



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

Aubrey Mochela

("the Group Chief Technology Officer")

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 Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer.
 - 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 Chief Technology Officer 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 Chief Technology Officer, 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 Communications and Technology Officer'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 Chief Technology Officer; 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 Chief Technology Officer 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 Chief Technology Officer’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 Chief Technology Officer will be required to engage in performing their job.
- 5.2 The Group Chief Technology Officer agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Group Chief Technology Officer 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 Chief Technology Officer to perform to the standards required.
- 5.4 The Group Chief Technology Officer 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 Chief Technology Officer'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 KPAs.

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 Chief Technology Officer, 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 Chief Technology Officer.
- 6.2 The performance of the Group Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer'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 Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer delegate such powers reasonably required by the Group Chief Technology Officer to enable them to meet the performance objectives and targets established in terms of the agreement; and

- 7.5 Make available to the Group Chief Technology Officer such resources as the Group Chief Technology Officer 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 Chief Technology Officer timeously in respect of decisions which will have a significant impact on the performance of the duties of the Group Chief Technology Officer.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Group Chief Technology Officer'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 Chief Technology Officer 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 Chief Technology Officer in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Group Chief Technology Officer 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 Chief Technology Officer 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 Chief Technology Officer to improve their performance.
- 9.6 Where the City Manager is, at any time during the Group Chief Technology Officer's employment, not satisfied with the Group Chief Technology Officer's performance with respect to any matter dealt with in

this Agreement, the City Manager will give notice to the Group Chief Technology Officer to attend a meeting with the City Manager.

9.7 The Group Chief Technology Officer will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Chief Technology Officer'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 Chief Technology Officer 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 Chief Technology Officer 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.

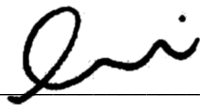
11. GENERAL

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 Chief Technology Officer 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

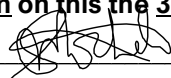
Witness:



Witness:



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



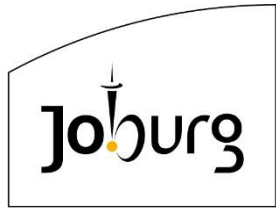
Aubrey Mochela
Group Chief Technology Officer

Witness:



Witness:



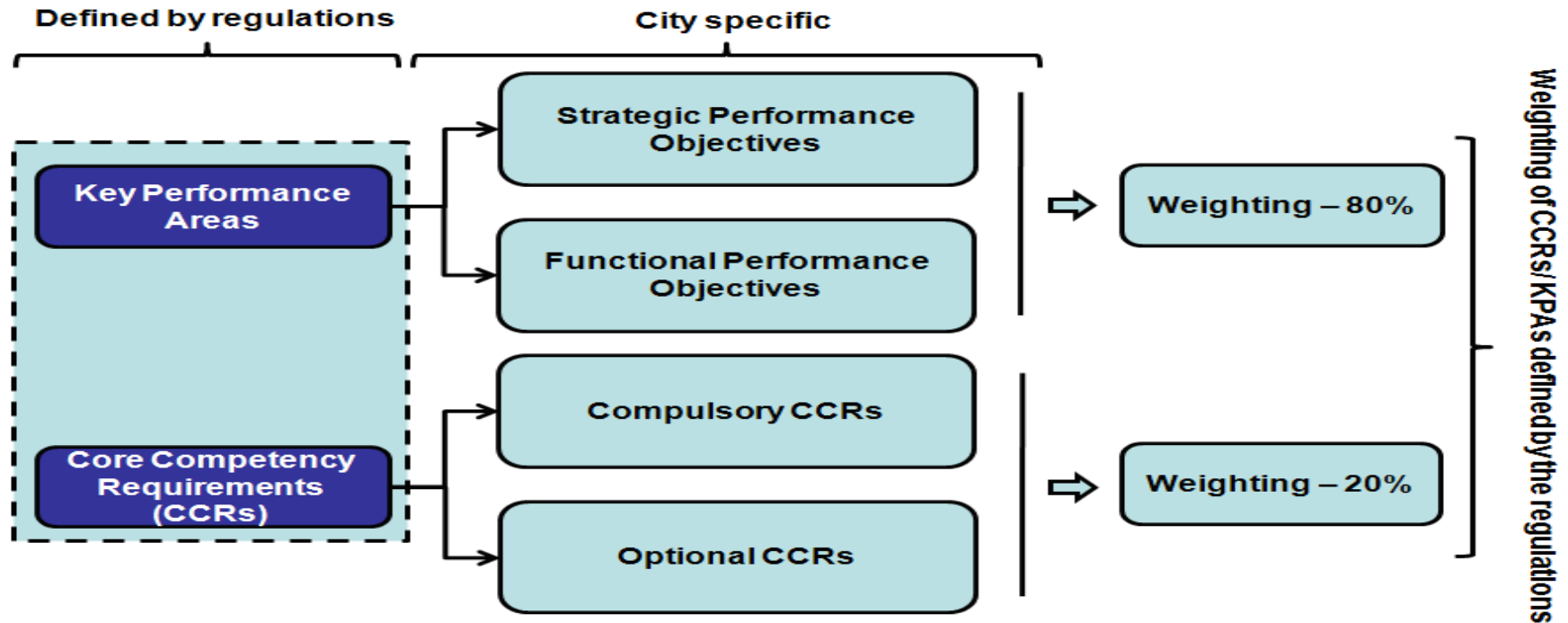


Annexure "A"

a world class African city

PERFORMANCE SCORECARD	
Employee	Aubrey Mochela: Group Chief Technology Officer
Manager	Dr. Floyd Brink: City Manager
Department	Group Information Communication Technology and Information Management
Position purpose	To Plan, Develop, Implement, Provide Leadership, Manage and Monitor all IT and communication systems citywide.
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) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



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

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES						
TOTAL WEIGHTING= 50%						
1	ICT Governance Effectiveness	1.1	100% ICT Monetisation Strategy Developed and approved	New KPI	1= 34% ¹ 2= 68% ² 3=100% ³ 4=100% (strategy approved, and initial revenue streams implemented) 5=100% (strategy approved with additional monetization opportunities implemented)	- Approved ICT Monetization Strategy documents. - Revenue proof from Monetization
		1.2	% Institutionalised PPM Governance	New KPI	1= 30% ⁴ (Framework) 2= 60% ⁵ (SOP) 3=90% ⁶ (Implementation of toolkit) 4=100% PPM governance institutionalised and operational. 5=100% institutionalisation achieved with enterprise-wide adoption and continuous improvement.	- Approved Committee Minutes & GRAS Risk Register - Approved PPM Framework - Approved SOP - Live Toolkit - Approved PPM Structure, Job Spec Grading results, Advertisement of Job Specs, Appointment of resources - Approved PPM Register
		1.3	EA Maturity & Business Value Index	New KPI	1=14% ⁷ (EA Charter approved) 2=26% ⁸ (Design Authority operational) 3=40% ⁹ (Governance framework documented on the system) 4=80% (EA maturity improved	- EA Maturity Assessment Report (annual internal audit) - EA Tool / Architecture Repository - Enterprise Architecture Review Board (EARB) / Design Authority (EA) records - Transition Roadmap documentation

¹ Draft ICT Monetisation Strategy

² Draft ICT Monetisation Strategy adopted by EMT

³ Approved ICT Monetisation Strategy

⁴ Approved PPM Structure & Live PPM Toolkit, Approved Framework & Approved Committee TOR, Approved Business Case & Approved BRS

⁵ Approved PPM Structure & Live PPM Toolkit, Approved Framework & Approved Committee TOR, Approved Business Case & Approved BRS and Approved PPM Register

⁶ Enforcement of business control and Implementation of the toolkit

⁷ EA Charter draft: initial inventory, EA Charter approved

⁸ EA Charter draft: initial inventory, EA Charter approved, Design Authority operational

⁹ EA Charter draft: initial inventory, EA Charter approved, Design Authority operational, Governance framework documented

KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					beyond target with measurable business value). 5= 100% (EA maturity significantly improved with innovation and enterprise-wide value realised)	Project initiation and compliance records from EA Tool
		1.4	% Enforcement on ICT Governance for application development ¹⁰	New KPI	1=30% 2= 60% 3=100% 4=100% enforcement achieved with compliance monitoring implemented 5 =100% enforcement achieved with sustained compliance and reduced ICT risks.	- All above and Methodologies - All above and Project Implementation Management & Change Management - All above and Cybersecurity Management & DR Management or ICT Continuity Management - All the above and Risk Mitigation plan
2.	Cybersecurity and ICT Risk	2.1	%Cybersecurity ¹⁴ Platforms Enabled (Microsoft Security Platforms, Fortinet)	New KPI	1= <34% of cybersecurity platforms enabled 2= 34%–66% of cybersecurity platforms enabled. 3= 100% of planned cybersecurity platforms enabled and operational. 4= 100% achieved with optimisation and improved cybersecurity capability. 5=100% achieved with enhanced cybersecurity capability through innovation and continuous improvement.	- Executive Project Status Reports - Platform Enablement Reports - Cybersecurity Performance Reports - Executive Dashboard Reports - Go-live/Operational Acceptance Reports

¹⁰ Including support for identified priority systems governed following defined systems development lifecycle related governance instruments (Methodologies, Project Implementation Management, Change Management, Cybersecurity Management, DR Management or ICT Continuity Management, Risk Management)

¹¹ ICT Governance Structures established & Functional, Integrate ICT Governance with Corporate Governance

¹² ICT Governance Structures established & Functional, Integrate ICT Governance with Corporate Governance, Phase 1 - Enabling Environment)

¹³ ICT Governance Structures established & Functional, Integrate ICT Governance with Corporate Governance, Phase 1 - Enabling Environment) and Phase 2 - Business and Strategic Alignment

¹⁴ Although the KPI is not explicitly reflected in the current SDBIP or Business Plan, it has been included as a strategic executive management indicator to strengthen ICT governance, reduce cyber risk, protect the City of Johannesburg's digital assets, and support the department's strategic mandate.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
3	Financial Compliance and Reporting Credibility	3.1	% mSCOA Digitisation Project Rolled Out according to approved Roadmap and National Treasury compliance	64%	1=68% 2= 75% 3=85% ¹⁵ 4=100% 5=100% without system errors	Project progress reports
4	Digital Service Enablement and Smart City Delivery	4.1	% Enablement of Smart City Digital and Technology Platforms	New KPI	1 = <34% of total platforms enabled 2 = 34%–66% platforms enabled 3 = 100% platforms enabled 4 = 100% + optimisation across platforms 5 = 100% + innovation across platforms	- Project Status Reports - Implementation Reports - User Acceptance Testing (UAT) Sign-off Reports - Go-live/Commissioning Reports - Handover and Acceptance Reports - Steering Committee Minutes - Platform Performance Reports
		4.2	Number of Smart City Applications Developed	New KPI	1= 4 Smart City Applications 2= 8 Smart City Applications 3=13 Smart City Applications 4=15 Smart City Applications 5=15+ Smart City Applications	- Operations reports - Close out reports - User Acceptance Testing - Demo applications & - System in Production
		4.3	% Monthly users accessing the City's public Wi-Fi network	15%	1= 5% ¹⁶ monthly users 2= 7% ¹⁷ monthly users 3= 15% ¹⁸ monthly users 4= 20% monthly users 5= 25% monthly users	Report/ dashboard for users accessing City's public Wi-Fi network
		4.4	Number of new wi-fi hotspots rolled out	300	1=<10 wi-fi hotspots 2=100 wi-fi hotspots 3=320 wi-fi hotspots 4=340 wi-fi hotspots 5=350 wi-fi hotspots	- Number of new wi-fi hotspots signed off certificates - Section 79 report

¹⁵ 1.SAGE, 2.BPC, 3.CSD 4.SAP FI & 5. Utility Billing system

¹⁶ 240 163 monthly users

¹⁷ 336 228 monthly users

¹⁸ 480 326 monthly users

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
5	Good Governance	5.1	Audit Outcome ¹⁹	Qualified Audit with material findings	1= Disclaimer of Audit Opinion 2= Adverse Audit Opinion 3=Unqualified Audit opinion without material matters 4= Financially Unqualified Audit Opinion 5= Clean Audit Outcome	- Auditor General Report - Auditor General Management Letter
		5.2	% Resolution of internal audit findings"	48.9%	1 = 65%- 70% resolution of internal audit findings. 2 = 71% - 84% resolution of internal audit findings. 3 = 85% resolution of internal audit findings. 4 = 86% -95% resolution of internal audit findings. 5 =96%-100% resolution of audit findings (including no findings)	GRAS report on Internal Audit Findings approved by GAC & GPAC
		5.3	% Resolution of external (AGSA) audit findings ¹⁰	66.6%	1 = 65%- 70% Resolution of external (AGSA) audit findings 2 = 71% - 84% Resolution of external (AGSA) audit findings 3 = 85% Resolution of external (AGSA) audit findings 4 = 86% -95% Resolution of external (AGSA) audit findings 5 = 95%- 100% Resolution of external (AGSA) audit findings (including no findings)	GRAS report on External Audit Findings approved by GAC & GPAC
6	Customer Satisfaction	5.1	% GICT customer satisfaction index based on the ITSM tool	New KPI	1 <58% 2 = 58%. 3 = 65% 4 = 68% 5 = 70%	- Value added monthly customer performance monitoring reports. - Customer satisfaction surveys - Data analyzed through customer feedback for improvement

¹⁹ The opinion may be that given for the department/entity where applicable.

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 ²⁰	New indicator	1= 75% and less of the plan implemented 2= 80% of the plan implemented 3= 85% of the plan implemented 4= 90% of the plan implemented 5= 95% and above of the plan implemented	- Signed progress reports - Proof of submission
3	UIFW Strategy Implementation	3.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	100% reduction	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 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	Not incurred	1=<65% 2=65% -74% 3=85% reduction	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

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WS Project Team	Issue	Action Item or task	Responsibility
WS1: Governance & Finance	Flows and balances reporting	Prepare and submit the required flows and balances statement showing financial flows between the City, and Joburg Water and City Power.	Group Chief Financial Officer (with Joburg Water & City Power) GICT
	Joburg Water ringfencing	Finalise the detailed operating modalities for ring-fencing, including revenue transfers, grant flows, creditor obligations and the treatment of the balance outstanding at 30 June.	Group Chief Financial Officer (with Joburg Water) GICT
	Joburg Water revenue transfers	Resolve the operational and system challenges preventing daily revenue collected by the City from being transferred to Joburg Water in accordance with the SLA.	Group Finance, Group ICT (and Joburg Water)

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			June 2026		4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	
		3.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	100% 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
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	71%	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 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	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ²¹	99%	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	89%	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 ²²	77%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	Mid-year and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	38% compliance	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
		2.2	Percentage of disciplinary cases	100% resolution	1 < 60% 2 = 60 – 69%	Approved departmental quarterly performance reports

²¹ This is applicable to departments with large capex budget – threshold to be determined.

²² 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	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			resolved within 120 days ²³		3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- GCSS LR report - Annual report 2025/26
Change Management (optional)						
3	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 < 2 or less 24 programmes 2= 3 programmes 3= 4 programmes 4= 5 programmes 5= 6 programmes	- 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 ²⁵	New indicator	1 ≤ 40% ²⁶ 2= 41% - 59% ²⁷ 3= 60% - 79% ²⁸ 4= 80% - 99% ²⁹ 5= 100% ³⁰	- 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

²³ 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.

²⁴ Geyodi programmes implemented as per the approved action plans

²⁵ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

²⁶ 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.

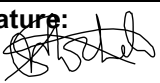
²⁷ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

²⁸ Participate in the development of the Action Plan and monitor implementation.

²⁹ Input into or submission of relevant reports to various structures or relevant authorities.

³⁰ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	% Increase in customer satisfaction index ³¹	60%	1 <60% 2 = 60%. 3 = 61% ³² 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.						
Aubrey Mochela Group Communication Technology Officer			Signature: 	Dr. Floyd Brink City Manager	Signature: 	Date: 31 July 2026

³¹ The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and all service delivery areas that require turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas, etc.

³² Per GPAC guidance, an aspirational target to counter declining satisfaction trends