

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

Dr. Tebogo Modiba
("the Executive Director")

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

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the 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, with the current City Manager, may terminate on the termination of the City Manager's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new City Manager.
- 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 Executive Director to perform to the standards required.
- 5.4 The Executive Director undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Executive Director's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

6. EVALUATING PERFORMANCE

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Executive Director, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Executive Director.

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

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

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

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

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

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

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

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

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- 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

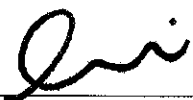
- amended. The arbitrator shall be mutually agreed upon and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate 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

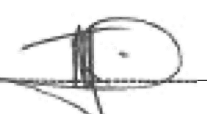
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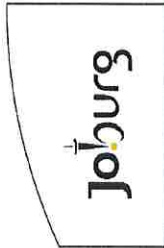
SIGNED at Braamfontein on this the 31st day of July 2026



Dr. Tebogo Modiba
Executive Director

Witness: 

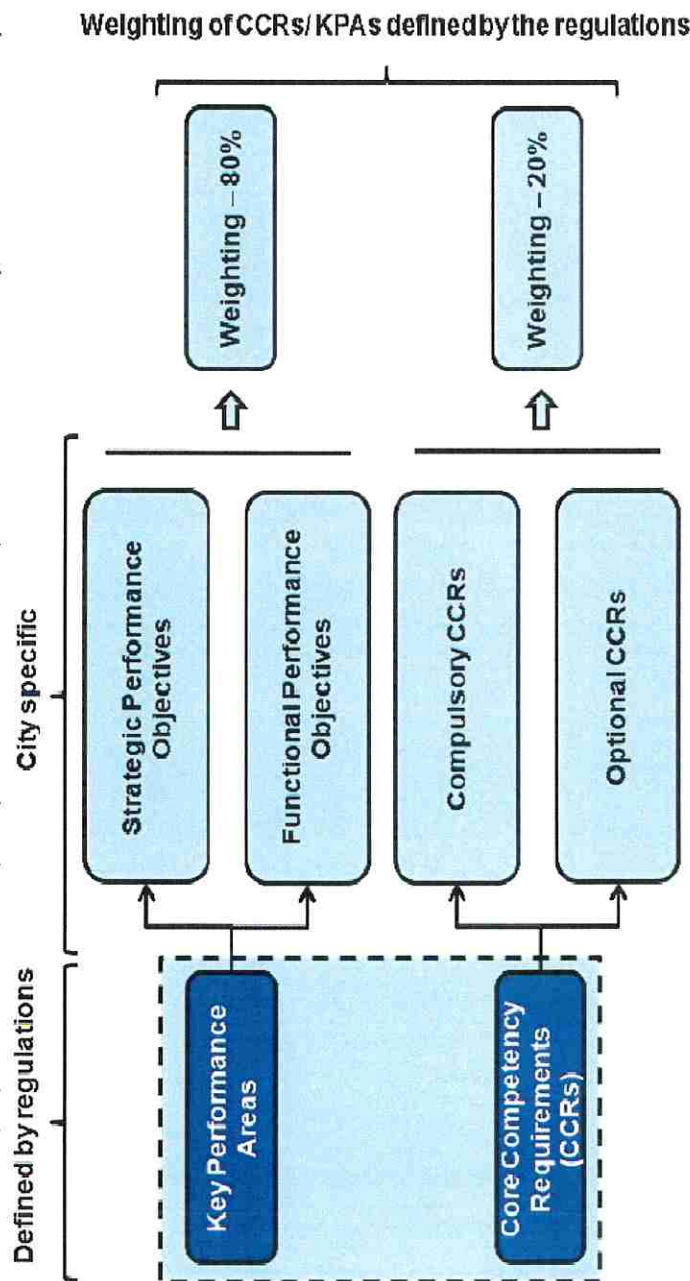
Witness: 



PERFORMANCE SCORECARD: SECTION 57	
Employee:	Dr. Tebogo Modiba: Executive Director
Manager:	Dr. Floyd Brink: City Manager
Department:	Environment, Infrastructure and Services Department
Position Purpose:	To provide environmental and infrastructural services through Resource Sustainability Policy, Planning and Regulation, Integrated Infrastructure Planning and Coordination, Monitoring & modelling, Compliance and Enforcement, Environmental Awareness and essential service delivery in terms of Water supply, Sanitation, Power supply and Waste management.
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

AB 1

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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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1.	Waste management	1.1	Percentage waste diverted from landfill ¹ Circular 88 indicator	27.1 %	1 = 24% diversion 2 = 26% diversion 3 = 28% diversion 4 = 30% diversion 5 = 32% diversion	Internal Waste Quarterly Report Sample of original reports from reporting service providers.
		1.2	% Waste-to-energy plant in operation through a Public Private Partnership (PPP)	100% - Obtain affordability confirmation from the GCFO	1 = 50%2 operational 2 = 75%3 operational 3 = 100%4 operational 4 = 120%5 operational 5 = 150%6 operational	BEC Report on pre- qualified bidders. (TVR IIA) From National Treasury RFP Probity Report RFP issued to qualifying Bidders BEC Report on qualified bidder.
		1.3	% operational plant for the treatment and disposal of biodegradable waste	The EPC and Civils Works appointments have been concluded	1 = 50%7 operational 2 = 75%8 operational 3 = 100%9 operational 4 = 120%10 operational 5 = 150%11 operational	Public Participation Advert/attendance register Progress Report on Civils works Progress Report on Construction works of Digester tanks Photographic images
2	Energy & Climate Change	2.1	Total number of energy generated and saved to mitigate the impact of load-shedding (Energy Mix) ¹²	53.99 MW generated	1 = 25 MW generated and saved 2 < 50 MW generated and saved 3 = 50 MW generated and saved 4 = 100 MW generated and saved 5 = 150 MW generated and saved	Database of interventions Signed letter by HoD/CEO, etc., confirming energy generated and saved
		2.2	% Improved Climate Disclosure and Action Aligned with CDP Scoring Criteria	CDP Score A achieved	1 = 50% improved climate ¹³ 2 = 75% improved climate ¹⁴ 3 = 100% improved climate ¹⁵ 4 = 130% improved climate ¹⁶ 5 = 150% improved climate ¹⁷	CDP report/questionnaire C40 Response

1 through the commercial sector and Separation at source
2 Identification of pre-qualified bidders
3 Obtain TVR IIA from National Treasury on the RFP
4 Conclusion of the BSC Work and Report on the RFP
5 Issue of RFP and agreements to Qualifying Bidders

6 BEC report on preferred bidder
7 Public Participation and Site Establishment Concluded
8 Commencement of Civils Work
9 Construction of digester tanks
10 Cold Commissioning of Digesters
11 Hot Commissioning incl. Seeding of the Digesters
12 The KPI reflects the Executive Director's oversight of City Power and the City's energy transition. Performance depends on funded City Power projects and voluntary embedded generation registrations, which are partly beyond the City's direct control.
13 CDP Score C achieved: City discloses risks, mitigation actions, and adaptation strategies.
14 CDP Score B maintained: City demonstrates climate integration in strategy and emissions reduction targets.
15 CDP Score A achieved: Full disclosure with verified data, science-based targets.
16 CDP Score A achieved: Full disclosure with Adaptation planning
17 Presentation to the Climate Action Forum on the outcome of the Leadership Standards

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Air Quality Monitoring	3.1	Percentage of AQ monitoring stations providing adequate data over a reporting year Circular 88 indicator	16.67% of stations reported adequate data (1 out of 6 operational stations).	1 = 42.85% AQ monitoring18 2 = 57.14% AQ monitoring19 3 = 71.42% AQ monitoring 20 4 = 85.71% AQ monitoring21 5 = 100% AQ monitoring22	State of Air Quality Report DEA SAAQIS Report List of Operational Stations
		3.2	Number of days with good air quality measured in the financial year. ²³	240 days	1 = 100 days 2 = 150 days 3 = 185 days (trend for the year) ²⁴ 4 = 190 days 5 = 200 days	State of Air Quality Report
4	Water & Biodiversity	4.1	Percentage of biodiversity priority area within the municipality ²⁵ . Circular 88 indicator	38 %	1 = 0% land classified as BPAs 2 = 10% biodiversity priority area 3 = 38% biodiversity priority area 4 = 1% increase of land classified as BPA's 5 = 1.5% increase of land classified as BPA's	Biodiversity Technical Report
		4.2	Percentage of Biodiversity Priority areas protected ²⁶ Circular 88 indicator	11%	1 = 0 % priority areas protected 2 = 4% priority areas protected 3 = 11% priority areas protected 4 = 1% increase 5 = 1.5% increase	Biodiversity Technical Report
		4.3	Number of inland water samples tested for monitoring purposes. Circular 88 indicator	1265 water samples tested for monitoring purposes	1 = 300 inland water samples 2 = 600 inland water samples 3 = 1200 inland water samples 4 = 1300 inland water samples 5 = 1400 inland water samples	Monitoring Plan Quarterly reports
		4.4	Percentage of borehole drilling applications registered and processed within the required timeframe ²⁷	New indicator	1 = < 89% of applications processed three days after the required timeframe 2 = 90% - 94% of applications processed two days after the required timeframe 3 = 95 % of applications received are registered and processed within the required timeframe 4 = 100% - all applications received are registered and processed	Application tracking database or registry Approval/referral correspondence GIS records of registered boreholes Evidence: Copies of permits issued

18 Stations reporting adequate data of 75% (3 out of 7 operational stations)

19 Stations reporting adequate data of 75% (4 out of 7 operational stations)

20 Stations reporting adequate data of 75% (5 out of 7 operational stations)

21 Stations reporting adequate data of 75% (6 out of 7 operational stations)

22 Stations reporting adequate data of 75% (7 out of 7 operational stations)

and public health interventions.

24 This indicator is influenced by multiple city-wide interventions and external factors, including informal settlement upgrading, electrification, urban greening, public transport improvements, road upgrades, waste management, and transboundary emissions, many of which are beyond EISD's direct control

25 At the end of annual reporting period

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

27 The KPI measures EISD's processing of borehole applications, supporting the City's Water Services Authority role and the sustainable regulation of groundwater resources. It is part of service level standards.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Oversight role	5.1	Percentage Effective oversight of service delivery issues (water, waste, and energy) and compliance with environmental legal requirements ²⁸	The department conducted site visits and quarterly performance assessments for City Power, Pikitup, and Water Johannesburg operational monitoring implementation of over 60% of actions.	5 = 120% - applications received are registered and processed one day before the required timeframe 1 = 20% - Strategic issues identified with the Entity 2 = 40% - Presentation of reports at the Chairpersons' quarterly meetings (for respective Entities) 3 = 60% - 70% of the action plan implemented 4 = 71% - 85% of the action plan implemented 5 = 86% - 95% of the action plan implemented	Oversight Framework for the three Entities Dashboard showing resolved actions. Minutes from engagements
6	By-law Implementation	6.1	Number of environmental bylaw awareness campaigns coordinated ³⁰	New indicator	1 = 1 campaign 2 = 2 campaigns 3 = 3 campaigns coordinated 4 = 4 campaigns 5 = 5 campaigns + lessons learned to improve	- Campaign concept notes / activity plans - Attendance registers - Photos, videos, social media or media coverage - Educational materials or pamphlets - Evidence: photometric report
7	Stakeholder Management	7.1	Number of citizens who participated in the departmental events or engagements ³¹	New indicator	1 = 300 2 = 400 3 = 500 4 = 600 5 = 700	- Signed Database reflecting Physical and/or Virtual engagements, notices - Engagement report
8	Economic sustainability	8.1	Number of EPWP job opportunities created through the departmental projects ³²	253 job opportunities created	1 = 50 2 = 75 3 = 100 ³³ 4 = 125 5 = 150	DED analysis report
9	Service Standards	9.1	% Compliance to Service Level Standards	New	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.
		9.2	Percentage of reported bylaw violation successfully resolved ³⁴	New indicator	1 = 75% reported violation resolved 2 = 80% reported violation resolved 3 = 85% reported violation resolved 4 = 90% reported violation resolved 5 = 100% reported violation resolved	Bylaw enforcement Consolidated quarterly progress report

9.2. GECISD is not responsible for enforcement \$ will be difficult to manage the resolution, email to Tundine 04/08/2026 to remove

SSM/colby

28 The KPI reflects the Executive Director's accountability for EISD's shareholder oversight of municipal entities, including governance, performance, compliance and strategic reporting.
29 service delivery issues (water, waste and energy) and compliance with environmental legal requirements.
30 The KPI measures EISD's coordination of environmental by-law awareness campaigns to promote compliance, support behavioural change, and improve environmental governance across the City. Awareness is conducted by staff.
31 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. No duplication of performance. Departmental results are consolidated by the Legislature to report against the City-wide SDBIP target, ensuring accountability and integrated reporting.
32 The department to engage and comply with DED guidelines and criteria. The target has been set based on the available budget allocation, which is lower than in previous financial years.
33 The target has been set based on the available budget allocation, which is lower than in previous financial years.

34 The target has been set based on the available budget allocation, which is lower than in previous financial years.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
10	Partnership and agreements	10.1	% of approved partnerships successfully implemented and delivering agreed strategic outcomes ³⁵ .	New	1= Less than 70% implementation achieved 2= 70% – 79% implementation achieved 3= 80% – 89% implementation achieved 4=90% – 99% implementation achieved 5=100% and above implementation achieved	- Quarterly Partnerships Report - Partnerships committee monitoring spreadsheets
11.	Good Governance	11.1	Audit outcome ³⁶	Unqualified Audit with material findings	1= Adverse Audit report ³⁷ 2= Qualified Audit Report ³⁸ 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
		11.2	% Resolution of internal audit findings ³⁹	100% resolution	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86%-95% resolution 5 =96%-100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
		11.3	% Resolution of external (AGSA) audit findings ⁴⁰	100% resolution	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1.	Procurement and Contract Management	1.1	% Compliance to the acquisition of goods and services as per the approved demand plan	100% compliance	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - Consolidated SCM Assessment reports
2.	Financial Turnaround Strategy	2.1	% Implementation of the Financial turnaround plan ⁴¹	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
3.	UIFW Strategy Implementation	3.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	100 % reduction	1=<65% 2=65% -74% 3=85% reduction 4=86%-96%	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

³⁵ The calculation is based on the number of approved partnerships with MOUs vs number of successfully implemented MOUs.

³⁶ Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

³⁷ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

³⁸ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

³⁹ These are findings by internal audit only that are picked up on an ongoing basis.

⁴⁰ This is for only findings classified as matters affecting audit opinion and others important matters.

⁴¹ Waste-to-energy project- Follow up on the outcome of the procurement process relating to the waste-to-energy programme: Recycling collaboration- Hold engagement on private sector-supported recycling initiatives

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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 2027 report)	
		3.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	100% investigated by GFIS. 52% of irregular expenditure was approved by the council for write-off.	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	Zero Fruitless and Wasteful expenditure	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	77%	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	78%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	- Signed departmental progress report - GSPCR assessment reports presented at Sub-Mayoral Cluster meeting.
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 5=100% policies reviewed and approved 3 months after approval	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1.	Expenditure Management	1.1	% Spent of allocated departmental Capex ⁴²	92%	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	- SAP Report - Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget	96 %	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent	- SAP Report - Midyear and Annual financial expenditure report by Group Finance

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

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2.	People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	91%	4 = 97% Opex spent 5 = 99% Opex spent	Midyear and Annual Merchants reports
					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	
		2.2	Percentage of disciplinary cases resolved within 120 days ⁴⁴	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	Consolidated assessment report by GCSS • Approved consolidated disciplinary report. • Annual Report
People Management and Empowerment (Compulsory)						
3.	Organisational Geyodi Mainstreaming Institutionalisation of GEYODI in the City	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100% compliance, more than 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	Consolidated assessment report by GCSS
		2.2	Percentage of disciplinary cases resolved within 120 days ⁴⁴	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	
		Change Management (Optional)				
3.	Organisational Geyodi Mainstreaming Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ⁴⁵ 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 • Minutes • Attendance registers • Concept documents.
		3.2	% EE, Gender and Disability mainstreaming ⁴⁵	New indicator	1 ≤ 40% ⁴⁷ 2= 41% - 59% ⁴⁸ 3= 60% - 79% ⁴⁹ 4= 80% - 99% ⁵⁰ 5= 100% ⁵¹	
		Change Management (Optional)				

43 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.

44 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.

45 Geyodi programmes implemented as per the approved action plans

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

47 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.

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

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

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

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

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KPA No.	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4.	Employee Safety	4.1	Percentage of Health and Safety Corrective Measures Implemented	New Indicator	1< 85% 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 implemented and the level of compliance according to the audits conducted
5.	Customer satisfaction	5.1	% Increase in customer satisfaction index ⁵²	Customer Orientation and Customer Focus (Compulsory) 60%		
					1 <60% 2 = 60% 3 = 61% ⁵³ 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. Tebogo Modiba Executive Director: Environment and Infrastructure Services Department	Signature: 	Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026
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⁵² 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.

⁵³ Per GPAC guidance, an aspirational target to counter declining satisfaction trends