



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

Zayd Ebrahim

("the Group Head")

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

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INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Group Head in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Group Head reporting to the City Manager, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The parties agree that the purpose of this Agreement is to:
 - 2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;
 - 2.1.2 specify objectives and targets established for the Group Head;
 - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
 - 2.1.4 monitor and measure performance against set targeted outputs;
 - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to their job;
 - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Group Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

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- 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 Acting 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

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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, City Manager and Group Head to perform to the standards required.

- 5.4 The Group Head undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.

- 5.5 The Group Head's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

6. EVALUATING PERFORMANCE

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

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

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

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

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

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

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

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

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

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

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- 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 Group Head not be entitled to a performance bonus in line with their employment contract, alternative performance rewards will be awarded as per the relevant policy.

9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Group Head to improve their performance.

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

9.7 The Group Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Group Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

9.8 Where there is a dispute or difference as to the performance of the Group Head under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.

10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.

10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the

appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.

- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Group Head shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

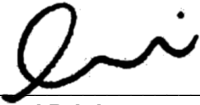
11. GENERAL

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

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

For: THE CITY OF JOHANNESBURG

METROPOLITAN MUNICIPALITY



Dr. Floyd Brink
City Manager

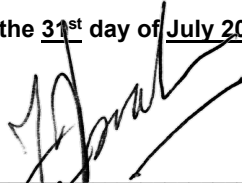
Witness:



Witness:



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



Zayd Ebrahim
Group Head

Witness:



Witness:



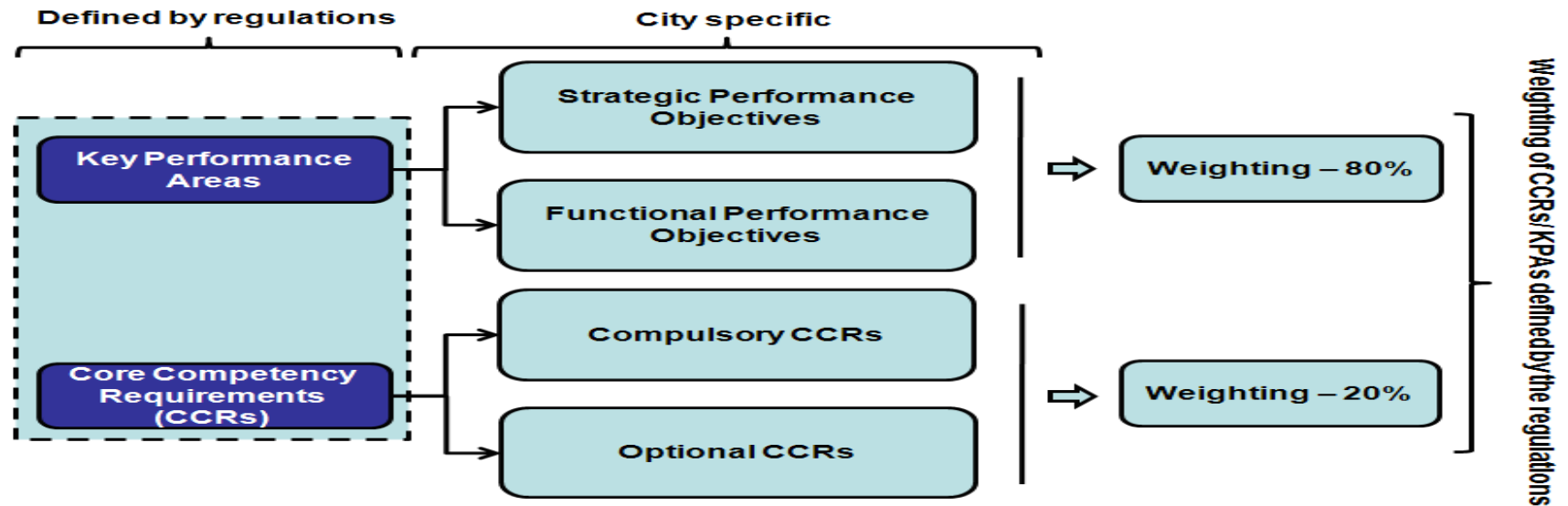


ANNEXURE "A"

PERFORMANCE SCORECARD – SECTION 57 EMPLOYEE	
Employee	Zayd Ebrahim: Group Head
Manager	Dr. Floyd Brink, City Manager
Department	Group Strategy Policy Coordination and Relations (GSPCR)
Position Purpose	To optimise efficiencies towards the attainment of a functional organizational performance and improved delivery of services for the City of Johannesburg. Whilst doing so comply with legislative prescripts and generally accepted legal requirements towards the attainment of an Integrated Development Planning (IDP) system and its implementation through the Service Delivery and Budget Implementation Plan (SDBIP) and budgetary processes.
The period of this Performance Plan is from 01 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). Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and cluster-based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City's strategic priorities within the individual employee scorecard. Functional Performance Objectives (FPOs) relate to the employee's functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%. All KPIs must be Clear Relevant Economic Adequate Monitorable (CREAM) and targets Simple Measurable Achievable Realistic Timed (SMART).



KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES TOTAL WEIGHTING = 50%						
1	City's integrated plans and strategies	1.1	Percentage approved 2027-32 Integrated Development Plan ¹	100% - 2026/27 IDP	1 = 50% - Approved 2027-32 IDP Process Plan 2 = 75% - Outcomes report 3= 100% Approved IDP ² 4= 130% Approved IDP ³ 5= 150% Approved (2027/28 SDBIP	- Approved 2027-32 IDP - Mayoral Committee resolution
		1.2	Percentage development of Public Participation Outcomes Report ⁴	100% - Approved Public Participation Outcomes Report 2026/27	1 = 50% Development ⁵ 2 = 75% Development ⁶ 3 = 100% Development ⁷ 4 = 130% Development ⁸ 5 = 150% Development ⁹	- Draft 2027/28 Public Participation Outcomes Report - Mayoral Committee resolution
		1.3	Percentage DDM outcomes resolved through joint plans ¹⁰	New Indicator	1=50% ¹¹ 2=75% ¹² 3=100% ¹³ 4= 130% ¹⁴	- Quarterly reports - Annual Report on DDM implementation

¹ The KPI measures the approval of the IDP and submission to relevant structures within time as legislated by the Municipal Systems Act

² Draft 2027-32 IDP review IDP noted by Council for public participation

³ 2027-32 IDP tabled at Council for approval

⁴ Completion of the Public Participation Outcome report that includes the facilitation of Community Based Projects through community engagements, compiling of community inputs, drafting of the report for participation in line with the relevant legislation.

⁵ CBP sessions attended and consolidated inputs. Draft CBP and IDP public participation outcomes report compiled.

⁶ Develop presentations for IDP sessions. Consolidate inputs and route report to departments and entities.

⁷ Development of the PPO report from inputs received from IDP sessions and the final project list per region developed.

⁸ Public Participation Outcomes Report tabled at MayCom.

⁹ PPO report submitted on time and includes clear planning implications and recommendations.

¹⁰ This KPI supports the eight priority focus areas of the Presidential Working Group and facilitates coordinated reporting and alignment of interventions where necessary.

¹¹ Planning, alignment and confirmation of interventions and roles and 50% of DDM outcomes resolved through joint plans.

¹² 75% cumulative implementation with verified progress reporting.

¹³ Final resolution and verified close-out reporting.

¹⁴ Annual Report on DDM implementation.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					5=150% ¹⁵	
2	Institutionalization of Knowledge Management (KM) capabilities	2.1	Number of Knowledge Management initiatives implemented as per 2026/27 KM Action Plan.	6 initiatives implemented	1 = 2 KM initiatives implemented 2 = 3 KM initiatives implemented 3 = 5 KM initiatives implemented ¹⁶ . 4 = 5 initiatives and User satisfaction survey report developed on KM capabilities implemented. 5 = 5 initiatives and an EMT knowledge café on KM capabilities survey outcomes report.	2026/27 implementation report on KM capabilities (signed off by GH). - KM capabilities user satisfaction survey outcomes report. - Minutes of EMT knowledge café on KM capabilities.
		2.2	Number of predetermined CoJ/HEI initiatives implemented ¹⁷	3 predetermined CoJ/HEI initiatives	1= 1 CoJ/HEI Action Plan (2026/27). 2= 1 predetermined CoJ/HEI initiative. 3= 3 predetermined CoJ/HEI initiatives. ¹⁸ 4= 3 initiatives and an Annual Report developed on CoJ/HEI implementation. 5= 3 initiatives and 2027-2028 CoJ/HEI implementation plan developed.	2026/27 implementation report on CoJ – HEI predetermined initiatives. - CoJ communication public perception outcome report in partnership with HEIs.

¹⁵ Analysis and review of DDM implementation.

¹⁶ The five (5) KM initiatives to be implemented during 2026/27 include:

- 1) Management of the Joburg Insider central knowledge repository for preservation and reuse of City organizational knowledge.
- 2) Development of two interactive case studies for learning and sharing purposes.
- 3) Attainment of predetermined City of Johannesburg-Higher Education Institutions collaboration initiatives aimed at leveraging on the intellectual capital offered by the HEIs focusing on capacity-building, knowledge co-creation and broadening the city's institutional knowledge base.
- 4) Hosting Joburg conversations (webinars) as part of knowledge co-creation, joint problem solving and learning.
- 5) Institutionalization of the Joburg interactive knowledge centre created to profile the city's selected digital knowledge products for learning and sharing purposes.

¹⁷ The Higher Education Institutions (HEI) partnership initiatives includes the following:

1. 3 x research outputs/ papers (i.e. one from the partners – University of Witwatersrand / University of Johannesburg / University of South Africa) produced by students utilizing municipal data or address identified local governance issues as part of a strategic academic initiative aimed at connecting theory with practice through translational partnership co-production.
2. Hosting quarterly thought leadership knowledge co-creation roundtables involving HEI academics and relevant CoJ colleagues on identified topics that are in support of the city's long-term strategy/ IDP imperatives & mayoral priorities (including collaborative support for the Johannesburg Presidential Working Group workstreams); and
3. Annual engagement between City Leadership and HEI Leadership in pursuit of focusing efforts on the positioning of Johannesburg as a Centre of Excellence for Higher Education in Africa.

¹⁸ The KPI measures the partnerships that the Municipality has entered into with major universities across the City. The KPI measures the various predetermined initiatives implemented as listed before. The KPI does not have any financial implications.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
						Outcomes report on the annual engagement between CoJ and HEI leadership.
3	Strategic positioning of the City of Johannesburg regionally and internationally	3.1	Percentage development of the long-term strategy	100% - 2011–2025 GDS midterm review developed	1 = 50% Draft long-term strategy document developed 2 = 75% Tabled for approval for consultation 3 = 100% Long-term Strategy Developed 4 = 130% Tabled for approval 5 = 150% Approved	Draft long-term strategy document
		3.2	Number of global networks with active City of Johannesburg participation ¹⁹	New Indicator	1 = 1 Quarterly progress report on involvement in Global Networks 2 = 2 quarterly progress reports on involvement in Global Networks 3 = 6 Global Networks with active CoJ participation 4 = 6 Global Networks and a 2027/28 Global Network Action Plan 5 = 6 Global Networks and 1 executive position in global networks.	- Quarterly progress report. - Annual Report
		3.3	Number of Strategic City-to-City Action Plans implemented ²⁰	New Indicator	1= 1 signed action plan. 2= 1 Action Plan and 2026/27 Implementation areas as per Action Plans. 3= 7 Strategic city to city action plan implemented. 4= 7 Action Plans and Annual Report on City-City relations & implementation. 5= 7 Action Plans and 2027/28 Implementation Plan as per signed Action Plans.	- Quarterly progress report. - Annual Report - Signed Action Plans
4	Organizational Performance monitoring and reporting	4.1	Percentage completion of the Johannesburg Integrated Annual Report	100% - 2024/25 Integrated Annual Report Completed.	1=60% Draft AR submission to AGSA by 31 August 2026. 2=80% Submission of AR to Council for Tabling by end January 2026 3= 100% (Final AR submitted to Council for tabling by March 2026)	- Attendance registers - Final Annual Integrated Report. - IAR presentation - Citizen IAR Version

¹⁹ UCLG, C40, Metropolis, U20, FMDV, Icfei.

²⁰ The KPI measures the strategic action plans for Cities across the world. The CoJ is implementing action plans for Addis Ababa, Birmingham, Shanghai, Shengdu, Windhoek, Copenhagen, Ramallah

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			(IAR) as per Legislation. ²¹		4=130 % IAR tabled at MPAC & resolutions implemented 5=150% - Submission to Council for approval of oversight report	
		4.2	Percentage completion of Section 57 managers' performance agreements for 2026/27 financial year ²²	100% completion	1= 50% completion ²³ . 2= 80% completion ²⁴ 3=100% completion ²⁵ . 4=130% completion ²⁶ . 5=150% completion ²⁷	Signed 2026/27 Section 57 performance agreements
5	Good Governance	5.1	Audit outcome ²⁸	Unqualified with material findings	1= Adverse Audit report ²⁹ 2= Qualified Audit Report ³⁰ 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter
		5.2	% Resolution of internal audit findings ³¹	98% - 100% resolution (including no findings)	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

²¹ The KPI measures the compilation of the IAR, including the submission of the IAR to oversight structures within the legislated timelines.

²² KPI measures the completion of all the S57 managers Performance Agreements, including facilitation with the City Manager and sign off within the legislated timeframe.

²³ 50% Draft PAs assessed by 1st July 2026.

²⁴ 80% Draft PAs discussed with CM and GPAC by Mid-July 2026.

²⁵ 90% signed 2026/27 Performance agreements by 31 July 2026.

²⁶ 95% = Facilitate performance agreements for 2027/28.

²⁷ 100% = Draft 2027/28 scorecards discussed with the City Manager and approved by GPAC.

²⁸ Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

²⁹ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

³⁰ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

³¹ These are findings by internal audit only that are picked up on an ongoing basis.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		5.3	% Resolution of external (AGSA) audit findings ³²	98% - 100% resolution (including no findings)	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution 5= 95%- 100% Resolution (including no findings)	GRAS report on Audit Findings approved by GAC & GPAC
6	Good Governance	6.1	Percentage implementation of data systems to support evidence-based decision making in the city (SDBIP module) ³³	100% implementation	1=50% implementation of functional data systems 2=75% implementation of functional data systems 3= 100% implementation of functional data systems 4= 130% implementation 5=150% implementation of functional data systems	Electronic generated reports by data system (Power BI)
		6.2	Percentage COJ policy database monitored. ³⁴	100%	1= 50% monitoring 2= 75% monitoring 3= 100% monitoring 4= 130% Q4 2025/26 policy report presented at EMT 5= 150% Q2 2026/27 policy report presented at EMT	Signed policy quarterly reports
		6.3	% Compliance with C88 reporting requirements.		1= 50% compliance 2= 60% compliance 3= 70% compliance 4= 80% compliance 5= 90% compliance	Approved C88 Compliance Report to NT

³² This is for only findings classified as matters affecting audit opinion and others important matters

³³ The KPI measure the functionality and utilisation of the Power BI system to support performance reporting in the City. It includes the implementation of Strategic Tool – SDBIP module: 100% Uploading of SDBIP to Power – BI and approved midyear deviations and Power – BI - Visualisation Reported of SDBIPs. The target measures the system accessibility by clients (departments and entities, functionality and quality of the data reported.

³⁴ The KPI measures the monitoring of the COJ policy database. Monitoring includes collection of quarterly reports, verification of compliance against COJ policy Standard Operating Procedure (SOP) and standard template and updating such on the digital system (Microsoft Power BI) to enable visualization and tracking of the Citywide Policies.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
7	Stakeholder Management		Number of citizens participating in departmental events and engagements ³⁵	New indicator	1= <14 000 2= 14 000 3= 15 000 4= 15 500 5= 16 000 ³⁶	- Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature - Submission of monthly evidence as stipulated in the Stakeholder Engagement Tool
8	Ombudsman customer complains		% Resolution of customer complaints within stipulated turnaround times ³⁷	New indicator	1=Less than 50% resolution within 90 days or more 2=50-99% resolution within 90 days or more 3=100% resolution within 90 days 4=100% resolution within 60 days 5=100% resolution within 30 days or less	Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL
9	Service Level Standards		% Compliance to Service Level Standards	New indicator	1 < 75% compliance 2 < 85% compliance 3 = 85% compliance 4 > 85% compliance 5 > 95% compliance	- Departmental progress submitted to GG - Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments by GG tabled at GPAC
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	New	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5 = 100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited Financial statements

³⁵ This KPI measures the number of citizens who actively participate and engage in city led events and initiatives. These engagements include meaningful two-way interactions aimed at fostering mutual understanding and building stronger relations between the city and its residents.

³⁶ Inherent risk of double counting participants as a result of KPI ownership. GSPCR should focus on its contribution to attract the participants not the count.

³⁷ Includes Ombudsman, revenue, basic services and petitions. A new baseline will determine reduction to be measured in the next financial year. The turnaround times will be derived as stipulated in the Ombudsman SOPs and/or Departmental SLS and/or SOPs.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
2	Financial Turnaround Strategy		% Implementation of the Financial turnaround plan ³⁸	New indicator	1= 75% and less of the plan implemented 2= 80% of the plan implemented 3= 85% of the plan implemented 4= 90% of the plan implemented 5= 95% and above of the plan implemented	- Signed progress reports - Proof of submission
3	UIFW Strategy Implementation	3.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	97% and above	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- Audited Financial Statements - GRAS UIFWe report tabled at GAC and GPAC
		3.2	Percentage reduction in historical Irregular expenditure reported 30 June 2026	<65%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- Audited Financial Statements - GRAS UIFWe report tabled at GAC and GPAC
		3.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026		1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- Audited Financial Statements - GRAS UIFWe report tabled at GAC and GPAC
4	Risk Management	4.1	% of risks mitigation strategies action	100%	1 = 60% of mitigation strategies implemented. 2 = 70% of mitigation strategies implemented 3 = 80% of mitigation strategies implemented	Signed quarterly departmental performance reports

³⁸ WS1: Governance & Finance: IGR disputes affecting grants and entities: Escalate intergovernmental disputes relating to grants and funds not being transferred to City entities.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			plan for departmental top strategic risks implemented towards the reduction of departmental risks		4 = 90% of mitigation strategies implemented 5 = 100% of mitigation strategies implemented	GRGC Risk analysis reports and Minutes
5	Departmental performance monitoring and reporting	5.1	% Achievement of departmental SDBIP	92%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	- Signed quarterly departmental performance reports - GSPCR assessment reports
6	Policy Management	6.1	Percentage approved policies in departmental policy register	New	1=<85% policies reviewed and approved. 2= 85% - 90% policies reviewed and approved 3= 91%-100% policies reviewed and approved 4 = 100% policies reviewed and approved within 6 months after the date of review 5=100% policies reviewed and approved 3 months after approval ³⁹	- Progress report to GSPCR - Approved COJ policies report tabled at EMT
SECTION 3: CORE COMPETENCY REQUIREMENTS						
(TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Opex budget	88%	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent 4 = 97% Opex spent 5 = 99% Opex spent	- SAP Report - Signed quarterly departmental performance reports
		1.2	Percentage of valid departmental invoices paid	96%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices	- Mid-year and Annual Merchants reports 30 day payment registers

³⁹ Where the department does not have policies, the KPI will be expunged

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			within 30 days of submission to Group Finance for payment ⁴⁰		5 = 100% of valid invoices	
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	100%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	- Quarterly Performance Management compliance reports - Approved assessment report by GCSS - Signed departmental NFR report for 2025/26 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days ⁴¹	No cases	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- Approved departmental quarterly performance reports - GCSS LR report - Annual report 2025/26
3.	Institutionalisation of GEYODI and EE in the City	3.1	Number of Geyodi programmes	New indicator	1 ≤ 2 or less ⁴² 2= 3 3= 4	Approved GEYODI action plans signed off by Departmental Executive

⁴⁰ 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.

⁴¹ 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.

⁴² Geyodi programmes implemented as per the approved action plans

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			implemented as per the approved action plans.		4= 5 5= 6	- Directors and Municipal Entities Accounting Officers. - Nomination Letters of Geyodi Focal Persons to champion GEYODI. - Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming ⁴³	New indicator	1 ≤ 40% ⁴⁴ 2= 41% - 59% ⁴⁵ 3= 60% - 79% ⁴⁶ 4= 80% - 99% ⁴⁷ 5= 100% ⁴⁸	- Minutes - Attendance registers - Concept documents.
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	100% corrective measures implemented	1< 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	- Implementation plan with targeted corrective measures - Signed departmental quarterly progress reports - Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
3	Customer satisfaction	3.1	% Increase in customer	60%	1 <60% 2 = 60%.	Annual Customer satisfaction survey report

⁴³ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

⁴⁴ 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.

⁴⁵ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

⁴⁶ Participate in the development of the Action Plan and monitor implementation.

⁴⁷ Input into or submission of relevant reports to various structures or relevant authorities.

⁴⁸ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

KP A No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			satisfaction index[1]		3 = 61%[2] 4 = 62% 5 = >62%	
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.						
Zayd Ebrahim Group Head: GSPCR		Signature: 		Dr. Floyd Brink City Manager		Signature:  Date: 31 July 2026