



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

Mbulelo Ruda

(Group Executive Director")

for the financial year: 1 July 2026 to 31 June 2027

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group 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 Group 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 Group 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 Group 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 Group 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 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 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 Group 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 Group 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 Group Executive Director will be required to engage in performing their job.



- 5.2 The Group Executive Director agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group 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 Group Executive Director to perform to the standards required.
- 5.4 The Group Executive Director 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 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 Group 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 Group Executive Director.
- 6.2 The performance of the Group 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 Group Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Group 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 is convened to conduct review sessions on the performance of the Group 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 Group 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 Group 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 Group 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 Group 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 Group Executive Director delegate such powers reasonably required by the Group 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 Group Executive Director such resources as the Group 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 Group Executive Director timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Executive Director.

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Group 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 Group 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 Group Executive Director in accordance with the City's policy and system referred to in this agreement.

9.4 Should the Group 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 Group Executive Director not be entitled to a performance bonus in line with the Group 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 Group Executive Director to improve their performance.

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

9.7 The Group Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group 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 Group 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 Group 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.

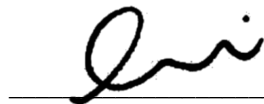


11. GENERAL

- 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 Group 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

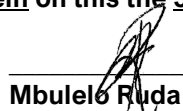
Witness:



Witness:



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



Mbulelo Ruda
Group Executive Director
Group Corporate and Shared Services

Witness:



Witness:



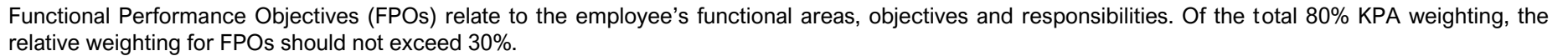


a world class African city

Annexure A

PERFORMANCE SCORECARD	
Employee	Mbulelo Ruda: Group Executive Director
Manager	Dr. Floyd Brink: City Manager
Department	Group Corporate and Shared Services
Position purpose	Provision of effective fleet, logistical and human capital capacity as a strategic business partner of Core Departments and Municipal Entities.
The period of this Performance Plan is from 1 July 2026 to 31 June 2027	

The CCR scorecard is attached as **Annexure “B”**



KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	A competent workforce and productive government	1.1.	% of Departments assessed on PM implementation ¹ (Note this KPI excludes Section 54A & 56). SDBIP	100%	1= 80% 2= 90% 3= 100% of Departments assessed ² 4= 100% + Two Interventions to enhance PMS ³ 5= 100% + Three Interventions to enhance PMS ⁴	- Request for departmental documentation submission by departments - Outcomes of the verification - Emails confirming the turnaround time of 14 days - Close out report PM progress signed off by GED: GCSS
		1.2.	% Monitoring of EE, qualitative and quantitative measures SDBIP	100%	1= 70% 2= 80% 3= 100% 4= 100% +Two interventions to enhance Transformation 5= 100% +Three interventions to enhance Transformation ⁵	2026 / 2027 EE, Gender and Disability Action Plan (signed by GED: GCSS). - EEA Annual Report (EEA 2, EEA 4, and acknowledgement letter)
		1.3.	Number of employees targeted for skills audit interventions implemented to address the identified skills gaps for Levels 7 & 8 SDBIP	New indicator	1= 500 2= 750 3= 1000 4= 1200 5= 1400	Quarterly progress reports signed by GED: GCSS

¹ Measured based on departmental submissions (dependency on departments for submission).

² 100% assessment is based on only received departmental PM documents (scorecards, review/coaching documents – ADBS) i.e. 100% equals the number of departments who submitted their PM documentation for assessment.

³ 1) Conducting PMS awareness sessions plus 2) scorecard development (one on one sessions with some departments).

⁴ 1) Conducting PMS awareness sessions plus 2) scorecard development plus 3) compliance letters to departments signed by CM.

⁵ Action Plan to include the additional three (3) interventions.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
		1.4	% Monitoring ⁶ of Disciplinary Procedure Collective Agreement in finalising disciplinary cases within specified timelines by line departments SDBIP	100%	1= 90% 2= 95% 3= 100% 4= 100% + One intervention to ensure compliance 5= 100% + Two interventions to ensure compliance ⁷	Quarterly progress reports signed off by the GED: GCSS
2.	Organisational design SDBIP	2.1.	% Implementation of the organisational redesign of the City ⁸ SDBIP	65%	1= 10% 2= 15% 3= 20% 4= 3 rd Cluster functional and role alignment assessment completed 5= 4 th Cluster functional and role alignment assessment completed	- Diagnostic Report - Redundancy Report signed off by GED: GCSS - Cluster Assessment Reports signed GED: GCSS
		2.2.	Number of departments and MEs participating in 4IR readiness assessment SDBIP	New indicator	1= 9 Departments and 3 MEs (Project Planning and Stakeholder consultation, and literature Review) & (Development of the Research Methodology Framework and Data Collection) 2= 9 Departments & 3 MEs (Data Analysis and Development of preliminary findings) 3= 9 Departments & 3 MEs	- Approved project plan signed off by GED: GCSS - Research Report for 9 Departments and 3 MEs signed off by GED: GCSS - Approved research Methodology Framework and data collection instruments - Approved Research report submitted to 9 Departments & 3 MEs - Capacity Building Workshops Attendance Registers,

⁶ Includes Oversight of Disciplinary Procedure Collective Agreement in finalising disciplinary cases within specified timelines by line departments.

⁷ 1) Training for line managers to handle disciplinary cases effectively and efficiently plus 2) Updated quarterly disciplinary cases register to HoDs on progress relating to disciplinary cases within their respective departments.

⁸ Measurement is against achievement of the Action Plan.

⁹ Research Report for 9 Departments and 3 MEs signed off by GED: GCSS including:

- o Literature Review
- o Research Methodology Framework and data collection instruments
- o Data Analysis and Development of preliminary findings
- o Stakeholder consultation

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					(Development of the Research Report and stakeholder consultation) 4= Research Report to Departments and MEs 5= Capacity Building Workshops for 5 departments	Agenda and Presentations
3.	Service Level Standards	3.1	% Achievement of approved GCSS: GHCM service level standards GED	92%	1= 65% 2= 75% 3= 85% 4= 90% 5= 95%	- Quarterly Reports to Group Governance - Quarterly Group Governance Assessment report
4	Employee Safety	4.1	Monitoring & Reporting Disabling Incident Frequency Rate (DIFR)	1.72	1= 1.76 2= 1.75 3= 1.72 4= 1.717 5= 1.715	- Signed DIFR dashboard - DIFR dashboard signed off by GH: Group SHELA & FCM
		4.2	% monitoring of SHE standards at all CoJ corporate buildings and facilities to improve OHASA compliance across the city.	100%	1= 96% 2= 98% 3= 100% 4= 100% +One intervention to ensure compliance ¹⁰ 5= 100% + Two interventions to ensure compliance ¹¹	SHE Compliance report signed off by CM
5	Employee management and development	5.1	% Of municipal skills development levy recovered ¹² C88	100%	1=75% 2= 80% 3=100% skills development levy recovered 4= 100% of levy recovered and discretionary grant funding secured for additional skills programmes 5= 100% of levy recovered and discretionary grant	- Annual Report signed by GED: GCSS - Discretionary Grant applications to LG SETA - Funding Agreement and Approval letter from the LGSETA for discretionary grant funding for additional skills programmes. - Signed attendance registers per skills programme

¹⁰ Provision of technical support and advise to departments on corrective measures required/be implemented to improve OHS compliance.

¹¹ Facilitate awareness sessions promote positive health and safety culture in the City; and Encourage Department to have SLA with JPC to improve facility management and compliance to OHS Act

¹² 100% of the recoverable skills development levy as determined in the Skills Act for those quarters under review in line with the LGSETA Financial Year.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					funding secured and 100% of secured grant funds committed/implemented within the financial year 26/27	implemented
		5.2	% Of days in a year that all S56 positions are filled by full-time appointed staff not in acting capacity ¹³ top management stability C88	80.95%	1= 68% 2= 78% 3= 88% 4= 92% 5= 96%	Quarterly progress reports signed by GED: GCSS
		5.3	Number of active suspensions longer than 3 months for Section 54A & 56 reduced C88	Zero suspensions	1= Number reduced by 4 2= Number reduced by 5 3= Number reduced by 6 4= Number reduced by 7 5= Zero suspensions	Quarterly progress reports signed by GED: GCSS
		5.4	Number of active suspensions longer than six months reduced ¹⁴ C88	Zero Suspensions longer than 6 months	1= No active suspensions longer than 6 months reduced by 4. 2= No active suspensions longer than 6 months reduced by 5. 3= No active suspensions longer than six months reduced by 6 4= No active suspensions longer than six months reduced by 7 5= No of active suspensions longer than six months reduced by 8	Quarterly progress reports signed off by GED: GCSS
		5.5	% Decrease in the quarterly salary bill of all	77.59% decrease	1= 62% 2= 72%	Quarterly progress reports signed off by GED:

¹³ City Core Section 56 employees only.

¹⁴ This KPI is in line with the Disciplinary Procedure Collective Agreement for City Core Bargaining Council employees.

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KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
			suspended officials for City Core ¹⁵ C88		3= 82% 4= 85% 5= 90%	GCSS
		5.6	% Of employees on ESS / MSS in the City core SDBIP	New indicator	1= 76% 2= 86% 3= 96% 4= 97% 5= 98%	Quarter 4 SAP Report indicating ESS and MSS employee percentage usage signed off by GED: GCSS
		5.7	% Of vacant posts filled within 6 months in core departments C88	46.69%	1= 45% 2= 50% 3= 55% 4= 58% 5= 60%	Quarterly progress reports signed by GED: GCSS
6.	Youth Development	6.1	Number of bursaries awarded for youth development in Johannesburg ¹⁶ SDBIP	200 bursaries	1= 100 2= 150 3= 200 ¹⁷ bursaries awarded for youth development in Johannesburg 4= 202 bursaries 5= 205 bursaries	- Annual Report approved by GED: GCSS18 - Signed Organisational Analysis - WSP Schedule of Bursars - Budget Business Case for additional bursaries
		6.2	Number of internships ¹⁹ implemented SDBIP	New indicator	1= 12 2= 13 3= 14 4= 15 5= 16	- Report approved by GED: GCSS - GCSS spreadsheet of internships awarded
7.	Good Governance	7.1	Audit outcome ²⁰	Qualified Audit with material findings	1= Adverse Audit report ²¹ 2= Qualified Audit Report ²² 3= Unqualified without material findings 4= Unqualified report with audit findings classified as	AG Management Letter

¹⁵ GCSS is dependent on Core departments line management to report quarterly on suspensions and disciplinary cases to inform GCSS City reporting.

¹⁶ Bursaries issued only by GCSS to the Johannesburg youth for development.

¹⁷ It must be noted that budget allocation is only for 200 bursaries awarded.

¹⁸ Report (annual) to include feedback on targets 4 and 5 i.e. 5 additional bursaries.

¹⁹ Reference made to GCSS internships only.

²⁰ Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

²¹ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

²² 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 Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	
		7.2	% Resolution of internal audit findings ²³	100% resolution	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
		7.3	% Resolution of external (AGSA) audit findings ²⁴	50% resolution	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
8	Circular 88 Indicators	8.1	Number of Circular 88 Indicators reported ²⁵	New Indicator	1= 0 reported 2= 1 reported 3= 2 reported 4= 2 with one achieved 5= 2 both achieved	Circular 88 Assessment Report by COGTA
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1.	Procurement and Contract Management	1.1	% Compliance with 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 - SCM Assessment reports - Audited Financial statements
2.	Revised UIFW Strategy	2.1	Percentage reduction in historical Unauthorized expenditure reported 30 June 2026	0% reduction	1=<65% 2=65% -74% 3=85% reduction 4=86%-96%	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

²³ These are findings by internal audit only that are picked up on an ongoing basis.

²⁴ This is for only findings classified as matters affecting audit opinion and others important matters.

²⁵ 1. Staff vacancy rate – REF No. GG 1.2. 2. Average number of days taken to process building application of 500 square meters or more-REF No. LED 3.13

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					5=97% and above (including non-incurrence in June 2027 report)	
		2.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	75% reduction	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 Fruitless and Wasteful expenditure reported 30 June 2026	0% reduction	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.	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	50% of the action plans	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	70% achieved	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	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
					months after the date of review 5=100% policies reviewed and approved 3 months after approval	
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1.	Expenditure Management	1.1	% Spent of allocated departmental Capex ²⁶	70% spent	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	- SAP Report - Approved section 71 reports
		1.2	% Spent of allocated departmental Opex budget	75% 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 ²⁷	100% of valid invoices	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
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	81% of staff	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

²⁶ This is applicable to departments with large capex budget – threshold to be determined.

²⁷ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

KPA No.	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
		2.2	Percentage of disciplinary cases resolved within 120 days ²⁸	100%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- Approved departmental quarterly performance reports - GCSS LR report - Annual report 2025/26
3.	Institutionalization 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 ²⁹ 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 ³⁰	New indicator	1 < 40% ³¹ 2= 41% - 59% ³² 3= 60% - 79% ³³ 4= 80% - 99% ³⁴ 5= 100% ³⁵	- Minutes - Attendance registers - Concept documents.
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

²⁸ 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.

²⁹ Geyodi programmes implemented as per the approved action plans

³⁰ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

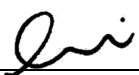
³¹ Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.

³² Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

³³ Participate in the development of the Action Plan and monitor implementation.

³⁴ Input into or submission of relevant reports to various structures or relevant authorities.

³⁵ 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 (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification (MOV)
5.	Customer satisfaction	5.1	% Increase in customer satisfaction index ³⁶	60%	1 <60% 2 = 60%. 3 = 61% ³⁷ 4 = 62% 5 = >62%	Annual Customer satisfaction survey report
Mbulelo Ruda Group Executive Director: Group Corporate and Shared Services			Signature: 	Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026

³⁶ 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

³⁷ Per GPAC guidance, an aspirational target to counter declining satisfaction trends