



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

(Khayaletu Gqibitole, "the Acting Executive Director")

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

1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Acting Executive Director 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 Acting Executive Director 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 Acting Executive Director;
 - 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 Acting Executive Director 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 Acting Executive Director, 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 will terminate on the termination of the Acting Executive Director'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 Acting Executive Director; 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 Acting Executive Director 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 Acting Executive Director's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Acting Executive Director will be required to engage in performing their job.

5.2 The Acting Executive Director agrees to participate in the performance management system that the City adopts or introduces.

5.3 The Acting Executive Director 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 Acting Executive Director to perform to the standards required.

5.4 The Acting Executive Director 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 Acting Executive Director's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPAs.

6. EVALUATING PERFORMANCE

6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Acting Executive Director, 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 Acting Executive Director.

- 6.2 The performance of the Acting Executive Director 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 Acting Executive Director must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Acting Executive Director's 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 Acting Executive Director 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 Acting Executive Director's performance by the City Manager and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Acting Executive Director will be consulted before any such change is made.

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- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Acting Executive Director 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 Acting Executive Director 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 Acting Executive Director delegate such powers reasonably required by the Acting Executive Director to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Acting Executive Director such resources as the Acting Executive Director 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 Acting Executive Director timeously in respect of decisions which will have a significant impact on the performance of the duties of the Acting Executive Director.

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9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Acting Executive Director'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 Acting Executive Director 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 Acting Executive Director in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Acting Executive Director 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 Executive Director not be entitled to a performance bonus in line with the Acting Executive Director 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 Acting Executive Director to improve their performance.
- 9.6 Where the City Manager is, at any time during the Acting Executive Director's employment, not satisfied with the Acting Executive Director's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Acting Executive Director to attend a meeting with the City Manager.
- 9.7 The Acting Executive Director will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting Executive Director'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 Acting Executive Director 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 Acting Executive Director 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 Acting Executive Director in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

For: **THE CITY OF JOHANNESBURG**
METROPOLITAN MUNICIPALITY



Dr. Floyd Brink
City Manager

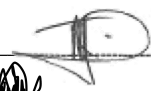
Witness: _____

Witness: _____

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



Khayaletu Gqibitole
Acting Executive Director

Witness: _____

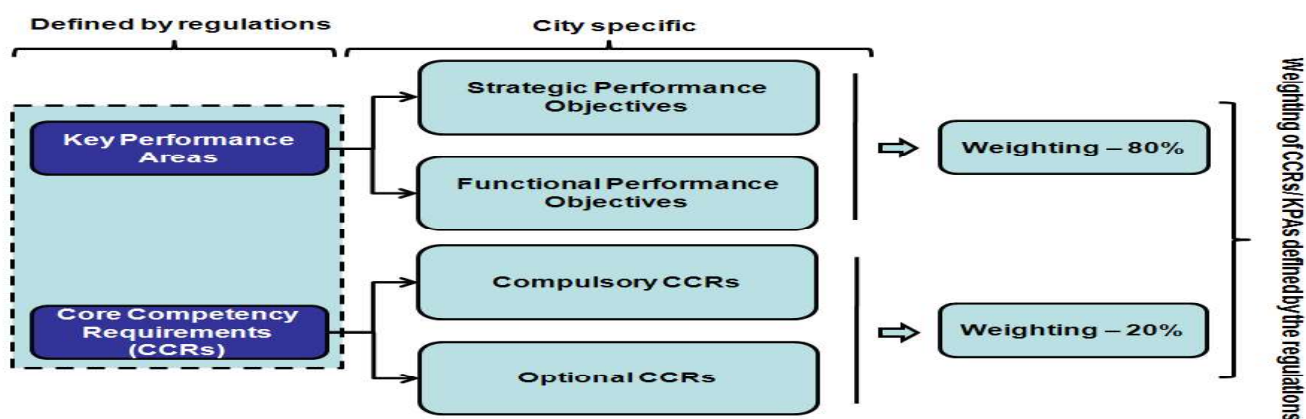
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PERFORMANCE SCORECARD	
Employee	Khayaletu Gqibitole: A/Executive Director: Human Settlements
Manager	Dr Floyd Brink: City Manager
Department	Human Settlements
Responsibilities	• Upgrading of informal settlements • Construction of housing opportunities for the underprivileged • Development of serviced sites • Registration of title deeds (subsidized stands and units) • Issuing of Title deeds to the beneficiaries • Refurbishment of flats and retirement villages • Number of Alternative Housing units constructed within the inner City • Acquisition of land for human settlements developments • Management of informal settlements • Collection of rentals from housing stock tenants
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). 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%.

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (SPOS)

KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
1.	Upgrading of informal settlements	1.1	Number of informal settlement households provided with water	1637	1 = 1500 households 2 = 2000 households 3 = 2458 households 4 = 2500 households 5 = 2600 households	Programme of Works/Progress report signed by Consultant/Completion Certificate
		1.2	Number of informal settlement households provided with electricity	1269	1 = 3000 households 2 = 3500 households 3 = 4000 households 4 = 4050 households 5 = 4100 households	Confirmation from the implementation agent or completion certificate/Progress report signed by Consultant/Completion Certificate/Job Cards
		1.3	Number of informal settlement households provided with sanitation	2678	1 = 2000 households 2 = 2001 - 2999 households 3 = 3 000 households 4 = 3100 - 3199 households 5 = 3200 - 3250 households	Confirmation from the implementation agent or completion certificate/Progress report signed by Consultant/Completion Certificate

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
2.	Service Level Standards	2.1	Number of title deeds issued to beneficiaries.	1881	1 = 1100 2 = 1200 3 = 2 700 4 = 2750 5 = 2800	Title deeds issuing register or certificate of receipts for title deeds
		2.2	Number of title deeds registered to beneficiaries	1881	1 = 500 2 = 900 3 = 1300 4 = 1350 5 = 1400	Database of title deeds registered by Conveyancers
		2.3	Percentage of reported bylaw violation successfully resolved ¹	New indicator	1=75% reported violation resolved 2=80% reported violation resolved 3=85% reported violation resolved 4=90% reported violation resolved 5=100% reported violation resolved	Bylaw enforcement Consolidated quarterly progress report
3.	Housing rental stock and temporary accommodation	3.1	Number of flats rehabilitated	0	1 = 1 2 = 2 3 = 4 4 = 5	Programme of Works/ Progress report signed by Consultants/Happy Letter(s)/Completion Certificate

¹ Refers to reported bylaw violations reported, i.e. illegal parking, illegal dumping, noise pollution, driving on undesignated areas, counterfeit goods, unlawful occupation of site, misuse of park and public open spaces, environmental degradation, malicious damage to property must be resolved according to Service Level Standards timeframes by all applicable department and entities that have inspectors

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
		3.2	Number of public hostels rehabilitated	0	5 = 6 1 = 1 2 = 2 3 = 4 4 = 5 5 = 6	Programme of Works/ Progress report signed by Consultants/Happy Letter(s)/Completion Certificate
4	Economic sustainability	4.1	Number of EPWP job opportunities created through the departmental projects ²	316	1 = 60 2 = 80 3 = 150 4 = 200 5 = 250	Submission to DED: - Cumulative participants listing - Certified ID copy - Copy of contract of employment - Attendance register - Proof of payment
		4.2	Number of SMMEs supported through the departmental projects ³		1 = 21 2 = 22 3 = 150 4 = 160 5 = 170	- Signed Cover report - Supporting sign-off by SMMEs
5	Good Governance	5.1	Audit Outcome ⁵	Qualified Audit Report with material	1= Adverse Audit report ⁶ 2= Qualified Audit Report ⁷ 3= Unqualified audit	AG Management Letter

² The department to engage and comply with DED guidelines and criteria.

³ **Financial support:** would be provision of contracts or sub-contracting to SMMEs or facilitating or providing funding for SMME.

Non-financial support: Support refers to interventions provided to SMMEs and Cooperatives, which are training or workshops, support to exhibit, business development information, advice and referrals, facility usage (i.e. internet, boardroom and training room) and incubation or workspace. COJ Core Departments and Municipal Owned Entities (including their contractors and sub-contracts) collect and report data to the Department of Economic Development

⁴ Each department and ME to set their own target.

⁵ The opinion may be that given for the department/entity where applicable.

⁶ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁷ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
				findings	4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	
		5.2	% Resolution of internal audit findings ⁸	91%-95%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
		5.3	% Resolution of external (AGSA) audit findings ⁹	<85%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
6	Stakeholder Management	6.1	Number of citizens participating in departmental events and engagements ¹⁰	New indicator	1 2= 3= 4= 5=	- Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature - Submission of monthly evidence as stipulated in the Stakeholder

⁸ These are findings by internal audit only that are picked up on an ongoing basis.

⁹ This is for only findings classified as matters affecting audit opinion and others important matters

¹⁰ 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.

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
						Engagement Tool
7	Ombudsman customer complains	7.1	% Resolution of customer complains within stipulated turnaround times ¹¹		Less than 50% resolution within 90 days or more 50-99% resolution within 90 days or more 100% resolution within 90 days 100% resolution within 60 days 100% resolution within 30 days or less	Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL
8	Service Level Standards	8.1	% Compliance to Service Level Standards		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
9	Circular 88 Indicators	9.1	Number of the rest of Circular 88 Indicators achieved (as per footnote table below) ¹²		1= 4 2= 6 3= 8 4= 10	Circular 88 Assessment Report by COGTA

¹¹ 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.

¹²

KPI NO	KPI NAME
37	Number of flats rehabilitated
C88 Outcomes	
KPI NO	KPI NAME

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
					5= 12	
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	95,2%	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited Financial statements
2	Financial Turnaround Strategy		% Implementation of the Financial turnaround plan ¹³	New indicator	1= 75% and less of the plan implemented 2= 80% of the plan implemented	- Signed progress reports - Proof of submission

34	Percentage of households living in adequate housing- REF No. HS1.1
35	Percentage of informal settlement upgraded to phase 3 – REF No. HS1.3
C88 Outputs	
KPI NO	KPI NAME
52	Number of subsidised housing units constructed using various Human Settlements Programmes – REF No.1.11
53	Number of serviced sites – REF No. HS1.12
54	Hectares of land acquired for human settlements in the municipal area- REF No. HS1. 13
56	Number of informal settlements assessed (enumerated and classified)- REF No.1.31
57	Number of informal settlements upgraded to Phase 2 -REF No. HS1. 32

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WS Project Team	Issue	Action Item or task	Responsibility
WS8: Inner City & Township Rejuvenation	Emergency accommodation funding	Finalise and submit the application to have the relevant conditions declared a disaster so that emergency funding can be accessed for temporary accommodation.	1. Public Safety (Disaster Management) and 2. Human Settlements

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
					3= 85% of the plan implemented 4= 90% of the plan implemented 5= 95% and above of the plan implemented	
3	UIFW Strategy Implementation	3.1	Percentage reduction in historical Unauthorised expenditure reported on 30 June 2026	0% reduction	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)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
		3.2	Percentage reduction in historical Irregular expenditure reported on 30 June 2026	100%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	
		3.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported on 30 June 2026	100%	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
4	Risk Management	4.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	60%	1 < 50% implemented 2 = 51% - 84% implemented 3 = 85% implemented 4 = 95% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	GRGC Risk analysis reports and Minutes
5	Departmental performance monitoring and reporting	5.1	% Achievement of departmental SDBIP	42%	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. - Minutes of Sub-Mayoral Cluster Committee
6	Policy Management	6.1	Percentage approved policies in departmental policy register	85%	1=<85% policies reviewed and approved. 2= 85% - 90% policies reviewed and approved 3= 91%-100% policies reviewed and approved 4 = 100% policies reviewed and approved within 6 months after the date of review 5=100% policies reviewed and approved 3 months after approval	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
Financial Competence (Compulsory)						
1	Expenditure Management	1.1	% Spent of allocated departmental Capex ¹⁴	98%	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	- SAP Report - Midyear and Annual financial expenditure report by Group Finance
		1.2	% Spent of allocated departmental Opex budget	137%	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent 4 = 97% Opex spent 5 = 99% Opex spent	- SAP Report - Midyear and Annual financial expenditure report by Group Finance
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment	54.27%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	Midyear and Annual Merchants reports
People Management and Empowerment (Compulsory)						
2.	Performance and People Management	2.1	% Compliance to the performance management cycle as per the policy for employees of the CoJ ¹⁵ in the department	<65%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set	- Quarterly Performance Management compliance reports - Approved assessment report by GCSS - Signed departmental NFR

¹⁴ This is applicable to departments with large capex budget – threshold to be determined.

¹⁵ This is performance for the entire staff compliment in the department unless specified otherwise for departments with very large numbers of employees. Includes signing of scorecards and ILPs, coaching and review sessions, submission of ADBS reports and evidence, as well as the departmental performance report.

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
					targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	report for 2025/26 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days ¹⁶		1 ≤75% 2 = 75 - 80% 3 = 81 - 85% 4 = 86 - 90% 5 = 90 - 100%	Approved consolidated disciplinary report
Change Management (optional)						
3	Institutionalisation of GEYODI and EE in the City	3.1	Number of Geyodi programmes implemented as per the approved action plans.	New indicator	1 ≤ 2 or less ¹⁷ 2= 3 3= 4 4= 5 5= 6	- Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. - Nomination Letters of Geyodi Focal Persons to champion GEYODI. - Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming ¹⁸	New indicator	1 ≤ 40% ¹⁹ 2= 41% - 59% ²⁰ 3= 60% - 79% ²¹	- Minutes - Attendance registers

¹⁶ 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.

¹⁷ Geyodi programmes implemented as per the approved action plans

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KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
					4= 80% - 99% ²² 5= 100% ²³	• Concept documents.
4	Employee Safety	4.1	Percentage of Health and Safety 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)						
4	Customer satisfaction	4.1	% Increase in customer satisfaction index ^[1]	60%	1 <60% 2 = 60%. 3 = 61% ^[2]	Annual Customer satisfaction survey report

¹⁸ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

¹⁹ 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.

²⁰ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

²¹ Participate in the development of the Action Plan and monitor implementation.

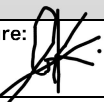
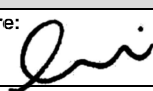
²² Input into or submission of relevant reports to various structures or relevant authorities.

²³ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

^[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 etc.

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

K 3

KPA/ SPO No	Key Performance Areas	KPI No.	Key Performance Indicators (KPIs)	Baseline Achieved (As Per 3 rd QTR Performance)	Target	Means of Verification
					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.						
Khayalethu Gqibitole A/Executive Director: Human Settlements			Signature: 	Dr Floyd Brink City Manager	Signature: 	Date: 31 July 2026