

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

Adv. Mlandu Kona
("the Group Head")

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

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the 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; and
 - 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 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 may terminate on the termination of the Group Head's appointment 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 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 Head 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 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 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 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, Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the City Manager and in the process of evaluating the Performance of the 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 their 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 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 Head's performance by the City Manager and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The 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;

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- 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 timeously 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 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 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 will 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 their 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 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 will 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

- 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 Head 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 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



Adv. Mlandu Kona
Group Head

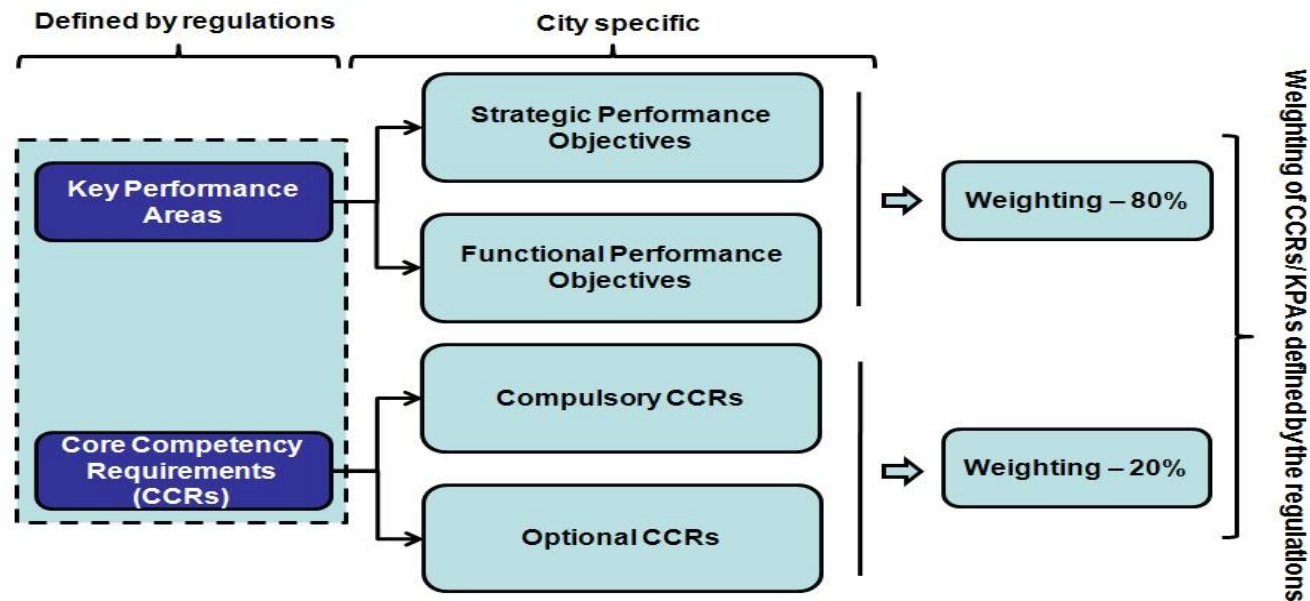
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PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE	
Employee	Adv Mlandu Kona: Group Head
Manager	Dr. Floyd Brink: City Manager
Department	Group Governance
Position Purpose	To provide strategic and administrative secretariat and governance service to enable the Executive to plan, decide and ensure the implementation of the agenda of the CoJ.
The period of this Performance Plan is from 01 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%. All KPIs must be Clear Relevant Economic Adequate Monitorable (CREAM) and targets Simple Measurable Achievable Realistic Timed (SMART).

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.	Service Level Standards ¹	1.1	Percentage of Municipal Entities and Departments achieving ≥85% compliance of Service Level Standards (SLS) Charter Measured Quarterly	New indicator	1 = <66.7% MEs & Depts achieving ≥85% 2 = 66.7% - 74.6% MEs & Depts achieving ≥85% 3 = 74.7% - 80% MEs & Depts achieving ≥85% 4 = 81% - 90% MEs & Depts achieving ≥85% 5 = 91% - 100% MEs & Depts achieving ≥85%	- Signed Consolidated Governance SLS Assessment Report of MEs and Departments. - Minutes of GPAC - Feedback given to MEs.
2	Quarterly Performance Reports and Integrated Reports of 13 Municipal Entities.	2.1	% of Governance assessment conducted on quarterly performance reports of 13 Municipal Entities	100%	1 =80% of MEs assessed on their quarterly performance 2 = 90% of MEs assessed on their quarterly performance 3 = 100% assessment (MEs assessed) 4 = 100% assessment (GPAC and Mayoral Committee) 5 =Assessment feedback given to MEs	- Signed quarterly Consolidated Governance Performance Assessment Report of 13 entities. - Minutes of the Shareholder Mayoral Committee. - Feedback given to MEs.
		2.2	% of Governance assessment conducted on Integrated Reports (IRs) of 13 Municipal Entities.	100%	1 =80% of MEs IRs assessed 2 = 90% of MEs IRs assessed 3 = 100% of MEs IRs assessed 4 = 100% (Report presented to Joint GAC and GPAC and Mayoral Committee) 5 =IRs Assessment feedback given to MEs	- Signed Consolidated Governance Integrated Assessment Report of 13 entities. - Minutes of the Shareholder Mayoral Committee. - Feedback given to MEs.

¹ This KPI refers to Service Level Standards monitored and reported by Group Governance Department on a quarterly basis (This indicator is compliance based).

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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%)						
3	Group Advisory and Mayoral Committees	3.1	% Tracking of the implementation of Mayoral & Advisory Committee's resolutions ²	100%	1= <75% tracking (resolutions schedule developed) 2= 75% tracking (resolutions schedule circulated and tracked) 3= 100% tracking 4= 100% tracking (resolution tracking report presented to the Mayoral Committee) 5= 100% tracking (Implementation/ action plan developed and regular follow-ups conducted)	- Quarterly reports on tracking of the implementation of Mayoral & Advisory committee resolutions. - Minutes
4.	Appointment and annual assessment of Advisory Services	4.1	% Appointment of Group Advisory Committees within required timeframe ³ .	100%	1 = <50% of GACs appointed above 18 months. 2 = 50% - 99 of GACs appointed above 15 months. 3 = 100% of GACs appointed within 12 to 15 Months. 4 = 100% of GACs appointed within 12 to 15 Months + Mayoral Committee approval of the recommended candidates. 5 = 100% of GACs appointed within 12 + Mayoral Committee approval + Induction of the GACs.	- Appointment reports for GACs. - Minutes of the Mayoral Committee
		4.2	% Annual assessment of the Group Advisory Committees effectiveness ⁴	New Indicator	1 = <50% of Group Advisory Committees effectiveness.	Group Advisory Committees Assessment Reports.

² 100% tracking of the Mayoral & Group advisory resolution entails the department making constant follow up on the implementation of resolutions and communicating with the respective HOD's to accelerate the implementation. The KPI is reported retrospectively.

³ The appointment of Group Advisory Committees is for a period of three (3) years reviewable on an annual basis or at the AGM or Special General Meeting. Prescribed timeframe for appointment and AGM is 12 to 15 months. (Note: This KPI is an annual target measured in Q4 with progress report quarterly). This KPI will be merged with KPI 6.1 during deviation.

⁴ Annual target measured in Q4. This KPI will collapse during deviation and merge with KPI 6.2.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
					2 = <80% of Group Advisory Committees effectiveness. 3 = 80 -89% of Group Advisory Committees effectiveness 4 = 90 99% of Group Advisory Committees effectiveness + Survey report presented at Maycom. 5 = 100% of Group Advisory Committees effectiveness + Survey report presented at Maycom, and resolutions	
5	ACA Training Programme.	5.1	Number of Trainee Accountants recruited through the ACA Training Programme.	4	1 = 0 trainees 2 = 1 trainees with CTA 3 = 3 trainees with CTA 4 = 4 trainees with CTA 5 = 5+ trainees with CTA	• ACA recruitment report
		5.2	Maintain and sustain a positive SAICA Accreditation Rating		1 = Very high-risk rating 2 = High risk rating to Medium risk rating 3 = Low risk rating 4 = Low risk rating with significant finding ⁵ 5 = Low risk rating with no significant findings	• SAICA Evaluation report
6	COJ and Municipal Entities governance structures and Annual General Meeting	6.1	% Appointment of NEDs and IACs within required timeframe ⁶	100%	1 = <50% of NEDs and IACs appointed above 18 months 2 = 50% - 99% of NEDs and IACs appointed above 15 months	• NED appointment report. • Mayoral committee minutes.

⁵ Significant findings constitute a rating of 3 and 4 awarded by the SAICA reviewer on each accreditation criteria

⁶ The appointment of NEDs and IACs is for a period of three (3) years reviewable on an annual basis or at the AGM or Special General Meeting. Prescribed timeframe for appointment and AGM is 12 to 15 months. (Note: This KPI is an annual target measured in Q4 with progress report quarterly). This KPI will be merged with KPI 4.1 during deviation. This KPI will collapse during deviation and merge with KPI 6.2.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
7.	Boards of Municipal Entities				3 = 100% of NEDs and IACs appointed within 12 to 15 Months. 4 = 100% appointment within 12 to 15 Months + Mayoral Committee approval of the recommended candidates. 5 = 100% appointment within 12 + Mayoral Committee approval + + Induction of the Boards & IACs.	
		6.2	% Turnaround times of Convening of the AGM within required timeframe ⁷	100%	1 = <50% of Boards effectiveness. 2 = <80% of Group Advisory Committees Boards effectiveness. 3 = 80 -89% of Boards effectiveness 4 = 90 99% of Boards effectiveness + Survey report presented at Maycom. 5 = 100% of Boards effectiveness + Survey report presented at Maycom and resolutions implemented within specified timeframe.	• Approved survey report of Board assessment. • Minutes of Mayoral
		7.1	Annual assessment of the municipal entities board effectiveness ⁸	100%	1 = Convened above 18 months 2 = Convened above 15 months 3 = Convened within 12 to 15 Months.	• Approved survey report of Board assessment • Minutes of Mayoral

⁷ Section 61(7)(a-b) prescribe that the first AGM must be held within 18 months of the company's incorporation, with subsequent AGMs held annually, ensuring no more than 15 months elapse between meetings.

⁸ The purpose of the assessment is to establish insight into how well Municipal Entities' boards are meeting their objectives and where the performance or efficacy of the boards could be improved, this is an annual KPI.

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
					4 = Convened within 12 with 80% attendance of stakeholders. 5 = Convened within 12 months + signing of Compacts.	
8.	Ethics awareness	8.1	Number of ethics awareness programmes implemented across all CoJ dept. and entities ⁹	12 programmes	1 = No awareness session/programme. 2 = less than 12 awareness sessions/ programmes 3 = 12 Awareness sessions/programmes 4 = more than 12 awareness sessions / programmes. 5 = more than 12 awareness sessions + approval of strategy + establishment of ethics unit	• Presentations • Attendance Registers
9.	Metro Trading Services Reform (MTSR)	9.1	% achievement of the M1 and M4 Governance Institutionalisation and Effectiveness Index across Johannesburg Water, City Power and Pikitup.	New indicator	1 = Less than 70% achievement or no approved institutionalisation plan. 2 = 70% to less than 90%. 3 = 90% to less than 95%, with Pikitup M1 and M4 completed and all required assessments undertaken. 4 = 95% to less than 100%, with measurable improvement against the governance baseline. 5 = 100%, no material M1 and M4 breach and demonstrated	• M1 and M4 change management and communication plan. • Approved Pikitup SDA, supporting compact instruments and delegations • Governance breach and escalation registers

⁹ Focus area for ethics office is core department and regions. Ethics awareness workshop, ethics awareness training for Senior Leadership, Awareness and roll out the strategy, roadshow at ME's (Communications).

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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%)						
					improvement in accountability, escalation and decision-making.	
10.	Service Level Standards	10.1	% Compliance to Service Level Standards ¹⁰	New Indicator	1 < 75% compliance 2 < 85% compliance 3 = 85% compliance 4 > 85% compliance 5 > 95% compliance	• Departmental progress submitted to GG • Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments by GG tabled at GPAC
11.	Good Governance		Audit outcome ¹¹	Unqualified Audit with material findings	1= Adverse Audit report ¹² 2= Qualified Audit Report ¹³ 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
			% Resolution of internal audit findings ¹⁴	100%	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

¹⁰ Departmental Compliance of Service Level Standards

¹¹ Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

¹² This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

¹³ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

¹⁴ These are findings by internal audit only that are picked up on an ongoing basis.

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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%)						
			% Resolution of external (AGSA) audit findings ¹⁵	100%	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

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	100%	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited Financial statements
2	Financial Turnaround Strategy	2.1	% Implementation of the Financial turnaround plan ¹⁶	New indicator	1= 75% and less of the plan implemented 2= 80% of the plan implemented 3= 85% of the plan implemented	- Signed progress reports - Proof of submission

¹⁵ This is for only findings classified as matters affecting audit opinion and others important matters.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO)						
(TOTAL WEIGHTING = 30%)						
					4= 90% of the plan implemented 5= 95% and above of the plan implemented	
3	Revised UIFW Strategy	3.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	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
		3.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	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
		3.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	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

WS Project Team	Issue	Action Item or task	Responsibility
WS1: Governance & Finance	Board appointment reforms	Determine how recommendations concerning the composition of board selection committees will be incorporated into the shareholder policy and future board appointment processes.	Group Governance

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
4	Risk Management	4.1	% Implementation of the action plans to mitigate the risks	85%	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	- Signed quarterly departmental performance reports - GRGC Risk analysis reports and Minutes
5	Departmental performance monitoring and reporting	5.1	% Achievement of departmental SDBIP	85%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	- Signed quarterly departmental performance reports - GSPCR assessment reports
6	Policy Management	6.1	Percentage approved policies in the 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 3= 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

SECTION 3: CORE COMPETENCY REQUIREMENTS						
(TOTAL WEIGHTING = 20%)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁷		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	95.73%	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 ¹⁸	100%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	Mid-year and Annual Merchants reports
People Management and Empowerment						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100%	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 2026/27 performance rewards

¹⁷ This is applicable to departments with large capex budget – threshold to be determined.

¹⁸ 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.

SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
		2.2	Percentage of disciplinary cases resolved within 120 days ¹⁹	0%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- Approved departmental quarterly performance reports - GCSS LR report - Annual report 2025/26
Change Management (optional)						
3.	Institutionalisation of GEYODI and EE in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ²⁰ 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 ²¹	New indicator	1 ≤ 40% ²² 2= 41% - 59% ²³ 3= 60% - 79% ²⁴ 4= 80% - 99% ²⁵ 5= 100% ²⁶	- 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	- Implementation plan with targeted corrective measures - Signed

¹⁹ 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.

²⁰ Geyodi programmes implemented as per the approved action plans

²¹ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

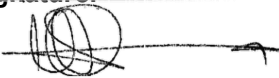
²² Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.

²³ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

²⁴ Participate in the development of the Action Plan and monitor implementation.

²⁵ Input into or submission of relevant reports to various structures or relevant authorities.

²⁶ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
					3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	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 ²⁷	60%	1 <60% 2 = 60%. 3 = 61% ²⁸ 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.						
Mlandu Kona Group Head: Group Governance		Signature: 		Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026

²⁷ 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

²⁸ Per GPAC guidance, an aspirational target to counter declining satisfaction trends