

THE PERFORMANCE AGREEMENT

Entered into by and between
the City of Ekurhuleni
“ the Employer”

Duly represented by the City Manager of City of Ekurhuleni

and

“the Employee”

HoD: Development Planning and Real Estate

for the Financial Year:

1 July 2026 - 30 June 2027

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ENTERED INTO BY AND BETWEEN:

The **City of Ekurhuleni** herein represented by **Kagiso Michael Lerutlain** in her capacity as City Manager (hereinafter referred to as the **Employer**)

And

Caiphus Chauke, employee of the **City of Ekurhuleni** (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1. The **Employer** has entered into a contract of employment with the **Employee** in terms of section 56 of the Local Government: Municipal Systems Act 32 of 2000 as amended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
2. Section 56 of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
4. The parties wish to ensure that there is compliance with the relevant sections of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

1. comply with the provisions of Section 57(2)(a),(3A) and (4c) of the Act (as amended) as well as the employment contract entered into between the parties;
- 2.2 specify national and local key performance areas (KPAs'), key performance indicators (KPI's) and objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
6. in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

1. This Agreement will commence on **1 July 2026** and will remain in force until **30 June 2027**. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof, if applicable.
2. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July of each successive financial year.
3. This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
4. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
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 immediately be revised.

4. PERFORMANCE OBJECTIVES

1. The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The KPA's describe the main tasks that need to be done.
 2. The KPI's provide the details of the evidence that must be provided to show that a key objective has been achieved.
 3. The target dates describe the timeframe in which the work must be achieved.
 4. The weightings show the relative importance of the key objectives to each other.
3. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

1. The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
2. The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
3. The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
4. The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
5. The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leading and Core Competency requirements (LCCs) respectively.

5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.3 KPAs covering the main areas of work will account for 80% and LCCs will account for 20% of the final assessment.

6. The **Employee**'s assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)
Municipal Infrastructure Development and Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

7. The Leading and Core Competencies (LCCs) will make up the other 20% of the **Employee**'s assessment score. All LCCs are deemed to be essential and critical for the **Employee**'s job and will therefore form part of the employee's performance agreement. See Annexure A.2 of this agreement for the Leading and Core Competency requirements of the HOD.

6. EVALUATING PERFORMANCE

3.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 The standards and procedures for evaluating the **Employee's** performance; and

6.1.2 The intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

6.5.2 Assessment of the LCCs:

(a) Each applicable competency should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each competency.

(c) This rating is to be multiplied by the weighting given to each competency during the contracting process, to provide a score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Terminology	Description	Rating
Outstanding performance	Performance far exceeds the standard expected of an employee at this level...	5
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job...	4
Fully effective	Performance fully meets the standards expected in all areas of the job...	3

Terminology	Description	Rating
Not fully effective	Performance is below the standard required for the job in key areas...	2
Unacceptable performance	Performance does not meet the standard expected for the job...	1

6.7 For purposes of evaluating the annual performance of the HoD, an evaluation panel constituted of the following persons must be established:

1. Municipal Manager;
2. Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
3. MMC for Finance;
4. Municipal manager from another municipality; and
5. Manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulation. (Regulation 27(4)(f) of Regulation 805).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

1. The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2026

Second quarter : October – December 2026

Third quarter : January – March 2027

Fourth quarter : April – June 2027

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.



CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the **Employee's** functions;

10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

3. A substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee** 's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
- 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of **unacceptable performance** , the **Employer** shall –
- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
2. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the **nature of the employee's performance agreement** ,

whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

In the case of managers directly accountable to the municipal manager, the

executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

- 12.2 Any disputes about the **outcome of the employee's performance evaluation** ,

must be mediated by-

In the case of managers directly accountable to the municipal manager, a

member of the municipal council, provided that such member was not part of the

evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

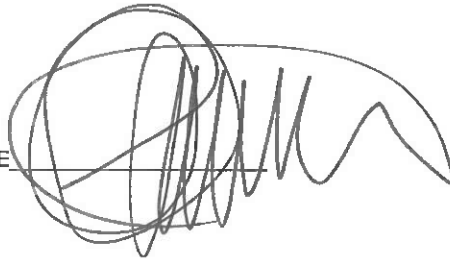
Thus done and signed at Kempton Park on this the 29 day of July 2026

AS WITNESSES:

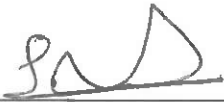
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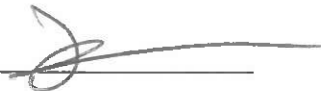
EMPLOYEE



AS WITNESSES:

1. 

EMPLOYER (CITY MANAGER)





ANNEXURE A

PERFORMANCE PLAN

for
Caiphus Chauke
HoD: Development Planning and Real Estate

A handwritten signature in black ink, appearing to be 'Caiphus Chauke', located in the bottom right corner of the page.

Content

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2. Responsibilities of the HoD: Development Planning and Real Estate
3. Appraisal Outcome Summary
4. Performance Plan
 1. Key Performance Areas
 2. Core Competency Requirements/Core Managerial Competencies
5. Declaration Statement for Measurement
6. Signatories
7. Personal Development Plan

Source of information: Approved 2026/2027 SDBIP and other strategic documents.

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1. PURPOSE OF THE AGREEMENT

The performance plan defines the Council's expectations of the **HoD: Development Planning and Real Estate**. The performance plan detailed in Section 4.1 is in response to Section 56 of the Municipal Systems Act, as amended, i.e. the performance plan is based on the municipality's Integrated Development Plan (IDP).

2. RESPONSIBILITIES OF THE HOD: Development Planning and Real Estate

The Head of Department in his/her capacity as the head of the department is responsible for the following :

- Effective management of the department which includes human resources management, strategy management, operations management and governance management as it relates to all delegations.
- Political support and advice to political structures and political office bearers.
- Development of monitoring and reporting system for the department.
- Development and implementation of measures to achieve departmental results management of the interface between political offices and department.
- Facilitating participation by the local community in the affairs of the municipality.
- Provide strategic support to the office of the City Manager.
- Law making as it relates to the department and implementation of the municipality's by-laws and other legislation.
- Development and implementation of departmental strategy.

The Head of Department in his/her capacity as the head Accounting Officer of the department is responsible for the following :

- Management of the financial administration of the department, and must for this purpose take all reasonable steps to ensure that the resources of the entity are used effectively, economically and transparently.
- Management of assets and liabilities on behalf of the municipality.
- Management of supply chain as relates to demand management, procurement of goods and services in line with relevant policies and legislation.
- Budget management which includes budget formulation and implementation in line with adopted priorities in the IDP.
- Development and implementation of departmental resource plan.
- Financial governance as related to financial report and accounting.

3. APPRAISAL OUTCOME SUMMARY AS PER THE 2026-2027 SDBIP

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
To create an enabling environment for inclusive growth and job creation	REDP1 Number of work opportunities created	50	50.0000	0.0000	0.0000	0.0000
Enterprise development	REDP2 Number of COE enterprises trained	1500	200.0000	200.0000	550.0000	550.0000
Enterprise Development	REDP8 Number of Fruit and Vegetables Traders issued with trading permits.	300	50.0000	50.0000	100.0000	100.0000
Enterprise Development	REDP7 Number of Tuck Shops/Spaza Shops Registered	900	0.0000	100.0000	400.0000	400.0000

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
Improved quality service	REDP3 Percentage of Customer Queries Resolved in Accordance with CoE Service Standards	85	85.0000	85.0000	85.0000	85.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP4 Number of Emerging Farmers Receiving Technical and Production Support	600	150.0000	150.0000	150.0000	150.0000
Improved quality maintenance, and equitable services throughout urban areas	HS2.22 Average number of days taken to process building plan applications of less than 500 square meters	30	30.0000	30.0000	30.0000	30.0000
Improved quality maintenance, and equitable services throughout urban areas	LED3.13 Average number of days taken to process building applications of 500 square meters or more	60	60.0000	60.0000	60.0000	60.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP5 Number of SEZ /SUDs investment projects facilitated	3	0.0000	1.0000	0.0000	2.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP1.2 Number of Bad buildings registered and condemned	10	2.0000	2.0000	3.0000	3.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP6 Number of Economic Partnerships concluded with corporates	5	1.0000	1.0000	1.0000	2.0000
To create an enabling environment for inclusive growth and job creation	LED3.11 Average time taken to finalise business license applications	21	21.0000	21.0000	21.0000	21.0000
To create an enabling environment for inclusive growth and job creation	LED3.12 Average time taken to finalise informal trading permits	21	21.0000	21.0000	21.0000	21.0000
To create an enabling environment for inclusive growth and job creation	REDP1.5 R-value of investments attracted	10 000 000 000	0.0000	500 000 000	0.0000	5 000 000 000
Improved quality maintenance, and equitable services throughout urban areas	RED 1.1 Number of municipal land parcels released for Economic activities	50	12.0000	12.0000	12.0000	14.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP13 Percentage of bad building rehabilitated	10	0.0000	0.0000	0.0000	10.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP1.3 Number of Council approved precinct plans released for Public Private Partnerships	3	0.0000	0.0000	0.0000	3.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP12 Number of high-risk Land affected by Geotechnical Hazard rehabilitated	4	0.0000	0.0000	0.0000	4.0000
Improved quality maintenance, and equitable services throughout urban areas	RED1.4 Number of Land Development applications finalised in accordance with the CELUS & approved Municipal Spatial Development Framework	600	150.0000	120.0000	165.0000	165.0000

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
To create an enabling environment for inclusive growth and job creation	LED1.21 Number of work opportunities created by the municipality through public employment programmes (incl. EPWP, CWP and other related employment programmes)	12000	7000.0000	1000.0000	1000.0000	3000.0000
To create an enabling environment for inclusive growth and job creation	REDP10 Number of learner contractors participating in the Ekurhuleni business incubation program	50	0.0000	0.0000	0.0000	50.0000
Financial control	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	95	5.0000	30.0000	40.0000	95.0000
Financial management	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	95	0.0000	0.0000	55.0000	95.0000
Financial management	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	4	0.0000	0.0000	0.0000	4.0000
Financial Management	REDP1.6 R- value of Revenue Generated from services rendered by the department	197859975	49464985.0000	49464985.0000	49464985.0000	49464985.0000
To create an enabling environment for inclusive growth and job creation	REDP1.8 Rand value of grant funding secured through Public Private Partnerships	100 000 000	0.0000	0.0000	0.0000	100 000 000
Financial management	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	2	0.0000	0.0000	0.7500	2.0000
Financial management	FM6.13 Percentage of tender cancellations	10	0.0000	0.0000	0.0000	10.0000
Financial Management	% Implementation of the AG recommendations specific to the Department	100%	0.0000	0.0000	0.0000	100.0000
Financial Management	% implementation of the Internal Audit recommendations specific to the Department	100%	0.0000	0.0000	0.0000	100.0000
Risk Management	% implementation of Risk Mitigation strategies.	80%	0.0000	0.0000	0.0000	80.0000
Improve good governance	% declaration of financial interests by all Senior Managers and higher	100%	0.0000	0.0000	0.0000	100.0000
Improved compliance levels of the department	% of departmental contracts managed	100%	0.0000	0.0000	0.0000	100.0000
Create a high performing organisation	% conclusion of performance management activities in line with PM policy (All performance agreements (PAs) signed and Reviews conducted for all direct reports within stipulated timeframes)	100%	0.0000	0.0000	0.0000	100.0000
Improved quality maintenance, and equitable services throughout urban areas	REDP11 Number of Municipal Land Parcels released for Township Economic Development and Socio - Economic Empowerment	25	5.0000	5.0000	5.0000	10.0000
Improved quality maintenance, and equitable services throughout urban areas	Number of contravention notices issued in terms of the provisions of the COE Land Use Scheme.	1400	350.0000	350.0000	350.0000	350.0000

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5 PERFORMANCE PLAN

1. Key Performance Areas

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (2.00)	To create an enabling environment for inclusive growth and job creation	Increased Number of Job Opportunities Created	5	Coordinate activities to achieve Number of work opportunities created	REDP1 Number of work opportunities created	705	50	1 = <40; 2 = 40-49; 3 = 50; 4 = 51 - 60; 5 = >60	Dated and signed beneficiary Contracts with certified copies of IDs and proof of salary payments OR Dated and signed beneficiary Contracts with certified copies of IDs and Attendance register signed by both the employer and the employee.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (5.00)	Enterprise development	Grow Business in Ekurhuleni	5	Coordinate activities to achieve enterprise development	REDP2 Number of COE enterprises trained	1126	1500	1 = <1490; 2 = 1490 - 1499; 3 = 1500; 4 = 1501 - 1510; 5 = >1510	Dated and signed attendance registers of enterprises participating in the Community Enterprise Development programme OR dated and signed reports from 3rd party service provider and partners.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (8.00)	Enterprise Development	Increased sustainability of enterprises developed	2	Coordinate activities to develop business trading fruit and vegetables	REDP8 Number of Fruit and Vegetables Traders issued with trading permits.	New	300	1 = < 250; 2 = 250 - 299; 3 = 300; 4 = 301-350; 5 = > 350	Quarterly Spreadsheet and proof of Trading Permits Issued	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (10.00)	Enterprise Development	Increased sustainability of enterprises developed	2	Coordinate activities to achieve Number of township based tuckshops developed	REDP7 Number of Tuck Shops/Spaza Shops Registered	New	900	1 = <600; 2 = 600 - 899; 3 = 900; 4 = 901 - 1200; 5 = >1200	Dated and signed Quarterly Spreadsheet of number of Tuck Shops/Spaza Shops Registered	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (12.00)	Improved quality service	Improved customer satisfaction	1	Coordinate activities to achieve customer queries resolved in accordance with Ekurhuleni Service Standards	REDP3 Percentage of Customer Queries Resolved in Accordance with CoE Service Standards	3136	85	1 = <80%; 2 = 80 - 84%; 3 = 85%; 4 = 86 - 90%; 5 = >90%	ORIT Quarterly reports.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (13.00)	Improved quality maintenance, and equitable services through urban areas	Increased sustainability of enterprises developed	5	Coordinate activities to achieve emerging farmers receiving technical and production support.	REDP4 Number of Emerging Farmers Receiving Technical and Production Support	1018	600	1 = <590; 2 = 590 - 599; 3 = 600; 4 = 601 - 610; 5 = >610	Dated and signed Quarterly reports on technical and business programmes provided to beneficiaries OR dated, and signed attendance registers. AND listing of farmers who received technical and production support	Quarterly SDBIP performance report approved by the Council

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (21.00)	Improve quality maintenance, and equitable services through out urban areas	HS2. Improved functionality of the property market	5	Coordinate activities to achieve number of days taken to process building plan applications of less than 500 square meters	HS2.22 Average number of days taken to process building plan applications of less than 500 square meters	15	30	1 = >40 days; 2 = 40 – 31 days; 3 = 30 days; 4 = 29 – 20 days; 5 = <20 days	Building plan database AND Memorandum of reported achievement	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (26.00)	Improve quality maintenance, and equitable services through out urban areas	LED3. Improved ease of doing business within the municipal area	5	Coordinate activities to achieve number of days taken to process building applications of 500 square meters or more	LED3.13 Average number of days taken to process building applications of 500 square meters or more	15	60	1 = >70 days; 2 = 70- 61 days; 3 = 60 days; 4 = 59 – 50 days; 5 = <50 days	Building plan database AND Memorandum of reported achievement	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (31.00)	Improve quality maintenance, and equitable services through out urban areas	Increase Ekurhuleni GDP growth, employment opportunities and the City's revenue baseline	3	Coordinate activities to ensure Number of SEZ/SUDs investment projects facilitated	REDP5 Number of SEZ/SUDs investment projects facilitated	3	3	1 = 0; 2 = 1-2; 3 = 3; 4 = 4-5; 5 = >5	Dated and signed letters confirming progress on site by investors.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (34.00)	Improve quality maintenance, and equitable services through out urban areas	HS2. Improved functionality of the property market	2	Coordinate activities to achieve Number of bad building registered and condemned	REDP1.2 Number of Bad buildings registered and condemned	New	10	1 = <8; 2 = 8 - 9; 3 = 10; 4 = 11 - 12; 5 = >12	Dated and signed report declaring the building as condemned and unfit for occupation or use and list of bad building registered.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (36.00)	Improve quality maintenance, and equitable services through out urban areas	Increased Number of Economic Partnerships Created	5	Coordinate activities to ensure that economic partnership are concluded with corporates.	REDP6 Number of Economic Partnerships concluded with corporates	16	5	1 = <3; 2 = 3 - 4; 3 = 5; 4 = 6 - 7; 5 = >7	Partnership Agreements signed off by the HOD: DPPE	Quarterly SDBIP performance report approved by the Council

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (41.00)	To create an enabling environment for inclusive growth and job creation	LED3. Improved ease of doing business within the municipal area	5	Coordinate activities to finalise business license applications	LED3.11 Average time taken to finalise business license applications	15	21	1 = >29 days 2 = 29-22 days 3 = 21 days 4 = 20-10 days 5 = <10 days	Dated and signed Business Licences AND Soft copy Listing of business licence applications finalized. [OR System generated quarterly reports	Dated and signed Business Licences AND Soft copy Listing of business licence applications finalized. OR System generated quarterly reports
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (46.00)	To create an enabling environment for inclusive growth and job creation	LED3. Improved ease of doing business within the municipal area	5	Coordinate activities to finalise informal trading permits	LED3.12 Average time taken to finalise informal trading permits	14	21	1 = >29 days 2 = 29-22 days 3 = 21 days 4 = 20-10 days 5 = <10 days	Dated and signed quarterly spreadsheet of informal trading permits finalized OR System generated quarterly reports that are updated on a monthly basis	Dated and signed Informal trading permits AND Soft copy Listing of informal trading permits finalized OR System generated quarterly reports
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (51.00)	To create an enabling environment for inclusive growth and job creation	Increase Ekurhuleni GDP growth, employment opportunities and the City's revenue baseline	5	Coordinate activities to achieve Rand-value of investments attracted.	REDP1.5 R-value of investments attracted	R10247 000000	10 000 000 000	1 = <R9 000 000 000; 2 = R9 000 000 000 - R9 999 999 999; 3 = R10 000 000 000; 4 = R10 000 000 001 - R11 000 000 000; 5 = >R11 000 000 000	Dated and signed letters of confirmation or commitment by investors or dated and signed Investor form completed by Investors or Dated government approvals/reports/memos as well as other CoE related approvals like bulk, building approvals which would confirm investment into the City.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (53.00)	Improved quality maintenance, and equitable services throughout urban areas	Increased access to land for development	3	Coordinate activities to achieve Municipal land parcels released for Economic Activities	RED 1.1 Number of municipal land parcels released for Economic activities	New	50	1 = <41; 2 = 41 - 49; 3 = 50; 4 = 51 - 59; 5 = >59	Dated and signed minutes of the committee or decision of the individual delegated to approve in terms of the System of Delegation (SOD). AND Listing of Land Parcels released for economic activities.	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (56.00)	Improved quality maintenance, and equitable services throughout urban areas	To promote integrated human settlements through massive infrastructure and services rollout	1	Coordinate activities to Percentage of bad building rehabilitated	REDP13 Percentage of bad building rehabilitated	New	10	1 = <8%; 2 = 8-9%; 3 = 10%; 4 = 11-12%; 5 = >12%	Dated and signed report of bad building rehabilitated	Quarterly SDBIP performance report approved by the Council

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (57.00)	Improved quality maintenance, and equitable services through out urban areas	HS2. Improved functionality of the property market	1	Coordinate activities to achieve number of approved precinct plans released for Public Private Partnership	REDP1.3 Number of Council approved precinct plans released for Public Private Partnerships	New	3	1 = 0; 2 = 1-2; 3 = 3; 4 = 4-5; 5 = >5	Strategic Partnership Agreements signed off by the City Manager	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (58.00)	Improved quality maintenance, and equitable services through out urban areas	To promote integrated human settlements through massive infrastructure and services rollout	2	Coordinate activities to achieve number of high-risk Land affected by Geotechnical Hazard rehabilitated	REDP12 Number of high-risk Land affected by Geotechnical Hazard rehabilitated	New	4	1 = <2; 2 = 2-3; 3 = 4; 4 = 5-6; 5 = >6	Data Source: Dated and signed report with application logs and memorandum	Quarterly SDBIP performance report approved by the Council
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (60.00)	Improved quality maintenance, and equitable services through out urban areas	LED3. Improved ease of doing business within the municipal area	4	Coordinate activities to achieve number of Land Development applications finalised in accordance with the CELUS & approved Municipal Spatial Development Framework	RED1.4 Number of Land Development applications finalised in accordance with the CELUS & approved Municipal Spatial Development Framework	New	600	1 = <590; 2 = 590 - 599; 3 = 600; 4 = 601 - 610; 5 = >610	Dated and signed land development applications that have been finalised. OR Minutes of Tribunal And Copy of CELUS Approved MSDF	Quarterly SDBIP performance report approved by the Council
LOCAL ECONOMIC DEVELOPMENT (0.00)	To create an enabling environment for inclusive growth and job creation	LED1. Growing inclusive local economies	3	Coordinate activities to increase job opportunities created	LED1.21 Number of work opportunities created by the municipality through public employment programmes (incl. EPWP, CWP and other related employment programmes)	13343	12000	1=< 11 500; 2= 11 500-11 999; 3= 12 000; 4=12 001- 12 500 5=>12 500	Dated and signed beneficiary Contracts (contracts may have been signed before the quarter in which the report is submitted) with certified copies of IDs and proof of salary payments OR Dated and signed beneficiary Contracts (contracts may have been signed before the quarter in which the report is submitted) with certified copies of IDs and Attendance register signed by both the employer and the employee.	Quarterly SDBIP performance report approved by the Council
LOCAL ECONOMIC DEVELOPMENT (3.00)	To create an enabling environment for inclusive growth and job creation	Improved skills and capacity amongst Ekurhuleni Residents	1	Coordinate activities to achieve Number of learner contractors participating in the Ekurhuleni business	REDP10 Number of learner contractors participating in the Ekurhuleni business incubation program	0	50	1 = <40; 2 = 40-49; 3 = 50; 4 = 51-60; 5 = >60	Dated and signed appointment letter OR Dated and signed letters of award AND Soft copy Listing of beneficiaries.	Quarterly SDBIP performance report approved by the Council

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
FINANCIAL VIABILITY AND SUSTAINABILITY (0.00)	Financial control	Improved infrastructure development for CoE	4	Coordinate activities to achieve Capex targets	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	45	95	1 = <91%; 2 = 91 - 94%; 3 = 95%; 4 = 96 - 99%; 5 = 100%	Finance CAPEX expenditure to date report	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (4.00)	Financial management	FM1. Enhanced municipal budgeting and budget implementation	1.5	Coordinate activities to achieve total operating expenditure as a percentage of total operating expenditure budget.	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	0	95	1=<91%; 2=91%-94%; 3=95%; 4=96%-99%; 5=100%	Signed Excel spreadsheet as extracted from Budget statements for the period	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (5.50)	Financial management	FM5. Improved asset management	1.5	Coordinate activities to ensure Repairs and Maintenance as a percentage of property, plant, equipment, and investment property.	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	0	4	1= <2%; 2= 2%-3%; 3= 4%; 4= 5%-6%; 5=>6%	The Audited Annual Financial Statements for the previous financial year as finalised in January of the following financial period for the previous financial period,	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (7.00)	Financial Management	Increase Ekurhuleni GDP growth, employment opportunities and the City's revenue baseline	5	Coordinate activities to achieve R-value of Revenue Generated from services rendered by the department	REDP1.6 R- value of Revenue Generated from services rendered by the department	228649 943	197859 975	1=<R197 859 970; 2= R197 859 970- 197 859 974; 3 = R197 859 975; 4=R197 859 976-197 859 980; 5 = >197 859 980	Dated and signed Financial Report	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (12.00)	To create an enabling environment for inclusive growth and job creation	Improved skills and capacity amongst Ekurhuleni residents	3	Coordinate activities to achieve rand value of grant funding secured through Private Public Partnerships	REDP1.8 Rand value of grant funding secured through Public Private Partnerships	144539 000	100 000 000	1=<90 999 999; 2 = 90 999 999 – 99 999 999; 3 = 100 000 000; 4 = 100 000 001 - 200 000 000; 5 = >200 000 000	Dated and signed confirmation consolidated report of grant funding by PPP. The report will include: 1. Letters of commitments (where applicable) 2. MoA (where applicable)	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (15.00)	Financial management	LED1. Growing inclusive local economies	1	Coordinate activities to achieve Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	3	2	1= 0; 2= 1%; 3= 2%; 4= 3% - 4%; 5= >4%	Signed Expenditure report on municipal operating expenditure spent on contracted services	Quarterly SDBIP performance report approved by the Council
FINANCIAL VIABILITY AND SUSTAINABILITY (16.00)	Financial management	FM6. Improved supply chain management	1	Coordinate activities to achieve Percentage of tender cancellations.	FM6.13 Percentage of tender cancellations	33	10	1= >12% 2= 11-12% 3= 10% 4= 9%-8% 5= <8%	Signed and dated SCM report containing tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.	Signed and dated SCM report containing tender cancellations in relation to the total number of tender business cases that was recorded, advertised, and closed.

KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (0.00)	Financial Management	Attainment of a clean audit report	1	Implementation of the Operation Clean Audit interventions	% implementation of the AG recommendations specific to the Department	100%	100%	1 = <95% 2 = 95-99% 3 = 100% 4 = 5 =	Audit Report approved by Council. Internal Audit compliance certificate.	AG's Management Letter and Internal Audit Reports.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (1.00)	Financial Management	Attainment of a clean audit report	1	Implementation of the Operation Clean Audit interventions	% implementation of the Internal Audit recommendations specific to the Department	44%	100%	1 = <95% 2 = 95-99% 3 = 100% 4 = 5 =	Audit Report approved by Council. Internal Audit compliance certificate.	AG's Management Letter and Internal Audit Reports.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (2.00)	Risk Management	Management and mitigation of risk exposure in the organisation.	2	Implementation of risks mitigation strategies specific to the department.	% implementation of Risk Mitigation strategies.	95%	80%	1 = <70% 2 = 70 - 79% 3 = 80% 4 = 81 - 90% 5 = 91 - 100%	A compliance certificate from the HoD: Risk Management Services.	Quarterly risk mitigation strategies implementation report to risk committee.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (4.00)	Improve good governance	Create a culture of declaration of financial interest	2	Promote a culture of ethical, clean political leadership and administration	% declaration of financial interests by all Senior Managers and higher	100%	100%	1 = < 95% 2 = 95 - 99% 3 = 100% 4 = lower than senior managers 5 = -	A compliance certificate from Risk Management Department	Declaration Register
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (8.00)	Improve compliance levels of the department	Increased effectiveness on Contract Management	2	Management and monitoring of contracts in the department	% of departmental contracts managed	100%	100%	1 = <90% 2 = 90-99% 3 = 100% 4 = 100% + 1 site visit/ meeting on any of the contracts 5 = 100% + 2 site visits / meetings on any of the contracts.	Compliance Certificate by CLS	1. Summary of Meetings held with service provider 2. Picture of sites visits (where applicable)
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (10.00)	Create a high performing organisation	Create a culture of performance within CoE	1	Facilitate performance management with all direct reports according to CoE PM Policy	% conclusion of performance management activities in line with PM policy (All performance agreements (PAs) signed and Reviews conducted for all direct reports within stipulated timeframes)	100%	100%	1 = <90% 2 = 90 - 99% 3 = 100% 4 = - 5 = -	Compliance Certificate by HR	Quarterly performance review records for direct reports & 1 Final assessment report
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (64.00)	Improve quality maintenance, and equitable services through urban areas	Improved property portfolio management	2	Coordinate activities to achieve Municipal land parcels released for Economic Activities	REDP11 Number of Municipal Land Parcels released for Township Economic Development and Socio - Economic Empowerment	New	25	1 = <23; 2 = 23-24; 3 = 25; 4 = 26-27; 5 = >27	Extract of minutes from a council committee / or approval by a delegated official that is authorised to decide	Quarterly SDBIP performance report approved by the Council

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KPA	Key Result Area	Key Outcomes	Weights	Activities	KPI	Baseline	Annual Target	5-Point Rating Scale	Portfolio of Evidence	Source of Evidence
INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY (66.00)	Improved quality maintenance, and equitable services through urban areas	To promote integrated human settlements through massive infrastructure and services rollout	2	Coordinate activities to achieve total number of contravention notices issued in terms of the provisions of the COE Land Use Scheme.	Number of contravention notices issued in terms of the provisions of the COE Land Use Scheme.	New	1400	1 = <1390; 2 = 1390 - 1399; 3 = 1400; 4 = 1401 - 1410; 5 = >1410	Dated AND signed Quarterly statistic report for contravention notices issued from 9 CCAs.	Quarterly SDBIP performance report approved by the Council

Handwritten signature/initials

ANNEXURE A.2 COMPETENCIES = 20% OF PERFORMANCE AGREEMENT (Regulation 21 of 2014, of the Systems Act, Act No 32 of 2000)

Competency	Total Weighting
Analysis and Innovation	8.00
Batho-Pele-Principles(Some already covered under the Competencies)	4.00
Change Leadership	8.00
Communication	8.00
Financial Management	8.00
Governance Leadership	8.00
Knowledge & Information Management	8.00
Moral Competence	8.00
People Management	8.00
Planning and Organising	8.00
Program and Project Management	8.00
Results and Quality Focus	8.00
Strategic Direction and Leadership	8.00

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6. Declaration Statement for Measurement

The Head of Department hereby declares to be aware of the contents of this performance agreement and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the municipality. Where baselines do not exist the second quarter results will be used as a baseline. You will also be held responsible for work done in the departments and in other inter departmental enterprise teams that you form part thereof.

A handwritten signature in black ink, located in the bottom right corner of the page. The signature is stylized and appears to be a combination of initials and a surname.

1. 6. Signatories

Signature of the Employer: _____

Signed and accepted by (full names) Kagiso Michael Lemtla (position)
City Manager, duly representing the City of Ekurhuleni "the Employer".

Date: 30/07/2026

Signature of the Employee: _____

Caiphus Chauke

Signed and accepted by (full names) Caiphus Chauke (position)
HOD: DEVELOPMENT PLANNING & REAL ESTATE, the employee of the City of Ekurhuleni.

Date: 27/07/2026

Note: Please initial every page

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ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)

NAME & SURNAME:	Caiphus Chauke
EMPLOYEE NUMBER:	
DEPARTMENT:	Development Planning and Real Estate
DESIGNATION:	
DIRECT SUPERVISOR / MANAGER:	Kagiso Michael Lerutla
FORMAL QUALIFICATIONS: GRADE 12 CERTIFICATES – 120 CREDITS DIPLOMAS DEGREES HIGHER DEGREES	
SHORT COURSES AND SKILLS PROGRAMMES FOUND COMPETENT	

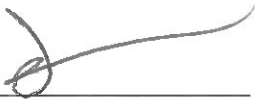
LEARNING AND DEVELOPMENT REQUIRED
SHORT TERM : (Less than 3 Months: 2 Interventions per Financial year)

Financial Year	Identify specific Learning and Development programmes or courses	Type of learning: Formal Training / Skills Programme Short Course Mentoring and / or Coaching Internship/ Learnership / Apprenticeship Guidance and Instruction. Degree/ Bursary; Exchange Program	Due date (by when)	Duration of Training
2026/2027	Executive Development Programme	Short Course	30 June 2027	3

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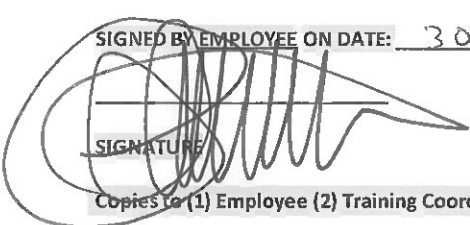
Authentication and agreement:

SIGNED BY SUPERVISOR ON DATE: 30/07/2026 AT: (PLACE): Germiston



SIGNATURE

SIGNED BY EMPLOYEE ON DATE: 30/07/2026 AT: (PLACE): Germiston



SIGNATURE

Copies to (1) Employee (2) Training Coordinator in the Department and (3) HR Representative (4) PM Practitioner