



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY
AS REPRESENTED BY**

CITY MANAGER

AND

THE EXECUTIVE DIRECTOR: CORPORATE SERVICES

MS NOSIPHO XHEGO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FOR THE FINANCIAL YEAR: 2022/23

(1 JULY 2022 - 30 JUNE 2023)

SECTION B: PERFORMANCE PLAN

SECTION B1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / IMA REG REF	SDBIP MFMA C88 REF / IMA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED					
									No direct budget linked to Key Performance Indicator measurement															
EE3. Improved reliability of electricity service	N/A	N/A	EE3.21	3	KPA 1: BASIC SERVICE DELIVERY	Percentage of planned maintenance performed	0% in line with the planned maintenance plan	96%	96%	96%	96%	96%	12 00 0375	No direct budget linked to Key Performance Indicator measurement	Planned repairs and maintenance plan Completion certificates Job cards Tender documents invoices Progress reports	5: Above 98% and/or Qualitative motivation 4: Above 96% up to 98% and/or Qualitative motivation 3: 96% 2: Below 96% down to 80% 1: Below 80%	10%	10%						
N/A	N/A	N/A	1-74	2	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Percentage of Corporate Services Directorate SDBIP KPIs with a Technical Indicator Description and supporting Standard Operating Procedure in place	100 % by 30 June 2021	100% by September 2022	100% by September 2022	N/A	N/A	100% by September 2022		No direct budget linked to Key Performance Indicator measurement	Technical Descriptions and Business Process Guides Attendance registers	5:100% by 31 July 2022 and/or Qualitative Motivation 4:100% by 31 August 2022 and/or Qualitative Motivation 3: 100% by 30 September 2022 2: Any one of the guides not in place by 30 September 2022 1: Two or more guides not in place by 30 September 2022	2%	39%						
N/A	N/A	N/A	1-74	3	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Cascading a Performance Management System within Corporate Services Directorate All First Line Managers performance plans in place	Target not met	PMS Cascaded to all reporting managers	2021/22 fourth quarter performance reviews conducted for reporting managers 2022/23 performance plans in place for reporting managers	2022/23 first quarter performance reviews conducted for reporting managers	2022/23 second quarter performance reviews conducted for reporting managers	2022/23 third quarter performance reviews conducted for reporting managers PMS Cascaded to all reporting managers		No direct budget linked to Key Performance Indicator measurement	Performance plans review forms Attendance registers	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	10%							
N/A	N/A	N/A	1-74	4	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Co-ordinating the cascading of a Performance Management System within NMBM 47 / 77 performance plans were in place for first line managers some performance reviews for first line managers undertaken	Target not met	PMS Cascaded to all reporting managers within the municipality	Meeting with labour regarding the cascading of PMS to all employee levels co-ordinated Meeting with the Executive Mayor regarding the cascading of PMS within the Office of the Speaker (political office bearers) co-ordinated Report on cascading of PMS within the Municipality and Office of the Speaker submitted to Office of the CM 2021/22 fourth quarter performance reviews co-ordinated for all managers reporting to senior managers within the municipality 2022/23 performance plans co-ordinated for all managers reporting to senior managers within the municipality	2022/23 first quarter performance reviews co-ordinated for all managers reporting to senior managers within the municipality	2022/23 second quarter performance reviews co-ordinated for all managers reporting to senior managers within the municipality	2022/23 third quarter performance reviews co-ordinated for all managers reporting to senior managers within the municipality		No direct budget linked to Key Performance Indicator measurement	Performance Plans Attendance registers	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	12%							
GG1. Improved municipal capability	GG 1.2	GG1.22	37	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Percentage of vacant posts filled within 3 months	New KPI (Introduced 2021/22)	100%	100%	100%	100%	100%	100%		No direct budget linked to Key Performance Indicator measurement	Vacancy list/ schedule Recruitment notifications Adverts Appointment letters Acceptance letters	5: Above 80% and/or Qualitative motivation 4: Above 60% up to 80% and/or Qualitative motivation 3: 60% 2: Below 60% down to 30% 1: Below 30%	15%							
LED1. Growing inclusive local economies	N/A	LED1.21	50	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Number of Work Opportunities (WO) created	162	170	26	74	122	170	Various	Operating Budget	R517,834.41	R765,737.87	R1,363,294.79	R1,377,150.27	R4,786,210.00	EPWP Reports	5: Above 200 and / or Qualitative motivation 4: Above 170 up to 200 and/or Qualitative motivation 3: 170 2: Below 170 down to 140 1: Below 140	2%	17%		
LED1. Growing inclusive local economies	N/A	LED 1.31	52	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Number of individuals connected to apprenticeships and learnerships through municipal interventions	New KPI (Introduced 2021/22)	30 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022	30 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022	N/A	N/A	30 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA	Employment Contracts Attendance registers Certificates	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: 30 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022; 40 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022; 25 Water Reticulation learnership learners by September 2022; 25 Water and Wastewater Reticulation Services learnership learners By September 2022; 25 Water and Wastewater Process Control learnership learners By September 2022	15%								
							40 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022	40 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022	N/A	N/A	40 Assessment and Recognition of Prior Learning Electrician learnership learners by September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA											
							40 Assessment and Recognition of Prior Learning Plumber learnership learners by September 2022	40 Assessment and Recognition of Prior Learning Plumber learnership learners by September 2022	N/A	N/A	40 Assessment and Recognition of Prior Learning Plumber learnership learners by September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA											
							25 Water Reticulation learnership learners by September 2022	25 Water Reticulation learnership learners by September 2022	N/A	N/A	25 Water Reticulation learnership learners by September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA											
							25 Water and Wastewater Reticulation Services learnership learners By September 2022	25 Water and Wastewater Reticulation Services learnership learners By September 2022	N/A	N/A	25 Water and Wastewater Reticulation Services learnership learners By September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA											
							25 Water and Wastewater Process Control learnership learners By September 2022	25 Water and Wastewater Process Control learnership learners By September 2022	N/A	N/A	25 Water and Wastewater Process Control learnership learners By September 2022		Financial target setting for the Key Performance Indicator is dependent on Grant funding to be received from LGSETA											
FM1. Enhanced municipal budgeting and budget implementation	FM1.1	FM1.11	11	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Percentage of Corporate Services Directorate's Capital Budget actually spent	46.0%	95%	10%	30%	60%	95%	Various	Capital Budget	R3,630,000	R10,890,000	R21,780,000	R34,485,000	R36,300,000	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	2%	6%		
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Percentage of Corporate Services Directorate's Training Budget spent on implementing its Workplace Skills Plan	13%	95%	30%	50%	70%	95%	12 00 0375	Training of employees	R691,320	R1,152,200	R1,613,080	R218,918,000	R2,304,400	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 75% 1: Below 75%	2%	6% Continues		

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY INDICATOR PERFORMANCE	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED OF RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING			
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED								
FMS5. Improved asset management	FMS.3	FMS.31	27	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	12	Percentage of the Corporate Services's repairs and maintenance budget spent on property, plant, equipment and investment property repairs and maintenance	New KPI (Introduced 2022/23)	95%	10%	30%	60%	95%	Various	Repairs & Maintenance	R1 081 196.02	R1 525 926.41	R2 311 859.78	R6 845 501.30	R32 400 060.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	2%					
GG3. Improved municipal administration	GG.3.1	GG.3.11	40	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	13	Implementing action plans in respect of Auditor General repeat audit findings	New KPI (Introduced 2021/22)	AG dashboard action plans implemented for the period 1 July 2022 - 31 March 2023	AG dashboard populated with detailed actions and specific timelines Populated AG dashboard submitted to IA by 31 August 2022 for quality assurance and onward transmission to CM	AG dashboard action plans implemented for the period 1 July 2022 - 30 September 2022	AG dashboard action plans implemented for the period 1 July 2022 - 31 March 2023	AG dashboard action plans implemented for the period 1 July 2022 - 31 March 2023	No direct budget linked to Key Performance Indicator measurement					Independent report from Internal Audit	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all quarterly targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	2%	28%						
GG2. Improved municipal responsiveness	GG.2.1	GG.2.11	38	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	14	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100%	100%	Ward Committees Established	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement					Appointment letters Meeting notices, Attendance register, Minutes	5: Qualitative motivations / effectiveness of CS support to Ward Clrs and Ward Committees and/or Qualitative motivation 4: Qualitative motivations / effectiveness of CS support to Ward Clrs and Ward Committees 3: 100% 2: Below 100% down to 90% 1: Below 90%	10%							
GG2. Improved municipal responsiveness	GG.2.1	GG.2.12	39	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	15	Percentage of wards that have held at least one councillor-convened community meeting	0%	100%	Ward Committees Established	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement					Appointment letters Meeting notices, Attendance register, Minutes	5: Qualitative motivations / effectiveness of CS support to Ward Clrs and Ward Committees and/or Qualitative motivation 4: Qualitative motivations / effectiveness of CS support to Ward Clrs and Ward Committees 3: 100% 2: Below 100% down to 90% 1: Below 90%	10%							
N/A	N/A	N/A	1-74	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	16	Percentage attendance of key Council structure meetings	New KPI (Introduced 2022/23)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)	No direct budget linked to Key Performance Indicator measurement					Council Calendar of Meetings MPAC Attendance register	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 70% 1: Below 70%	2%							
N/A	N/A	N/A	1-74	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	17	Complying with the requirements outlined in Section B2 of the performance agreement	In Progress (Not all requirements outlined in Section A2 of the 2020/21 performance contract complied with)	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	No direct budget linked to Key Performance Indicator measurement					Updated baselines and targets in B2(a and b) Source documents and references for B2(a) Performance Reports	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all quarterly targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	4%							
SDBIP REPORTING KPIS																											
N/A	N/A	Reg10(e)		KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	18	Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipal approved employment equity plan	2 (ED:CS appointed on 31 March 2021 and ED:HS appointed on 30 April 2021)	6 2 Section 56 Managers (Executive Director: Infrastructure and Engineering ; COO)	Recruitment processes finalised for the appointment of 2 Section 56 Managers (Executive Director: Infrastructure and Engineering ; COO)	2 2 Section 56 Managers (Executive Director: Infrastructure and Engineering ; COO)	4 2 Section 56 Managers (Executive Director: Infrastructure and Engineering ; COO)	6 2 Section 56 Managers (Executive Director: Infrastructure and Engineering ; COO)	16574369 (COO) '0388 4369(ED:IE) '0439 0021 (SD:LP) '0169 0021(D:CHRS) '06350021(D:CM) 0392 4700(D:PM)	Contractual Staff Appointments-Section 57 Contractual Staff Appointments-Section 57 Basic Remuneration Provision for Critical Vacancies	0	R1 952 280 R2 432 330	R1 407 330 R1 273 800	R1 158 930 R1 369 781 R2 432 330	R1 952 280 R2 432 330 R1 407 330 R1 158 930 R1 369 781 R1 273 800	Recruitment Notices Employment Contracts Progress Reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%				
GG5. Zero tolerance of fraud and corruption	GG.5.1	GG.5.12	43	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	19	Quarterly salary bill of suspended officials	R2,073,534.07	R 4 million	R 1 million	R 1 million	R 1 million	R 4 million	No direct budget linked to Key Performance Indicator measurement					Labour relations report Disciplinary Procedure Collective Agreement in accordance with the provisions of the Labour Relations Act, 66 of 1995 as amended Financial reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%						
FMS5. Improved asset management	FMS.2	FMS.21	25	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	20	Percentage of total capital expenditure on renewal/upgrading of existing assets	57.67%	37%	37%	37%	37%	37%	Total Capital budget	CAPEX	R127,289,214	R254,578,427.85	R381,867,641.78	R509,156,856	R1,376,099,610	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%				
FMS5. Improved asset management	FMS.2	FMS.22	26	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	21	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	79.21%	47%	47%	47%	47%	47%	Various repairs and maintenance Operating Votes	Various repairs and maintenance operating project descriptions	R74,189,735	R148,379,470	R222,569,205	R296,758,940	R631,402,000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%				
GG3. Improved municipal administration	GG.3.1	GG.3.12	41	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	22	Percentage of councillors who have declared their financial interests	21%	100%	Status Quo report and PoE submitted to the Office of the Chief Operating Officer within 10 working days after the end of the quarter	Status Quo report and PoE submitted to the Office of the Chief Operating Officer within 10 working days after the end of the quarter	Status Quo report and PoE submitted to the Office of the Chief Operating Officer within 10 working days after the end of the quarter	100%	No direct budget linked to Key Performance Indicator measurement					Declaration forms	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%						

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY INDICATOR PERFORMANCE	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED					
GG5. Zero tolerance of fraud and corruption	GG 5.1	GG5.11	42	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION	23	Number of active suspensions longer than three months	0	0	0	0	0	0	0	No direct budget linked to Key Performance Indicator measurement	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	Labour relations report Disciplinary Procedure Collective Agreement in accordance with the provisions of the Labour Relations Act, 66 of 1995 as amended	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%	

SECTION B - PERFORMANCE PLAN

SECTION B2 - REPORTING SCORECARD

B 2(a): COMPLIANCE INDICATORS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators reflected under Section B2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 JUNE 2023)
2	C2 (GG)	1	Number of Executive Committee or Mayoral Executive meetings held	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings held. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure Chaired by the Mayor.	7				
3	C3 (GG)	2	Number of Council portfolio committee meetings held	This is the count of the number of Council portfolio committee meetings held. Portfolio committees exercise oversight over a particular municipal department or "portfolio".	16				
4	C4 (GG)	3	Number of MPAC meetings held	The indicator monitors the frequency of meetings of MPAC committees to ensure oversight and accountability.	7				
5	C5 (GG)	4	Number of recognised traditional leaders within your municipal boundary	This is a count of the number of recognised traditional leaders within a municipal boundary. A municipal boundary is defined as a line enclosing the geographical area of jurisdiction of a municipal corporation as delineated by territorial legislation. Recognised leaders refer to those groups which the municipal council officially recognizes within the municipal area.	N/A MEC has not recognised any traditional leaders within NMBM				
6	C6 (GG)	5	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	This is a count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM held. A Mayor is the head of the executive of the municipality. A Speaker presides at meetings of the Council and performs the duties and exercises the powers delegated to the Speaker as defined in Section 59 of the Municipal Systems Act. A municipal manager (MM) is the accounting officer of the municipality appointed by council in terms of Section 57 of the Municipal Systems Act.	0				
7	C7 (GG)	6	Number of formal (minuted) meetings - to which all senior managers were invited- held	This is a count of the number of formal (minuted) meetings to which all senior managers were invited. A senior manager is a municipal manager or acting municipal manager and includes managers directly accountable appointed in terms of section 56 of the Municipal Systems Act.	New Compliance Indicator				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 JUNE 2023)
8	C8 (GG)	7	Number of councillors completed training	This is the count of the number of MPAC committee meetings held. A Municipal Public Accounts Committee (MPAC) is one of the Committees in terms of Section 79 of the Local Government: Municipal Structures Act 117 of 1998 to serve as an oversight committee to deal with Oversight Reports on annual reports as per Section 129 (1) of the Municipal Finance Management Act 56 of 2003.	21				
9	C9 (GG)	8	Number of municipal officials completed training	The number of municipal officials that have received training. A municipal official is a person in the employ of the municipality who has been delegated to perform any function of the municipality or any function for which the municipality is responsible. Training can be of any duration, length and need not be formally accredited.	382				
10	C10 (GG)	9	Number of work stoppages occurring	The number of work stoppages. Work stoppage refers to the temporary cessation of work as a form of protest and can be initiated by either employees or management. When initiated by employees, work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest.	0				
15	C15 (GG)	10	Number of days of sick leave taken by employees	The number of days sick leave taken by municipal employees. Sick leave is paid time off from work that workers can use to stay home to address their health needs without losing pay. It differs from paid vacation time or time off work to deal with personal matters, because sick leave is intended for health-related purposes.	21738				
16	C16 (GG)	11	Number of permanent employees employed	The number of permanent employees employed by the municipality. Permanent employees do not have a predetermined end date to their employment, and their positions are part of the official organisational structure of the municipality.	6,120.00				
17	C17 (GG)	12	Number of temporary employees employed	The number of temporary employees employed by the municipality. Temporary employees refer to those employed on a fixed-term contract in addition to the official organisational structure of the municipality.	1,896.00				
18	C18 (GG)	13	Number of approved demonstrations in the municipal area	The number of approved demonstrations in the municipal area. A demonstration is action by a mass group or collection of groups of people in favour of a political or other cause or people partaking in a protest against a cause of concern; it often consists of walking in a mass march formation and either beginning with or meeting at a designated endpoint, or rally, to hear speakers. An 'approved demonstration' refers to a planned action communicated to the local authority and for which permission has been provided.	New Compliance Indicator				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 JUNE 2023)
19	C19 (GG)	14	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	The number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional Leadership and Governance Framework Act of 2003. A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader and deputy Khoi-San leader. "Recognised leaders" refer to those groups which the municipal council officially recognizes within the municipal area. This includes designated representatives of recognised leaders.	N/A MEC has not recognised any traditional leaders within NMBM				
22	C22 (GG)	15	Number of Council meetings held	The number of council meetings. A council is made up of elected members who approve policies and by-laws for their municipal area. Council meetings are a platform used by councillors to discuss these policies, by-laws and other issues relating to their municipality (e.g. service delivery issues) and to make decisions, through councillor voting, on them. Council meetings are typically open to the general public to attend as well.	7				
23	C23 (GG)	16	Number of disciplinary cases for misconduct relating to fraud and corruption	The number of disciplinary cases for misconduct related to fraud and corruption active within the municipality. A disciplinary case is an alleged instance of misconduct between an employee and employer whereby the employee should present evidence to respond to the allegations against him/her. Fraud is an intentionally deceptive action designed to provide the perpetrator with an unlawful gain or to deny a right to a victim. Fraud typically occurs with regard to finance. Corruption is a form of dishonesty or criminal offense undertaken by a person entrusted with a position of authority, to acquire illicit benefit or abuse power for one's private gain. Corruption may include many activities including bribery and embezzlement. For this definition, all forms of misconduct relating to dishonesty may be considered within the ambit of the measure.	New Compliance Indicator				
24	C24 (GG)	17	Number of council meetings disrupted	The number of council meetings where an unplanned disruption forces the municipal council to abandon the proceedings as originally scheduled and it is unable to conclude the agenda on account of the disruption. "Disruption", in this instance, refers to council meetings where agenda items are not concluded upon, and deferred to the next council meeting. Furthermore, any disruption of council proceedings that results in a suspension of the sitting outside of the planned agenda is also considered a "disruption".	New Compliance Indicator				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 JUNE 2023)
25	C25 (GG)	18	Number of protests reported	A protest reported refers to an unauthorized protest specifically, and excludes approved demonstrations. An unauthorized protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest which the municipality has received a direct or indirect report for, whether in-progress or after the fact, regardless of whether the protest was aimed at the municipality or not.	New Compliance Indicator				
33	C44 (GG)	19	Number of disciplinary cases in the municipality	(1) Simple count of the number of tenders over R200 000 awarded	34.00				
34	C45 (GG)	20	Number of finalised disciplinary cases	(1) Simple count of the number of continuous months the Municipal Managers' position has been filled (not Acting)	13.00				
39	C54 (HS)	21	Number of municipality-owned community halls	The number of municipality-owned community halls. A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2015) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socio-economic status of area to provide affordable service."	New Compliance Indicator				
72	C88 (GG)	22	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings that were not held owing to a lack of quorum. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure Chaired by the Mayor. This refers to meetings that were unable to proceed due to lack of attendance.	0				
75	C92 (GG)	23	Number of agenda items deferred to the next council meeting	The number of agenda items that have been deferred to the next council meeting because the council has failed to reach a quorum or withheld decisions on those items. Where multiple council meetings have been held, this is the sum total of those items deferred. This does not refer to agenda items referred to other structures, only items for which no decision or action is taken.	22				

SECTION B - PERFORMANCE PLAN									
SECTION B2 - REPORTING SCORECARD									
B2(b): DIRECTORATE OPERATIONAL INDICATORS									
I herewith commit to:-									
<ul style="list-style-type: none"> • Ensure that the key performance indicators reflected under Section B2(b) of this agreement, are expressed in sub-directorate performance scorecards; and • Ensure that performance against the key performance indicators reflected under Section B2(b) of this agreement, is reported to the Corporate Services Directorate within 10 working days after the end of the quarter. 									
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
GG2. Improved municipal responsiveness	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Number of Ward Councillors Office erected	1 (Ward 34)	20190268	Erection of Ward 34 Councillor's office	R200,000
GG2. Improved municipal responsiveness	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Fencing of the Aerodrome	By June 2023	20210186	Aerodrome - Installation of Fencing	R8,000,000
GG2. Improved municipal responsiveness	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Number of Municipal buildings upgraded with Braille Buttons	7 (Mfanasekhaya Gqobose, Algoa House, Feather Market Centre, Fidelity, The Campanile, Uitenhage Hall, Noninzi Luzipho)	20210194 20210263 20210264 20210265 20210267 20210268 20210269	Mfanasekhaya Gqobose Building -Evacuation System Algoa House: Intercom system and Braille Buttons Feather Market Centre: Intercom system and Braille Buttons Fidelity Building: Intercom system and Braille Buttons The Campanile: Intercom system and Braille Buttons Uitenhage Town Hall: Intercom system and Braille Buttons Noninzi Luzipho: Intercom system and Braille Buttons	R200 000 R200 000 R200 000 R200 000 R200 000 R200 000 R200 000

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
GG2. Improved municipal responsiveness	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Number of Ward Councillor Offices provided with fencing	6 (Ward 6,42, 43, 44,55,56)	20220149 20220150 20220151 20220152 20220153 20220154	Fencing Ward 55 - Councillor's Office and Hall Ward 42 Councillors office- Installation of Fencing Ward 43 Councillors office- Installation of Fencing Ward 44 Councillors office- Installation of Fencing Ward 6 Councillors office- Installation of Fencing Ward 56 Councillors office- Installation of Fencing	R700 000 R500 000 R500 000 R700 000 R800 000 R800 000
GG2. Improved municipal responsiveness	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Number of sick leave reports submitted to Executive Management Committee	In line with EXCO Calendar of meetings	No direct budget linked to Key Performance Indicator measurement		
GG2. Improved municipal responsiveness	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6	% completion of the Municipal Information System Disaster Recovery Centre construction project	100% (Phase 1: SCM processes completed and service provider appointed to commence with renovation work)	20170145 20200025	Disaster Recovery Center - Information Security Disaster Recovery: Backup power and Renewable energy	R3 000 000 R2 000 000
GG2. Improved municipal responsiveness	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	7	Percentage of hardware and software upgraded to Microsoft in terms of the Municipal Information System's Assessment Report	95%	20182437	Purchase of Servers and other IT related Infrastructure	R7,200,000
GG2. Improved municipal responsiveness	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	8	Procuring of Office furniture for corporate administration	95%	No direct budget linked to Key Performance Indicator measurement		

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
GG2. Improved municipal responsiveness	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	9	Procurement of Furniture for HRMS	95%	No direct budget linked to Key Performance Indicator measurement		
GG2. Improved municipal responsiveness	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10	Submission of Directorate performance report(s) to the Human Resource and Standing Committee	Performance reports submitted in line with Council Calendar of meetings	No direct budget linked to Key Performance Indicator measurement		
GG2. Improved municipal responsiveness	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	11	Number of digital platforms created for public participation, stakeholder engagements and customer care	4 (Facebook, Twitter , LinkedIn, YouTube, Instagram)	No direct budget linked to Key Performance Indicator measurement		

SECTION B - PERFORMANCE PLAN

SECTION B2 - REPORTING SCORECARD

B 2(c): SDBIP REPORTING INDICATORS

NOTE: The following output indicators were included in the 2022/23 SDBIP as prescribed by MFMA Circular 88. However, these indicators do not form part of the main institutional scorecard, since no targets could be set due to either budget related challenges and / or system and reporting related challenges.

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	SDBIP KPI NO	KEY PERFORMANCE INDICATOR	PRESCRIBED FREQUENCY OF REPORTING	DEFINITIONS	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	TARGET SETTING CHALLENGE
CIRCULAR 88 PRESCRIBED INDICATORS WITH SYSTEM AND REPORTING RELATED CHALLENGES									
GG1. Improved municipal capability	GG 1.2	GG 1.21	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	7	Staff vacancy rate	Quarterly	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure.	29.55%	The inclusion of this KPI in the SDBIP is regulated by National Treasury through the MFMA Circular 88. However, the staff vacancy rate could not be calculated, as the Municipality does not have a Council approved organisational structure in place listing the current number of employee posts within the NMBM. The absence of a Council approved organisational structure is due to the Municipality not timeously implementing the legislative processes prescribing the development of a staff establishment as a component of the organisational structure.

SECTION C1 - COMPETENCY FRAMEWORK

In the below Competency Framework, "core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

A person appointed as a senior manager must have the competencies as set out in this framework.

The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

The competencies that appear in the competency framework are detailed as follows:-

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
1	Strategic direction and leadership Impact and Influence Institutional Performance Management Strategic Planning and management Organisational Awareness	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. Describe how specific tasks link to institutional strategies but has limited influence in directing strategy. Has basic a understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. Demonstrate a basic understanding of decision key makers. 	<ul style="list-style-type: none"> Give direction a team in realising the institution's strategic mandate and set objectives. Has a positive impact and influence on the morale, engagement and participation of team members. Develop actions plans to execute and guide strategy implementation. Assist defining in performance measures to monitor the progress and effectiveness of the institution. Displays an of awareness institutional structures and political factors. Effectively communicate barriers of execution to relevant parties. Provide guidance to all stakeholders in the achievement of the strategic mandate. Understand the aim and objectives of the institution and relate it to own work. 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning. Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. Consistently challenge strategic plans to ensure relevance. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow strategic direction and deal with complex situations. Guide the institution through complex and ambiguous concern of. Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances. 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities. Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. Hold self accountable for strategy execution and results. Provide impact and influence through building and maintaining strategic relationships. Create an environment that facilitates loyalty and innovation Display a superior level of self discipline and integrity in actions. Integrate various systems into a collective whole to optimise institutional performance management. Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
2	People management	<p>Human capital Planning and development</p> <p>Diversity Management</p> <p>Employee Relations Management</p> <p>Negotiation and Dispute Management</p>	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	<ul style="list-style-type: none"> Participate in team goal setting and problem solving. Interact and collaborate with people of diverse backgrounds. Aware of guidelines for employee development, but requires support in implementing development initiatives. 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility. Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. Effectively delegate tasks to empower others to increase contribution and execute functions optimally. Apply relevant employee legislation fairly and consistently. Facilitate team goal setting and problem solving. Effectively identify capacity requirements to fulfil the strategic mandate. 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions. Recognise and reward effective and desired behaviour. Provide mentoring and guidance to others in order to increase personal effectiveness. Identify development and learning needs within the team work. Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. Inspire culture of a performance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and across the tools institution. Foster a culture of discipline, responsibility and accountability. Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. Develop comprehensive integrated strategies and approaches to human capital development and management. Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
3	Program and Project Management	<p>Program and Project Planning and Implementation</p> <p>Service Delivery Management</p> <p>Program and Project Monitoring and Evaluation</p>	<p>Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.</p>	9%	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities. Understand procedures of program and project management methodology, implications and stakeholder involvement. Understand the rational of projects relation to the in institution's strategic objectives. Document and communicate factors and risk associated with own work. Use results and approaches of successful project implementation as guide. 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones. Define the roles and responsibilities of the project team create and clarity around expectations balance. Find a between project deadline and the quality of deliverables. Identify appropriate project resources to facilitate the effective completion of the deliverables. Comply with statutory requirements and apply policies in a consistent manner. Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation. 	<ul style="list-style-type: none"> Manage multiple programs and balance priorities conflicts and according to institutional goals. Apply effective risk management strategies through impact assessment and resource requirements. Modify project scope budget when and required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy in. Identify and apply contemporary project management methodology Influence and motivate project team deliver to exceptional results. Monitor policy implementation and apply procedures to manage risks. 	<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes. Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. Consider and initiate projects that focus on achievement of the long-term objectives. Influence people positions of in authority to implement outcomes of projects. Lead and direct translation of policy into workable actions plans. Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
4	Financial Management	<p>Budget Planning and Execution</p> <p>Financial Strategy and Delivery</p> <p>Financial Reporting and Delivery</p>	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.</p>	8%	<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities. Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. Understand the importance of financial accountability. Understand the importance of asset control. 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. Assess, identify and manage financial risks. Assume a cost saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
5	Change Leadership	<p>Change Vision and Strategy</p> <p>Process Design and Improvement</p> <p>Change Impact Monitoring and Evaluation</p>	<p>Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.</p>	<p>9%</p> <ul style="list-style-type: none"> • Displays an awareness of change and the benefits of transformation initiatives. • Identify basic need for change. • Identify gaps between the current and desired state. • Identify potential risk and challenges to transformation, including resistance to change factors. • Participate in change programs and piloting change interventions. • Understand the impact of change interventions on the institution within the broader scope of local government. 	<ul style="list-style-type: none"> • Perform a analysis of the change impact on social, political and economic environment. • Maintain calm and focus during change. • Able to assist team members during change and keep them focused on deliverables. • Volunteer to lead change efforts outside of own work team. • Able to gain buy-in and approval for change from relevant stakeholders. • Identify change readiness levels and assist in resolving resistance to change factors. • Design change interventions that are aligned with the institution's strategic objectives and goals. 	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders. • Secure buy-in and sponsorship for change initiatives. • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. • Take the lead in impactful change programs. • Benchmark change interventions against best change practices. • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation. 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leasers who support the interventions. • Actively adapt current structures and processes to incorporate the change interventions. • Mentor and guide team members on the effects of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiatives.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
6	Governance Leadership	<p>Policy Formulation</p> <p>Risk and Compliance Management</p> <p>Cooperative Governance</p>	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptionalisation of relevant policies and enhance cooperative governance relationships.</p>	9%	<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation. 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives. 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement. 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise Local Government on risk management strategies, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
7	Moral Competency	Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	9%	<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in implementing principles. Follow the basic rules and regulations of the institution. Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent. 	<ul style="list-style-type: none"> Conduct self in alignment with the values of Local Government and the institution. Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver. Actively report fraudulent activity and corruption within local government. Understand and honour the confidential nature of matters without seeking personal gain. Able to deal with situations of conflict of interest promptly and in the best interest of local government. 	<ul style="list-style-type: none"> Identify, develop, and apply measures of self correction. Able to gain trust and respect through aligning actions with commitments. Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders. Present values, beliefs and ideas that are congruent with the institution's rules and regulations. Takes an active stance against corruption and dishonesty when noted. Actively promote the value of the institution to internal and external stakeholders. Able to work in unity with a team and not seek personal gain. Apply universal moral principles consistently to achieve moral decisions. 	<ul style="list-style-type: none"> Create an environment conducive of moral practices. Actively develop and implement measures to combat fraud and corruption. Set integrity standards and shared accountability measures across the institution to support the objectives of local government. Take responsibility for own actions and decisions, even if the consequences are unfavourable.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
8	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short term objectives in developing plans and actions. • Arrange information and resources required for a task, but require further structure and organisation. 	<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goal and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results. 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation . • Identify in advance required stages and actions to complete tasks and projects. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance. 	<ul style="list-style-type: none"> •Focus on broad strategies and initiatives when developing plans and actions. •Able to project and forecast short, medium and long term requirements of the institution and local government. •Translate policy into relevant projects to facilitate the achievement of institutional objectives.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
9	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	7%	<ul style="list-style-type: none"> Understand the basic operation of analysis, but lack detail and thoroughness. Able to balance independent analysis with requesting assistance from others. Recommend new ways to perform tasks within own function. Propose simple, remedial interventions that marginally challenge the status quo. Listen to the ideas and perspective of others and explore opportunities to enhance such innovative thinking. 	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. Demonstrate objectivity, insight and thoroughness when analysing problems. Able to break down complex problems into manageable parts and identify solutions. Consult internal and external stakeholders on opportunities to improve processes and service delivery. Clearly communicates the benefits of new opportunities and innovative solutions to stakeholders. Continuously identify opportunities to enhance internal processes. Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention. 	<ul style="list-style-type: none"> Coaches team members on analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. Identify solutions in various area in the institution. Formulate and implement new ideas throughout the institution. Able to gain approval and buy in for proposed interventions from relevant stakeholders. Identify trends and best practices in processes and service delivery and propose institutional application 	<ul style="list-style-type: none"> Demonstrate complex analytical and problem solving approaches and techniques. Create an environment conducive to analytical and fact-based problem solving. Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence. Create an environment that fosters innovative thinking and follows a learning organisation approach. Be a thought leader on innovative customer service delivery, and process optimisation. Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
10	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	<ul style="list-style-type: none"> Collect, categorise and track relevant information required for specific tasks and projects. Analyse and interpret information to draw conclusions. Seek new sources of information to increase knowledge base. Regularly share information and knowledge with internal stakeholders and team members. 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage intutional knowledge and information. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information. Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency. 	<ul style="list-style-type: none"> Effectively predict future information and knowledge management requirements and systems. Develop standards and processes to meet future knowledge management needs. Share and promote best practice knowledge management across various institutions. Establish accurate measures and monitoring systems for knowledge and information management. Create a culture conducive of learning and knowledge sharing. Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches. 	<ul style="list-style-type: none"> Create and support a vision and culture where team members are empowered to seek, gain and share knowledge. Establish partnerships across local government to facilitate knowledge management. Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach. Recognise and exploit knowledge points in interactions with internal and external stakeholders.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
11	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	<ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately. 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Effectively communicate high risk and sensitive matters to relevant stakeholders. • Develop a well defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline. 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. • Able to coordinate negotiations at different levels within local government and externally.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
12	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	7%	<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters. Show a basic commitment to achieving the correct results. Produce the minimum level of results required in the role. Produce outcomes that is of a good standard. Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure. 	<ul style="list-style-type: none"> Focus on high priority actions and does not become distracted by lower-priority activities. Display firm commitment and pride in achieving the correct results. Set quality standards and design processes and tasks around achieving set standards. Produce output of high quality. Able to balance the quantity and quality of results in order to achieve objectives. Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed. 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output. Focus on the end result and avoids being distracted. Demonstrate a determined and committed approach to achieving results and quality standards. Follow task and projects through to completion. Set challenging goals and objectives to self and team and display commitment to achieving expectations. Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution. 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results. Develop challenging, client-focused goals and sets high standards for personal performance. Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. Take appropriate risks to accomplish goals. Overcome setbacks and adjust action plans to realise goals. Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE			100%				

SECTION B2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)

B1.1 General competency levels for senior managers-

(1) A senior manager of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Act to that senior manager.

(2) A senior manager must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that senior manager may constitute financial misconduct.

B2.2. Minimum competency levels for senior managers-

A senior manager of a municipality must comply with the minimum competency levels required for higher education qualification, work related experience, core managerial and occupational competencies and be competent in the unit standards prescribed for financial and supply chain management competency areas as set out below:-

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		
	SAQA US ID	UNIT STANDARD TITLE	Competent/ Not yet Competent
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	Not yet Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	Not yet Competent
	119331	Conduct working capital management activities in accordance with sound financial management policy	Not yet Competent
	116364	Plan a municipal budgeting and reporting cycle	Not yet Competent
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	Not yet Competent
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	Not yet Competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Not yet Competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Not yet Competent
	116341	Conduct performance management to a South African municipal environment	Not yet Competent
Risk and change management	116339	Apply risk management in South African municipalities	Not yet Competent
Project management	119343	Apply operations research principles and tools in the management of project activities and resources	Not yet Competent
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet Competent
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	Not yet Competent

SECTION C

(a) Performance Calculations and Ratings

At the end of each performance review cycle, the employee will be assessed in terms of the required targets reflected on his / her respective performance plan. The following elements are essential in determining performance levels:

(b) Performance Weighting

Weightings allow emphasis to be placed on KPAs and key objectives that carry more importance and/or take more time. Every KPA in the performance agreement or plan must be assigned a weighting. The total of the weightings on each of the two components of the performance plan must add up to 100.

The purpose of the weighting is to enable Council to ensure performance of the key objectives with the highest strategic importance, and to reward outstanding performance accordingly.

(c) Performance Rating

The rating can be defined as the level of achievement of the targets set for a specific key performance area. The Nelson Mandela Bay Municipality uses the five-point system for rating performance, as contained in the performance agreement (see Clause 7.6).

(d) Score

The score represents the product of the average rates of all the targets for each key performance indicator, and the weight for the respective key performance area; e.g. if the average rate is 3 and the weighting is 15, then the weighted score = 3×15 , which equals 45.

(e) Total Weighted Score and Performance Percentage

The total score is the sum of the weighted scores for all the key performance areas and competency requirements for a specific position. Therefore by adding all the weighted scores, one arrives at a figure representing the total weighted score.

SECTION D: PERSONAL DEVELOPMENT / TRAINING PLAN FOR NOSIPHO XHEGO

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		NQF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS TRAINING PROVIDER PUBLIC PRIVATE	THE ESTIMATED COST OF TRAINING
									START DATE	END DATE							
	Executive Director: Corporate Services	Nosipho	Xhego		Managers	1	Skills Programme	116358 - Contribute to the strategic planning process in a South African municipality	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						2	Skills Programme	116361 - Interpret South African legislation and policy affecting municipal financial management	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						3	Skills Programme	119341 - Apply cost management information systems in the preparation of management reports	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						4	Skills Programme	119331 - Conduct working capital management activities in accordance with sound financial management policy	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						5	Skills Programme	116364 - Plan a municipal budgeting and reporting cycle	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						6	Skills Programme	116343 - Apply the principles of ethics in a municipal environment	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						7	Skills Programme	116363 - Prepare and analyse municipal financial reports	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						8	Skills Programme	119350 - Apply accounting principles and procedures in the preparation of reports and decision making	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		NOF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS TRAINING PROVIDER PUBLIC PRIVATE	THE ESTIMATED COST OF TRAINING	
								START DATE	END DATE								
	Executive Director: Corporate Services	Nosipho	Xhego			9	Skills Programme	119348 -Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						10	Skills Programme	116341 -Conduct performance management to a South African municipal environment	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						11	Skills Programme	116339 -Apply risk management in South African municipalities	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						12	Skills Programme	119343 -Apply operations research principles and tools in the management of project activities and resources	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						13	Skills Programme	119334 -Discuss the selected legislative regulatory framework governing the public sector management and administration environment	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
						14	Skills Programme	116361 -Interpret South African legislation and policy affecting municipal financial management	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		NOF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS TRAINING PROVIDER PUBLIC PRIVATE	THE ESTIMATED COST OF TRAINING
								START DATE	END DATE							
	Executive Director: Corporate Services	Nosipho	Xhego		15	Skills Programme	116353 -Discuss the selected legislative regulatory framework governing the public sector management and administration environmen	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD
					16	Skills Programme	116351 -Conduct auditing planning and implementation in a South African municipality	TBD	TBD		Executive Management	TBD	TBD	TBD	TBD	TBD

MS N XHEGO
EXECUTIVE DIRECTOR: CORPORATE SERVICES

DATE:

CITY MANAGER

DATE:

SECTION F

I, Nosipho Xhego, appointed in the position of Executive Director: Corporate Services of Nelson Mandela Bay Municipality for the 2022/23 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this agreement during the period in which I assume employment.

This serves to confirm that this document is a true reflection of the deliberations held between the City Manager and myself on the required performance standards and time-lines reflected in this agreement in relation to the position of Executive Director: Corporate Services.

This further serves to confirm that I will set out to achieve the competencies as prescribed in the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014; and to adhere to the competencies as prescribed by the Municipal Regulations on Minimum Competency Levels, 2007 as stipulated in Section C of this agreement.

This performance agreement will terminate on the same date my contract of employment terminates, for any reason.

Thus **done** and **signed** at PORT ELIZABETH on ... July 2022.

NOSIPHO XHEGO
EXECUTIVE DIRECTOR: CORPORATE SERVICES

DATE

AS WITNESSES

1. _____

2. _____

CITY MANAGER

DATE

AS WITNESSES:

1. _____

2. _____

SECTION A: NOSIPHO XHEGO

PREAMBLE

The performance agreement is divided into six sections:

- **Section A:** Performance Agreement
- **Section B:** Performance Plan
- **Section C:** Competency Requirements
- **Section D:** Assessment Rating Calculator
- **Section E:** Personal Development Plan
- **Section F:** Signature Page

1. PARTIES

The parties to this Agreement are:

- 1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").
- 1.2 **NOSIPHO XHEGO** of the Employer ("the Employee").

2. INTRODUCTION

- 2.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act"). The Employer and the Employee together are hereinafter referred to as the "Parties".
- 2.2 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.
- 2.3 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 achieve local government policy goals.
- 2.4 The parties wish to ensure full compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

3. PURPOSE OF AGREEMENT

The purpose of this Agreement is to -

- 3.1 comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Systems Act, as well as with the employment contract entered into between the parties;

- 3.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations regarding his performance and accountabilities in alignment with the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Municipality;
- 3.3 specify accountabilities as set out in a Performance Plan, which constitutes Section B of this Performance Agreement;
- 3.4 monitor and measure performance against set targeted outputs;
- 3.5 use this Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his position;
- 3.6 appropriately reward the Employee in the event of outstanding performance; and
- 3.7 give effect to the Employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement shall commence on **01 July 2022** and shall remain in force until **30 June 2023**. Upon the expiry of this Performance Agreement and in the event that the employee is still in the service of the Municipality, a new Performance Agreement shall be concluded between the parties.
- 4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.
- 4.3 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.
- 4.4 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 content of this Agreement is no longer appropriate, the content must be revised immediately.

5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan (Section B) sets out –
 - 5.1.1 the performance objectives and targets that must be met by the Employee; and
 - 5.1.2 the timeframes within which those performance objectives and targets must be met.

- 5.2 The performance objectives and targets reflected in Section B are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.
- 5.2.1 The Key Performance Areas (KPAs) describe the key functional areas of responsibility.
 - 5.2.2 The key objectives describe the main tasks that need to be done.
 - 5.2.3 The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 5.2.4 The target dates describe the timeframe in which the work must be achieved.
 - 5.2.5 The weightings indicate the relative importance of the key objectives to each other.
- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality.
- 6.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system of specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 6.3 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.
- 6.4 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.
- 6.5 The criteria, upon which the performance of the Employee must be assessed, shall consist of two components, both of which must be contained in the Performance Agreement.

- 6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 respectively allocated to the KPAs and the Competency Requirements.
- 6.5.2 Each area of assessment will be weighted and shall contribute a specific part to the total score.
- 6.5.3 KPAs covering the main areas of work will account for 80%, while of the final assessment, the competencies outlined in the Competency Framework, will account for 20%.
- 6.6 The Employee's performance assessment shall be based on performance in terms of the outputs/outcomes (key performance indicators) identified as per the attached Performance Plan (Section B), which are linked to KPAs, which constitute 80% of the overall assessment result as per the following weightings agreed to between the Employer and Employee:

NO	Key Performance Areas (KPAs)	Weighting
1	KPA 1: Basic Service Delivery	10%
2	KPA 2: Municipal Institutional Development and Transformation	39%
3	KPA 3: Local Economic Development	17%
4	KPA 4: Municipal Financial Viability and Management	6%
5	KPA 5: Good Governance and Public Participation	28%
TOTAL PERCENTAGE		100%

- 6.7 The following Competency Framework Structure, which is critical to the employee's specific job, shall make up the other 20% of the Employee's assessment score and must be considered with due regard to the proficiency level agreed to.

COMPETENCY FRAMEWORK STRUCTURE			
LEADING COMPETENCIES	COMPETENCY DEFINITION		WEIGHTING
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	Impact and Influence	9%
		Institutional Performance Management	
		Strategic Planning and Management	
		Organisational Awareness	
People management	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	Human Capital Planning and Development	9%
		Diversity Management	
		Employee Relations Management	
		Negotiation and Dispute Management	
Program and Project Management	Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.	Program and Project Planning and Implementation	9%
		Service Delivery Management	
		Program and Project Monitoring and Evaluation	
Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	Budget Planning and Execution	8%
		Financial Strategy and Delivery	
		Financial Reporting and Delivery	
Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	Change Vision and Strategy	9%
		Process Design and Improvement	
		Change Impact Monitoring and Evaluation	
Governance Leadership	Able to promote, direct and apply professionalism in	Policy Formulation	9%
		Risk and Compliance Management	

	managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.	Cooperative Governance	
CORE COMPETENCIES	COMPETENCY DEFINITION		WEIGHTING
Moral Competency	Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.		9%
Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.		9%
Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		7%
Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.		7%
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		8%
Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		7%
TOTAL PERCENTAGE			100%

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Section B) sets out –

7.1.1 the standards to be met by the Employee; and

7.1.2 the intervals for the evaluation of the Employee's performance.

The employee will be reviewed on the following dates with the understanding that review in the third quarter may be verbal if performance is satisfactory:

EVALUATION	PERIOD	DATE
First Quarter	July 2022 – September 2022	14 November 2021
Second Quarter	July 2022 – December 2022	Review date to be determined in line with 2023 Council Calendar of meetings
Third Quarter	July 2022 – March 2023	Review date to be determined in line with 2023 Council Calendar of meetings
Fourth Quarter	July 2022 – June 2023	Review date to be determined in line with 2023 Council Calendar of meetings
Annual performance Evaluation	July 2021 – June 2022	Evaluation date to be determined in line with 2023 Council Calendar of meetings

- 7.2 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.
- 7.3 Personal growth and development needs identified during any performance review discussion, if any, must be documented in a Personal Development Plan, as well as the actions agreed to, and implementation must take place within set time frames.
- 7.4 The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance review shall involve:

7.5.1 Assessment of achievement of results, as outlined in the performance plan:

- (a) Each KPA shall be assessed according to the extent to which the specified standards and 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 must be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to Clause 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competency Framework Structure

- (a) Each competency outlined in the Competency Framework Structure should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale must be provided for each competency outlined in the Competency Framework Structure.

- (c) This rating should be multiplied by the weighting given to each competency outlined in the Competency Framework Structure during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to Clause 7.5.3) must then be used to add the scores and calculate a final competency score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator (see Section D). Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee shall be based on the following rating scale for KPAs and competencies outlined in the Competency Framework Structure:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators, as specified in the Performance Agreement and Performance Plan and has maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators per KPA and fully achieved all others throughout the year.					
3	Performance fully effective	Performance fully meets the standards expected in all areas of the position. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators, as specified in the Performance Agreement and Performance Plan.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators, as specified in the Performance Agreement and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators, as specified in the Performance Agreement and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job, despite management efforts to encourage improvement.					

- 7.7 For purposes of evaluating the performance of the **employee**, an evaluation panel constituted of the following persons must be established -
- (a) Municipal Manager;
 - (b) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
 - (c) Member of the Mayoral Committee; and
 - (d) Municipal Manager from another Municipality.
- 7.8 The Executive Director responsible for the human resources function of the Municipality must provide secretariat services to the evaluation panel.
- 7.9 The Chief Operating Officer shall co-ordinate the performance management process including the evaluation, implementation and management of performance outcomes.

8. SCHEDULE FOR QUARTERLY PERFORMANCE REVIEWS

- 8.1 The Employer must conduct performance reviews on a quarterly basis during the financial year.
- 8.2 The Employer must keep a record of performance review meetings.

- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Section B from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Section B whenever the performance management system is adopted, implemented and/or amended, as the case may be, in which case the Employee will be fully consulted before any such change is made.
- 8.6 The Employer shall within a reasonable period after each quarter deliver to the Employee a written report setting forth the results of the relevant assessment.

9. OBLIGATIONS OF EMPLOYER

- 9.1 The Employer must –
- 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 at 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 in meeting the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will, amongst others –
- 10.1.1 have 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
 - 10.1.3 have 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 reasonably practicable, to enable the Employee to take the 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, as reflected in the table below.

FINAL SCORE (%)	PERFORMANCE BONUS (%)
Less than 100%	Remedial Action
100% – 129 %	No Bonus
130% – 139%	5%
140% – 149%	9%
150% – 159%	10%
160% – 167%	14%

11.2 In the case of unacceptable performance, the Employer shall –

11.2.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

11.2.2 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 duties.

11.3 In the event where the validity period of the agreement is for a period less than 12 months or in the event of the Employee terminating his service during the validity period of this Agreement, performance will be evaluated for the portion during which he was employed and he will be evaluated to a pro-rata performance bonus based on his evaluated performance for the period of actual service.

12. DISPUTE RESOLUTION

- 12.1 If the Parties are in dispute, they will use their best endeavours to resolve the dispute through mediation. In the event of the Parties being unable to resolve the dispute by way of mediation, then the dispute between the parties will be determined in accordance with the arbitration procedures detailed below.
- 12.2 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to—
- 12.2.1 The interpretation of; or
 - 12.2.2 The effect of; or
 - 12.2.3 The carrying out of; or
 - 12.2.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.
- 12.3 The arbitration will be held in Port Elizabeth informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.
- 12.4 The arbitrator shall be, if the matter in dispute is: -
- 12.4.1 Primarily an accounting matter, an independent chartered accountant of not less than fifteen (15) years standing, practicing as a registered auditor, agreed upon between the Parties;
 - 12.4.2 Primarily a legal matter, a practicing attorney of not less than fifteen (15) years' standing, or a Senior Counsel, agreed upon between the Parties;
 - 12.4.3 Any other matter, an independent person agreed upon between the Parties.
- 12.5 If the Parties cannot agree whether any matter in dispute falls under Clauses 12.4.1 or 12.4.2 within seven (7) days, then that dispute will be submitted for decision in terms of Clause 12.4.3 above within seven (7) days after the Parties have so failed to agree, so that the arbitration can be held and concluded as far as possible within the period of twenty-one (21) days referred to above.
- 12.6 If the Parties are agreed as to whether any matter in dispute falls under clauses 12.4.1 or 12.4.2 above, or should a determination be made in terms of Clause 12.4.3 above, but fail to agree on the appointment of an arbitrator, such failure to agree shall be referred to the most senior executive officer of the association representing the particular profession concerned, and in the case of Clause 12.4.3

above, to the President for the time being of the Law Society of the Cape for the appointment of arbitrator.

- 12.7 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court, including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Section B must 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.
- 13.3 The annual performance evaluation results of the Executive Director must be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

SECTION B: PERFORMANCE PLAN

1. PURPOSE

This Performance Agreement defines Council's expectations of the Executive Director's performance, of which the Performance Plan is a part. Section 57(5) of the Municipal Systems Act provides that performance objectives and targets must be based on key performance indicators, as set in the Municipality's Integrated Development Plan (IDP) and must be reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government inform the Executive Director's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organizations in the matters of local government.

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), Government Gazette No29089, inform the Integrated Development Plan, as well as the Competency Requirements outlined in Section C of this agreement:

- **KPA 1:** Basic Service Delivery
- **KPA 2:** Municipal Institutional Development and Transformation
- **KPA 3:** Local Economic Development
- **KPA 4:** Municipal Financial Viability and Management
- **KPA 5:** Good Governance and Public Participation