



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

Martin Lebea

("the Executive Head")

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

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Executive 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 Executive 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 Executive Head;
 - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
 - 2.1.4 monitor and measure performance against set targeted outputs;
 - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
 - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Executive Head in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Executive 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 will terminate on the termination of the City Manager's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Executive Head; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the City Manager and the Group Performance Audit Committee after consultation with the Executive Head and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Executive Head's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

- 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 Executive Head will be required to engage in performing his job.
- 5.2 The Executive Head agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Executive 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 Executive Head to perform to the standards required.
- 5.4 The Executive 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 Executive Head's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

6. EVALUATING PERFORMANCE

- 6.1 It is recorded that in terms of the City's performance management policy and system, for

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purposes of evaluation of the performance of the Executive Head, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Executive Head.

- 6.2 The performance of the Executive Head in relation to his or her performance agreement shall be reviewed on a quarterly basis as follows:

First quarter : July – September

Second quarter : October – December

Third quarter : January – March

Fourth quarter : April - June

- 6.3 The Executive Head must avail himself/herself for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Executive Head'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 Executive 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 Executive Head's performance by the City Manager and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 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 Executive 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

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addition, review the Executive Head performance at any stage while the contract of employment remains in force.

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

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

7. OBLIGATIONS OF EMPLOYER

The City must -

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

7.2 Provide access to skills development and capacity building opportunities;

7.3 Work collaboratively with the Executive 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 Executive Head delegate such powers reasonably required by the Executive 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 Executive Head such resources as the Executive 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 Executive Head timeously with respect to decisions which will have a significant impact on the performance of the duties of the Executive Head.

9. MANAGEMENT OF OUTCOMES

9.1 The evaluation of the Executive Head's performance will form the basis for rewarding

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performance or correcting unacceptable performance.

- 9.2 A performance bonus not exceeding 14% may be paid to the Executive 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 Executive Head in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Executive 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 Executive Head not be entitled to a performance bonus in line with the Executive Head 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 Executive Head to improve his or her performance.
- 9.6 Where the City Manager is, at any time during the Executive Head's employment, not satisfied with the Executive Head's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Executive Head to attend a meeting with the City Manager.
- 9.7 The Executive Head will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Executive Head's performance becomes satisfactory and any programme, including any dates, for implementing these measures.

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

10. DISPUTES

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon, and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and his powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and 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 Executive

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 Executive Head in terms of his 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

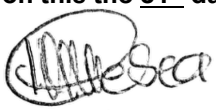


**Dr Floyd Brink
City Manager**

Witness: 

Witness: 

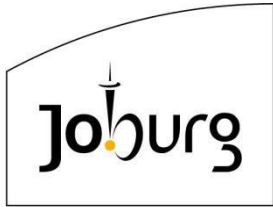
SIGNED at Braamfontein on this the 31st day of July 2026.



**Martin Lebea
Executive Head**

Witness: 

Witness: 



a world class African city

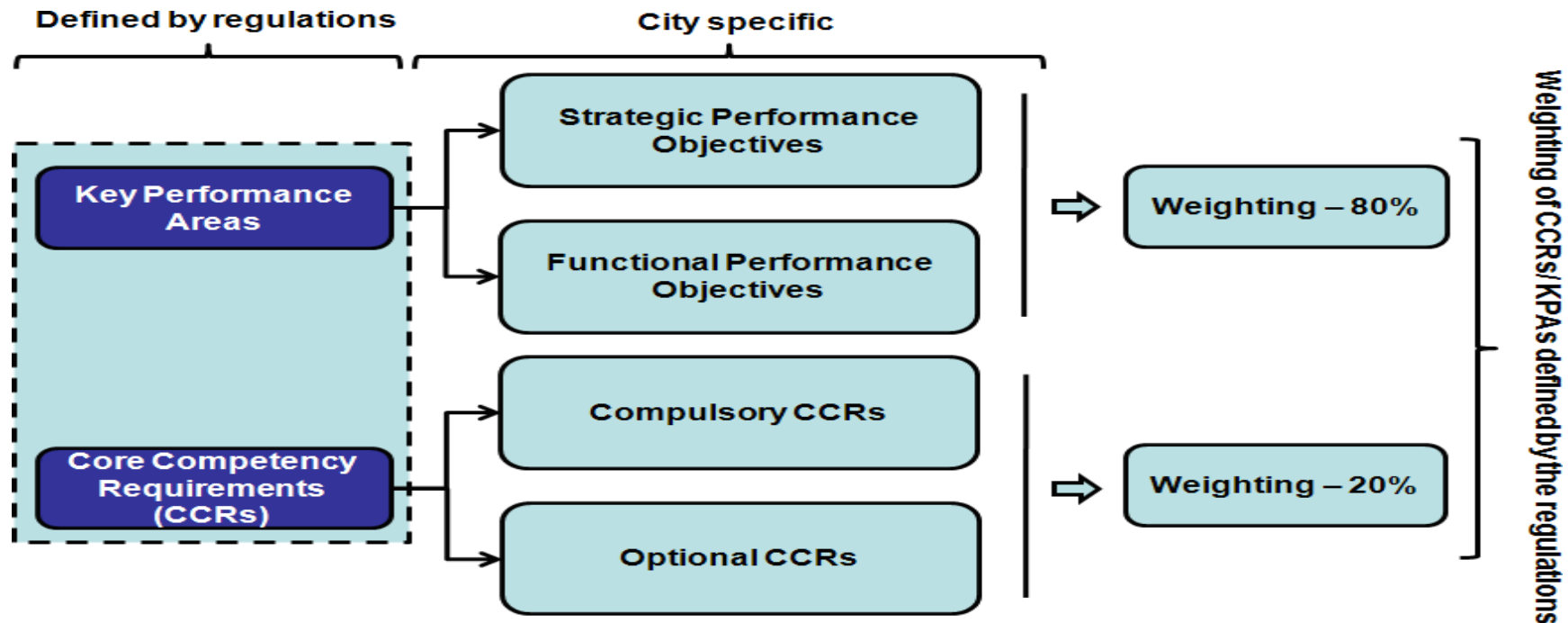
ANNEXURE "A"

PERFORMANCE SCORECARD – SECTION 57	
Employee Name:	Martin Lebea: Executive Head
Manager:	Dr Floyd Brink: City Manager
Department:	Social Development
Position Purpose:	To guide the development and implementation of human and social development interventions through targeted focus poverty reduction, food security, community self-sustainable programme, social inclusivity, literacy and skills programmes
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and 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%.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
Section 1: Strategic Priority Objectives (TOTAL WEIGHTING = 50%)						
1	One Stop Walk in Centers and Single Window Citizens Interface	1.1	Number of eligible individuals registered for the ESP (Extended Social Package) ¹	178 816	1 = <100 000 eligible individuals registered 2 = 100 000- 179000 eligible individuals registered 3 = 180 000 eligible individuals registered 4 = 181000 - 185 000 eligible individuals registered 5 = >190 000 eligible individuals registered	- Logs from the digital registration system showing when and how many registrations occurred - ESP database
		1.2	Number of ESP Awareness programmes conducted to improve ESP uptake	141	1 = <50 ESP Awareness programmes conducted 2 = 51-99 ESP Awareness programmes conducted 3= 100 ESP Awareness programmes conducted 4 = 101-110 ESP Awareness programmes conducted 5 = >111 ESP Awareness programmes conducted	- Percentage increase in public awareness as calculated from the ESP database - Attendance registers at community outreach events
		1.3	Number of citizens participated in the departmental events or engagements ¹	20 000	1=<10 000 2 = 10 000-19 999 3=20 000 4 = 20 001-25 000 5 = >25 001	- Attendance registers - Signed Database reflecting Physical and Virtual engagements, notices, registers signed off by Legislature - CRUM analysis report

¹ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings). To be captured on the Speaker's electronic system.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
2	Drug and substance abuse	2.1	Number of individuals receiving treatment and rehabilitation services through community-based and inpatient treatment centers ²	New indicator	1 = <1000 2 = 1100 – 1 499 3= 1 500 4 = 1 501 – 2000 5 = >2000	Treatment center and rehabilitation databases of beneficiaries
3	Displaced communities and homelessness	3.1	Number of street homeless people benefiting from appropriate programmes	5000	1= <5000 street homeless people benefiting 2= 5001 – 7 499 street homeless people benefiting 3=7500 street homeless people benefiting 4 =7501 - 8000 street homeless people benefiting 5 > 8000 street homeless people benefiting	- Beneficiation report based on interventions - Quarterly reports on implementation - Database of beneficiaries
4	Safer and secure City	4.1	Number of individuals benefitting from socio- economic programmes to curb the scourge of GBV&F ³	5000	1 <40000 2= 4000 – 5499 3=5500 4= 5001 - 6000 5 >6000	- Quarterly Beneficiation Report - Attendance registers - Shelter referral forms
5	Social inclusivity and cohesion	5.1	Number of Youth Development programmes implemented as part the approved Youth Development Policy ⁴	New	1= <10 2= 10 - 19 3= 20 4= 21-25 5= >25	- Quarterly Beneficiation Report - Database - Attendance Registers
6	Food insecurity	6.1	Number of organic farming projects to promote sustainable environment within the city	16	1 = < 9 organic farming projects 2= 9 -15 organic farming projects 3 = 16 organic farming projects 4=17 - 20 organic farming projects 5 = > projects 20 organic farming	- Database - Quarterly reports - Beneficiation reports
		6.2	Number of food parcels distributed to indigent families across the city	280 000	1 < 2 00 000 food parcels distributed to indigent households 2 = >200 000 up to 319 000 food parcels	- Copy of Collection register - Updated Database - Signed assessment forms

² Treatment to individuals with substance use disorder and inpatient rehabilitation services to individuals with substance use disorder

³ Shelter, Psycho-social support, legal assistance, economic empowerment and education & awareness.

⁴ Youth Economic Development, 2. Poverty and Inequality Alleviation, 3. Skills Development, 4. Health and Environment and 5. Youth Moral Regeneration

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
					distributed to indigent households 3 = 320 000 food parcels distributed to indigent households 4 = > 320 000 up to 325 000 food parcels distributed to indigent households 5 > 325 000 food parcels distributed to indigent households	
7	Urban agriculture	7.1	Number of Agro processors supported to create income generating projects across the city	80	1 < 75 Agro processors 2 = 75 – 89 Agro processors 3 = 90 Agro processors 4 = 95 – 100 Agro processors 5 > 100 Agro processors	- Quarterly reports - Beneficiation reports - Database of Agro processors
8	Co-production	8.1	Number of users benefiting from ECD facilities and programmes ⁵	New indicator	1 < 500 users 2= 500 – 999 users 3= 1000 users 4 = 1001 – 1200 users 5= > 1200 users	Quarterly report, beneficiati on reports and attendanc e registers
		8.2	Number of partners attracted to support social development programmes	8	1= < 6 partnership attracted 2= 6-7 partnership attracted 3= 8 partnership attracted 4 = 9-11 partnership attracted 5 =12 or more partnership attracted	- Partnership Agreements (MOUs) - Quarterly Report
9	Increased literacy	9.1	Number of Targeted Beneficiaries Receiving Accredited and Non-Accredited Training. ⁸	4032	1= < 3000 individuals in training 2 >3000 up to 4099 individuals in training 3= 4100 individuals in training 4= > 4100 up to 5000 individuals in training 5= > 5000 individuals in training	- Training providers database - Training reports - Partnership agreements - Quarterly report - Attendance registers - Electronic Database - Manuals
10	Economic	10.1	Number of EPWP (internship) job opportunities created through the	100 Job opportunities	1 = 20 Job opportunities created 2 = 30Job opportunities created	EPWP Assessment report by DED

⁵ Training of ECD practitioners, Monitoring of ECD sites, Regional Forum Workshops

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
	sustainability		departmental projects ⁹	created	3 = 50 Job opportunities created 4 = 60 Job opportunities created 5 = 70 Job opportunities created	
		10.2	Number of SMMEs supported through the departmental projects ⁶	100 SMMEs supported	1= <90 SMMEs supported 2=90 -99 SMMEs supported 3= 100 -109 SMMEs supported 4= 110 -119 SMMEs supported 5= 120 or more SMMEs supported	Beneficiation report
11	Good Governance	11.1	Audit outcome ⁷	Qualified Audit Report	1= Adverse Audit report ¹² 2=Qualified Audit Report ¹³ 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
		11.2	% Resolution of internal audit findings ¹⁴	88%	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	- GRAS report on Audit Findings approved by GAC & GPAC - Minutes of meetings
		11.3	% Resolution of external (AGSA) audit findings ¹⁵	0%	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 - Minutes of meetings
12	Service Level	12.1	% of eligible individuals successfully registered for the		1= <50% ⁸ 2= 50-74% ⁹	Service Level Standards

⁶ Support will be provided in any of the following areas: Capacity Building and Skills Development, Market Access and Linkages, Business Cooperatives, Mentorship and Peer Networks and Digital Transformation.

⁸Critical: Low registration rate, indicating the need for urgent corrective action

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
	Standards		Extended Social Package (ESP) within 72 hours, measured against the total number of identified eligible individuals.		3= 75-89% ¹⁰ 4= 90-94% ¹¹ 5= 95-100% ¹²	assessment report by Group Governance
		12.2	% of individuals successfully enrolled in the Substance Abuse Programme compared to the total number of individuals identified as requiring intervention within a specific period.		1=<50% 2= 50-74% 3=75-89% 4= 90-94% 5= 95-100%	Service Level Standards assessment report by Group Governance
		12.3	% of homeless individuals who access support services compared to the total number of identified homeless individuals in a given period.		1=<50% 2=50-74% 3=75-89% 4= 90-94% 5=94-100%	Service Level Standards assessment report by Group Governance
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	90%	1 = Acquisition plan 2 = Procurement delayed 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	UIFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported 30 June 2026	50% increase	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

9 Needs Improvement: Moderate success, requiring focused intervention

10 Satisfactory: A significant portion is registered, but some gaps remain

11 Above Satisfactory: Most eligible individuals are successfully registered within the set timeframe.

12 Excellent: All eligible individuals are successfully registered within the set timeframe.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
		2.3	Percentage reduction in historical Irregular expenditure reported 30 June 2026	No historic Irregular expenditure	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported 30 June 2026	No historic Fruitless and Wasteful expenditure	1=<65% 2=65% -74% 3=75%- 85% 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements
3	Risk Management	3.1	% of risks mitigation strategies action plan for departmental top strategic risks implemented towards the reduction of departmental risks	0%	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	- Signed quarterly departmental performance reports - GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	New measurement	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 99% achieved 5 =100% achieved	- Signed quarterly departmental performance reports - GSPCR assessment reports presented at Sub- Mayoral Cluster meeting.
5	Policy Management	5.1	Percentage approved policies in departmental policy register	Approved policies in the register	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%)						
Financial Competence (Compulsory)						
1	Expenditure	1.1	% Spent of allocated	47%	1 = 80% Capex spent	SAP Report

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
	Management		departmental Capex ¹⁶		2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	Approved section 71 reports
		1.2	% Spent of allocated departmental Opex budget	% not confirmed	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
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ¹⁷	96%	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	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	87% compliance	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 ¹⁹		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
Change Management (optional)						

KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
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 ¹³ 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 ¹⁴	New indicator	1 < 40% ¹⁵ 2= 41% - 59% ¹⁶ 3= 60% - 79% ¹⁷ 4= 80% - 99% ¹⁸ 5= 100% ¹⁹	- Minutes - Attendance registers - 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

¹³ Geyodi programmes implemented as per the approved action plans

¹⁴ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

¹⁵ 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.

¹⁶ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

¹⁷ Participate in the development of the Action Plan and monitor implementation.

¹⁸ Input into or submission of relevant reports to various structures or relevant authorities.

¹⁹ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator (KPI)	Baseline	Target	Means of Verification
						corrective measures implemented and the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	% Increase in customer satisfaction index ²⁰	60%	1 <60% 2 = 60%. 3 = 61% ²¹ 4 = 62% 5 = >62%	Annual Customer satisfaction survey report
By signing this performance scorecard, the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy.						
Martin Lebea EH: Social Development		Signature: 		Dr. Floyd Brink City Manager		Signature:  Date: 31 July 2026

²⁰ 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.

²¹ Per GPAC guidance, an aspirational target to counter declining satisfaction trends