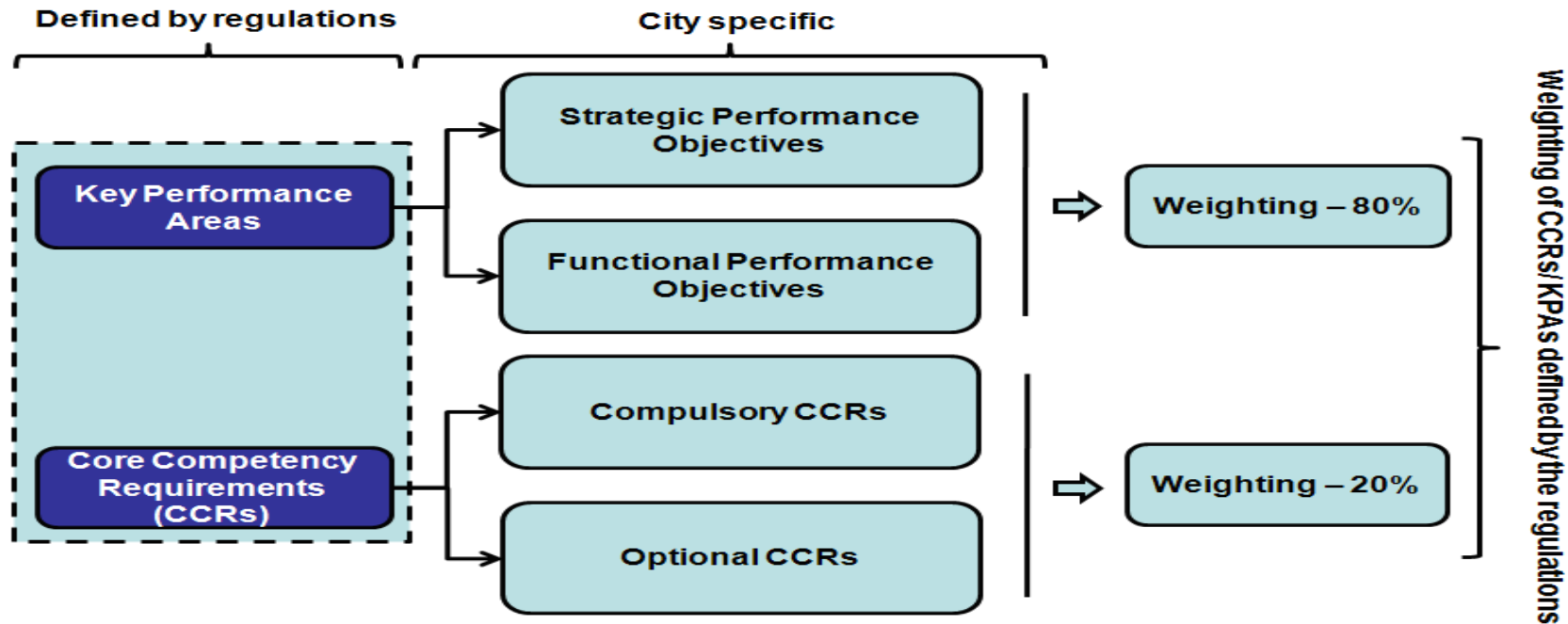
a world class African city

ANNEXURE "A"

PERFORMANCE SCORECARD: SECTION 57	
Employee	Eric Raboshakga: Executive Director
Manager	Dr. Floyd Brink: City Manager
Department	Development Planning
Position Purpose	To provide Strategic Leadership and Management in terms of Land-Use Development; Building Development; City Transformation; Corporate Geo- Informatics; Spatial Transformation Projects and Developments Facilitation.
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

ER B

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



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

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	Citywide Data Development Management	1.1	% Completeness of Deeds registered properties on GIS/LIS for credible billing (COJ jurisdiction 1644 km ²)	NEW KPI	1 = 95% - >=96% Coverage of registered properties 2 = 97% Coverage of registered properties 3 = 98% Coverage of registered properties 4 = 99% Coverage of registered properties 5 = 100% Coverage of registered properties	- Reconciliation Report of Property Information Systems (PIS) and weekly mismatches are resolved by Spatial Information (SI). - Monthly Registered Area Ratio - Mapping representation
		1.2	Analysis and spatial presentation of development hotspots based on new deeds registrations.	New KPI	1 = Identify source data and analyze data entities 2 = Cumulatively Collate data and complete quarterly analysis. Spatial representation of hotspots identified. 3 = Hotspots are spatially presented and published on GIS Online Map Viewer 4 = Presentation to 50% of the relevant stakeholders 5 = Presentation to 100% of the relevant stakeholders	- Quarterly hotspot analysis report signed off - Hotspot maps - Presentation to stakeholders - Hotspot maps are published on the Online Map Viewer.
2	Development and Review of Strategic Tools (Policies/By-Laws/ Frameworks/Precincts and Systems	2.1	Percentage completion of the annual Monitoring and Evaluation (M&E) Development Trends Dashboard	New KPI	1 = 20% ¹ - 50% ² 2 = 51% - 80% ³ 3 = 100%⁴ 4 = 110 - 115 ⁵ 5 = 116 - 120 ⁶	- Emails confirming the acquisition of data. - Spreadsheet - Raw Datasets Collected - Memorandum with link

¹ Data collection 20% collection for 2026/27

² Data analysis 50% completed

³ Draft Development Trends Report 80% completed

⁴ Final Development Trends Report 100% Completed

⁵ Present the Draft Final Development Trends Dashboard to PMT

⁶ Communication, product and packaging for ISDP and SPMS

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
						to Final Dashboard on Power BI
		2.2	Percentage completion of the Inclusionary Housing Policy Review	New KPI	1 = 20% ⁷ - 50% ⁸ 2 = 51% - 80% ⁹ 3 = 100% ¹⁰ 4 = 110 – 115 ¹¹ 5 = 116 - 120	- Policy Review methodology report 1st and 2nd Draft documents - Public Comment Notice 3rd Final draft Policy - Memorandum with link to Final 3rd draft Policy signed off by D: CT&SP
		2.3	Percentage completion of the Inner-City Assessment Report	New KPI	1 = 50% ¹² - 60% ¹³ 2 = 61% - 80% ¹⁴ 3 = 100% ¹⁵ 4 = 110 - 115 ¹⁶ 5 = 116 - 120 ¹⁷	- Consolidated quarterly reports on progress of key Inner-City Projects - Consolidated annual report
		2.4	Percentage review of COJ Municipal Planning Bylaw 2016 (as amended 2023)	New KPI	1 = 30% ¹⁸ – 55% ¹⁹ 2 = 56% – 70% ²⁰ 3 = 80% ²¹	Council Resolution

⁷ Inclusionary Housing Policy Review methodology

⁸ 1st Draft completed

⁹ 2nd draft published for external comment

¹⁰ Final 3rd draft policy

¹¹ Communication product, and packaging for ISDP and SPMS

¹² status quo report

¹³ draft assessment report

¹⁴ final draft assessment report

¹⁵ final assessment report

¹⁶ Presentation to Tech Cluster Forums

¹⁷ Assessment Report Approved by Maycom/Assessment Report Noted by Mayoral Committee

¹⁸ Finalise Public Participation Report Responses

¹⁹ Final draft MPB review document sign-off by ED

²⁰ Circulate final review MPB to Council Committees

²¹ Council approval of the reviewed By-Law

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 =81% - 90% ²² 5 =91% - 100% ²³	
		2.5	Percentage review of CoJ Development Contributions Policy, 2021	New indicator	1 = 20% ²⁴ - 40% ²⁵ 2 = 41% - 60% ²⁶ 3 = 70% ²⁷ 4 =71% - 80% ²⁸ 5 =81% - 100% ²⁹	Council Resolution
		2.6	Percentage review of the Outdoor Advertising by-law	80%	1 = 55% ³⁰ – 60% ³¹ 2 = 61% – 70% ³² 3 = 80% ³³ 4 = 81% - 90% 5 = 91% - 100%	- Council resolution for approval of OA by-law. - Attendance registers and comments from the public participation process. - Report to Council structures. - Copy of the Gazette for promulgation of the by-law
3	Monitoring and Measuring of Implementation of Citywide Tools (Policies/Frameworks/Precincts and Systems)	3.1	Percentage maintenance in alignment of the capital budget with the Spatial Development Framework (SDF) priority areas. ³⁴	80-85%	1 = 50% - 69%% aligned 2 = 80% - 85% ³⁵ aligned 3 = 80% – 85% ³⁶ aligned 4 = 86% - 90%% aligned 5= >90% alignment	- Approved Adjustment and MTREF budgets. - Bi-annual capital alignment report and JSIP extract reflecting spatial tagging of projects

²² Initiate Promulgation Process for the reviewed By-law

²³ Finalise Promulgation Process of the reviewed By-law

²⁴ First Draft Policy Document

²⁵ Calculator, and Policy Review Report signed off by ED

²⁶ Finalise public participation and stakeholder engagement

²⁷ Circulate the Final Public Participation & The Final Review draft of the policy to the Council Committees

²⁸ Approval of policy by Council

²⁹ Implementation of the policy

³⁰ Stakeholder engagement and submission to council structures

³¹ Public Participation

³² Public Participation Continue

³³ Incorporation of public comments and submission of draft by-law for council approval

³⁴ Bi-annual reporting

³⁵ Alignment with the adjustment budget

³⁶ Alignment to new MTREF

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
						Signed Capital Alignment Report (Director: CT&SP) and Council-approved budget document
		3.2	Percentage management of the Property Value Chain and Spatial Information data governance to ensure credible billing	100% Data Governance Policy Reviewed	1 = 70% ³⁷ 2 = 85% ³⁸ 3 = 100% ³⁹ 4 = 130% ⁴⁰ 5 = 150% ⁴¹	- Minutes of PVC, DC & SI Meetings - TOR for PVC, DC and SI signed off. - Data governance policy and annexures (controls) reviewed and signed off. - LIS redevelopment specification documents signed off. - LIS database migrated from db2 to SQL (Database screen dump) - LIS database implemented with full PVC integration. (System generated report of data inserted)

³⁷ TORs for PVC, DC, and SI reviewed and signed off

³⁸ Review and Maintain data governance controls within PVC (in terms of People Governance, Data Management, Business Processes and Technology)

³⁹ LIS redevelopment specification documents compiled and signed off.

⁴⁰ New LIS database implemented in production (including stored procedures for LIS Workflow. Dependency on GICT development contract.

⁴¹ New LIS database implemented with full PVC system integration. Dependency on GICT development contract.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		3.3	Number of rezoning applications promulgated Accumulative KPI	New KPI	1 = 90 - 180 2 = 181 - 270 3 = 360 4 = 361 - 400 5 = 401 - 500	Manual report on the total number of applications for rezoning applications promulgated
4	Town planning, building plans and outdoor advertising applications.	4.1	Percentage of development planning applications processed within set turnaround times. (5 months) ⁴²	98.74%	1 = 60% development planning applications processed 2 = 70% development planning applications processed 3 = 95% development planning applications processed 4 = 97% development planning applications processed 5 = 100% development planning applications processed	Manual Excel spreadsheets, presented as tables that reflect the application process during the quarter.
		4.2	% Spaza Shops Consent use applications processed within turnaround time (1.5 months).	New KPI	1 = 60% 2 = 80% 3 = 95% 4 = 97% 5 = 100%	Excel spreadsheet of Spaza Shops consent applications processed extracted from TAS.
		4.3	Percentage of circular 88 indicators reported ⁴³	New indicator	1= 60% of the indicators reported 2= 80% of C88 indicators reported 3= 100% C88 indicators reported 4= 100% C88 indicators reported with 80% submission of evidence 5= 100% C88 indicators reported with 100% submission of evidence	- Quarterly C88 Report to GSPCR - Quarterly Evidence Submitted to GSPCR

⁴² This will include the full processing of complete applications for both Rezoning and Township applications from Registration of application, Circulation, Evaluation, to Decision within 4.5 months.

⁴³ Ten (10) C88 indicators are to be reported in the 2025/26 FY

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		4.4	Percentage of building applications processed within the business reforms turnaround times (10 days for Commercial and 15 days for non-commercial).	New KPI	1 = 60 building applications processed within the business reforms turnaround times (10 days for Commercial and 15 days for non-commercial). 2 = 70% building applications processed within the business reforms turnaround times (10 days for Commercial and 15 days for non-commercial). 3 = 100% building applications processed within the business reforms turnaround times (10 days for Commercial and 15 days for non-commercial). 4 = 100% building applications processed within the business reforms turnaround times (8 days for Commercial and 13 days for non-commercial). 5 = 100% building applications processed within the business reforms turnaround times (5 days for Commercial and 10 days for non-commercial).	Reports from the CPMS
5	Improved Safety and Built Environment By-Law Enforcement	5.1	Enforcement of land use contraventions through the number of contravention notices issued. Accumulative KPI	1258	1 = 300 - 750 2 = 751 - 1125 3 = 1500 4 = 1501 - 1600 5 = 1601 - 1800	- Excel spreadsheet List of Contravention Notices issued - Copies of Contravention Notices
		5.2	Percentage of Built Environment legal action successfully	80%	1 = 65% - 70% 2 = 71% - 75% 3 = 80% 4 = 81% - 85% 5 = 86% - 90%	- Excell Spreadsheet - Copies of Section 56 Notices.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			processed through Municipal Courts ⁴⁴			
		5.3	Number of Built Environment area-based Operations conducted ⁴⁵	New KPI	1 = 10 - 20 2 = 21 - 34 3 = 40 4 = 41 - 50 5 = 51 - 60	- Dated photos - Copies of contravention notices issued - Section 56 Fines
		5.4	Number of properties referred to revenue for a Built Environment administrative penalty.	1099	1 = 250 - 500 2 = 501 - 760 3 = 1000 4 = 1001 - 1600 5 = 1601 - 2000	- Spreadsheet of identified properties - Dated photos, Copies of contravention notices, Section 56 Fines
		5.5	Enforcement of Built Environment NBR through the number of demolition of structures in violation.	25	1 = 10 - 15 2 = 16 - 20 3 = 30 4 = 31 - 40 5 = 41 - 50	Consolidated Contravention Notices Report signed by the Director
6	Service Delivery	6.1	Number of participations in Regional Service Delivery initiatives (Blitz operations, VSD, Council forums) Targets are Cumulative	New indicator	1 = 35 - 70 2 = 71 - 105 3 = 140 4 = 141 - 180 5 = 181 - 230	- Attendance registers. - Minutes of meetings
7	Co-ordination of Community Civic Education campaigns for the Department and Stakeholder Management	7.1	Number of stakeholder engagements facilitated on Development planning-related programmes	18	1 = 6 - 12 2 = 13 - 18 3 = 24 4 = 25 - 31 5 = 32 - 38	- Attendance registers of engagement sessions, - Agenda and minutes/ report of the sessions with pictures.

⁴⁴ Strengthen enforcement of built environment regulations and improve the quality of cases prepared by the department to ensure successful prosecution of non-compliant property owners.

⁴⁵ Targeted wards/townships throughout the city

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		7.2	Number of citizens participated in the city events or engagements ⁴⁶	New indicator	1 = 500 - 1199 community members targeted 2 = 1200 – 1700 community members targeted 3 = 1701 - 1800 community members targeted 4 = 1801 – 2000 community members targeted 5 = 2001 - 2500 and more community members targeted	- Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature - Submission of monthly evidence as stipulated in the Stakeholder Engagement Tool
8	Economic sustainability	8.1	Number of SMMEs supported through the departmental projects ⁴⁷	5	1= 3 2= 5 3= 7⁴⁸ 4= 9 5= 11	- Signed Cover report - Supporting sign-off by SMMEs
9	Good Governance	9.1	Audit opinion ⁴⁹	Unqualified Audit with material findings	1= Adverse Audit report ⁵⁰ 2= Qualified Audit Report ⁵¹ 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter
		9.2	% Resolution of internal audit findings ⁵²	< 85% resolution	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 = 96%-100% resolution	GRAS report on Audit Findings approved by GAC & GPAC

⁴⁶ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings). To be captured on the Speaker's electronic system.

⁴⁷ **Financial support:** Number of SMME's financially supported through departmental approved budget. [I.e: 10% of the Contracted Services]

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

⁴⁹ The opinion may be that given for the department/entity where applicable.

⁵⁰ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁵¹ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁵² These are findings by internal audit only that are picked up on an ongoing basis.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		9.3	% Resolution of external (AGSA) audit findings ⁵³	91% - 95% resolution	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5 = 95%- 100% Resolution	GRAS report on Audit Findings approved by GAC & GPAC
	Ombudsman customer complains		% Resolution of customer complaints within stipulated turnaround times ⁵⁴	New KPI	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
	Service Level Standards		% Compliance to Service Level Standards	New KPI	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	Procurement delayed	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	Revised UIFW Strategy	2.1	Percentage reduction in historical Irregular expenditure reported 30 June 2024	95% and above	1=<65% 2=65% -74% 3=85% reduction 4=86%-96%	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

⁵³ This is for only findings classified as matters affecting audit opinion and others important matters.

⁵⁴ 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.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5=97% and above (including non-incurrence in June 2025 report)	
		2.2	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2024	95% and above	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 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 risks	New KPI	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
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	100%	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	% Compliance to departmental policies and procedures	Approved policies in the register	1= 60% policies complied with 2= 80% policies complied with 3= 100% policies complied with 4= 100% policies complied with within stipulated timeframes 5= 95% policies complied with and no deviations	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ⁵⁵	98% - 99% Capex spent	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent	- SAP Report - Approved section 71 reports

⁵⁵ This is applicable to departments with large capex budget – threshold to be determined.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					4 = 97% Capex spent 5 = 99% Capex spent	
		1.2	% Spent of allocated departmental Opex budget	< 93% Opex spent	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 ⁵⁶	< 80% of valid invoices paid within 30 days	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	100% compliance, up to 50% of employees achieved 3.1 or more on their set targets	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
		2.2	Percentage of disciplinary cases resolved within 120 days ⁵⁷	75 - 80%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89%	- Approved departmental quarterly performance reports - GCSS LR report - Annual report 2025/26

⁵⁶ 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.

⁵⁷ 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.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5 = 90 - 99%	
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 ⁵⁸ 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 ⁵⁹	New indicator	1 ≤ 40% ⁶⁰ 2= 41% - 59% ⁶¹ 3= 60% - 79% ⁶² 4= 80% - 99% ⁶³ 5= 100% ⁶⁴	- Minutes - Attendance registers - Concept documents.
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New KPI	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 GSHE biannual assessment reports indicating corrective measures

⁵⁸ Geyodi programmes implemented as per the approved action plans

⁵⁹ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

⁶⁰ 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.

⁶¹ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

⁶² Participate in the development of the Action Plan and monitor implementation.

⁶³ Input into or submission of relevant reports to various structures or relevant authorities.

⁶⁴ 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	Target	Means of Verification
						implemented and 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 ⁶⁵	60%	1 <60% 2 = 60%. 3 = 61% ⁶⁶ 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.						
Mr Eric Raboshakga Executive Director		Signature: 		Dr. Floyd Brink City Manager		Signature: 
						Date: 31 July 2026

Output indicators

KPI NO	KPI NAME
59	Average number of days taken to process residential building applications of 500 square meters or less ⁵⁰ - REF No.HS2.22
67	Average number of days taken to process building application of 500 square meters or more-REF No. LED 3.13

⁶⁵ 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

⁶⁶ Per GPAC guidance, an aspirational target to counter declining satisfaction trends