



## **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

**Segala Malahlela**

("the Group Head")

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

A handwritten signature in black ink, consisting of a stylized 'S' followed by a '3'.

## **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.

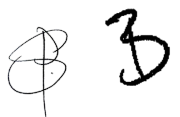
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### **3. COMMENCEMENT AND DURATION**

- 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, with the current City Manager, may terminate on the termination of the City Manager's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new City Manager.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

### **4. PERFORMANCE OBJECTIVES**

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the 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 as 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, the 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.

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## **6. EVALUATING PERFORMANCE**

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

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

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

6.3 The Group Head must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on 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, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.

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- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Group Head will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Group Head performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

## **7. OBLIGATIONS OF EMPLOYER**

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee;
- 7.2 Provide access to skills development and capacity building opportunities;
- 7.3 Work collaboratively with the Group Head to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 7.4 On the request of the Group Head delegate such powers reasonably required by the Group Head to enable them to meet the performance objectives and targets established in terms of the agreement; and

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- 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.

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- 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.

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- 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**

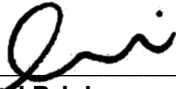
- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential and may be made available to the public by the City, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Group Head in terms of their contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Handwritten signature and the number 3.

SIGNED at Braamfontein on this the 31<sup>st</sup> day of July 2026.

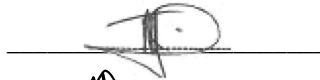
For: THE CITY OF JOHANNESBURG

METROPOLITAN MUNICIPALITY

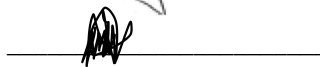


Dr. Floyd Brink  
City Manager

Witness:



Witness:



SIGNED at Braamfontein on this the 31<sup>st</sup> day of July 2026.



Segala Malahlela  
Group Head

Witness:



Witness:





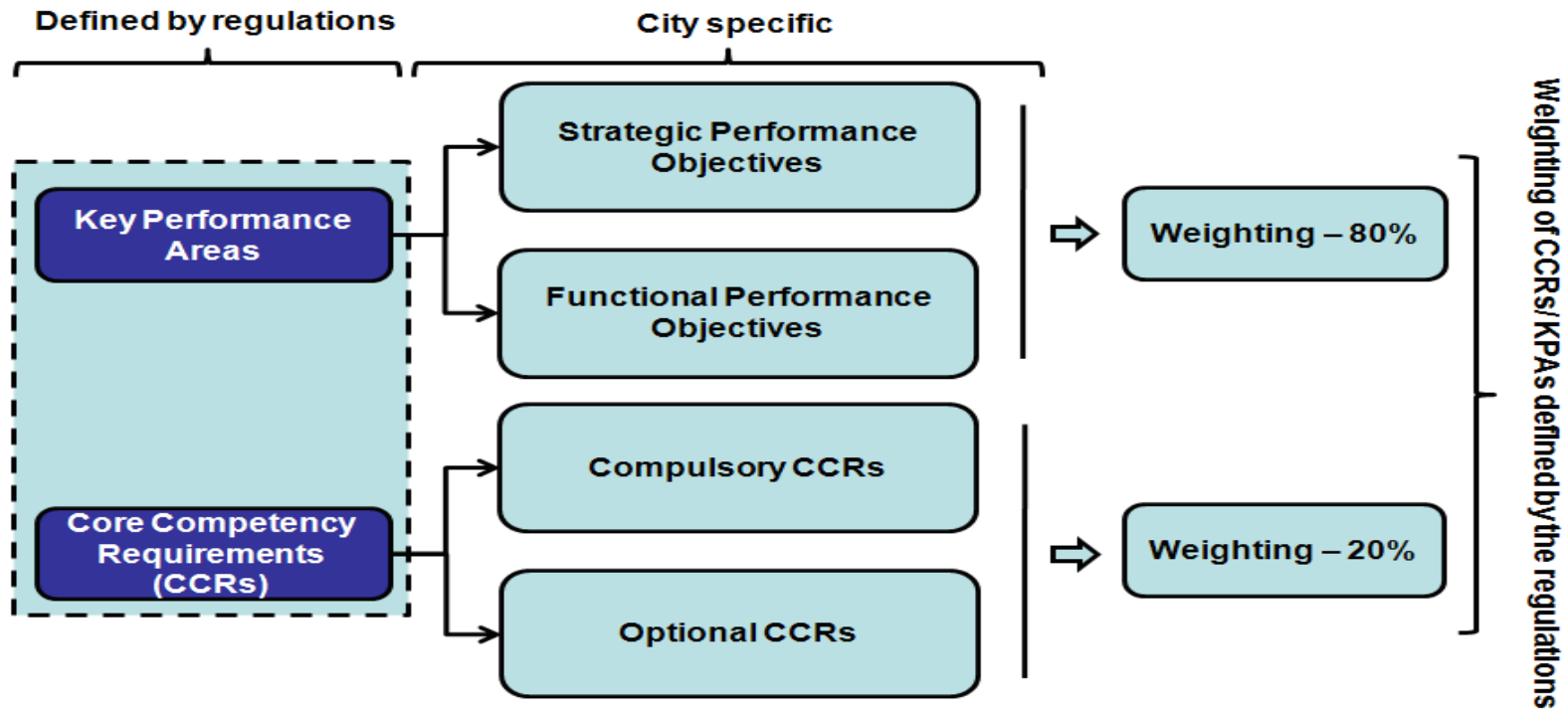
a world class African city

**ANNEXURE "A"**

| PERFORMANCE SCORECARD – SECTION 57 MANAGER                         |                                                         |
|--------------------------------------------------------------------|---------------------------------------------------------|
| Employee                                                           | Segala Malahlela: Group Head                            |
| Manager                                                            | Dr. Floyd Brink: City Manager                           |
| Department                                                         | Group Legal and Contracts                               |
| Position Purpose                                                   | Provide legal and contract support services to the City |
| The Period of this performance is from 1 July 2026 to 30 June 2027 |                                                         |

The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR). Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and sector-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                                                                                                                                                                      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------|---------|-------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Section 1: Strategic Performance Objectives</b><br><b>Total Weighting = 50%</b> |                                                           |         |                                                                               |                                             |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                            |
| 1                                                                                  | Legal Advisory Services and Citywide Support <sup>1</sup> | 1.1     | % Achievement of service level standards                                      | 100% Achievement of service level standards | 1 < 75% compliance<br>2 < 85% compliance<br>3 = 85% compliance<br>4 > 85% compliance<br>5 > 95% compliance                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Satisfaction survey results signed off by client departments/MEs</li> <li>Calculation of consolidated satisfaction surveys results table</li> </ul> |
|                                                                                    |                                                           | 1.2     | % Achievement with turn-around times in providing Legal Support. <sup>2</sup> | 98% compliance to agreed turnaround times   | 1 = 91 - 92% compliance to agreed turnaround times<br>2 = 93 - 94% compliance to agreed turnaround times<br>3 = 95 - 96% compliance to agreed turnaround times<br>4 = 97 - 98% compliance to agreed turnaround times<br>5 = 99 - 100% compliance to agreed turnaround times | <ul style="list-style-type: none"> <li>Signed daily matter registers indicating compliance with turn-around times</li> <li>Calculation of Turnaround times excel spreadsheet</li> </ul>    |

<sup>1</sup> Render comprehensive professional legal services (legal advice, opinions, vetting and drafting contracts and reports) to client departments and MOEs and also provide legal training through briefing to such client departments and MEs]

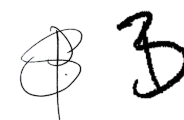
<sup>2</sup> The **turn-around time** of the designated legal advisor to render legal advice to the Department is acceptable.

| CATEGORY           | TARGET AVERAGE |
|--------------------|----------------|
| Complex matters    | 15 days        |
| Less complex cases | 8 days         |
| Comments           | 4 days         |
| General advice     | 3 days         |
| Minute taking      | 5 days         |



| KPA No | Key Performance Area             | KPI No. | Key Performance Indicators (KPIs)                                                                                            | Baseline                                                                                                                      | Target                                                                                                                                                                                                 | Means of Verification                                                                                                                                                                                                                    |
|--------|----------------------------------|---------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2      | Governance, risk and compliance. | 2.1     | Percentage assessment on the number of new provincial/ national Bills/ Acts impacting on the performance of local government | 100% assessment of the number of new provincial and national bills and acts impacting on the performance of local government. | 1 = 71- 76% assessment<br>2 = 77 - 82% assessment<br>3 = 83 - 88% assessment<br>4 = 89 - 95% assessment<br>5 = 96 - 100% assessment on legislation affecting local government with proposed amendments | <ul style="list-style-type: none"> <li>List of all bills and acts published on National &amp; Provincial Government website versus new Bills and Acts distributed to Dept(s) &amp; ME(s).</li> <li>Quarterly report to GH:GLC</li> </ul> |
| 3      | Governance, risk and compliance. | 3.1     | Number of departments and MEs briefed on the Group Contract Management Policy and Framework (GCMPF) <sup>3</sup>             | 16 Departments and 8 MEs briefed on the GCMPF.                                                                                | 1 = 4 Departments and 2 MEs briefed<br>2 = 8 Departments and 3 MEs briefed<br>3 = 12 Departments and 4 MEs briefed<br>4 = 16 Departments and 8 MEs briefed<br>5 = <19 Departments and 12 MEs briefed   | <ul style="list-style-type: none"> <li>Quarterly Report on briefings done on contract management implementation process</li> <li>Minutes of meetings of briefings</li> </ul>                                                             |
|        |                                  | 3.2     | Number of city-wide contracts reviewed                                                                                       | 23 contracts reviewed                                                                                                         | 1 = >17 contracts reviewed<br>2 = 20 contracts reviewed<br>3 = 23 contracts reviewed<br>4 = 26 contracts reviewed<br>5 = 29 contracts reviewed                                                         | <ul style="list-style-type: none"> <li>Front page of reviewed agreement</li> <li>Quarterly report on contracts reviewed</li> </ul>                                                                                                       |
| 4      |                                  | 4.1     | Number of departments briefed on their role in                                                                               | 16                                                                                                                            | 1 = 4 Departments and 2 MEs briefed<br>2 = 7 Departments and 3 MEs briefed                                                                                                                             | <ul style="list-style-type: none"> <li>Quarterly Report on briefings done on Group</li> </ul>                                                                                                                                            |

<sup>3</sup> 17 departments and 13 MEs: contract management entails – briefing, creating awareness rendering advisory services and dispute resolution as and when required



| KPA No | Key Performance Area                | KPI No. | Key Performance Indicators (KPIs)                                                                              | Baseline                                                                                                                                       | Target                                                                                                                                                                                                                                     | Means of Verification                                                                                                                              |
|--------|-------------------------------------|---------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
|        | Accountability and good governance. |         | the implementation of the Group Legal Policies and Procedures relating to litigation management                | Departments and 8 MEs briefed on their role in the implementation of the Group Legal Policies and Procedures relating to litigation management | 3 = 16 Departments and 4 MEs briefed<br>4 = 17 Departments and 6 MEs briefed<br>5=19 Departments and 12 MEs briefed                                                                                                                        | Legal Policies and Procedures relating to litigation management <ul style="list-style-type: none"> <li>Minutes of meetings of briefings</li> </ul> |
|        |                                     | 4.2     | % Undertaking of high-level disciplinary cases citywide.                                                       | 100% commenced within three months                                                                                                             | 1 = 93% commenced within three months<br>2 = 95% commenced within three months<br>3 = 97% commenced within three months<br>4 = 98% commenced within three months and finalised<br>5 = 99%-100% commenced within three months and finalised | <ul style="list-style-type: none"> <li>Disciplinary matters quarterly report signed off by Labour Relations</li> </ul>                             |
| 5      | Municipal Courts & Prosecutions     | 5.1     | Percentage of successfully prosecuted cases based on the number of prosecutable citations issued and enrolled. | 96%-100% cases prosecuted                                                                                                                      | 1 = 76%-80% of cases prosecuted<br>2 = 81%-85% of cases prosecuted<br>3 = 86%- 90% of cases prosecuted<br>4 = 91%-95% of cases prosecuted<br>5=96%-100% of cases prosecuted                                                                | <ul style="list-style-type: none"> <li>Local Contravention Management System and</li> <li>Court Roll</li> </ul>                                    |

| KPA No                                                                | Key Performance Area | KPI No. | Key Performance Indicators (KPIs)                            | Baseline                                      | Target                                                                                                                                                                                                                                                                                       | Means of Verification                                                                                    |
|-----------------------------------------------------------------------|----------------------|---------|--------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 6                                                                     | Good Governance      | 6.1     | Audit Outcome <sup>4</sup>                                   | Qualified Audit Report with material findings | 1= Adverse Audit report <sup>5</sup><br>2= Qualified Audit Report <sup>6</sup><br>3= Unqualified without material findings<br>4= Unqualified report with audit findings classified as other matters and administrative matters<br>5= Unqualified audit report with no findings (clean audit) | <ul style="list-style-type: none"><li>AG Management Letter</li></ul>                                     |
|                                                                       |                      | 6.2     | % Resolution of the Internal Audit findings                  | No resolution                                 | 1 = 65%- 70% resolution<br>2 = 71% - 84% resolution<br>3 = 85% resolution<br>4 = 86% -95% resolution<br>5 =96%-100% resolution (including no findings)                                                                                                                                       | <ul style="list-style-type: none"><li>GRAS report on Audit Findings approved by GAC &amp; GPAC</li></ul> |
|                                                                       |                      | 6.3     | % Resolution of external (AGSA) audit findings <sup>11</sup> | 0% resolution                                 | 1 = 65%- 70% resolution<br>2 = 71% - 84% resolution<br>3 = 85% resolution<br>4 = 86% -95% resolution<br>5 =96%-100% resolution (including no findings)                                                                                                                                       | <ul style="list-style-type: none"><li>GRAS report on Audit Findings approved by GAC &amp; GPAC</li></ul> |
| Section 2: FUNCTIONAL PERFORMANCE OBJECTIVES<br>TOTAL WEIGHTING = 30% |                      |         |                                                              |                                               |                                                                                                                                                                                                                                                                                              |                                                                                                          |

<sup>4</sup> Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status

<sup>5</sup> This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

<sup>6</sup> This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

| KPA No | Key Performance Area                | KPI No. | Key Performance Indicators (KPIs)                                                                   | Baseline                            | Target                                                                                                                                                                           | Means of Verification                                                                                                                                                                                        |
|--------|-------------------------------------|---------|-----------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1      | Procurement and Contract Management | 1.1     | % Compliance to acquisition of goods and services as per the approved demand plan                   | 90% compliance                      | 1 = 70% compliance<br>2 = 80% compliance<br>3 = 90% compliance<br>4 = 100% compliance<br>5=100% compliance and no SCM deviations reported                                        | <ul style="list-style-type: none"> <li>Approved Acquisition plan</li> <li>Departmental Quarterly Acquisition Status Reports</li> <li>SCM Assessment reports</li> <li>Audited Financial statements</li> </ul> |
| 2      | Revised UIFW Strategy               | 2.1     | Percentage reduction in historical <b>Unauthorised</b> expenditure reported 30 June 2026            | No unauthorised expenditure         | 1=<65%<br>2=65% -74%<br>3=85% reduction<br>4=86%-96%<br>5=97%-and above (including non-incurrence in June 2027 report)                                                           | <ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC</li> <li>Audited Financial Statements</li> </ul>                                                                             |
|        |                                     | 2.2     | Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2026               | Irregular expenditure               | 1=<65%<br>2=65% -74%<br>3=85% reduction<br>4=86%-96%<br>5=97% and above (including non-incurrence in June 2027 report)                                                           |                                                                                                                                                                                                              |
|        |                                     | 2.3     | Percentage reduction in historical <b>Fruitless and Wasteful</b> expenditure reported 30 June 2026  | Fruitless and wasteful expenditure. | 1=<80%<br>2=81-84%<br>3=85-89%<br>4=90-94%<br>5=95% and above (including non-incurrence in June 2027 report)                                                                     |                                                                                                                                                                                                              |
| 3      | Risk Management                     | 3.1     | % of strategic risk management action plans implemented towards the reduction of departmental risks | 85% implemented                     | 1 = 60% of action plans implemented<br>2 = 70% of action plans implemented<br>3 = 80% implemented<br>4 = 90% of action plans implemented<br>5 = 100% of action plans implemented | <ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> <li>GRGC Risk analysis reports and Minutes</li> </ul>                                                          |
| 4      | Departmental performance            | 4.1     | % Achievement of departmental SDBIP                                                                 | 71%                                 | 1 < 75% achieved.<br>2 = 75% - 84% achieved<br>3 = 85% - 89% achieved                                                                                                            | <ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> </ul>                                                                                                          |

| KPA No                                                           | Key Performance Area     | KPI No. | Key Performance Indicators (KPIs)                                                                                                            | Baseline                          | Target                                                                                                                                                                                                                                                                                   | Means of Verification                                                                                                                                                                                                 |
|------------------------------------------------------------------|--------------------------|---------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                  | monitoring and reporting |         |                                                                                                                                              |                                   | 4 = 90% - 94% achieved<br>5 = 95% - 100% achieved                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>GSPCR assessment reports</li></ul>                                                                                                                                              |
| 5                                                                | Policy Management        | 5.1     | Percentage approved policies in departmental policy register                                                                                 | Approved policies in the register | 1=<85% policies reviewed and approved.<br>2= 85% - 90% policies reviewed and approved<br>3= 91%-100% policies reviewed and approved<br>4 = 100% policies reviewed and approved within 6 months after the date of review<br>5=100% policies reviewed and approved 3 months after approval | <ul style="list-style-type: none"><li>Progress report to GSPCR Policy Office</li><li>Approved COJ policies report tabled at EMT and GPAC</li></ul>                                                                    |
| SECTION 3: CORE MANAGERIAL COMPETENCIES<br>TOTAL WEIGHTING = 20% |                          |         |                                                                                                                                              |                                   |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| Financial Competence (Compulsory)                                |                          |         |                                                                                                                                              |                                   |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| 1                                                                | Expenditure Management   | 1.1     | % Spent of allocated departmental Opex budget                                                                                                | 65%                               | 1 = 80% Opex spent<br>2 = 90% Opex spent<br>3 = 95 Opex spent<br>4 = 97% Opex spent<br>5 = 99% Opex spent                                                                                                                                                                                | <ul style="list-style-type: none"><li>Signed SAP report</li><li>Approved section 71 reports</li></ul>                                                                                                                 |
|                                                                  |                          | 1.2     | Percentage of valid departmental invoices paid within 30 days of submission to Group Finance <sup>17</sup>                                   | 64%                               | 1 = 75% of valid invoices<br>2 = 80% of valid invoices<br>3 = 85% of valid invoices<br>4 = 90% of valid invoices<br>5 = 100% of valid invoices                                                                                                                                           | <ul style="list-style-type: none"><li>Midyear and Annual Merchants reports</li></ul>                                                                                                                                  |
| People Management and Empowerment (Compulsory)                   |                          |         |                                                                                                                                              |                                   |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                       |
| 2                                                                | People Management        | 2.1     | % Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management | 11%                               | 1 = <65%<br>2 = 65% - 84%<br>3 = 85% - 100%<br>4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets                                                                                                                                                     | <ul style="list-style-type: none"><li>Quarterly Performance Management compliance reports</li><li>Approved assessment report by GCSS</li><li>Signed departmental NFR report for 2025/26 performance rewards</li></ul> |



| KPA No                              | Key Performance Area                              | KPI No. | Key Performance Indicators (KPIs)                                         | Baseline      | Target                                                                                                                                  | Means of Verification                                                                                                                                                                                                                                                                   |
|-------------------------------------|---------------------------------------------------|---------|---------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     |                                                   |         |                                                                           |               | 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets                                               |                                                                                                                                                                                                                                                                                         |
|                                     |                                                   | 2.2     | Percentage of disciplinary cases resolved within 120 days <sup>22</sup>   | 50%           | 1 < 60%<br>2 = 60 – 69%<br>3 = 70 - 79%<br>4 = 80 - 89%<br>5 = 90 - 99%                                                                 | <ul style="list-style-type: none"> <li>Approved departmental quarterly performance reports</li> <li>GCSS LR report Annual report 2025/26</li> </ul>                                                                                                                                     |
| <b>Change Management (optional)</b> |                                                   |         |                                                                           |               |                                                                                                                                         |                                                                                                                                                                                                                                                                                         |
| 3                                   | Institutionalisation of GEYODI and EE in the City | 3.1     | Number of Geyodi programmes implemented as per the approved action plans. | New KPI       | 1 ≤ 2 or less <sup>7</sup><br>2= 3<br>3= 4<br>4= 5<br>5= 6                                                                              | <ul style="list-style-type: none"> <li>Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers.</li> <li>Nomination Letters of Geyodi Focal Persons to champion GEYODI.</li> <li>Quarterly Compliance Reports</li> </ul> |
|                                     |                                                   | 3.2     | % EE, Gender and Disability mainstreaming <sup>8</sup>                    | New indicator | 1 ≤ 40% <sup>9</sup><br>2= 41% - 59% <sup>10</sup><br>3= 60% - 79% <sup>11</sup><br>4= 80% - 99% <sup>12</sup><br>5= 100% <sup>13</sup> | <ul style="list-style-type: none"> <li>Minutes</li> <li>Attendance registers</li> <li>Concept documents.</li> </ul>                                                                                                                                                                     |

<sup>7</sup> Geyodi programmes implemented as per the approved action plans

<sup>8</sup> The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

<sup>9</sup> 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.

<sup>10</sup> Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

<sup>11</sup> Participate in the development of the Action Plan and monitor implementation.

<sup>12</sup> Input into or submission of relevant reports to various structures or relevant authorities.

<sup>13</sup> 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  | KPI No. | Key Performance Indicators (KPIs)                                                                                     | Baseline | Target                                                                                                                                                                                                                                                                      | Means of Verification                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|-----------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4                                                                                                                                                                                                                                                                                           | Employee Safety       | 4.1     | Percentage of Health and Safety corrective measures implemented                                                       |          | 1< 85% corrective measures implemented<br>2= 85% corrective measures implemented<br>3= 100% corrective measures implemented<br>4= 100% corrective measures implemented, and no injuries sustained<br>5= 100% corrective measures implemented and no injuries and fatalities | <ul style="list-style-type: none"> <li>Implementation plan with targeted corrective measures</li> <li>Signed departmental quarterly progress reports</li> <li>Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted</li> </ul> |
| <b>Customer Orientation and Customer Focus (Compulsory)</b>                                                                                                                                                                                                                                 |                       |         |                                                                                                                       |          |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                 |
| 5                                                                                                                                                                                                                                                                                           | Customer satisfaction | 5.1     | % Increase in customer satisfaction index <sup>[1]</sup>                                                              | 60%      | 1 <60%<br>2 = 60%.<br>3 = 61% <sup>14</sup><br>4 = 62%<br>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. |                       |         |                                                                                                                       |          |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                 |
| <b>Segala Malahlela</b><br><b>Group Head:</b><br><br><b>Group Legal &amp; Contracts</b>                                                                                                                                                                                                     |                       |         | <b>Signature:</b><br> 31 July 2026 |          | <b>Dr. Floyd Brink</b><br><br><b>City Manager</b>                                                                                                                                                                                                                           | <b>Signature:</b><br>                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                             |                       |         |                                                                                                                       |          |                                                                                                                                                                                                                                                                             | <b>Date:</b><br><b>31 July 2026</b>                                                                                                                                                                                                                                                                                             |

<sup>[1]</sup> 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.

<sup>14</sup> Per GPAC guidance, an aspirational target to counter declining satisfaction trends