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

Sinaye Nxumalo

("the Group Head")

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

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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 his or her job;

2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and

2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Group Head, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

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3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.

3.3 This Agreement will terminate on the termination of the City Manager's contract of employment regardless of the reason for such termination.

3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

4.1 The scorecard in Annexure "A" sets out:

4.1.1 the performance objectives and targets that must be met by the Group 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 Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Group Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

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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 his job.

5.2 The Group Head agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Group Head accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, City Manager and Group Head to perform to the standards required.

5.4 The Group Head undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (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 his or her 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 Head, a Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the City Manager and in the process of evaluating the Performance of the Group Head.

6.2 The performance of the Group Head in relation to his or her 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

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6.3 The Group Head must avail himself/herself for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on his/her review in absentia and the outcome of the review is final.

6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Group Head at least twice a year.

6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.

6.6 Performance feedback shall be based on the assessment of the Group Head's performance by the City Manager and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.

6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Group Head will be consulted before any such change is made.

6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Group Head performance at any stage while the contract of employment remains in force.

6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.

6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

7.1 Create an enabling environment to facilitate effective performance by the employee;

7.2 Provide access to skills development and capacity building opportunities;

7.3 Work collaboratively with the Group Head to solve problems and generate solutions to common problems that may impact on the performance of the employee;

7.4 On the request of the Group Head delegate such powers reasonably required by the Group Head to enable him or her to meet the performance objectives and targets established in terms of the agreement; and

7.5 Make available to the Group Head such resources as the Group Head may reasonably require from time to time to assist him or her 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 Acting Group Head not be entitled to a performance bonus in line with his/her 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 his or her performance.

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

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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 his powers, and to submit an agreement in writing to the arbitrator.

10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.

10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group Head shall be bound to the dispute resolution procedures contained herein.

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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 his contact 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**

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Dr. Floyd Brink
City Manager

Witness: ______________________

Witness: ______________________

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

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Sinaye Nxumalo
Group Head

Witness: ______________________

Witness: ______________________

ANNEXURE A

PERFORMANCE SCORECARD: SECTION 57	
Employee	**Group Head: Sinaye Nxumalo**
Manager	**Dr Floyd Brink: City Manager**
Department	**Group Risk and Assurance Services (GRAS)**
Position Purpose	**To promote a culture of good governance practice and accountability within the City by providing risk assurance and advisory services.** The functional responsibilities for the Group Risk & Assurance Services (GRAS) include the following: ***Enterprise Risk Advisory Services; Compliance Monitoring and Advisory Services; Internal Audit Services; Combined Assurance Services; Strategic Management Services, and; Enabling independent oversight: Group Risk Governance Committee, Group Audit Committee, Group Performance Audit Committees and Section 79***
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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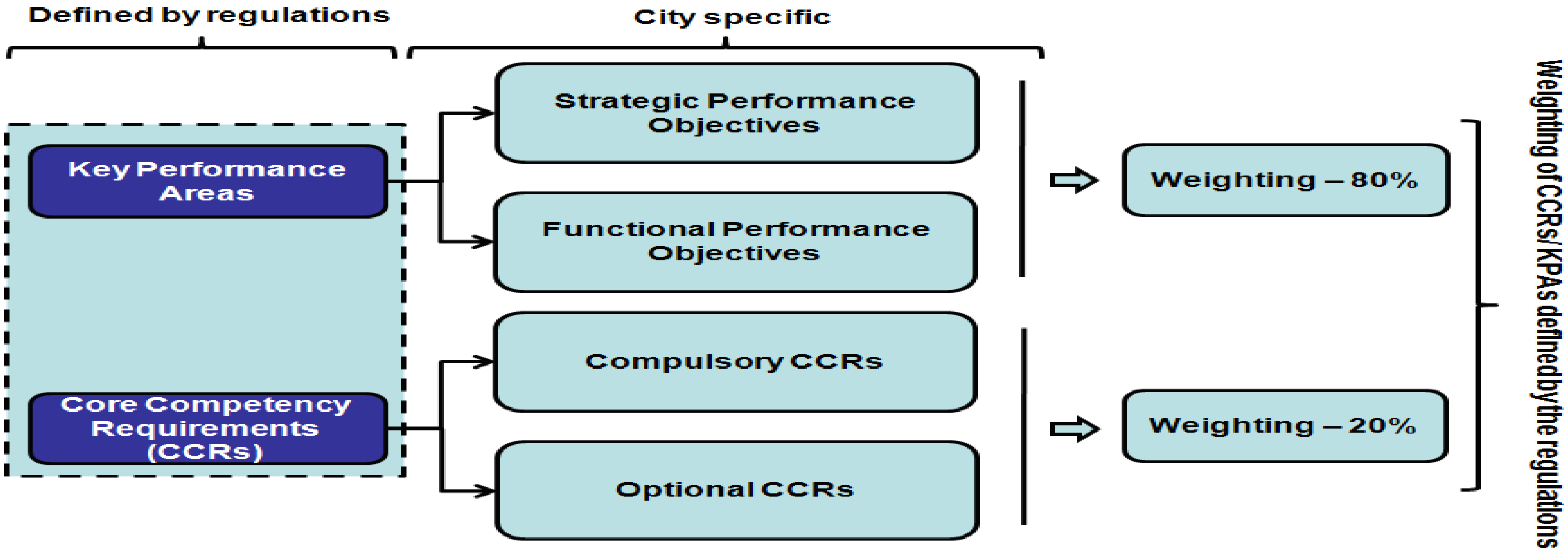
The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, 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 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%.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 50%)						
1.	Combined assurance on risk, compliance, performance and financial controls	1.1	Number of Integrated outcome and advisories Combined Assurance Dashboard report[1]	4 reports	1 = 1 Combined assurance dashboard report 2 = 2 Combined assurance dashboard report 3 = 4 Quarterly Combined and integrated assurance dashboard reports including Q4 of 2025/2026 FY report 4 = 4 Quarterly reports plus 1 report on the analyses of AGSA combined assurance dashboard outcomes for 2025/26 financial year. 5 = 4 Quarterly reports plus 1 dashboard/ integrated report on advisories to management[2]	• Report/s to GRGC, GAC • Advisory report to EMT[3] • GRGC Minutes
		1.2	% UIFW expenditure investigations completed within defined timelines.	75%	1= [4]<60% expenditure investigations completed within defined timelines. 2= 60% expenditure investigations completed within defined timelines. 3= 75% expenditure investigations completed within defined timelines. 4= 80% expenditure investigations	• UIFW expenditure register & MPAC reports • Quarterly reports to GAC • GAC/ MPAC minutes

[1] Quarterly Integrated and Combined Assurance Dashboard reports with 100% coverage of priority programmes in the integrated assurance report summarising assurance outcomes and advisories on attainment of Mayoral Priority programmes.
[2] For strategic and/or operational interventions based on combined and integrated assurance outcome
[3] Advisory report to EMT on recommended strategic and/or operational interventions based on integrated assurance outcomes
[4] Completed investigations are reported per category to MPAC ito MFMA Section 32(2) which assesses recoverability or regularization and advises Council accordingly.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					completed within defined timelines. 5= 90% and above expenditure investigations completed within defined timelines.	
		1.3	% of Integrated probity reviews of high value tenders completed within defined timelines as per SOP[5]	100%	1 = <65 % planned probity reviews of high value tenders completed within defined timelines 2 = 66% - 75% planned probity reviews of high value tenders completed within defined timelines 3 = 76% - 85% planned probity reviews of high value tenders completed within defined timelines 4 = 86 - 90% planned probity reviews of high value tenders completed within defined timelines 5= >=90% planned probity reviews of high value tenders completed within defined timelines	• Register of Probity Audit and Compliance reviews • Probity reports to CM and GAC • GAC minutes

[5] SOP outlines the bid specification or bid evaluation timelines.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2.	Risk governance and management.	2.1	% of Top Citywide Strategic risks and mitigation action plans monitored against tolerance level.	100%	1= <85% Top Citywide Strategic risks and mitigation action plans monitored against tolerance levels 2= 85% - 99% Top Citywide Strategic risks and mitigation action plan monitored against tolerance levels 3= 100%[6] Top Citywide Strategic risks and mitigation action plans monitored against tolerance level 4= Risk management advisories +20% of Top Citywide Strategic risks recommended to bring residual risks to acceptable levels 5= Risk management advisories for +50% of Top Citywide Strategic risks recommended to bring residual risks to acceptable levels	• 2024/25 Top Citywide Strategic Risk Register. • Q1 to Q4 GRGC reports. • GRGC minutes
		2.2	% of identified Major Projects residual risk profiles monitored and reported	100%	1 = < 75% Identified major Projects risk profiles monitored and reported. 2 = 75%-84% Identified major Projects risk profiles monitored and reported 3 = 85% Identified major Projects risk profiles monitored and reported.[7] 4 = 86-90% Identified major Project risk profiles monitored and	• Quarter 4 Group Risk Report to the GRGC • Risk Advisory report to EMT

[6] 100% of top 10 key strategic risk and mitigation action plans monitored against tolerance level.
[7] 100%= list of major projects from the office of the COO

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					reported and 50% of the Integrated Risk Response Advisories. [8] 5 >=90% Identified major Project risk profiles monitored and reported + >50% Integrated Risk Response Advisories report.	
		2.3	% Value of declared City's assets and Liabilities adequately covered against damage and losses	100%	1=<80% declared insurable assets and Liabilities adequately covered against damage and losses 2=95% declared insurable assets and Liabilities adequately covered against damage and losses 3= 100% declared insurable assets and Liabilities adequately covered against damage and losses. 4= 50%-79% Analysis and risk management advisories on uninsurable assets and liabilities. 5= 80% Analysis and risk management advisories on uninsurable assets and liabilities.	• Insurance policies for Motor Insurance and non-motor insurance covers • GRGC report/ minutes
3.	Compliance culture	3.1	% of Priority Regulatory requirements monitored and reported for Core Departments and Entities [9]	75%	1= <65% of Priority Regulatory requirements monitored and reported for City Departments and ME's 2= 75% Priority Regulatory requirements monitored and reported for City Departments and ME's 3=100% Priority Regulatory	• Quarterly Group compliance monitoring and advisory reports for EMT/GRGC. • GRGC minutes

[8] On the management of identified projects risks assessed and residual risks monitored

[9] Priority regulations in line with the compliance universe for the City and entities.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					requirements monitored and reported for City Departments and ME's 4= 3+ Level 4 – Quarterly reporting of core regulatory areas of non-compliance and recommendations to City executive management 5= Level 5 – Quarterly reporting of core regulatory areas of non-compliance and recommendations to City oversight committees and structures	
4.	Internal Audit Assurance	4.1	% Completion of approved Internal audit coverage plan[10]	80%	1= <50% coverage of strategic and key operational risk areas in annual internal audit plans 2= 51%-74% coverage of strategic and key operational risk areas in annual internal audit plans 3= 75%-85% completion of Internal audit coverage plan 4= 86%-95% completion of audit coverage plan 5= 96%-100% completion of Internal audit coverage plan.	• Approved Internal Audit Plan. • Quarterly Progress Report to the GAC. • GAC minutes
		4.2	Number of Audits on predetermined objectives (AoPO) completed	4	1= Two (2) AoPO completed 2= Three (3) AoPO completed 3= Four (4) AoPO audits completed 4= Four (4) AoPO audits completed + 50% of AoPO finding follow up completed. 5= Four (4) AoPO audits	• GPAC Minutes • AoPO Internal Audit reports

[10] Total number of planned internal Audit projects against implemented. Coverage of strategic and key operational risk areas in annual internal audit plan.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					completed + >50% of AoPO finding follow up completed.	
5	Good governance	5.1	Audit Outcome[11]	Unqualified Audit Report with material findings	1= Adverse Audit report[12] 2= Qualified Audit Report[13] **3= Unqualified audit** 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter
		5.2	% Follow up on Resolution of internal audit findings	95%	1 = < 80% Follow up on Resolution of internal audit findings 2 = 80% Follow up on Resolution of internal audit findings 3 = 100% Follow up on Resolution of internal audit findings 4 = Quarterly dashboard reports plus NT portal update report on Audit Action Plans 5 =Quarterly dashboard reports plus an analysis and report of recurring findings resolution	• GAC Internal Audit Report on Findings Minutes • OPCA minutes/ reports
		5.3	% Follow up on Resolution of external (AGSA) audit findings	95%	1 = <75% Follow up on Resolution of AGSA 2 = 80% Follow up on Resolution of AGSA 3 = 100% Follow up on Resolution of AGSA 4 = Quarterly dashboard reports plus NT portal update report on Audit Action Plans 5 =Quarterly dashboard reports plus an analysis and report of	• GAC Internal Audit Report on Findings • Minutes

[11] The opinion may be that given for the department/entity where applicable.
[12] This is where AGSA is unable to and does not express an audit opinion due to uncertainty.
[13] This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					recurring findings resolution	
		5.4	% Resolution of external (AGSA) audit findings[14]	50%	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	• GRAS report on Audit Findings approved by GAC & GPAC • Minutes of meetings
6	Financial Misconduct monitoring	6.1	% of UIFWe matters reported as financial misconduct[15]	New indicator	1= <65% Reported alleged instances of financial misconduct 2= 66%- 70% Reported alleged instances of financial misconduct 3= 85 – 94% Reported alleged instances of financial misconduct 4= 95% Reported alleged instances of financial misconduct 5= 100% Reported alleged instances of financial misconduct	• DB report • DB Minutes
7	SMME support		Number of SMMEs supported through GRAS[16]		1= < 3 SMMEs supported 2= 4 SMMEs supported 3= 5 SMMEs supported 4= 6 SMMEs supported 5= 7 & > SMMEs supported	• Cumulative listing of SMMEs supported (financial support) • GRAS procurement report signed off by GH
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 = Acquisition plan 2 = Procurement delayed 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM	• Approved Acquisition plan • Departmental Quarterly Acquisition Status Reports • SCM Assessment reports • Audited Financial statements

[14] This is for only findings classified as matters affecting audit opinion and others important matters.
[15] Declarations are submitted to GRAS: Compliance monthly and reported to GRAS quarterly.

[16] This refers to service providers for probity, UIFW investigation and Insurance claims administration as classified on the SCM database.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					deviations reported	
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical **Unauthorised** expenditure reported 30 June 2026	75%	1=≤65% reduction 2=66%–74% reduction 3=75%–85% reduction 4=86%–96% reduction 5=97% and above (including non-incurrence in June 2027 report)	• UIFW report tabled at GAC and GPAC • MPAC/ Council minutes • Audited Financial Statements
		2.2	Percentage reduction in historical **Irregular** expenditure reported 30 June 2026	75%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• UIFW report tabled at GAC and GPAC • MPAC/ Council minutes • Audited Financial Statements
		2.3	Percentage reduction in historical **Fruitless and Wasteful** expenditure reported 30 June 2026	75%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• UIFW report tabled at GAC and GPAC • MPAC/ Council minutes • Audited Financial Statements
3	Risk Management	3.1	% Implementation of the action plans to mitigate risks	60%	1 < 50% implemented. 2 = 51% - 84% implemented 3 = 85% -95% implemented 4 = 96 -99% % of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	• Signed quarterly departmental performance reports • GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	85%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 =100% achieved	• Signed departmental progress report • GSPCR assessment reports presented at Sub-Mayoral Cluster meeting. • GPAC minutes
5	Policy Management	5.1	% Compliance of policies in the departmental policy register	Approved policies	1=<85% policies reviewed and approved. 2= 85% - 90% policies reviewed and approved 3= 91%-100% policies reviewed	• Progress report Approved GSPCR analysis report

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					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[17].	
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex[18]	78%	1 < 93% Capex spent 2 = 93% - 94% Capex spent **3 = 95% Capex spent** 4 = 97% Capex spent 5 = 100% Capex spent	• SAP Report • Approved section 71 reports
		1.2	% Spent of allocated departmental Opex budget	93%	1 < 93% Opex spent 2 = 93% - 94% Opex spent **3 = 95% - 97%Opex spent** 4 = 98% - 99% Opex spent 5 = 100% 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[19]	95%	1 = 90% of valid invoices paid within 30 days 2 = 95% of valid invoices paid within 30 days 3 = 100% of valid invoices paid within 30 days of invoice date 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	• Midyear and Annual Merchants reports
People Management and Empowerment (Compulsory)						

[17] Footnote: Where the department does not have policies, the KPI will be expunged

[18] This is applicable to departments with large capex budget – threshold to be determined.

[19] 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.

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KPA No	Key Performance Area (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Regulation on performance management	82%	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 resolved within 120 days[20]	Adhoc	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	• Approved departmental quarterly performance reports • GCSS LR report • Annual report 2026/27
Change Management						
3	Institutionalisation of GEYODI in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 $\leq$ 2 or less[21] 2= 3 3= 4 4= 5 5= 6	Institutionalisation of GEYODI in the City
		3.2	% EE, Gender and Disability mainstreaming[22]	New indicator	1 $\leq$ 40%[23] 2= 41% - 59%[24] 3= 60% - 79%[25] 4= 80% - 99%[26] 5= 100%[27]	• Minutes • Attendance registers • Concept documents.

[20] 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.

[21] Geyodi programmes implemented as per the approved action plans

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

[23] 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.

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

[25] Participate in the development of the Action Plan and monitor implementation.

[26] Input into or submission of relevant reports to various structures or relevant authorities.

[27] 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 (KPA)	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Customer satisfaction	4.1	% Increase in customer satisfaction index[1]	60%	1 <60% 2 = 60%. 3 = 61%[2] 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.						
Sinaye Nxumalo **Group Executive Director**	**Signature:**		**Dr. Floyd Brink** **City Manager**	**Signature:**		**Date:** **31 July 2026**

[1] 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

[2] Per GPAC guidance, an aspirational target to counter declining satisfaction trends