nelson mandela

PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY
AS REPRESENTED BY

THE ACTING CITY MANAGER

AND

CHIEF FINANCIAL OFFICER

JACKSON M. NGCELWANE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/27
(1 JULY 2026 - 30 JUNE 2027 SUBJECT TO MSA REGULATION 56(1)(c))

SECTION B: PERFORMANCE PLAN

1. PURPOSE

This Performance Agreement defines Council's expectations of the Chief Financial Officer'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 Chief Financial Officer'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 (KPAs) 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

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 Chief Financial Officer 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.

150% – 159%	10%
160% – 167%	14%

11.2 In the case of unacceptable performance *(an overall scored performance review outcome below 70%)*, the employer shall: -

11.2.1 provide systematic remedial or developmental support to assist the employee to improve his/her performance; and

11.2.2 after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance *(3 months)*, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties in line with Regulation 32 Section 3(a) and (b).

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:-

SECTION A: MR MJ NGCELWANE

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 **Mr MJ Ngcelwane** 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 **1 July 2026** and shall remain in force until **30 June 2027**. 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	0%
2	KPA 2: Municipal Institutional Development and Transformation	4%
3	KPA 3: Local Economic Development	15%
4	KPA 4: Municipal Financial Viability and Management	73%
5	KPA 5: Good Governance and Public Participation	8%
	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.

<table>
<tr><th colspan="4">COMPETENCY FRAMEWORK STRUCTURE</th></tr>
<tr><th>LEADING COMPETENCIES</th><th colspan="2">COMPETENCY DEFINITION</th><th>WEIGHTING</th></tr>
<tr><td rowspan="4">Strategic direction and leadership</td><td rowspan="4">Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</td><td>Impact and Influence</td><td rowspan="4">9%</td></tr>
<tr><td>Institutional Performance Management</td></tr>
<tr><td>Strategic Planning and Management</td></tr>
<tr><td>Organisational Awareness</td></tr>
<tr><td rowspan="4">People management</td><td rowspan="4">Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</td><td>Human Capital Planning and Development</td><td rowspan="4">8%</td></tr>
<tr><td>Diversity Management</td></tr>
<tr><td>Employee Relations Management</td></tr>
<tr><td>Negotiation and Dispute Management</td></tr>
</table>

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 Service Delivery Management Program and Project Monitoring and Evaluation	8%
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 Financial Strategy and Delivery Financial Reporting and Delivery	9%
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 Process Design and Improvement Change Impact Monitoring and Evaluation	8%
Governance Leadership	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 conceptualisation of relevant policies and enhance cooperative governance relationships.	Policy Formulation Risk and Compliance Management Cooperative Governance	9%
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.		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%
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		8%

	achieve key strategic objectives.	
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.	8%
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.	8%
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's performance will be formally reviewed for all quarters on the following dates~~:~~

REVIEW / EVALUATION	PERIOD	DATE
First Quarter *(formal review – performance scored by employee and CM)*	July 2026 – September 2026	13 November 2026
Second Quarter *(formal review – performance scored by employee and CM)*	July 2026 – December 2026	Review date to be determined in line with 2025 Council Calendar of meetings
Third Quarter *(formal review – performance scored by employee and CM)*	July 2026 – March 2027	Review date to be determined in line with 2025 Council Calendar of meetings
Fourth Quarter *(formal annual review – performance, scored by employee and CM)*	July 2026 – June 2027	Review date to be determined in line with 2025 Council Calendar of meetings
Annual Performance Evaluation *(formal annual performance evaluated, scored by evaluation panel)*	July 2025 – June 2026	Evaluation date to be determined in line with 2025 Council Calendar of meetings

7.2 Despite the establishment of agreed intervals for quarterly performance reviews and the annual performance 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 Quarterly performance reviews and the annual performance evaluation 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.

7.6.1 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.					
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.					

7.6.2 During any quarterly performance review: -

(a) An overall score of 100% or above, indicates either performance fully meets the standards expected in all areas for the position / significantly above expectations / outstanding performance and does not require remedial action

(b) An overall score of 70% - 99%, indicates performance not fully effective
(c) An overall score below 70%, indicates unacceptable performance and gives effect to paragraph 11.2

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) Mayor and/or 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%

SECTION B: PERFORMANCE PLAN

SECTION B1: SCORECARD

IMFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			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			
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%
HS2. Improved functionality of the residential property market	HS2.2	HS2.21	53	KPA 3: LOCAL ECONOMIC DEVELOPMENT	RMCC	CORE MANDATED	1	Number of rateable residential properties in the subsidy housing market entering the municipal valuation roll	1170	1000	It is prescribed that quarterly SDBIP targets not be set			1000	No direct budget linked to Key Performance Indicator measurement							Financial report	5. Qualitative motivation 4. Qualitative motivation 3. 1000 2. Below 1000 down to 750 1. Below 750	KPA 3: 15%
LED3. Improved ease of doing business within the municipal	N/A	LED3.21	63	KPA 3: LOCAL ECONOMIC DEVELOPMENT	RMCC	CORE MANDATED	2	Percentage of revenue clearance certificates issued within 10 working days from the time of completed application received	99%	95%	95%	95%	95%	95%	No direct budget linked to Key Performance Indicator measurement							Lead Schedule Communication for clearance certificate issued and received	5: Early deliver and/or Qualitative motivation 4: 95% up to 100% and/or qualitative motivation 3: 95% 2: Below 95% down to 75% 1: Below 75%	
FM1. Enhanced municipal budgeting and budget	FM1.1	FM1.14	20	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	3	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	97%	95%	43%	60%	80%	95%	Various operating votes (OPEX)	Rates and services	R6,444,574,690	R8,992,429,800	R11,989,906,400	R14,238,013,850	R14,987,383,000	Financial report	5: Qualitative motivation 4: Above 95% and/or Qualitative motivation 3: 95% 2: Below 95% down to 90% 1: Below 90%	KPA 4: 73%
FM1. Enhanced municipal budgeting and budget implementation	FM1.2	FM1.21	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	4	Funded budget	Yes	Yes	Yes	N/A	Yes	N/A	Total Capital budget (CAPEX)	CAPEX	R185,437,078	R556,311,234	R1,112,622,468	R1,761,652,241	R1,854,370,780	Financial report	5. Qualitative motivation 4. 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	
															Various operating budget (OPEX)	OPEX	R5,145,028,500	R8,232,045,600	R12,348,068,400	R19,551,108,300	R20,580,114,000			
FM2. Improved financial sustainability and liability management	FM2.2	FM2.21	21	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	5	Cash backed reserves reconciliation at year end	N/A On 25 August 2025, the municipality was issued with a letter by National Treasury to exempt NMBM from reporting against this indicator in its 2024/25 APR	146%	According to MFMA Circular 88, the Municipality is required to report achievement against this Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against this KPI throughout the financial year, by means of including quarterly targets in the performance scorecard of the relevant Senior Manager.			146%	No direct budget linked to Key Performance Indicator measurement							Financial report Budget	5: Above 183% and/or qualitative motivation 4: Above 143% up to 183% and/or qualitative motivation 3: 146% 2: Below 146% down to 109% 1: Below 109%	
FM3. Improved liquidity management	FM3.1	FM3.11	22	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	6	Cash/Cost coverage ratio	3 months	2.1 months	2.1 months	2.1 months	2.1 months	2.1 months	No direct budget linked to Key Performance Indicator measurement							Risk Management Report Correspondence on the submission of Risk Management Report	5: Above 2.6 months and/or Qualitative motivation 4: Above 2.1 months up to 2.6 months and/or Qualitative motivation 3: 2.1 months 2: Below 2.1 months down to 1.6 months 1: Below 1.6 months	

SECTION B1: SCORECARD

MPMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE) 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE) 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	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
FM3. Improved liquidity management	FM3.1	FM3.12	23	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	7	Current ratio (current assets/current liabilities)	2.3	1.26	1.26	1.26	1.26	1.26			No direct budget linked to Key Performance Indicator measurement					Financial report	5: Above 1.52 and/or qualitative motivation 4: Above 1.26 up to 1.52 and/or qualitative motivation 3: 1.26 2: Below 1.26 down to 1 1: Below 1	KPA 4: 70%
FM3. Improved liquidity management	FM3.1	FM3.13	24	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	8	Trade payables to cash ratio	67%	48%	48%	48%	48%	48%			No direct budget linked to Key Performance Indicator measurement					Financial report	5: Above 60% and/or qualitative motivation 4: Above 48% up to 60% and/or qualitative motivation 3: 48% 2: Below 48% down to 36% 1: Below 36%	
FM3. Improved liquidity management	FM3.1	FM3.14	25	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	9	Liquidity ratio	0.6	0.35	0.35	0.35	0.35	0.35			No direct budget linked to Key Performance Indicator measurement					Financial report	5. Above 0.4 and/or qualitative motivation 4. Above 0.35 up to 0.4 and/or qualitative motivation 3. 0.35 2. Below 0.35 down to 0.3 1. Below 0.3	
FM6. Improved supply chain management	N/A	FM6.12	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SCM	CORE MANDATED	10	Percentage of awarded tenders [over R200k], published on the municipality's website	88%	100%	100%	100%	100%	100%			No direct budget linked to Key Performance Indicator measurement					Financial report Tender advertisements Website images Lead Schedule	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 75% 1: Below 75%	
FM6. Improved supply chain management	N/A	FM6.13	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SCM	CORE MANDATED	11	Percentage of tender cancellations	2%	4%	1%	2%	3%	4%			No direct budget linked to Key Performance Indicator measurement					Lead Schedule Tenders advertised Tenders cancelled	5: Below 3% and/or qualitative motivation 4: Below 4% down to 3% and/or qualitative motivation 3. 4% 2. Above 4% up to 5% Above 5%	
FM7. Improved revenue and debtors management	FM7.1	FM7.11	32	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	12	Debtors payment period	92 days	30 days	30 days	30 days	30 days	30 days			No direct budget linked to Key Performance Indicator measurement					Financial report	5. Below 20 days and/or Qualitative motivation 4. Below 30 days down to 20 days and/or Qualitative motivation 3. 30 days 2. Above 30 days up to 40 days 1. Above 40 days	
FM7. Improved revenue and debtors management	FM7.1	FM7.12	34	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	CORE MANDATED	13	Collection rate ratio	67%	80%	20%	40%	60%	80%	Various Operating budget revenue votes	Property rates and Service Charges (water, sanitation, electricity, refuse)	R3,746,845,800	R7,493,691,500	R11,240,537,300	R14,987,383,000	14,987,383,000	Financial report	5: Above 85% and/or qualitative motivation 4: Above 80% up to 85% and/or qualitative motivation 3: 80% 2: Below 80% down to 75% 1: Below 75%	

SECTION B1: SCORECARD

MPMA CBI OUTCOME	IDP MPMA CBI REF / MSA REG REF	SDBIP MPMA CBI REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE) 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE) 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	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
FM7: Improved revenue and debtors management	FM7.1	FM7.12	33	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	RMOC	CORE MANDATED	14	Percentage billed revenue collected (excluding write-offs)	79%	80%	80%	80%	80%	80%	Various Operating budget revenue votes (Property rates and service charges) (OPEX)	Property rates and Service Charges (water, sanitation, electricity, refuse)	R3,746,646,500	R7,493,891,500	R11,240,537,300	R14,987,383,000	14,987,383,000	Financial report	5: Above 85% and/or qualitative motivation 4: Above 80% up to 85% and/or qualitative motivation 3: 80% 2: Below 80% down to 75% 1: Below 75%	KPA 4: 73%
LED2: Improved levels of economic activity in municipal economic spaces	LED 2.1	LED2.11	56	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	RMOC	CORE MANDATED	15	Percentage of budgeted rates revenue collected	85%	85%	20%	40%	60%	85%	Various operating project votes (OPEX)	Property rates	R909,454,000.00	R1,818,908,000.00	R2,728,362,000.00	R3,637,816,000.00	R3,637,816,000	Financial report	5: Above 95% and/or qualitative motivation 4: Above 85% up to 95% and/or qualitative motivation 3: 85% 2: Below 85% down to 75% 1: Below 75%	
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Office of the Treasury	TRANSVERSAL	16	Cascading the Performance Management System within the B&T Directorate	5/5 2023/24 fourth quarter performance reviews conducted for reporting managers 23/44 2024/25 performance plans in place for officials down to grade 14. 3/5 3rd quarter performance reviews conducted of First Line Managers. 6/44 2024/25 3rd quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first and second quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	No direct budget linked to Key Performance Indicator measurement							Performance Plans Performance review packs 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	KPA 2: 4%
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Office of the Treasury	TRANSVERSAL	17	Percentage of the directorate's staff who have declared their financial interests	New KPI (Introduced in 2026/25)	100% By 31 August 2026	100% By 31 August 2026	N/A	N/A	100% By 31 August 2026	No direct budget linked to Key Performance Indicator measurement							Declarations Lead Sachedule	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: 100% by 31 August 2026 2: 75% by 31 August 2026 or 100% by September 1: Less than 75% by September	KPA 2: 4%

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MPMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			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			
LED1: Growing inclusive local economies	N/A	LED1.21	65	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Office of the Treasury	TRANSVERSAL	15	Number of Work Opportunities (WO) created	200	260	22	36	182	260	20162605 (CAPEX)	Construction of new offices at Supply Chain Management	R2,000,000	R6,000,000	R12,000,000	R19,000,000	R20,000,000	EPWP Report Attendance register Timesheets IDs	5: Above 325 and/or Qualitative motivation 4: Above 260 up to 325 and/or Qualitative motivation 3: 260 2: Below 260 down to 195 1: Below 195	KPA 3: 15%

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MFMA CBS OUTCOME	IDP MFMA CBS REF / MSA REG REF	SDBIP MFMA CBS REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE) 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE) 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	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Office of the Treasury	TRANSVERSAL	19	Percentage of Budget and Treasury Directorate's Training Budget spent	53%	95%	10%	30%	60%	95%	1106/0375 (OPEX)	Training Budget	R343,811	R1,031,433	R2,062,866	R3,266,204	R4,028,150	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%	KPA 4: 73%
FM1: Enhanced municipal budgeting and budget implementation	FM1.1	FM1.11	17	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Office of the Treasury	TRANSVERSAL	20	Percentage of the Budget and Treasury Directorate's Capital Budget actually spent	52.0%	95%	10%	30%	60%	95%	Various capital budget vote numbers (CAPEX)	Various capital budget descriptions	R5,408,300	R16,224,900	R32,449,800	R51,378,850	R54,083,000	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%	KPA 4: 73%
N/A	N/A	N/A	65	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Expenditure Management	TRANSVERSAL	21	Percentage of invoices processed and submitted to budget and treasury within 19-days of invoice receipt date	95%	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							B&T report	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	
N/A	N/A	N/A	65	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Expenditure Management	TRANSVERSAL	22	Percentage of invoices processed by budget and treasury within 11-days after receipt of invoice from directorate	78%	100%	100%	100%	100%	100%	N/A							B&T report	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	
N/A	N/A	N/A	1-73	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Office of the Treasury	TRANSVERSAL	23	Reducing the number of Internal Audit findings not yet ready for review	New KPI (introduced in 2026/27)	50% reduction by 31 August 2026	50% reduction by 31 August 2026	N/A	N/A	N/A	N/A							IA report	5; above 75%; Early delivery / qualitative motivation 4: Above 50% up to 75% 3: 50% 2: Below 50% down to 25% 1: Below 25%	KPA 6: 9%
N/A	N/A	N/A	1-73	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Budgets and Financial Accounting	TRANSVERSAL	24	Percentage implementation of the targets as reflected in the directorate's policy dashboard	5 Final draft policies in place, compliant with Policy Development Framework and verified by Policy and Research Office for submission to Council Structures for approval 1) Miscellaneous Tariff Policy (Budget and Treasury) 2) Tariff Policy for Electricity in consultation with service department 3) Tariff Policy for Sanitation in consultation with service department 4) Tariff Policy for Water in consultation with service department and 5) Tariff Policy for Refuse in consultation with service department	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							Policy action plan Meeting minutes Updated policy Communication	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	

SECTION B1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE) 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE) 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	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	25	Reporting on the Auditor General actions plans on the National Treasury website	45/86 Audit Action Plans approved by CFO	Quarterly action plan implementation progress approved by the Executive Director	Action plans approved by the Executive director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	No direct budget linked to Key Performance Indicator measurement							FMCMM Screenshots	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	KPA 5: 0%
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Office of the Treasury	TRANSVERSAL	26	Complying with the requirements outlined in Section B2 of the performance agreement	Some 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	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, b, c, d) Performance Reports Performance contract	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	
EE2. Improved affordability of electricity	N/A	EE2.11	2	KPA 1: BASIC SERVICE DELIVERY	RMCC	SDBIP REPORTING	27	Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	6.5%	7%	It is prescribed that quarterly SDBIP targets not be set			7%	0620-3182 Rebate (OPEX)	Equitable share	R4,806,250	R9,612,500	R14,418,750	R19,225,000	R19,225,000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM1. Enhanced municipal budgeting and budget	FM1.1	FM1.11	17	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	28	Total Capital Expenditure as a percentage of Total Capital Budget	75%	95%	10%	30%	60%	95%	Total Capital budget	Total Capital budget	R185,437,078	R556,311,234	R1,112,622,468	R1,761,652,241	R1,854,370,780	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM1. Enhanced municipal budgeting and budget implementation	FM1.1	FM1.12	18	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	29	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	105%	95%	25%	40%	60%	95%	Various operating project votes (OPEX)	Various operating project descriptions	R5,145,028,500	R8,232,045,000.00	R12,348,068,000.00	R19,551,108,000.00	R20,580,114,000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
LED1. Growing inclusive local economies	LED1.1	LED1.11	55	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Budgets and Financial Accounting	SDBIP REPORTING	30	Percentage of total municipal operating expenditure spent on contracted service providers physically residing within the municipal area	58%	50%	50%	50%	50%	50%	Contracted services (OPEX)	Contracted services	R455,679,800.00	R911,359,500.00	R1,367,039,300.00	R1,731,583,100.00	R1,822,719,000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%

SECTION B1: SCORECARD

MFMA CBB OUTCOME	IDP MFMA CBB REF / MSA REG REF	SDBIP MFMA CBB REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE) 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE) 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	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
LED2. Improved levels of economic activity in municipal	LED 2.1	LED 2.12	59	KPA 3: LOCAL ECONOMIC DEVELOPMENT	RMCC	SDBIP REPORTING	31	Percentage of the municipality's operating budget spent on indigent relief for free basic services	3.07%	2.58%	0.65%	1.30%	1.95%	2.58%	0358-8393 0620-8393 0486-8391 0622-8392 0446-8390 (OPEX)	Rebates for different Services: Electricity; Water; Sanitation; Refuse	R132,823,500	R265,647,000	R398,470,500	R531,294,000	R152 541 000; R213 192 000; R19 225 000; R146 336 000. TOTAL R531 294 000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
LED3. Improved ease of doing business within the municipal	N/A	LED3.31	64	KPA 3: LOCAL ECONOMIC DEVELOPMENT	SCM	SDBIP REPORTING	32	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	174 days	90 days	90 days	90 days	90 days	90 days	No direct budget linked to Key Performance Indicator measurement							Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
N/A	N/A	Reg10(b)	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	RMCC	SDBIP REPORTING	33	Percentage of households earning less than R4620 per month with access to free basic services	100%	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
N/A	N/A	Reg10(f)	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Office of the Treasury	SDBIP REPORTING	34	% of the Municipality's budget actually spent on implementing its Workplace Skills Plan	0.071%	0.13%	0.01%	0.05%	0.08%	0.13%	0001-0375 (OPEX)	Training	R2,546,513	R10,186,052	R15,279,078	R25,465,130	R25,465,130	Financial report Workplace Skills Plan	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM1. Enhanced municipal budgeting and budget	FM1.1	FM1.13	19	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	35	Total Operating Revenue as a percentage of Total Operating Revenue Budget	97%	95%	25%	50%	75%	95%	Various operating project votes (OPEX)	Various operating project descriptions	R5,027,586,750	R10,055,173,500	R15,082,760,250	R20,110,347,000	R20,110,347,000	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM4. Improved expenditure management	FM4.3	FM4.31	26	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Expenditure Management	SDBIP REPORTING	36	Creditors payment period	83 days	30 days	30 days	30 days	30 days	30 days	No direct budget linked to Key Performance Indicator measurement							Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM5. Improved asset management	FM5.1	FM5.11	27	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	37	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	33%	32%	32%	32%	32%	32%	Total Capital budget	CAPEX	R185,437,078	R556,311,234	R1,112,622,468	R1,761,652,241	R1,854,370,780	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM5. Improved asset management	FM5.1	FM5.12	28	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	38	Percentage of total capital expenditure funded from capital conditional grants	65%	65%	According to MFMA Circular 88, the Municipality is required to report achievement against this Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against this KPI throughout the financial year, by means of including quarterly targets in the performance scorecard of the relevant Senior Manager.			65%	Total Capital budget	CAPEX	R185,437,078	R556,311,234	R1,112,622,468	R1,761,652,241	R1,854,370,780	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%

SECTION B1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			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			
FM5. Improved asset management	FM5.2	FM5.21	29	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	39	Percentage of total capital expenditure on renewal/upgrading of existing assets	45%	42%	In terms of MFMA Circular 88, the Municipality is required to report performance against this Key Performance Indicator in the Annual Performance Report only. However, where feasible, the Municipality monitors performance against this KPI throughout the financial year by incorporating relevant targets into the performance scorecard of the responsible Senior Manager. NOTE: Some indicators measure outcomes or end results rather than activities or outputs that can be meaningfully tracked on a quarterly basis. Indicators with annual targets are therefore only measurable once all annual data is available. Measuring these indicators quarterly may be misleading or statistically unreliable.			42%	Total Capital budget	CAPEX	R185,437,078	R556,311,234	R1,112,622,468	R1,761,652,241	R1,854,370,780	Financial report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM5. Improved asset management	FM5.2	FM5.22	30	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	40	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	61%	72%	In terms of MFMA Circular 88, the Municipality is required to report performance against this Key Performance Indicator in the Annual Performance Report only. However, where feasible, the Municipality monitors performance against this KPI throughout the financial year by incorporating relevant targets into the performance scorecard of the responsible Senior Manager. NOTE: Some indicators measure outcomes or end results rather than activities or outputs that can be meaningfully tracked on a quarterly basis. Indicators with annual targets are therefore only measurable once all annual data is available. Measuring these indicators quarterly may be misleading or statistically unreliable.			72%	Various Operating Votes (OPEX)	Various operating project descriptions	R195,474,750	R390,949,500	R586,424,250	R781,899,000	R781,899,000	Financial report Asset register	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM5. Improved asset management	FM5.3	FM5.31	31	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	41	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	2.5%	3.8%	In terms of MFMA Circular 88, the Municipality is required to report performance against this Key Performance Indicator in the Annual Performance Report only. However, where feasible, the Municipality monitors performance against this KPI throughout the financial year by incorporating relevant targets into the performance scorecard of the responsible Senior Manager. NOTE: Some indicators measure outcomes or end results rather than activities or outputs that can be meaningfully tracked on a quarterly basis. Indicators with annual targets are therefore only measurable once all annual data is available. Measuring these indicators quarterly may be misleading or statistically unreliable.			3.8%	Various Operating Votes (OPEX)	Various operating project descriptions	R196,621,500	R393,243,000	R589,864,500	R758,285,000	R786,486,000	Financial report Asset register	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
LED3. Improved ease of doing business within the municipal area	N/A	LED3.32	86	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Expenditure Management	SDBIP REPORTING	42	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	37%	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							Financial report Invoices	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
GG3. Improved municipal administration	GG 3.1	GG 3.11	43	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Office of the Treasury	SDBIP REPORTING	43	Number of repeat audit findings	67 findings (reduced from 84 repeat audit findings issued by the Auditor General in 2022/23)	101 findings (maintained from 101 repeat audit findings issued by the Auditor General in 2024/25)	According to MFMA Circular 88, the Municipality is required to report achievement against this Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against this KPI throughout the financial year, by means of including quarterly targets in the performance scorecard of the relevant Senior Manager.			101 findings (maintained from 101 repeat audit findings issued by the Auditor General in 2024/25)	No direct budget linked to Key Performance Indicator measurement							Audit report	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM7. Improved revenue and debtors management	FM7.3	FM7.31	36	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	44	Net Surplus /Deficit Margin for Electricity	New KPI (introduced in 2024/25)	0.00%	0.00%	0.00%	0.00%	0.00%	Total Operating Budget and Toral Capital Budget	Electricity and Energy	-R438,023,500.00	-R876,047,000.00	-R1,314,070,500.00	-R1,752,094,000.00	-R1,752,094,000.00	Financial report tables	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM7. Improved revenue and debtors management	FM7.3	FM7.32	36	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	45	Net Surplus /Deficit Margin for Water	New KPI (introduced in 2024/25)	0.00%	0.00%	0.00%	0.00%	0.00%	Total Operating Budget and Toral Capital Budget (surplus)	Metro Water Service	R345,692,250.00	R691,384,500.00	R1,037,076,750.00	R1,382,769,000.00	R1,382,769,000.00	Financial report tables	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%

SECTION B1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			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			
FM7. Improved revenue and debtors management	FM7.3	FM7.33	37	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	46	Net Surplus /Deficit Margin for Wastewater	New KPI (Introduced in 2024/25)	0.00%	0.00%	0.00%	0.00%	0.00%	Total Operating Budget and Toral Capital Budget (surplus)	Sanitation - Metro	R91,596,000.00	R183,192,000.00	R274,788,000.00	R366,384,000.00	R366,384,000.00	Financial report tables	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FM7. Improved revenue and debtors management	FM7.3	FM7.34	38	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Budgets and Financial Accounting	SDBIP REPORTING	47	Net Surplus /Deficit Margin for Refuse	New KPI (Introduced in 2024/25)	0.00%	0.00%	0.00%	0.00%	0.00%	Total Operating Budget and Toral Capital Budget (deficit)	Public Health	R10,163,250.00	R20,326,500.00	R30,489,750.00	R40,653,000.00	R40,653,000.00	Financial report tables	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%

SECTION B: PERFORMANCE PLAN

SECTION B2: REPORTING SCORECARD

B2(a): COMPLIANCE INDICATORS / QUESTIONS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions 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 / QUESTION	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL (1 JULY 2026- 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL (1 JULY 2026 - 30 JUNE 2027)
COMPLIANCE INDICATORS											
26	C26 (GG)	1	R-value of all tenders awarded	The Cumulative R-value of all tenders awarded. A **tender** is an invitation to bid for a project. A tender is 'awarded' when the municipality officially selects an individual/company to carry out the work required to complete a project.	Quarterly	Lead Schedule Letters of award	Rates based - Service providers paid based on actual work implemented and based on industry norms. KPI cannot be calculated at this stage.				
27	C27 (GG)	2	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	(1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	Quarterly	Lead Schedule MM Resolution	342				
28	C28 (GG)	3	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	(1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	Quarterly	Lead Schedule MM Resolution	R2,092,062,150.00				
54	C71 (LED)	4	Number of procurement processes where disputes were raised	The number of procurement processes where disputes were raised within the municipality. A municipality typically allows service providers who were unsuccessful in the tender process 14 days to dispute the outcome of their bid. This process usually takes place before the letter of award is issued to the successful bidder.	Quarterly	Disputes register	39				
60	C77 (LED)	5	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.	Quarterly	System extract	R368,279,403				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR / QUESTION	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL (1 JULY 2026- 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL (1 JULY 2026 - 30 JUNE 2027)
61	C78 (LED)	6	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.	Quarterly	System extract	R265,990,875				
62	C79 (LED)	7	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	The B-BBEE Procurement Spend on all Empowering Suppliers based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.	Quarterly	System extract	R611,070,326				
69	C86 (LED)	8	Number of households in the municipal area registered as indigent	This refers to the number of households on the municipality's indigent register. An indigent register is a municipality administered list of households in need of economic relief/assistance. Those registered as indigent usually receive rates relief and the allocation of free basic services, including at least 6kl o free water per registered household per month and 50 kWh of electricity per registered household per month. Some municipalities provide more support than the above.	Quarterly	System extract	69 565				
71	C88 (LED)	9	Number of businesses registered with the South African Revenue Service within the municipal area	The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses known to SARS with a physical address listed within the municipal area.	Annual	N/A Provided by National Treasury	N/A				
76	C93 (FM)	10	Number of awards made in terms of SCM Reg 32	This indicator measures the number of awards made by means of "piggy back" contracts. MFMA SCM Reg 32 refers to procurement of goods and services secured by other organs of state.	Quarterly	Letter of award	NT Exemption				
77	C94 (FM)	11	Number of requests approved for deviation from approved procurement plan	The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan. The indicator also provides the municipality with data on the reasons why the municipality has deviated from the approved procurement plan.	Quarterly	Request for deviation Original procurement plan Updated procurement plan	NT Exemption				
78	C95 (FM)	12	Number of residential properties in the billing system	The indicator measures the number of unique properties zoned for residential purposes by the municipality that reflects on the billing system of the municipality. This includes residential properties that are zero-rated.	Annual	System extract	244170				
79	C96 (FM)	13	Number of non-residential properties in the billing system	The indicator measures the number of unique properties zoned for non-residential purposes by the municipality that reflects on the billing system of the municipality. This includes non-residential properties that are zero-rated.	Annual	System extract	29661				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR / QUESTION	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL (1 JULY 2026- 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL (1 JULY 2026 - 30 JUNE 2027)
80	C97 (FM)	14	Number of properties in the valuation roll	The indicator measures the number of unique properties reflected on the municipal valuation roll. This includes residential properties that are zero-rated and draws from Supplementary valuation rolls in years between official valuations.	Annual	System extract	273831				
COMPLIANCE QUESTIONS											
	Q19	15	Is the municipal supplier database aligned with the Central Supplier Database?	Ensuring that there is alignment between the service provider data base within the municipality and the Central Supplier Database (CSD). The Central Supplier Database maintains a database of organisations, institutions and individuals who can provide goods and services to government as a whole.	Quarterly	N/A	Yes				

SECTION B: PERFORMANCE PLAN

SECTION B2: REPORTING SCORECARD

B2(b): DIRECTORATE OPERATIONAL INDICATORS

herewith commit to:-

- Ensure that the key performance indicators reflected under Section A2(b) of this agreement, are expressed in sub-directorate performance scorecards; and
- Ensure that performance against the key performance indicators reflected under Section A2(b) of this agreement, is reported to the Corporate Services Directorate within 10 days after the end of the quarter.

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 PERFORMANCE INDICATOR	2025/26 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN		
								VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Procuring ERP system	TBD	20260237	Procurement of ERP system	R30,000,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	2	Constructing f new offices at Supply Chain Management	TBD	20182605	Construction of new offices at Supply Chain Management	R20,000,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Replacing of Air-Conditioning Units:Customer Care Centres	TBD	20230300	Replacement of Air-Conditioning Units:Customer Care Centres	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	4	Upgrading Financial & Systems Control office floor	TBD	20260136	Financial & Systems Control: Upgrade of office floor	R45,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	5	Installing electric fence at Cable Yard Store	TBD	20260149	Logistics - Installation of Electric fence at Cable Yard Store	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6	Replacing Financial & Systems Control biometrics	TBD	20260163	Financial & Systems Control: Replacement of the biometrics	R18,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	7	Replacing of Revenue Sub-Directorate Computer Equipment	TBD	20230296	Replacement of Revenue Sub-Directorate Computer Equipment	R250,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	8	Purchasing of handheld meter reading devices	TBD	20250088	Purchase of handheld meter reading devices	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	9	Purchasing of Computer Equipment	TBD	20260083	Purchase of Computer Equipment - B&T	R400,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	10	Purchasing Financial & Systems Control furniture and office equipment	TBD	20260137	Control: Purchase of furniture	R9,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	11	Purchasing computer equipment - Office of the Treasury	TBD	20260138	Purchase computer equipment - Office of the Treasury	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	12	Purchasing of Furniture & Office Equipment - Revenue Sub-Directorate	TBD	20260139	Purchase of Furniture & Office Equipment - Revenue Sub-Directorate	R80,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	13	Procuring of Computer Equipment - ATTP	TBD	20260140	Procurement of Computer Equipment - ATTP	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	14	Purchasing of Computer Equipment - Valuations	TBD	20260141	Purchase of Computer Equipment - Valuations	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	15	Purchasing of Office Equipment & Furniture - Valuations	TBD	20260142	Purchase of Office Equipment & Furniture - Valuations	R100,000.00

N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	16	Purchasing SCM Contracts Furniture and Office Equipment	TBD	20260143	SCM Contracts - Purchase of Furniture and Office Equipment	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	17	Purchasing SCM Contracts Computer Equipment	TBD	20260144	SCM Contracts - Purchase of Computer Equipment	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	18	Procuring SCM Contracts new Air Conditioners	TBD	20260145	SCM Contracts - Procurement of new Air Conditioners	R30,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	19	Procuring SCM Contracts Machinery and Equipment	TBD	20260146	SCM Contracts - Machinery and Equipment	R15,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	20	Procuring Acquisitions Management Computer Equipment	TBD	20260147	Acquisitions Management - Procurement of Computer Equipment	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	21	Purchasing SCM Demand Management Office Furniture & Equipment	TBD	20260148	SCM Demand Management - Office Furniture & Equipment	R15,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	22	Purchasing Logistics Computers and Computer Equipment	TBD	20260150	Logistics - Purchase of Computers and Computer Equipment	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	23	Purchasing computer equipment - Revenue Management Support	TBD	20260151	Purchase computer equipment - Revenue Management Support	R480,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	24	Purchasing Furniture and office equipment - Revenue Management Support	TBD	20260152	Purchase of Furniture and office equipment - Revenue Management Support	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	25	Purchasing Furniture and office equipment - Training Lab	TBD	20260153	Purchase of Furniture and office equipment - Training Lab	R25,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	26	Purchasingcomputer equipment - Consolidated Billing	TBD	20260154	Purchase computer equipment - Consolidated Billing	R40,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	27	Purchasing furniture and equipment - Consolidated Billing	TBD	20260155	Purchase of furniture and equipment - Consolidated Billing	R6,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	28	Purchasing Office Furniture & Equipment - Cash Receipting	TBD	20260156	Purchase of Office Furniture & Equipment - Cash Receipting	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	29	Purchasing Furniture & Office Equipment - Customer Services	TBD	20260157	Procurement of Furniture & Office Equipment - Customer Services	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	30	Procuring Computer Equipment - Customer Services	TBD	20260158	Procurement of Computer Equipment - Customer Services	R120,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	31	Purchasing Computer Equipment - Debtor Management	TBD	20260159	Purchase of Computer Equipment - Debtor Management	R500,000.00

N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	32	Purchasing SCM Risk and Performance Furniture and Office Equipment	TBD	20260161	SCM Risk and Performance - Purchase of Furniture and Office Equipment	R50,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	33	Purchasing SCM Risk and Performance Computers and Computer Equipment	TBD	20260162	SCM Risk and Performance - Purchase of Computers and Computer Equipment	R150,000.00

SECTION B: PERFORMANCE PLAN

SECTION B2: REPORTING SCORECARD

B2(b): DIRECTORATE OPERATIONAL INDICATORS

herewith commit to:-

- Ensure that the key performance indicators reflected under Section A2(b) of this agreement, are expressed in sub-directorate performance scorecards; and
- Ensure that performance against the key performance indicators reflected under Section A2(b) of this agreement, is reported to the Corporate Services Directorate within 10 days after the end of the quarter.

MFMA C88 OUTCOME	IDP NT/NA C88 REF / MSA REG REF	SDBIP NT/NA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2025/26 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN		
								VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Procuring ERP system	TBD	20260237	Procurement of ERP system	R30,000,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	2	Constructing f new offices at Supply Chain Management	TBD	20182605	Construction of new offices at Supply Chain Management	R20,000,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Replacing of Air-Conditioning Units:Customer Care Centres	TBD	20230300	Replacement of Air-Conditioning Units:Customer Care Centres	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	4	Upgrading Financial & Systems Control office floor	TBD	20260136	Financial & Systems Control: Upgrade of office floor	R45,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	5	Installing electric fence at Cable Yard Store	TBD	20260149	Logistics - Installation of Electric fence at Cable Yard Store	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	6	Replacing Financial & Systems Control biometrics	TBD	20260163	Financial & Systems Control: Replacement of the biometrics	R18,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	7	Replacing of Revenue Sub-Directorate Computer Equipment	TBD	20230296	Replacement of Revenue Sub-Directorate Computer Equipment	R250,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	8	Purchasing of handheld meter reading devices	TBD	20250088	Purchase of handheld meter reading devices	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	9	Purchasing of Computer Equipment	TBD	20260083	Purchase of Computer Equipment - B&T	R400,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	10	Purchasing Financial & Systems Control furniture and office equipment	TBD	20260137	ms Control: Purchase of furniture and	R9,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	11	Purchasing computer equipment - Office of the Treasury	TBD	20260138	Purchase computer equipment - Office of the Treasury	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	12	Purchasing of Furniture & Office Equipment - Revenue Sub-Directorate	TBD	20260139	Purchase of Furniture & Office Equipment - Revenue Sub-Directorate	R80,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	13	Procuring of Computer Equipment - ATTP	TBD	20260140	Procurement of Computer Equipment - ATTP	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	14	Purchasing of Computer Equipment - Valuations	TBD	20260141	Purchase of Computer Equipment - Valuations	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	15	Purchasing of Office Equipment & Furniture - Valuations	TBD	20260142	Purchase of Office Equipment & Furniture - Valuations	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	16	Purchasing SCM Contracts Furniture and Office Equipment	TBD	20260143	SCM Contracts - Purchase of Furniture and Office Equipment	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	17	Purchasing SCM Contracts Computer Equipment	TBD	20260144	SCM Contracts - Purchase of Computer Equipment	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	18	Procuring SCM Contracts new Air Conditioners	TBD	20260145	SCM Contracts - Procurement of new Air Conditioners	R30,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	19	Procuring SCM Contracts Machinery and Equipment	TBD	20260146	SCM Contracts - Machinery and Equipment	R15,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	20	Procuring Acquisitions Management Computer Equipment	TBD	20260147	Acquisitions Management - Procurement of Computer Equipment	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	21	Purchasing SCM Demand Management Office Furniture & Equipment	TBD	20260148	SCM Demand Management - Office Furniture & Equipment	R15,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	22	Purchasing Logistics Computers and Computer Equipment	TBD	20260150	Logistics - Purchase of Computers and Computer Equipment	R200,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	23	Purchasing computer equipment - Revenue Management Support	TBD	20260151	Purchase computer equipment - Revenue Management Support	R480,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	24	Purchasing Furniture and office equipment - Revenue Management Support	TBD	20260152	Purchase of Furniture and office equipment - Revenue Management Support	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	25	Purchasing Furniture and office equipment - Training Lab	TBD	20260153	Purchase of Furniture and office equipment - Training Lab	R25,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	26	Purchasingcomputer equipment - Consolidated Billing	TBD	20260154	Purchase computer equipment - Consolidated Billing	R40,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	27	Purchasing furniture and equipment Consolidated Billing	TBD	20260155	Purchase of furniture and equipment - Consolidated Billing	R6,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	28	Purchasing Office Furniture & Equipment - Cash Receipting	TBD	20260156	Purchase of Office Furniture & Equipment - Cash Receipting	R150,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	29	Purchasing Furniture & Office Equipment - Customer Services	TBD	20260157	Procurement of Furniture & Office Equipment - Customer Services	R100,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	30	Procuring Computer Equipment - Customer Services	TBD	20260158	Procurement of Computer Equipment - Customer Services	R120,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	31	Purchasing Computer Equipment - Debtor Management	TBD	20260159	Purchase of Computer Equipment - Debtor Management	R500,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	32	Purchasing SCM Risk and Performance Furniture and Office Equipment	TBD	20260161	SCM Risk and Performance - Purchase of Furniture and Office Equipment	R50,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	33	Purchasing SCM Risk and Performance Computers and Computer Equipment	TBD	20260162	SCM Risk and Performance - Purchase of Computers and Computer Equipment	R150,000.00

SECTION C - COMPETENCY REQUIREMENTS

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 C1 - 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	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	• 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.	• 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.	• 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.	• 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.
		Institutional Performance Management						
		Strategic Planning and management						
		Organisational Awareness						

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	Human capital Planning and development	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	8%	• 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.	• Seek opportunities • Identify 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 empower and 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.	• 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	• 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.
		Diversity Management						
		Employee Relations Management						
		Negotiation and Dispute Management						
3	Program and Project Management	Program and Project Planning and Implementation	Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.	8%	• 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.	• 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.	• 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.	• 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.
		Service Delivery Management						
		Program and Project Monitoring and Evaluation						

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	Budget Planning and Execution	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.	9%	• 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.	• 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.	• 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	• 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.
		Financial Strategy and Delivery						
		Financial Reporting and Delivery						
5	Change Leadership	Change Vision and Strategy	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.	8%	• 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.	• Performa 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.	• 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.	• 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.
		Process Design and Improvement						
		Change Impact Monitoring and Evaluation						

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	Policy Formulation	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.	9%	• 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.	• 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.	• 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.	• 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.
		Risk and Compliance Management						
		Cooperative Governance						

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.	8%	• 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.	• 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.	• 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.	• 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.
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%	• 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.	• 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.	• 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.	•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.	8%	• 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.	• 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.	• 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	• 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.
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.	8%	• 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.	• Use appropriate information systems and technology to manage intuitional 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.	• 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.	• 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%	• 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.	• Express ideas to individuals and groups in formal and informal settings in an 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	• 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.	• 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.
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.	8%	• 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.	• 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.	• 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.	• 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 C: COMPETENCY REQUIREMENTS

SECTION C2: MUNICIPAL COMPETENCY LEVEL (CHIEF FINANCIAL OFFICER)

C2.1 General competency levels for chief financial officers-

(1) The chief financial officer 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 the chief financial officer of a municipality.

(2) A chief financial officer must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that officer may constitute financial misconduct. In the case of chief financial officers of municipalities, specific financial management responsibilities, functions and powers are entrusted by the Act to chief financial officers.

C2.2. Minimum competency levels for chief financial officers-

The chief financial officer 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 CHIEF FINANCIAL OFFICERS

Description	**All municipalities with annual budget of a value equal to or above R500 million**		
Higher Education Qualification	At least NQF Level 7 in fields of Accounting, Finance or Economics or Chartered Accounting (SA)		
Work-Related Experience	Minimum of 7 years at senior and middle management levels, 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	Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Competent
Strategic financial management	116342	Apply approaches to managing municipal income and expenditure within a multi-year framework	Competent
	116362	Manage a municipality's assets and liabilities	Competent
Operational financial management	116345	Apply the principles of budgeting within a municipality	Competent
	119352	Apply principles of information systems to public finance and administration	Competent
	119341	Apply cost management information systems in the preparation of management reports	Competent
	119331	Conduct working capital management activities in accordance with sound financial management policy	Competent
	116364	Plan a municipal budgeting and reporting cycle	Competent
Governance, ethics and values in financial management	116343	Apply the principles of ethics in a municipal environment	Competent
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	Competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Competent
	116341	Conduct performance management to a South African municipal environment	Competent
Risk and change management	116339	Apply risk management in South African municipalities	Competent
Project Management	119343	Apply operations research principles and tools in the management of project activities and resources	Competent
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Competent

MINIMUM COMPETENCY LEVELS FOR CHIEF FINANCIAL OFFICERS

Description	**All municipalities with annual budget of a value equal to or above R500 million**		
Stakeholder relations	116348	Conduct stakeholder consultation around municipal finance programmes	Competent
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Competent
Audit and Assurance	116351	Conduct auditing planning and implementation in a South African municipality	Competent

SECTION D: ASSESSMENT RATING CALCULATOR	
NELSON MANDELA BAY MUNICIPALITY	
Name:	**JACKSON NGCELWANE**
Cycle:	**2026/27 FINANCIAL YEAR**

Key Performance Area	Weight	Rating	Score
1	0%		0
2	4%		0
3	15%		0
4	73%		0
5	8%		0
	100%		0
KPA weight			80%
KPA SCORE			**0%**

Competencies	Weight	Rating	Score
1	9%		0
2	8%		0
3	8%		0
4	9%		0
5	8%		0
6	9%		0
7	8%		0
8	9%		0
9	8%		0
10	8%		0
11	8%		0
12	8%		0
	100%		0
Competency Weight			20%
COMPETENCY SCORE			**0%**

FINAL SCORE	**0%**

(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 X 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 E: PERSONAL DEVELOPMENT / TRAINING PLAN

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: START DATE	ACTUAL COURSE DATE: END DATE	NQF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
	Chief Financial Officer				Managers	1			The PDP will be populated, if necessary, during the quarterly performance reviews.								
						2											
						3											
						4											

CHIEF FINANCIAL OFFICER

DATE:

(ACTING) CITY MANAGER

DATE:

SECTION F: SIGNATURE

I, Jackson Ngcelwane, appointed to the position of Chief Financial Officer of Nelson Mandela Bay Municipality for the 2026/27 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 Acting City Manager and myself on the required performance standards and time-lines reflected in this agreement in relation to the position of Chief Financial Officer.

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 __________.

____________________________ Date

JACKSON NGCELWANE
CHIEF FINANCIAL OFFICER

AS WITNESSES:

1. ______________________

2. ______________________

____________________________ Date

(ACTING) CITY MANAGER:

AS WITNESSES:

1. ______________________

2. ______________________