

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

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

and

Rotondwa Maphagela

("the Group Head")

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

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group Head 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 Group Head 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 Group Head.
 - 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.
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group Head 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 Group Head, 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 of each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year, by no later than July of each year.
- 3.3 This Agreement will terminate on the termination of the City Manager's contract of employment regardless of the reason for such termination.
- 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 Group Head; and
- 4.1.2 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 Group Head, 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 Group Head'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 Group Head will be required to engage in performing their job.
- 5.2 The Group Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group Head 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 Group Head to perform to the standards required.
- 5.4 The Group Head undertakes to actively focus on 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 Group Head'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 Group Head, 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 Group Head.
- 6.2 The performance of the Group Head 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 Group Head must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Group Head'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 Group Head at least twice per 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 Group Head'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 Group Head 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 Group Head 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 Group Head 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 Group Head, delegate such powers reasonably required by the Group Head to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Group Head such resources as the Group Head 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 Group Head timely, in respect of decisions which will have a significant impact on the performance of the duties of the Group Head.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Group Head's performance shall form the basis for rewarding performance or correcting unacceptable performance.
- 9.2 A performance bonus not exceeding 14% may be paid to the Group Head 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 Group Head in accordance with the City's policy and system referred to in this Agreement.
- 9.4 Should the Group Head be entitled to a performance bonus referred to in paragraph 9.2, this shall be paid out after the tabling of the annual report.
- 9.4.1 However, should the Group Head not be entitled to a performance bonus in line with the Group Head employment contract, alternative performance rewards can 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 Group Head to improve their performance.

- 9.6 Where the City Manager is, at any time during the Group Head's employment, not satisfied with the Group Head's performance with respect to any matter dealt with in this Agreement, the City Manager shall give notice to the Group Head to attend a meeting with the City Manager.
- 9.7 The Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Head'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 Group Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

- 1.1 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.
- 10.1 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.
- 10.2 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.
- 10.3 The arbitrator shall further be entitled 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.

10.4 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 Group Head shall be bound to the dispute resolution procedures contained herein.

10.5 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) are not 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 Group Head 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



Rotondwa Maphagela
Group Head

Witness:  _____

Witness:  _____



PERFORMANCE SCORECARD: SECTION 57 MANAGER

Employee Name:

Mr. Rotondwa Maphagela: Group Head

Manager:

Dr. Floyd Brink: City Manager

Department:

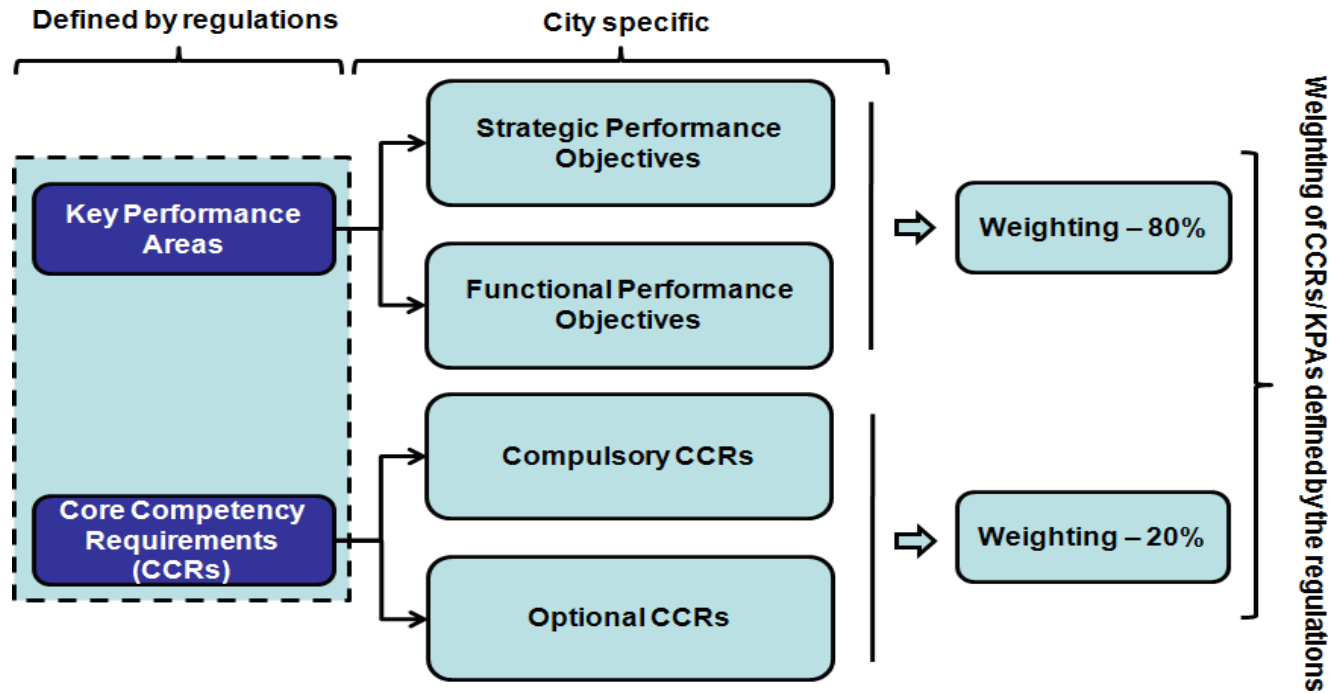
Group Communication and Marketing

Position Purpose:

The Group Communication and Marketing Department is responsible for the overall reputation management of the City of Johannesburg. Its aim is to lead the City's communication in a way that empowers residents, citizens, businesses, and other stakeholders to develop more meaningful and effective communal conversation on CoJ programmes, enabling their participation in the economy and leading to the improvement of their general well-being. The strategies to be deployed include proactive public relations, marketing, stakeholder management and strategic events management.

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). 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 (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	SMART CITY	1.1	% Implementation of Integrated Solutions Plan to enhance transformation in the City <i>Lead: Strategic Comms</i>	New	1 = 2026/27 Integrated Solutions Implementation Plan, SOP and implementation of 79% or less and quarterly reports 2 = 80%-99% implementation and quarterly reports 3 = 100% implementation with quarterly reports 4 = 100% implementation, quarterly reports and one (1) knowledge transfer training session 5 = 100% implementation, quarterly reports with evidence of implementation, one (1) knowledge transfer training session and 2027/2028 Plan	2026/27 Integrated Solutions Implementation Plan - SOP - Quarterly reports with evidence of implementation¹
2	CITY PRIORITY PROGRAMMES²	2.1	% positive and neutral media coverage received for the City ³ <i>Lead: Strategic Comms</i>	New	1 = Communication Guidelines with 20% or less positive and neutral media coverage received 2 = 21% - 59% 3 = 60% positive and neutral media coverage received for the City, quarterly media monitoring reports, quarterly closeout with analysis and recommendations 4 = 61-65% positive and neutral media coverage received for the City, quarterly media monitoring reports, quarterly closeout with analysis and recommendations 5 = More than 65% positive and neutral media coverage received for the City, quarterly media monitoring reports, quarterly closeout with analysis and recommendations	- Communication Guidelines - Quarterly media monitoring reports - Quarterly close out reports with analysis and recommendations
		2.2	Number of communication content ⁴ generated to profile the City initiatives, projects and programs and promote the brand (cum) <i>Lead: Strategic Comms</i>	360	1 = 2026/27 Communication Content Management Plan, SOP and less than 95 communication content generated per quarter 2 = 285 (cum) communication content generated for 3 quarters (95 per quarter) 3 = 380 (cum), communication content generated for 4 quarters quarterly reports with supporting links / documents 4 = 400 (cum) communication content generated	2026/27 Communication Content Management Plan - SOP - Quarterly reports with supporting links / documents

¹ Approved PowerPoint presentation with-screen shots and analytics from implemented platform/s

² The KPA relates to all the City's priority programmes and activities and the aim is to build, foster and maintain trust with the public, gain PR insights and benchmark the brand against others

³ Measures the media coverage or content output that the City receives in the print, online and broadcast media, to enable responsive and proactive communication by tracking and analysing media coverage that impacts the City's reputation, service delivery perception and stakeholder trust

⁴ Communication content refers to a range of approved communication outputs developed to profile City initiatives, projects, and programmes, and to promote the City's brand. This includes, but is not limited to, media releases, speeches, media statements, social media campaigns, newsletters, website articles, videos and internal communication products.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
					quarterly (100 per quarter), reports with supporting links / documents 5 = More than 400 (cum) communication content generated quarterly (+100 per quarter), quarterly reports with supporting links / documents	
3	PROVIDING STRENGTH TO THE CITY'S BRAND CREDIBILITY⁵.	3.1	Number of events to market the brand and communicate or promote service delivery initiatives and/or successes⁶ (CUM) <i>Lead: Events</i>	25	1 = 2026/27 Events Calendar, SOP and less than 25 events executed and agreements (where applicable) 2 = 25 - 37 events executed and agreements (where applicable) 3 = 38 (cum) events executed, signed agreements for collaborations / partnerships (where applicable) with quarterly closeout reports 4 = 38 (cum) events executed, signed agreements for collaborations / partnerships (where applicable) and an annual closeout report 5 = >38 (cum) events executed, signed agreements for collaborations / partnerships (where applicable) and an annual closeout report	2026/27 approved Events Calendar - SOP - Quarterly close-out report with supporting documents⁷ - Signed agreements for collaborations / partnerships (Where Applicable).
		3.2	Number of Integrated marketing campaigns executed⁸. (CUM) <i>Lead: Mkt</i>	14	1 = 2026/27 Implementation plan with quarterly interventions, SOP and less than 14 IMCs executed 2 = 14 – 19 IMC's executed 3 = 20 integrated marketing campaigns executed, quarterly closeout reports for campaigns listed in departmental quarterly report 4 = 21 IMCs plus reviewed 27/28 Integrated Marketing Implementation Plan 5 = more than 21 IMCs plus reviewed 27/28 Integrated Marketing Implementation Plan with proof of implemented recommendations from previous fiscal's marketing campaigns	2026/27 Implementation Plan with quarterly interventions - SOP - Quarterly closeout reports⁹ for campaigns listed in departmental quarterly report

⁵ KPA relates to creating memorable brand experiences, communicating messages, promoting service delivery initiatives, positioning the brand, building relationships, improving the profile of the city, and building the reputation of the organisation.

⁶ Key interventions include events management, brand building / marketing, public/private partnerships, collaborations with departments and MEs

⁷ Closeout reports to include information on work opportunities created, even if there were none. Supporting documents may include the programme, invitations / RSVPs, JOC compliance (where necessary), attendance register, guest list / VIPs, media releases, post- event survey / endorsements from participants and/or partners, Return on Investment (ROI), any photos & media clippings, advertising, radio & TV coverage, Q&A as well as feedback forms, etc.

⁸ An integrated marketing campaign (IMC) delivers consistent strategic and coordinated messages (verbal and non-verbal) across various channels of communication by using a mix of elements for optimisation and increased reach. Interventions may include a mix of promotional material (posters, pamphlets, etc.), event branding, banners (e-mail and project specific), activation, advertising: online, TV, radio and print media, outdoor advertising, trade shows and exhibitions.

⁹ The report should be provided in standard format and must include photographic evidence as well as financials.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
4	ACTIVE AND ENGAGED CITIZENRY¹⁰	4.1	Number of employee communication campaigns (CUM) <i>Lead: Strategic Communication</i>	New	1 = 2026/27 Employee communication Implementation Plan, SOP and less than 15 employee communication campaigns 2 = 15 employee communication campaigns 3 = 16 employee communication campaigns, quarterly closeout reports 4 = 18 employee communication campaigns, quarterly closeout reports 5 = 18 employee communication campaigns, quarterly closeout reports and Employee Communication Survey with recommendations and feedback	2026/27 Employee Communication Implementation plan - SOP - Quarterly Close-out report with evidence of implementation
		4.2	Number of strategic stakeholder awareness building sessions / engagements executed or facilitated ¹¹ <i>Lead: Strategic Communication</i>	27	1 = 2026/27 Stakeholder Management Implementation Plan, SOP and less than 30 sessions / engagements 2 = 30 - 33 sessions 3 = 34 sessions / engagements, quarterly reports with supporting documents / evidence links 4 = 34 sessions / engagements, quarterly reports with supporting documents / evidence links with <i>Integrated</i> stakeholder database 5 = 34 sessions / engagements, quarterly reports with supporting documents / evidence links plus integrated stakeholder database and 1 knowledge transfer training session	2026/27 Stakeholder Management Implementation Plan - SOP - Quarterly reports with supporting documents / evidence links
		4.3	Number of citizens reached through campaigns (cum) <i>Lead: Strategic Comms</i>	New	1 = 2 0 2 6 / 2 7 Citizen Reach Implementation Plan, SOP and less than 25 000 citizens reached per quarter 2 = 75 000 (cum) citizens reached for 3 quarters (25 000 per quarter) 3 = 100 000 (cum) citizens reached (25 000 for 4 quarters) plus quarterly website and social media analytical reports indicating campaigns executed 4 = 101 000 – 150 000 (cum) citizens reached plus quarterly website and social media analytical reports indicating campaigns executed and recommendations 5 = More than 150 000 (cum) citizens reached plus quarterly website and social media analytical reports	2026/27 Citizen Reach Implementation Plan - SOP - Quarterly website and social media analytical reports indicating campaigns executed and recommendations

¹⁰ KPA relates to creating brand recognition and the communication and marketing or promoting of CoJ priority programs/projects + successes to created awareness

¹¹ Interventions may include stakeholder meetings / engagements, roundtable / panel discussions, inter-governmental relations, support to Legislature in terms of communication and targeted profiling.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
					indicating campaigns executed and recommendations	
5	SUSTAINABLE SERVICE DELIVERY	5.1	% implementation of the Leadership Profiling Plan ¹² Integrated approach <i>Lead: Events</i> <i>Support: Strategic Comms & Mkt</i>	New	1 = 26/27 Leadership Profiling Implementation Plan, SOP and 50%-79% implementation 2 = 80% – 99% implementation 3 = 100% implementation, quarterly closeout reports with evidence of targeted interventions 4 = 100% implementation and annual closeout with recommendations 5 = 4 above plus revised Implementation Plan for 27/28	26/27 Leadership profiling Implementation plan - SOP - quarterly closeout reports with evidence of targeted interventions
		5.2	% implementation of the Region A-G profiling plan Integrated approach <i>Lead: Mkt</i> <i>Support: Events & Strategic Comms</i>	New	1 = Region A-G Profiling Plan, SOP (integrated) and between 50%-79% implementation 2 = 80% – 99% implementation 3 = 100% implementation, quarterly closeout reports with evidence of targeted interventions 4 = 100% implementation with draft 27/28 Leadership Profiling Integrated Plan 5 = 100% implementation with approved 27/28 Leadership Profiling Integrated Plan	- Region A-G Profiling Integrated Plan - SOP - Quarterly Implementation / Close-out reports
6	GOOD GOVERNANCE	6.1	Audit Outcome ¹³	Unqualified Audit Report	1= Adverse Audit report ¹⁴ 2= Qualified Audit Report ¹⁵ 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter

¹² The leadership of the City in this KPI refers to the Executive Mayor, Members of the Mayoral Committee (MMCs), the Speaker of Council, and City Manager, Executive and Senior Management. The KPI speaks to leadership positioning through internal and external platforms, to strengthen public confidence by showcasing leadership competency, accountability and responsiveness on the City's initiative and plans

¹³ Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

¹⁴ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹⁵ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
		6.2	% Resolution of internal audit findings	No audit findings	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	- Quarterly status of resolution of internal audit findings. - GRAS report on Audit Findings approved by GAC & GPAC
		6.3	% Resolution of external (AGSA) audit findings	No audit findings	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	- Quarterly status of resolution of internal audit findings. - Management response to findings with action plan to improve internal controls and mitigation to GRAS. - GRAS report on Audit Findings approved by GAC & GPAC
7	SERVICE LEVEL STANDARDS	2.1	% Compliance to Service Level Standards.	New indicator	1 < 75% compliance 2 = 75% compliance 3 = 85% compliance 4 = 90% 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%)						
FINANCIAL COMPETENCE (COMPULSORY)						
1	PROCUREMENT AND CONTRACT MANAGEMENT	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	tbc	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	UIFW STRATEGY IMPLEMENTATION	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	No historical Unauthorised expenditure	1 = 100%1 = <65% 2 = 65% -74% 3 = 85% reduction 4 = 86%-96% 5 = 97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
		2.3	Percentage reduction in historical	No		

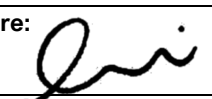
KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
			Irregular expenditure reported 30 June 2026	historical Unauthorised expenditure	1 = <65% 2 = 65% -74% 3 = 85% reduction 4 = 86%-96% 5 = 97% and above (including non-incurrence in June 2027 report)	
		2.5	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	No historical 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)	
3	RISK MANAGEMENT	3.1	% implementation of strategic risk management action plan.	89	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	Quarterly Risk Report indicating the status of the mitigations
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	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%)						

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
1	EXPENDITURE MANAGEMENT	1.1	% spent on Operating budget against approved Operating budget	55%	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
		1.2	% of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁶	96%	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	Midyear 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	85%	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 - Signed departmental NFR report for 2026/27 performance rewards - Approved assessment report by GCSS
		2.2	Percentage of disciplinary cases resolved within 120 days ¹⁷	No disciplinary actions	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- Approved departmental quarterly performance reports - GCSS LR report - Annual report 2026/27
CHANGE MANAGEMENT (OPTIONAL)						
3	ORGANISATIONAL GEYODI MAINSTREAMING	3.1	Number of Geyodi programmes implemented as per the approved action plans	New	1 ≤ 2 or less ¹⁸ 2= 3 3= 4 4= 5	- Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. - Nomination Letters of Geyodi Focal Persons to champion GEYODI.

¹⁶ 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.

¹⁷ 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.

¹⁸ Geyodi programmes implemented as per the approved action plans

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
					5= 6	Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming ¹⁹	New	1 ≤ 40% ²⁰ 2= 41% - 59% ²¹ 3= 60% - 79% ²² 4= 80% - 99% ²³ 5= 100% ²⁴	- Minutes - Attendance registers - Concept documents.
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented		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
Customer Orientation and Customer Focus (Compulsory)						
5	CUSTOMER SATISFACTION	5.1	% Increase in customer satisfaction index ²⁵	60%	1 < 60% 2 = 60%. 3 = 61% ²⁶ 4 = 62% 5 = > 62%	Satisfaction results by GSPCR
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.						
Rotondwa Maphagela GH: Group Communications and Marketing		Signature:  31 July 2026		Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026

¹⁹ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

²⁰ 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.

²¹ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

²² Participate in the development of the Action Plan and monitor implementation.

²³ Input into or submission of relevant reports to various structures or relevant authorities.

²⁴ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

²⁵ 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

²⁶ Per GPAC guidance, an aspirational target to counter declining satisfaction trends