



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

ACTING CHIEF OPERATING OFFICER

DR W. OBENG

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/2027

*hww USB
no RG
Zai NVC*

PERFORMANCE CONTRACT: DR WILLIAMS OBENG

This performance contract is divided into five sections:

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

Wm
RG
ZM
NCG

SECTION A: PERFORMANCE PLAN																							
SECTION A1: 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 AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					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 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management	Core mandate	1	Facilitating conclusion of the 2026/27 SDBIP	Draft 2026/27 Service Delivery and Budget Implementation Plan submitted to the Executive Mayor within 14 days after approval of the budget	Conclusion of the 2025/26 SDBIP facilitated within 28 days after the approval of the IDP and Budget	Conclusion of the 2026/27 SDBIP facilitated within 28 days after the approval of the IDP and Budget	N/A	Preparing an Adjusted 2026/27 Service Delivery and Budget Implementation Plan by 28 February 2027	Draft 2027/28 Service Delivery and Budget Implementation Plan submitted to the Executive Mayor within 14 days after approval of the budget		No project specific budget allocated					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: 40%	
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Policy development	Core mandate	2	Percentage implementation of the targets as reflected in Chief Operating Officer Policy Dashboard	1 out of 4 policies submitted to EXCO	100%	100%	100%	100%	100%		No direct budget linked to Key Performance Indicator measurement					5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 100% 2: Below 95% down to 92% 1: Below 92%		
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management	Core mandate	3	Facilitating conclusion of the senior managers' 2026/27 performance agreements	2025/26 Performance Agreements and Performance Plans in place by 31 July 2025	2026/27 Performance Agreements in place by 31 July 2026	2026/27 Performance Agreements in place by 31 July 2026	N/A	N/A	N/A		No project specific budget allocated					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: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management	Core mandate	4	Addressing the backlog in senior managers' performance reviews and evaluations	Outstanding senior managers' performance reviews coordinated (2021 - 2025) Outstanding senior managers' performance evaluations coordinated (2021 - 2024)	Outstanding senior managers' performance reviews coordinated (2021 - 2025) by 31 December 2026 Outstanding senior managers' performance evaluations coordinated (2021 - 2024) by 31 December 2026	N/A	Outstanding senior managers' performance reviews coordinated (2021 - 2025) by 31 December 2026 Outstanding senior managers' performance evaluations coordinated (2021 - 2025) by 31 December 2026	N/A	N/A		No project specific budget allocated					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		
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management	Core mandate	5	Submitting the 2025/26 Annual Report and Annual Performance Report to the Auditor General	2024/25 Annual Report and Annual Performance Report submitted to Auditor-General by 31 August 2025	2025/26 Annual Report and Annual Performance Report submitted to Auditor-General by 31 August 2026	2025/26 Annual Report and Annual Performance Report submitted to Auditor-General by 31 August 2026	N/A	N/A	N/A		No project specific budget allocated					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		
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management and Monitoring and Evaluation	Core mandate	6	Submitting the 2025/26 Draft Annual Report and 2026/27 mid-year budget and performance assessment report to the Executive Mayor	Draft 2024/25 Annual Report and 2025/26 Mid-Year Budget and Performance Assessment Report submitted by 25 January 2026	Draft 2025/26 Annual Report and 2026/27 Mid-Year Budget and Performance Assessment Report submitted by 25 January 2027	First Draft 2025/26 Annual Report in place	Incorporation of Audit Report in Draft 2025/26 Annual Report Engagement with senior managers on drafting of 2026/27 Mid-Year Budget and Performance Assessment Report	Draft 2025/26 Annual Report and 2026/27 Mid-Year Budget and Performance Assessment Report submitted by 25 January 2027	N/A		No project specific budget allocated					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: 40% (Continued)	

SECTION A1: 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 AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					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 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Monitoring and Evaluation	Core mandate	7	Submitting the Oversight Report on the 2025/26 Annual Report to Council for approval	Final 2024/25 Oversight Report in place and submitted to Council for consideration by 31 March 2026	Final 2025/26 Oversight Report in place and submitted to Council for consideration by 31 March 2027	N/A	N/A	Final 2025/26 Oversight Report in place and submitted to Council for consideration by 31 March 2027	N/A		No project specific budget allocated					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		
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Performance Management	Core mandate	8	Cascading the Performance Management System	2025/26 third quarter performance reviews initiated for First Line Managers 2025/26 third quarter performance reviews initiated for all staff up to Task Grade 10	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					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		
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Expanded Public Works Programme	SDBIP Reporting	9	Number of Incentive Grant Opportunities created (WO)	8 251	87	7	15	65	87		No project specific budget allocated					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 3: 10%	

2025/26
 2026/27
 2027/28
 2028/29
 2029/30
 2030/31
 2031/32
 2032/33
 2033/34
 2034/35
 2035/36
 2036/37
 2037/38
 2038/39
 2039/40
 2040/41
 2041/42
 2042/43
 2043/44
 2044/45
 2045/46
 2046/47
 2047/48
 2048/49
 2049/50
 2050/51
 2051/52
 2052/53
 2053/54
 2054/55
 2055/56
 2056/57
 2057/58
 2058/59
 2059/60
 2060/61
 2061/62
 2062/63
 2063/64
 2064/65
 2065/66
 2066/67
 2067/68
 2068/69
 2069/70
 2070/71
 2071/72
 2072/73
 2073/74
 2074/75
 2075/76
 2076/77
 2077/78
 2078/79
 2079/80
 2080/81
 2081/82
 2082/83
 2083/84
 2084/85
 2085/86
 2086/87
 2087/88
 2088/89
 2089/90
 2090/91
 2091/92
 2092/93
 2093/94
 2094/95
 2095/96
 2096/97
 2097/98
 2098/99
 2099/00
 2100/01
 2101/02
 2102/03
 2103/04
 2104/05
 2105/06
 2106/07
 2107/08
 2108/09
 2109/10
 2110/11
 2111/12
 2112/13
 2113/14
 2114/15
 2115/16
 2116/17
 2117/18
 2118/19
 2119/20
 2120/21
 2121/22
 2122/23
 2123/24
 2124/25
 2125/26
 2126/27
 2127/28
 2128/29
 2129/30
 2130/31
 2131/32
 2132/33
 2133/34
 2134/35
 2135/36
 2136/37
 2137/38
 2138/39
 2139/40
 2140/41
 2141/42
 2142/43
 2143/44
 2144/45
 2145/46
 2146/47
 2147/48
 2148/49
 2149/50
 2150/51
 2151/52
 2152/53
 2153/54
 2154/55
 2155/56
 2156/57
 2157/58
 2158/59
 2159/60
 2160/61
 2161/62
 2162/63
 2163/64
 2164/65
 2165/66
 2166/67
 2167/68
 2168/69
 2169/70
 2170/71
 2171/72
 2172/73
 2173/74
 2174/75
 2175/76
 2176/77
 2177/78
 2178/79
 2179/80
 2180/81
 2181/82
 2182/83
 2183/84
 2184/85
 2185/86
 2186/87
 2187/88
 2188/89
 2189/90
 2190/91
 2191/92
 2192/93
 2193/94
 2194/95
 2195/96
 2196/97
 2197/98
 2198/99
 2199/00
 2200/01
 2201/02
 2202/03
 2203/04
 2204/05
 2205/06
 2206/07
 2207/08
 2208/09
 2209/10
 2210/11
 2211/12
 2212/13
 2213/14
 2214/15
 2215/16
 2216/17
 2217/18
 2218/19
 2219/20
 2220/21
 2221/22
 2222/23
 2223/24
 2224/25
 2225/26
 2226/27
 2227/28
 2228/29
 2229/30
 2230/31
 2231/32
 2232/33
 2233/34
 2234/35
 2235/36
 2236/37
 2237/38
 2238/39
 2239/40
 2240/41
 2241/42
 2242/43
 2243/44
 2244/45
 2245/46
 2246/47
 2247/48
 2248/49
 2249/50
 2250/51
 2251/52
 2252/53
 2253/54
 2254/55
 2255/56
 2256/57
 2257/58
 2258/59
 2259/60
 2260/61
 2261/62
 2262/63
 2263/64
 2264/65
 2265/66
 2266/67
 2267/68
 2268/69
 2269/70
 2270/71
 2271/72
 2272/73
 2273/74
 2274/75
 2275/76
 2276/77
 2277/78
 2278/79
 2279/80
 2280/81
 2281/82
 2282/83
 2283/84
 2284/85
 2285/86
 2286/87
 2287/88
 2288/89
 2289/90
 2290/91
 2291/92
 2292/93
 2293/94
 2294/95
 2295/96
 2296/97
 2297/98
 2298/99
 2299/00
 2300/01
 2301/02
 2302/03
 2303/04
 2304/05
 2305/06
 2306/07
 2307/08
 2308/09
 2309/10
 2310/11
 2311/12
 2312/13
 2313/14
 2314/15
 2315/16
 2316/17
 2317/18
 2318/19
 2319/20
 2320/21
 2321/22
 2322/23
 2323/24
 2324/25
 2325/26
 2326/27
 2327/28
 2328/29
 2329/30
 2330/31
 2331/32
 2332/33
 2333/34
 2334/35
 2335/36
 2336/37
 2337/38
 2338/39
 2339/40
 2340/41
 2341/42
 2342/43
 2343/44
 2344/45
 2345/46
 2346/47
 2347/48
 2348/49
 2349/50
 2350/51
 2351/52
 2352/53
 2353/54
 2354/55
 2355/56
 2356/57
 2357/58
 2358/59
 2359/60
 2360/61
 2361/62
 2362/63
 2363/64
 2364/65
 2365/66
 2366/67
 2367/68
 2368/69
 2369/70
 2370/71
 2371/72
 2372/73
 2373/74
 2374/75
 2375/76
 2376/77
 2377/78
 2378/79
 2379/80
 2380/81
 2381/82
 2382/83
 2383/84
 2384/85
 2385/86
 2386/87
 2387/88
 2388/89
 2389/90
 2390/91
 2391/92
 2392/93
 2393/94
 2394/95
 2395/96
 2396/97
 2397/98
 2398/99
 2399/00
 2400/01
 2401/02
 2402/03
 2403/04
 2404/05
 2405/06
 2406/07
 2407/08
 2408/09
 2409/10
 2410/11
 2411/12
 2412/13
 2413/14
 2414/15
 2415/16
 2416/17
 2417/18
 2418/19
 2419/20
 2420/21
 2421/22
 2422/23
 2423/24
 2424/25
 2425/26
 2426/27
 2427/28
 2428/29
 2429/30
 2430/31
 2431/32
 2432/33
 2433/34
 2434/35
 2435/36
 2436/37
 2437/38
 2438/39
 2439/40
 2440/41
 2441/42
 2442/43
 2443/44
 2444/45
 2445/46
 2446/47
 2447/48
 2448/49
 2449/50
 2450/51
 2451/52
 2452/53
 2453/54
 2454/55
 2455/56
 2456/57
 2457/58
 2458/59
 2459/60
 2460/61
 2461/62
 2462/63
 2463/64
 2464/65
 2465/66
 2466/67
 2467/68
 2468/69
 2469/70
 2470/71
 2471/72
 2472/73
 2473/74
 2474/75
 2475/76
 2476/77
 2477/78
 2478/79
 2479/80
 2480/81
 2481/82
 2482/83
 2483/84
 2484/85
 2485/86
 2486/87
 2487/88
 2488/89
 2489/90
 2490/91
 2491/92
 2492/93
 2493/94
 2494/95
 2495/96
 2496/97
 2497/98
 2498/99
 2499/00
 2500/01
 2501/02
 2502/03
 2503/04
 2504/05
 2505/06
 2506/07
 2507/08
 2508/09
 2509/10
 2510/11
 2511/12
 2512/13
 2513/14
 2514/15
 2515/16
 2516/17
 2517/18
 2518/19
 2519/20
 2520/21
 2521/22
 2522/23
 2523/24
 2524/25
 2525/26
 2526/27
 2527/28
 2528/29
 2529/30
 2530/31
 2531/32
 2532/33
 2533/34
 2534/35
 2535/36
 2536/37
 2537/38
 2538/39
 2539/40
 2540/41
 2541/42
 2542/43
 2543/44
 2544/45
 2545/46
 2546/47
 2547/48
 2548/49
 2549/50
 2550/51
 2551/52
 2552/53
 2553/54
 2554/55
 2555/56
 2556/57
 2557/58
 2558/59
 2559/60
 2560/61
 2561/62
 2562/63
 2563/64
 2564/65
 2565/66
 2566/67
 2567/68
 2568/69
 2569/70
 2570/71
 2571/72
 2572/73
 2573/74
 2574/75
 2575/76
 2576/77
 2577/78
 2578/79
 2579/80
 2580/81
 2581/82
 2582/83
 2583/84
 2584/85
 2585/86
 2586/87
 2587/88
 2588/89
 2589/90
 2590/91
 2591/92
 2592/93
 2593/94
 2594/95
 2595/96
 2596/97
 2597/98
 2598/99
 2599/00
 2600/01
 2601/02
 2602/03
 2603/04
 2604/05
 2605/06
 2606/07
 2607/08
 2608/09
 2609/10
 2610/11
 2611/12
 2612/13
 2613/14
 2614/15
 2615/16
 2616/17
 2617/18
 2618/19
 2619/20
 2620/21
 2621/22
 2622/23
 2623/24
 2624/25
 2625/26
 2626/27
 2627/28
 2628/29
 2629/30
 2630/31
 2631/32
 2632/33
 2633/34
 2634/35
 2635/36
 2636/37
 2637/38
 2638/39
 2639/40
 2640/41
 2641/42
 2642/43
 2643/44
 2644/45
 2645/46
 2646/47
 2647/48
 2648/49
 2649/50
 2650/51
 2651/52
 2652/53
 2653/54
 2654/55
 2655/56
 2656/57
 2657/58
 2658/59
 2659/60
 2660/61
 2661/62
 2662/63
 2663/64
 2664/65
 2665/66
 2666/67
 2667/68
 2668/69
 2669/70
 2670/71
 2671/72
 2672/73
 2673/74
 2674/75
 2675/76
 2676/77
 2677/78
 2678/79
 2679/80
 2680/81
 2681/82
 2682/83
 2683/84
 2684/85
 2685/86
 2686/87
 2687/88
 2688/89
 2689/90
 2690/91
 2691/92
 2692/93
 2693/94
 2694/95
 2695/96
 2696/97
 2697/98
 2698/99
 2699/00
 2700/01
 2701/02
 2702/03
 2703/04
 2704/05
 2705/06
 2706/07
 2707/08
 2708/09
 2709/10
 2710/11
 2711/12
 2712/13
 2713/14
 2714/15
 2715/16
 2716/17
 2717/18
 2718/19
 2719/20
 2720/21
 2721/22
 2722/23
 2723/24
 2724/25
 2725/26
 2726/27
 2727/28
 2728/29
 2729/30
 2730/31
 2731/32
 2732/33
 2733/34
 2734/35
 2735/36
 2736/37
 2737/38
 2738/39
 2739/40
 2740/41
 2741/42
 2742/43
 2743/44
 2744/45
 2745/46
 2746/47
 2747/48
 2748/49
 2749/50
 2750/51
 2751/52
 2752/53
 2753/54
 2754/55
 2755/56
 2756/57
 2757/58
 2758/59
 2759/60
 2760/61
 2761/62
 2762/63
 2763/64
 2764/65
 2765/66
 2766/67
 2767/68
 2768/69
 2769/70
 2770/71
 2771/72
 2772/73
 2773/74
 2774/75
 2775/76
 2776/77
 2777/78
 2778/79
 2779/80
 2780/81
 2781/82
 2782/83
 2783/84
 2784/85
 2785/86
 2786/87
 2787/88
 2788/89
 2789/90
 2790/91
 2791/92
 2792/93
 2793/94
 2794/95
 2795/96
 2796/97
 2797/98
 2798/99
 2799/00
 2800/01
 2801/02
 2802/03
 2803/04
 2804/05
 2805/06
 2806/07
 2807/08
 2808/09
 2809/10
 2810/11
 2811/12
 2812/13
 2813/14
 2814/15
 2815/16
 2816/17
 2817/18
 2818/19
 2819/20
 2820/21
 2821/22
 2822/23
 2823/24
 2824/25
 2825/26
 2826/27
 2827/28
 2828/29
 2829/30
 2830/31
 2831/32
 2832/33
 2833/34
 2834/35
 2835/36
 2836/37
 2837/38
 2838/39
 2839/40
 2840/41
 2841/42
 2842/43
 2843/44
 2844/45
 2845/46
 2846/47
 2847/48
 2848/49
 2849/50
 2850/51
 2851/52
 2852/53
 2853/54
 2854/55
 2855/56
 2856/57
 2857/58
 2858/59
 2859/60
 2860/61
 2861/62
 2862/63
 2863/64
 2864/65
 2865/66
 2866/67
 2867/68
 2868/69
 2869/70
 2870/71
 2871/72
 2872/

SECTION A1: 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 AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					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 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	Transversal	10	Percentage of Training Budget spent	81% including commitments 44% excluding commitments	95%	10%	30%	60%	95%		No project specific budget allocated					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 4: 10%	
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	Transversal	11	Percentage of invoices processed and submitted to budget and treasury within 19-days of invoice receipt date	98% (excluding Legal Services) 48% (including Legal Services)	100%	100%	100%	100%	100%		No project specific budget allocated					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		
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	Transversal	12	Reporting on the Auditor General actions plans on the National Treasury website	Quarterly Action Plan implementation progress approved by COO / Proxy	Quarterly Action Plan implementation progress approved by COO / Proxy	Quarterly Action Plan implementation progress approved by COO / Proxy	Quarterly Action Plan implementation progress approved by COO / Proxy	Quarterly Action Plan implementation progress approved by COO / Proxy	Quarterly Action Plan implementation progress approved by COO / Proxy		No project specific budget allocated					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: 40%	
N/A	N/A	N/A	1-74	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	13	Reducing the number of Internal Audit findings not yet ready for review.	New Key Performance indicator introduced in 2026/27 financial year	50% reduction by 31 July 2026. (Reduce findings from 2 to 1)	50% reduction by 31 July 2026. (Reduce findings from 2 to 1)	N/A	N/A	50% reduction by 31 July 2026. (Reduce findings from 2 to 1)		No direct budget linked to Key Performance Indicator measurement					5. Early delivery the annual target set and / or qualitative motivation 4. Early delivery of the annual target set / or qualitative motivation 3. 50% reduction By 31 July 2026 2. 25% reduction By July 2026 1. No Internal Audit Report submitted		
N/A	N/A	N/A		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	14	Percentage of office of the Chief Operating Officer staff who have declared their financial interests	New Key Performance indicator introduced in 2026/27 financial year	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					5. Early delivery the annual target set and / or qualitative motivation 4. Early delivery of the annual target set / or qualitative motivation 3. 100% By 31 August 2026 2. 50% of staff declared and submitted 1. No Declarations submitted		
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Project Management	Core mandate	15	Setting up a Project Management Office for strategic developmental projects within the City	In progress Council adopted the establishment of a Project Management Unit. Submission to Corporate Services to amend organogram Draft Job Description in place for Head of Project Management Unit	Project Management Office established by 30 June 2027	Benchmark exercise undertaken with another Municipality in respect of the location, functions and scope of a Project Management Office	Finalisation of structure and functions of Project Management Office	Appointment of Director to head of Project Management Office	Project Management Office established by 30 June 2027		No project specific budget allocated					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		

no
ZM RG
has
LRB
MVC

SECTION A1: 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 AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					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 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Strategic Planning	Core mandate	16	Developing a Vision 2050 Long-term Development Plan for Nelson Mandela Bay	In progress Process Plan developed Draft Concept document in place to develop a Long-term Development Plan (Vision 2050)	Vision 2050 Framework submitted to Council by 31 December 2026 Project Implementation Plan submitted to Council by 30 June 2027	Framework for the development of a Vision 2050 Long-term Development Plan developed	Vision 2050 Framework submitted EXCO Vision 2050 Framework submitted to Mayoral Committee Vision 2050 Framework submitted to Council	External stakeholders consulted (ECSECC, SALGA, SA Cities Network, NMU, DBSA)	Project Implementation Plan submitted to EXCO Project Implementation Plan submitted to Mayoral Committee Project Implementation Plan submitted to Council		No project specific budget allocated					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: 40% (Continued)	
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Strategic Planning	Core mandate	17	Developing a Medium-term Turnaround Strategy (plan targeting next 10 years) for NMBM	In progress Process Plan developed Draft Concept document in place to develop a Medium-term Turnaround Strategy	Revised Draft Medium-Term Turnaround Strategy including key funded catalytic projects submitted to Council by 30 June 2027	Stakeholders consulted	Stakeholders consulted (directorates, MBDA, Strategic Planning Steering Committee, IGR/IDP/DDM Forum) Draft Medium-Term Turnaround Strategy including key funded catalytic projects submitted to EXCO by 30 November 2026	Revised Draft Medium-Term Turnaround Strategy including key funded catalytic projects submitted to EXCO by 31 January 2027 Revised Draft Medium-Term Turnaround Strategy including key funded catalytic projects submitted to Mayoral Committee by 31 March 2027	Revised Draft Medium-Term Turnaround Strategy including key funded catalytic projects submitted to Council by 30 June 2027		No project specific budget allocated				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			
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Strategic Planning	Core mandate	18	Tabling a legislative compliance 2026/27 IDP to Council	First reviewed Draft IDP in place by 31 January 2026 Draft 2025/26 SDBIP sourced from PMU and included in IDP by 16 March 2026 First reviewed Draft IDP submitted to Secretariat for tabling at Council by 31 March 2026 Second round of public participation took place Final draft IDP submitted to Secretariat for tabling in Council	Final draft IDP submitted to Secretariat for tabling in Council by 31 May 2026 (2026/27 review)	Concept design to inform 2026/27 IDP review developed)	First round of public participation on IDP facilitated by 31 October 2026 Sector departments and state owned enterprises engaged by 30 November 2027	First reviewed Draft IDP in place by 31 January 2027 Draft 2025/26 SDBIP sourced from PMU and included in IDP by 10 March 2026 Draft Ward-based budget sourced from Budget and Treasury and included in IDP by 10 March 2027 First reviewed Draft IDP submitted to Secretariat for tabling at Council by 31 March 2027	Second round of public participation on IDP facilitated		No project specific budget allocated				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			
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Core mandate	19	Reviewing the System of Delegation of Powers	Draft Reviewed System of Delegation in place and submitted to EXCO	Reviewed System of Delegation submitted to Council by 31 December 2026	Draft Reviewed System of Delegation submitted to EXCO	Comments and inputs incorporated and final draft Reviewed System of Delegation assessed	Draft Reviewed System of Delegation submitted to EXCO (including any further comments and inputs)	Draft Reviewed System of Delegation submitted to Mayoral Committee and Council		No project specific budget allocated				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			
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Project Management	Core mandate	20	Coordinating the National Treasury City Support Program for Nelson Mandela Bay Municipality	Item submitted to EXCO	Quarterly progress report submitted to EXCO	Quarterly progress report submitted to EXCO	Quarterly progress report submitted to EXCO	Quarterly progress report submitted to EXCO	Quarterly progress report submitted to EXCO		No project specific budget allocated				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			

W
 ZM RG MNCI
 Lm LEB

SECTION A1: 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 AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					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 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Internal and External Relations	Core mandate	21	Number of strategic forums functioning to oversee and/or implement IGR / inter-municipal projects	In progress Quarterly IGR/ IDP / DDM Forum sessions held	2 Risk Adjusted Strategy Technical Work Group IGR / IDP / DDM Forum	Bi-weekly Risk Adjusted Strategy meetings held Quarterly IGR/ IDP / DDM Forum sessions held	Bi-weekly Risk Adjusted Strategy meetings held Quarterly IGR/ IDP / DDM Forum sessions held	Bi-weekly Risk Adjusted Strategy meetings held Quarterly IGR/ IDP / DDM Forum sessions held	2 Risk Adjusted Strategy Technical Work Group IGR / IDP / DDM Forum		No project specific budget allocated					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: 40% (Continued)	
N/A	N/A	N/A	N/A		Performance Management	Core mandate	22	Monitoring the planning and performance of MBDA in line with Service Delivery Agreement	New KPI Monitoring compliance with SDA and SOPs	2025/26 Third Quarter MBDA performance report submitted Monitoring compliance with SDA and SOPs	2025/26 Fourth Quarter MBDA performance report submitted Monitoring compliance with SDA and SOPs	2026/27 First Quarter MBDA performance report submitted Monitoring compliance with SDA and SOPs	2026/27 Second Quarter MBDA performance report submitted Monitoring compliance with SDA and SOPs	2026/27 Third Quarter MBDA performance report submitted Monitoring compliance with SDA and SOPs		No project specific budget allocated					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		
N/A	N/A	N/A	N/A		Project Management	Core mandate	23	Overseeing the implementation of the MSCOA	In progress Tender through SITA to procure an integrated enterprise reporting system with maintenance and technical support for a period of three (3) years.	Advertisement of an ERP System for mSCOA by 30 June 2027	Specifications of MSCOA ERP System developed	Appointment of MSCOA Project Manager	Item submitted to Bid Adjudication Committee in respect of an ERP System for mSCOA	Advertisement of an ERP System for mSCOA by 30 June 2027		No project specific budget allocated					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		
N/A	N/A	N/A	N/A		Risk Management	Core mandate	24	Reviewing the Strategic Risk Register	Updated Strategic Risk Register submitted to Risk Management Committee	Strategic Risk Register reviewed (including setting of quarterly targets for action plans)	Strategic Risk Register reviewed including setting of quarterly targets for action plans	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee		No project specific budget allocated					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		
N/A	N/A	N/A	N/A		Performance Management	Core mandate	25	Number of directorate quarterly performance reports submitted to the DEM	0	4	1	2	3	4		No project specific budget allocated					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		

No
 2-M / RG
 hwa
 LEB
 NVC1

SECTION A - PERFORMANCE PLAN											
SECTION A2 - REPORTING SCORECARD											
A2(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 A2(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.											
SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PREScribed FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
1	C1(GG)	1	Number of signed performance agreements by the MM and section 56 managers	This is the count of the total number of signed performance agreements by the municipal manager (section 57) and section 56 managers. A performance agreement is a written contract that establishes the expectations and accountability for meeting a set standard of execution excellence, and the consequences for not meeting them. Two or more parties agree on the actions the performer will execute and agree on the expected results from executing those actions. A municipal manager (MM) is appointed by council. He is the link between the council and the administration, of which he is the head. He has to account for the	Quarterly	Performance Agreements	5				
11	C11(GG)	2	Number of litigation cases instituted by the municipality	The number of litigation cases instituted by the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.	Quarterly	Litigation register	20				
12	C12(GG)	3	Number of litigation cases instituted against the municipality	The number of litigation cases instituted against the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.	Quarterly	Litigation register	98				
82	Q2	1	Has the IDP been adopted by Council by the target date?	Not Applicable	Annually	IDP document	IDP adapted on 21 June 2022				

WC RG
2-21/24 NVCA
LBB

SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
84	Q5	2	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral / Executive committee provided a report back to the public?	Not Applicable	Quarterly	Minutes	A total of 10 public meetings took place during 16 May to 26 May 2022 in respect of the IDP and Budget.				
85	Q6	3	When was the last scientifically representative community feedback survey undertaken in the municipality?	Not Applicable	Quarterly	Customer Care Survey Report	2018 and 2019				
86	Q7	4	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.	Not Applicable	Quarterly	Customer Care Survey Report	1. Parks 2. Governance 3. Graveyards 4. Municipal Services				

Wd RG
 1 2M
 NWG
 LEB

SDBIP COMPLIANCE	INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PREScribed FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
92	Q22		5	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter.	Not Applicable	Quarterly	Minutes	1. DDM Task Team, 06 May 2022. 2. Provincial IGR Forum, 12 May 2022. 3. SACN IR Forum, 10 June 2022. 4. Provincial Technical IGR, 29 June 2022.				
93	Q23		6	Where is the organisational responsibility of the IGR support function located within the municipality (inclusive of the reporting line)?	Not Applicable	Quarterly	Organogram	Located in the COO Office and reports to the COO				

W0 RG
 ZM
 /
 was NUCY
 LRB

MMA CS6 OUTCOME		KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	BASELINE ANNUAL PERFORMANCE OF 2020-21 ESTIMATED	ANNUAL PERFORMANCE TARGET 2020/21	1ST QUARTER PLANNED TARGET (1 JULY 2020 - 30 SEPTEMBER 2020)	2ND QUARTER PLANNED TARGET (1 JULY 2020 - 31 DECEMBER 2020)	3RD QUARTER PLANNED TARGET (1 JULY 2020 - 31 MARCH 2021)	4TH QUARTER PLANNED TARGET (1 JULY 2020 - 30 JUNE 2021)	RESOURCES ALLOCATED FOR 2020/21 PERFORMANCE PLAN	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	Provisioning of long, medium and short-term urban development, planning and services	13	Average turnaround time for processing of appeals from the city development, planning and services	Strategic Planning and Coordination	48 working days	Conclusion of the 2020/21 SEDP	15 working days	15 working days	15 working days	15 working days	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of long, medium and short-term urban development, planning and services	14	Facilitating the conclusion of the Policy, Strategy and Research	2020/21 SEDP	48 working days	Conclusion of the 2020/21 SEDP	15 working days	15 working days	15 working days	15 working days	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	15	Conducting a Business Satisfaction Survey	Policy, Strategy and Research	New KPI	Business Satisfaction Survey completed and report submitted to EXCO by 31 October 2020	N/A	N/A	N/A	N/A	No direct budget linked to KPI	1485 1898	Special Projects	R150 000
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	16	Developing a data ecosystem strategy for the MMA	Policy, Strategy and Research	New KPI	Policy and Research staff associated on Data Ecosystem Framework	15 working days	15 working days	15 working days	15 working days	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	17	Number of policy reports submitted	Policy, Strategy and Research	New KPI	4 policy reports submitted to COO and EXCO	1	2	3	4	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	18	Finalizing the development of MMA Circular 68 IDP SCOPs	Policy, Strategy and Research	New KPI	Development of 48 IDP SCOPs facilitated by 28 February 2021	N/A	Updated Workplan on development of SCOPs in place	48 IDP SCOPs development facilitated by 28 February 2021	N/A	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	19	Finalizing the review of MMA Circular 68 IDP SCOPs	Policy, Strategy and Research	New KPI	Review of 48 IDP SCOPs facilitated by 30 June 2021	N/A	SCOPs reviewed and gaps identified	Workplan for review of SCOPs in place	68 IDP SCOPs Review facilitated	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	20	Review of the Expanded Public Works Programme Socio-economic Empowerment Policy and Procedure Manual	EPWP	New KPI	Revised Expanded Public Works Programme Socio-economic Empowerment Policy and Procedure Manual submitted to Council by 31 March 2021	Stakeholder engagements	Revised Expanded Public Works Programme Socio-economic Empowerment Policy and Procedure Manual submitted to Council by 31 October 2020	Revised Expanded Public Works Programme Socio-economic Empowerment Policy and Procedure Manual submitted to Council by 31 January 2021	N/A	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	21	Review of the Intergovernmental Relations Policy	External Relations	New KPI	Revised Intergovernmental Relations Policy submitted to Council for adoption by 30 June 2021	Policy review action plan completed	Intervall and external stakeholders consulted	Draft Intergovernmental Relations Policy submitted to Policy and Research for vetting	Draft Intergovernmental Relations Policy submitted to EXCO	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	22	Review of the Policy guiding the design of the MMA Socio-economic Empowerment Policy and Procedure Manual	EP	New KPI	Revised Policy guiding the design of the MMA Socio-economic Empowerment Policy and Procedure Manual submitted to Council for adoption by 30 June 2021	Stakeholder engagements	Revised Policy submitted to Council for vetting	Revised Policy submitted to Council for vetting	Revised Policy submitted to Council for vetting	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	23	Review of the Communications Policy	Communications	New KPI	Revised Communications Policy submitted to Council for adoption by 31 March 2021	Revised Communications Policy submitted to Council for adoption by 30 June 2021	Revised Communications Policy submitted to Council for adoption by 31 March 2021	Revised Communications Policy submitted to Council for adoption by 31 March 2021	N/A	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	24	Developing a Social Media Policy	Communications	New KPI	Social Media Policy submitted to Council for adoption by 30 June 2021	Revised Social Media Policy submitted to Council for adoption by 30 June 2021	Revised Social Media Policy submitted to Council for adoption by 30 June 2021	Revised Social Media Policy submitted to Council for adoption by 30 June 2021	Vetted Draft Social Media Policy submitted to Council	No direct budget linked to KPI			
N/A	N/A	N/A	Provisioning of research, policies, organizational performance, monitoring and evaluation	25	Developing a Branding Policy	Communications	New KPI	Branding Policy submitted to Council for adoption by 30 June 2021	N/A	Branding Policy submitted to Council for adoption by 30 June 2021	Branding Policy submitted to Council for adoption by 30 June 2021	Vetted Draft Branding Policy (including Corporate W logo) submitted to Council	No direct budget linked to KPI			

low RG NVC
buck 2.0M 4B

				TARGETS FOR 2020/21 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2020/21 PERFORMANCE PLAN							
MKA CSR OUTCOME	REF / MKA REG	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	BASELINE ANNUAL PERFORMANCE OF 2020/21 ESTIMATED	ANNUAL PERFORMANCE TARGET 2020/21	1ST QUARTER PLANNED TARGET (1 JULY 2020 - 30 SEPTEMBER 2020)	2ND QUARTER PLANNED TARGET (1 JULY 2020 - 31 DECEMBER 2020)	3RD QUARTER PLANNED TARGET (1 JULY 2020 - 31 MARCH 2021)	4TH QUARTER PLANNED TARGET (1 JULY 2020 - 30 JUNE 2021)	TOTAL BUDGET ALLOCATED		
									VOTE NUMBER/ PROJECT ID	DESCRIPTION					
N/A	N/A	N/A	26	Provision of research, policies, organisational performance, monitoring and evaluation	26	Development of Business Continuity Policy	BCM Charter developed BCM Charter reviewed BCM Committee revised	Business Continuity Policy and Framework submitted to Council by 30 June 2020	BCM Charter released BCM Committee Terms of Reference reviewed BCM Committee revised	Business Continuity Policy and Framework submitted to Council by 30 June 2020	Business Continuity Policy and Framework submitted to Council by 30 June 2020	Business Continuity Policy and Framework submitted to Council by 30 June 2020	No direct budget linked to KPI		
N/A	N/A	N/A	27	Provision of research, policies, organisational performance, monitoring and evaluation	27	Automated Performance Management System in place by 30 June 2020	New KPI	Automated Performance Management System in place by 30 June 2020	Benchmark metrics conducted by 6 October 2020	SCM process verification Service provider appointed	Automated Performance Management System in place	Automated Performance Management System in place	Automated Performance Management System in place	Budget to be assessed once cost estimates have been received	
N/A	N/A	N/A	28	Provision of research, policies, organisational performance, monitoring and evaluation	28	Facilitating the conclusion of senior managers' performance agreements	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	29	Provision of research, policies, organisational performance, monitoring and evaluation	29	Coordinating the scheduling of the performance review and decisions	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	30	Provision of research, policies, organisational performance, monitoring and evaluation	30	Number of quarterly institutional performance reports submitted	4 reports	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	31	Provision of research, policies, organisational performance, monitoring and evaluation	31	Facilitating reporting against M&M Circular 28	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	32	Provision of research, policies, organisational performance, monitoring and evaluation	32	Coordinating the development of the M&M Annual Report	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	33	Provision of research, policies, organisational performance, monitoring and evaluation	33	Developing an Annual Report Summary	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	34	Provision of research, policies, organisational performance, monitoring and evaluation	34	Coordinating the development of the Annual Report on the M&M Annual Report	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	35	Provision of research, policies, organisational performance, monitoring and evaluation	35	Developing a Monitoring and Evaluation Plan for the M&M Annual Report	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	
N/A	N/A	N/A	36	Provision of research, policies, organisational performance, monitoring and evaluation	36	Assessing the availability of the 2021/22 - 2023/24 IP to determine sustainability of its impact	2020/21 Performance Agreements in place by 31 July 2020	2020/21 Performance Agreements in place by 31 July 2020	N/A	N/A	N/A	N/A	N/A	No direct budget linked to KPI	

NVC
 2-M
 RG
 LBB

WFOA C&E		REF / M&A REG		KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	ANNUAL PERFORMANCE TARGET	TARGETS FOR 2024/27 PER QUARTER (ACCUMULATIVE)				TOTAL BUDGET ALLOCATED	
										1 ST QUARTER BUDGET TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2 ND QUARTER BUDGET TARGET (1 JULY 2024 - 31 DECEMBER 2024)	3 RD QUARTER BUDGET TARGET (1 JULY 2024 - 31 MARCH 2025)	4 TH QUARTER BUDGET TARGET (1 JULY 2024 - 30 JUNE 2025)		
N/A				N/A 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Provision of research, policies, organizational performance, monitoring and evaluation	37	Monitoring and Evaluation	4	4	1	2	3	4	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	38	Monitoring and Evaluation	Risk Adjusted Strategy Technical Work Group in place	Bi-Weekly Risk Adjusted Strategy Technical meetings coordinated	Bi-Weekly Risk Adjusted Strategy Technical meetings coordinated	Bi-Weekly Risk Adjusted Strategy Technical meetings coordinated	Bi-Weekly Risk Adjusted Strategy Technical meetings coordinated	Bi-Weekly Risk Adjusted Strategy Technical meetings coordinated	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	39	Monitoring and Evaluation	New KPI	Quarterly Reports on the implementation submitted to the Chief Operating Officer	Quarterly Report submitted to Chief Operating Officer	Quarterly Report submitted to Chief Operating Officer	Quarterly Report submitted to Chief Operating Officer	Quarterly Report submitted to Chief Operating Officer	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	40	Monitoring and Evaluation	Results Management Centre Task Team in place	Bi-weekly Results Management Centre Service Delivery meetings coordinated	Bi-weekly Results Management Centre Service Delivery meetings coordinated	Bi-weekly Results Management Centre Service Delivery meetings coordinated	Bi-weekly Results Management Centre Service Delivery meetings coordinated	Bi-weekly Results Management Centre Service Delivery meetings coordinated	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	41	Monitoring and Evaluation	Municipal Code of By-laws in place	Updated Municipal By-law Code submitted to the Council by 20 February 2025	Municipal By-law Code maintained	Updated Municipal By-law Code submitted to the Council by 20 February 2025	Updated Municipal By-law Code submitted to the Council by 20 February 2025	Updated Municipal By-law Code submitted to the Council by 20 February 2025	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	42	Monitoring and Evaluation	Service Delivery Charter in place	Revised Service Delivery Charter submitted to the Council by 21 March 2025	Revised Service Delivery Charter submitted to the Council by 21 March 2025	Revised Service Delivery Charter submitted to the Council by 21 March 2025	Revised Service Delivery Charter submitted to the Council by 21 March 2025	Revised Service Delivery Charter submitted to the Council by 21 March 2025	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	43	Legal Services	First Draft of contracts vetted within 7 working days in respect of Services Unit agreements	10 days (from the date of receipt of complete documents) of vetting the vetted contract / service level agreement	10 days (from the date of receipt of complete documents) of vetting the vetted contract / service level agreement	10 days (from the date of receipt of complete documents) of vetting the vetted contract / service level agreement	10 days (from the date of receipt of complete documents) of vetting the vetted contract / service level agreement	10 days (from the date of receipt of complete documents) of vetting the vetted contract / service level agreement	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	44	Legal Services	4	4	1	2	3	4	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	45	Legal Services	4	4	1	2	3	4	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	46	Legal Services	Draft reviewed Litigation Strategy in place	Reviewed Litigation Strategy approved (including administration of the legal budget) by 31 October 2025	Draft Litigation Strategy submitted to Chief Operating Officer	Reviewed Litigation Strategy submitted to EXCO by 31 October 2025	N/A	N/A	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	47	External Relations	Coordinating and managing relations with investors	Present a business case to Chief Operating Officer and the International Relations Committee by 30 June 2025	N/A	Assessing the strategic direction of the Province and the Country	Engagements and benchmarking with stakeholders (domestic and international)	Present a business case to Chief Operating Officer and the International Relations Committee	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	48	Strategic Planning and Coordination	GDME coordinated Metro Trading Services Reform	Quarterly progress report for each support package submitted to EXCO	Quarterly progress report for each support package submitted to EXCO	Quarterly progress report for each support package submitted to EXCO	Quarterly progress report for each support package submitted to EXCO	Quarterly progress report for each support package submitted to EXCO	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	49	Strategic Planning and Coordination	New KPI	4	1	2	3	4	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	50	External Relations	IGR / IDP / IDDM Forum in place	Sitting of the IGR / IDP / IDDM Forum scheduled for the 20th of October 2024	Sitting of Quarterly IGR / IDP / IDDM Forum coordinated	Sitting of Quarterly IGR / IDP / IDDM Forum coordinated	Sitting of Quarterly IGR / IDP / IDDM Forum coordinated	Sitting of Quarterly IGR / IDP / IDDM Forum coordinated	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	51	External Relations	IR Sub-Committee in place	IR Sub-Committee in place	1	2	3	4	No direct budget linked to KPI	
N/A				N/A 5: GOOD GOVERNANCE AND PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	52	External Relations	Agreement signed 20 October 2024	Engagements with stakeholders Travel authority in respect of Minister visit submitted for approval by the Executive Mayor Authority to host Changshun, China submitted for approval by the Executive Mayor	2	(Memorandum of Understanding signed with Myanmar, USA coordinated)	N/A	N/A	No direct budget linked to KPI	

WFO
/ 2-M RG NVC
LBB

[illegible]

NVG / $\frac{1}{\text{hr}}$ 2-M RG LBB

MFA C28 OUTCOME		REF	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	ON KPI	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2024/27 ANNUAL PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED	
N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Enhance service delivery excellence through implementation of transversal services	07	Number of Programme of Business developed	EPWP	2024/27 EPWP and NSRF (PEP) Business Plans in place	2	N/A	N/A	Consultations with directors in respect of inputs into the Business Plans	2	2024/27 EPWP Business Plan / Project List submitted to National Treasury / National Department of Public Works and Infrastructure By 31 May 2028	2024/27 EPWP Business Plan in place by 31 May 2028	No direct budget linked to KPI	
N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Enhance service delivery excellence through implementation of transversal services	08	Turnaround time for engaging Performance Management Unit on EPWP (Griekwale, Tshepo, and CWP)	EPWP	Quarterly report submitted to PAU	Quality assured Quarterly report submitted to PAU within 15 days after the end of the quarter	Quality assured Quarterly report submitted to PAU within 15 days after the end of the quarter	Quality assured Quarterly report submitted to PAU within 15 days after the end of the quarter	Quality assured Quarterly report submitted to PAU within 15 days after the end of the quarter	Quality assured Quarterly report submitted to PAU within 15 days after the end of the quarter	No direct budget linked to KPI		No direct budget linked to KPI	
N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Enhance service delivery excellence through implementation of transversal services	09	Provision of PAU with Senior Manager's EPWP Performance targets	EPWP	Schedule of consultation of 2024/27 EPWP targets per directorate in place	Final 2024/27 EPWP targets submitted to PAU By 31 May 2029	N/A	N/A	Biannual sessions headed with Senior Manager / Directorate in respect of 2024/27 EPWP targets	Final 2024/27 EPWP targets submitted to PAU By 31 May 2029	Final 2024/27 EPWP targets submitted to PAU By 31 May 2029	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	70	Reviewing / Redesigning the Communications Strategy	Communications	N/A	Outdated information updated	Outdated information updated on the website	Outdated information updated on the website	Outdated information updated on the website	Outdated information updated on the website	Outdated information updated on the website	0171 0420	Communication Strategy	12 800 000
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	71	Number of monthly media monitoring reports submitted to the Chief Operating Officer	Communications	12	12	3	6	9	12	12	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	72	Number of Communication Plan Reports submitted to Chief Operating Officer and Office of the Province	Communications	New KPI	4 reports submitted	1	2	3	4	4	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	73	Number of digital platforms (radio, print, TV, and video) developed	Communications	8	8	8	8	8	8	8	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	74	Number of Audio visual production (audio, print, and video) developed	Communications	247 videos produced	208 videos produced by 30 June 2028	85 videos produced	120 videos produced	169 videos produced	200 videos produced	200 videos produced	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	75	Number of community outreach and engagement - (meeting citizens, staffs, schools, law firms, flyer drop etc)	Communications	224	169 by 30 June 2028	60	80	120	100	100	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	76	Number of print media (newspapers, magazines, brochures, television adverts)	Communications	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	Track requests from directorates from data room for advertisement of advertisements	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	77	Number of public relations and campaign management events coordinated	Communications	220	40 by 30 June 2028	10	20	30	40	40	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	78	Reviewing the Strategic Risk Register	Risk Management	Strategic Risk Register in place	Strategic Risk Register reviewed (including setting of quarterly targets for action plans)	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	Updated Strategic Risk Register (including setting and reporting on targets) submitted to the Risk Management Committee	No direct budget linked to KPI			
N/A	N/A	N/A	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Enhance service delivery excellence through implementation of transversal services	79	Coordinating the Institutional Risk Management Process of NEMA	Risk Management	Institutional risk management reports in place	Submission of 1 institutional risk management report to the Chief Operating Officer	1 institutional risk management reports submitted to the Chief Operating Officer (by 31 September 2025)	1 institutional risk management reports submitted to the Chief Operating Officer (by 31 March 2026)	1 institutional risk management reports submitted to the Chief Operating Officer (by 31 March 2026)	1 institutional risk management reports submitted to the Chief Operating Officer (by 31 March 2026)	No direct budget linked to KPI			

NVCY 12-M RG
LMB

KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN	
							'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	TOTAL BUDGET ALLOCATED
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	80	Maintain a fully functioning Risk Management Committee	Risk Management	Risk Management Committee meeting coordinated	Risk Management Committee meeting coordinated	Risk Management Committee meeting coordinated	Risk Management Committee meeting coordinated	Risk Management Committee meeting coordinated	Risk Management Committee meeting coordinated	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	61	Create awareness on risk management procedures within the institution	Risk Management	Risk Management presented to Directors Management Teams and Risk Champions meetings held	Risk Management presented to Directors Management Teams and Risk Champions meetings held	Risk Management presented to Directors Management Teams and Risk Champions meetings held	Risk Management presented to Directors Management Teams and Risk Champions meetings held	Risk Management presented to Directors Management Teams and Risk Champions meetings held	Risk Management presented to Directors Management Teams and Risk Champions meetings held	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	82	Developing a Compliance Management Policy and Framework	Risk Management	Revised Draft Compliance Management Policy and Framework submitted to Mayoral Committee and Council	Draft Compliance Management Policy and Framework in place	Draft Compliance Management Policy and Framework in place	Draft Compliance Management Policy and Framework in place	Draft Compliance Management Policy and Framework in place	Draft Compliance Management Policy and Framework in place	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	83	Developing and implementing a Risk Assessment Maturity Level Outcome	Risk Management	New KPI	Risk Maturity assessment outcome established	Shortcomings identified and responding action plan submitted to COO	Shortcomings identified and responding action plan submitted to COO	Shortcomings identified and responding action plan submitted to COO	Shortcomings identified and responding action plan submitted to COO	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	84	Providing combined assurance	Risk Management	New KPI	Quarterly Risk Registers (Strategic and Operational) submitted to Internal Audit	Quarterly Risk Registers (Strategic and Operational) submitted to Internal Audit	Quarterly Risk Registers (Strategic and Operational) submitted to Internal Audit	Quarterly Risk Registers (Strategic and Operational) submitted to Internal Audit	Quarterly Risk Registers (Strategic and Operational) submitted to Internal Audit	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	85	Integrating risk management within the institution	Risk Management	New KPI	Strategic Risk Management Workshop facilitated by 22 September 2025	Participating in GDP review public participation sessions	Participating in GDP review public participation sessions	Participating in GDP review public participation sessions	Participating in GDP review public participation sessions	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	87	Reviewing the System of Delegation of Powers	Legal Services	Servies provided appointed to assist in the review of the System of Delegation	Reviewed System of Delegation submitted to Council by 30 June 2026	Discipline risk registers aligned to DP and SDBSP	Discipline risk registers aligned to DP and SDBSP	Discipline risk registers aligned to DP and SDBSP	Discipline risk registers aligned to DP and SDBSP	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	91	Monitoring and Evaluation of different city departments to ensure a coordinated approach to bylaw enforcement	Monitoring and Evaluation	Bylaw Implementation Coordinating Committee in place	9 meetings of the By-law Coordinating Committee facilitated	Analyzing data on bylaw violations to identify trends, hotspots and areas where enforcement efforts need to be strengthened by the City	Analyzing data on bylaw violations to identify trends, hotspots and areas where enforcement efforts need to be strengthened by the City	Analyzing data on bylaw violations to identify trends, hotspots and areas where enforcement efforts need to be strengthened by the City	Analyzing data on bylaw violations to identify trends, hotspots and areas where enforcement efforts need to be strengthened by the City	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	88	Enhancing the NEMU mobile app to allow residents to easily report and register complaints	Monitoring and Evaluation	PMA applications reported to the PMA system available to them if made by the resident (Grants 1 & 2)	Engagement with Budget and Finance to expand the existing NEMU mobile app to include easy reporting of violations, accounting for education, and register complaints	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	89	Responding to PMA requests within stipulated timelines	Legal Services	PMA applications reported to the PMA system available to them if made by the resident (Grants 1 & 2)	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	Information provided within 30 working days of receipt of PMA application	No direct budget linked to KPI	
N/A	KPA 6.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	90	Cascading the Performance System down to Grade 10	All	Performance Management System cascaded down to Risk Grade 10 by 30 September 2025	2024/25 fourth quarter performance reviews concluded for all staff down to Grade 10 by 31 March 2026	2024/25 first quarter performance reviews concluded for all staff down to Grade 10 by 31 March 2026	2024/25 second quarter performance reviews concluded for all staff down to Grade 10 by 31 March 2026	2024/25 third quarter performance reviews concluded for all staff down to Grade 10 by 31 March 2026	2024/25 fourth quarter performance reviews concluded for all staff down to Grade 10 by 31 March 2026	No direct budget linked to KPI	
N/A	KPA 3.1 LOCAL ECONOMIC DEVELOPMENT	91	Number of Work Operations EPWP	EPWP	38	15	15	15	15	15	1055 8354	R\$ 712 960
N/A	KPA 4.1 FINANCIAL MANAGEMENT	92	Percentage of Training Budget All spent	Training	64%	52%	50%	60%	95%	95%	1055 0375	R\$60 000

NVCY / 2-M LG RG

REF	M&A C&B	OUTCOME	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	20/2027 ANNUAL PERFORMANCE TARGET	TARGETS FOR 202/27 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 202/26 PERFORMANCE PLAN	
										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
N/A	N/A	N/A	KPA 1: MUNICIPAL FINANCIAL AND VIABILITY	Transversal	60	Percentage of income generated and submitted to budget and treasury within 10-days of month end	75% (including Legal Services)	100%	100%	100%	100%	No direct budget linked to KPI			
N/A	N/A	N/A	KPA 2: MUNICIPAL FINANCIAL AND MANAGEMENT	Transversal	64	Percentage reduction in historical trend value of URF for the 2022/23 financial year and including 2023/24	New KPI	60%	20%	60%	60%	No direct budget linked to KPI			
N/A	N/A	N/A	KPA 3: MUNICIPAL FINANCIAL	Transversal	65	Percentage implementation of the quarterly targets set at the directorate's procurement plan	New KPI	100%	100%	100%	100%	No direct budget linked to KPI			
N/A	N/A	N/A	KPA 4: GOOD GOVERNANCE AND PARTICIPATION	Transversal	66	Number of Chief Operating Officer quarterly reports submitted to the DEM	New KPI	3	N/A	1	2	3	No direct budget linked to KPI		
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Transversal	67	Reporting on the Auditor General's actions plans	New KPI	Quarterly reporting on Action Plans	Quarterly reporting on Action Plans	Quarterly reporting on Action Plans	Quarterly reporting on Action Plans	No direct budget linked to KPI			
N/A	N/A	N/A	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Transversal	68	% achievement of the targets set in the Ntshini Strategic Risk Register	New KPI	100%	100%	100%	100%	No direct budget linked to KPI			

SECTION B: COMPETENCY REQUIREMENTS

SECTION B1 - 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:-

WJ RG/ LRB
ZIN mm
NVC

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE							
LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	
				SCORE OF 1 OR 2	3	4	
1	Strategic direction and leadership	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 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 in defining 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 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.

W
 2.11.14
 RG
 NVC
 LRB

LEADING COMPETENCIES		DEFINITION	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 Diversity Management Employee Relations Management Negotiation and Dispute Management	Effectively inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	- 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 to identify and 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 and empower others to increase contribution and execute functions optimally. - Apply relevant employee legislation fairly and consistently. - Facilitate team goal setting and problem solving. - Effectively identify capacity requirements to fulfil the strategic mandate.	- Identify ineffective team 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 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

NO RG NVCI
2-M / wa CRB

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
3	Program and Project Management Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation	9% Able to understand program and project management methodology; manage, monitor and evaluate specific activities in order to deliver on set objectives.	- Initiate projects after approval from higher authorities. - Understand procedures of the project status and key milestones. - Program and project management methodology, implications and stakeholder involvement. - Understand the rational of projects relation to the 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 strategies management through impact assessment and resource requirements. - Modify project scope budget when and required without compromising the quality and objectives of the project involve the top-level authorities and relevant stakeholders in seeking project buy in. - Identify and apply contemporary project methodology plans. - Influence and motivate project team deliver to exceptional results. - Monitor policy implementation and apply procedures to manage risks.	- Understand 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 - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

Ws Rg
 1-2M NVG
 hrs LCB

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
4	Financial Management	8%	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.
	Budget Planning and Execution Financial Strategy Delivery Financial Reporting and Delivery	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.				

wo RG
 ZM / *lms* NVG
 CEB

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
5	Change Leadership	9%	SCORE OF 1 OR 2	3	4	5
	Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation	9% 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.	• 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.

W
Z.M
R & NVU
CBB

LEADING COMPETENCIES		DEFINITION	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
6	Governance Leadership Policy Formulation Risk and Compliance Management Cooperative Governance	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.	• 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 relationships 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 and 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.

wo RG NVG
 / 2M
 Lma LRB

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
7	Moral Competency Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	9% • 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.

Vp RG
 12M
 1m21 Leg NVG

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
8	Able to plan, prioritise and organise information resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	SCORE OF 1 OR 2	3	4	5
			• 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.

W
ZM
LW
RG
NVC
LBB

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
9	Analysis and Innovation Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	7% - 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 application 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.

WU
 / 2M
 hmw
 R G
 NUCr
 LRB

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
10	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	• 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 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.

WP
 2.11
 LG
 RG
 NVG

CORE COMPETENCIES		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 a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents	• 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.

WD RQ
 1 2-M AVG
 CB

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
12	Results and Quality Focus Able to maintain high quality standards, focus on achieving results and objectives consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	- 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, 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, and 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%			

no RG NVG-
2M / mm CBB

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

B2.1 General competency levels for senior managers-

- (1) A senior manager of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Act to that senior manager.
- (2) A senior manager must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that senior manager may constitute financial misconduct.

C2.2 Minimum competency levels for senior managers-

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

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		Competent/Not Competent yet
	SAQA US ID	UNIT STANDARD TITLE	
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
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	Not yet competent
	119331	Conduct working capital management activities in accordance with sound financial management policy	Competent
	116364	Plan a municipal budgeting and reporting cycle	Competent
Governance, ethics and values in	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	Not yet competent
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	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

WD RG /
ZM h
LRB NVK

SECTION D: PERSONAL DEVELOPMENT / TRAINING PLAN FOR DR WILLIAMS OBENG

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		SUB- DIRECTORAT E/ DIVISION	TRAINING PROVIDER ACCREDITATI ON NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
									START DATE	END DATE					
	Acting Chief Operating Officer	W	Obeng												
DR WILLIAMS OBENG ACTING CHIEF OPERATING OFFICER 31 July 2026 DATE: CITY MANAGER 31 July 2026 DATE:															

SECTION E

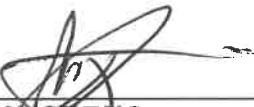
I, Williams Obeng, appointed in the position of Acting Chief Operating Officer of Nelson Mandela Bay Municipality for the 2026/27 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this contract during the period in which I assume employment.

This serves to confirm that this document is a true reflection of the deliberations held between the City Manager and myself on the required performance standards and time-lines reflected in this contract in relation to the position of Chief Operating 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 B of this contract.

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

Thus **done** and **signed** at PORT ELIZABETH on 31 July 2026



DR W. OBENG
ACTING CHIEF OPERATING OFFICER

31 July 2026
DATE

AS WITNESSES

1. 

2. 

CITY MANAGER

31 July 2026
DATE

AS WITNESSES:

1. 

2. 