



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

CHIEF OPERATING OFFICER

ADV L NGOQO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/2027

SECTION A: ADV LONWABO NGOQO

PREAMBLE

The performance agreement is divided into six sections:

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

1. PARTIES

The parties to this Agreement are:

- 1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").
- 1.2 **ADV LONWABO NGOQO** of the Employer ("the Employee").

2. INTRODUCTION

- 2.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act"). The Employer and the Employee together are hereinafter referred to as the "Parties".
- 2.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 2.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will achieve local government policy goals.
- 2.4 The parties wish to ensure full compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

3. PURPOSE OF AGREEMENT

The purpose of this Agreement is to -

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

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

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement shall commence on **01 July 2026** and shall remain in force until **30 June 2027**. Upon the expiry of this Performance Agreement and in the event that the employee is still in the service of the Municipality, a new Performance Agreement shall be concluded between the parties.
- 4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.
- 4.3 The content of this Agreement may be revised at any time during the above-mentioned period, to determine the applicability of the matters agreed upon.
- 4.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of Government or Council decisions, or otherwise) to the extent that the content of this Agreement is no longer appropriate, the content must be revised immediately.

5. PERFORMANCE OBJECTIVES

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

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

6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality.
- 6.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system of specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 6.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System, as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employee's responsibilities) within the local government framework.
- 6.5 The criteria, upon which the performance of the Employee must be assessed, shall consist of two components, both of which must be contained in the Performance Agreement.

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

NO	Key Performance Areas (KPAs)	Weighting
1	KPA 1: Basic Service Delivery	0%
2	KPA 2: Municipal Institutional Development and Transformation	40%
3	KPA 3: Local Economic Development	10%
4	KPA 4: Municipal Financial Viability and Management	10%
5	KPA 5: Good Governance and Public Participation	40%
TOTAL PERCENTAGE		100%

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

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

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

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Section B) sets out –

7.1.1 the standards to be met by the Employee; and

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

The employee's performance will be formally reviewed for all quarters on the following dates:

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

- 7.2 Despite the establishment of agreed intervals for quarterly performance reviews and the annual performance evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion, if any, must be documented in a Personal Development Plan, as well as the actions agreed to, and implementation must take place within set time frames.
- 7.4 The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 Quarterly performance reviews and the annual performance evaluation shall involve:

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

- (a) Each KPA shall be assessed according to the extent to which the specified standards and performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale must be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to Clause 7.5.3 below) must then be used to add the scores and calculate a final KPA score

7.5.2 Assessment of the Competency Framework Structure

- (a) Each competency outlined in the Competency Framework Structure should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale must be provided for each competency outlined in the Competency Framework Structure.
- (c) This rating should be multiplied by the weighting given to each competency outlined in the Competency Framework Structure during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to Clause 7.5.3) must then be used to add the scores and calculate a final competency score.

7.5.3 Overall rating

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

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

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

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

7.6.2 During any quarterly performance review: -

- (a) An overall score of 100% or above, indicates either performance fully meets the standards expected in all areas for the position / significantly above expectations / outstanding performance and does not require remedial action
- (b) An overall score of 70% - 99%, indicates performance not fully effective
- (c) An overall score below 70%, indicates unacceptable performance and gives effect to paragraph 11.2

7.7 For purposes of evaluating the performance of the **employee**, an evaluation panel constituted of the following persons must be established -

- (a) Municipal Manager;
- (b) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- (c) Member of the Mayoral Committee; and
- (d) Municipal Manager from another Municipality.

- 7.8 The Executive Director responsible for the human resources function of the Municipality must provide secretariat services to the evaluation panel.
- 7.9 The Chief Operating Officer shall co-ordinate the performance management process including the evaluation, implementation and management of performance outcomes.

8. SCHEDULE FOR QUARTERLY PERFORMANCE REVIEWS

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

9. OBLIGATIONS OF EMPLOYER

- 9.1 The Employer must –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 at the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him in meeting the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

10.1.1 have a direct effect on the performance of any of the Employee's functions;

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

10.1.3 have a substantial financial effect on the Employer.

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

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance, as reflected in the table below.

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

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

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

- 11.2.2 after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance (3 months), and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties in line with Regulation 32 Section 3(a) and (b)
- 11.3 In the event where the validity period of the agreement is for a period less than 12 months or in the event of the Employee terminating his service during the validity period of this Agreement, performance will be evaluated for the portion during which he was employed and he will be evaluated to a pro-rata performance bonus based on his evaluated performance for the period of actual service.

12. DISPUTE RESOLUTION

- 12.1 If the Parties are in dispute, they will use their best endeavours to resolve the dispute through mediation. In the event of the Parties being unable to resolve the dispute by way of mediation, then the dispute between the parties will be determined in accordance with the arbitration procedures detailed below.
- 12.2 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to—
- 12.2.1 The interpretation of; or
 - 12.2.2 The effect of; or
 - 12.2.3 The carrying out of; or
 - 12.2.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.
- 12.3 The arbitration will be held in Port Elizabeth informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.
- 12.4 The arbitrator shall be, if the matter in dispute is: -
- 12.4.1 Primarily an accounting matter, an independent chartered accountant of not less than fifteen (15) years standing, practicing as a registered auditor, agreed upon between the Parties;
 - 12.4.2 Primarily a legal matter, a practicing attorney of not less than fifteen (15) years' standing, or a Senior Counsel, agreed upon between the Parties;

- 12.4.3 Any other matter, an independent person agreed upon between the Parties.
- 12.5 If the Parties cannot agree whether any matter in dispute falls under Clauses 12.4.1 or 12.4.2 within seven (7) days, then that dispute will be submitted for decision in terms of Clause 12.4.3 above within seven (7) days after the Parties have so failed to agree, so that the arbitration can be held and concluded as far as possible within the period of twenty-one (21) days referred to above.
- 12.6 If the Parties are agreed as to whether any matter in dispute falls under clauses 12.4.1 or 12.4.2 above, or should a determination be made in terms of Clause 12.4.3 above, but fail to agree on the appointment of an arbitrator, such failure to agree shall be referred to the most senior executive officer of the association representing the particular profession concerned, and in the case of Clause 12.4.3 above, to the President for the time being of the Law Society of the Cape for the appointment of arbitrator.
- 12.7 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court, including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Section B must be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The annual performance evaluation results of the Executive Director must be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

SECTION B: PERFORMANCE PLAN

1. PURPOSE

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

2. KEY RESPONSIBILITIES

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

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

3. KEY PERFORMANCE AREAS

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

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

SECTION B: PERFORMANCE PLAN																			
SECTION B1: SCORECARD																			
MfMA C68 OUTCOME	SDBP KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	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)	TARGETS FOR 2026/27 SDBP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)				RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
KEY ELEMENT (KPE)	LEVEL OF KPI																		
KEY PERFORMANCE AREA (KPA)																			
MfMA C68 REG REF	SDBP MfMA C68 REG REF																	KPA 2: 40%	
N/A	N/A	Facilitating the 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 Anticipated 2026/27 Service Delivery and Budget Implementation Plan by 28 February 2027	Draft 2027/28 Service Delivery and Budget Implementation Plan submitted by 31 March 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	
N/A	N/A	Percentage of the implementation of the targets as reflected in the Chief Operating Officer Policy Dashboard	1 out of 4 policies submitted to EXCO	100%	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	Facilitating the conclusion of the 2026/27 managers' 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	Preparing an Anticipated 2026/27 Service Delivery and Budget Implementation Plan by 28 February 2027	Draft 2027/28 Service Delivery and Budget Implementation Plan submitted by 31 March 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	
		Addressing the backlog in senior managers' performance reviews and evaluations	Outstanding senior managers' performance reviews coordinated (2021 - 2025)	Outstanding senior managers' performance reviews coordinated (2021 - 2025) by 31 December 2026	N/A	Outstanding senior managers' performance reviews coordinated (2021 - 2025) by 31 December 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	Submitting the 2025/26 Annual Report and Performance Report to the Auditor General	2024/25 Annual Report and Annual Performance Report submitted to the Auditor General by 31 August 2025	2025/26 Annual Report and Annual Performance Report submitted to the Auditor General by 31 August 2026	2024/25 Annual Report and Annual Performance Report submitted to the Auditor General by 31 August 2026	N/A	Preparing an Anticipated 2026/27 Service Delivery and Budget Implementation Plan by 28 February 2027	Draft 2027/28 Service Delivery and Budget Implementation Plan submitted by 31 March 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	

SECTION B1: SCORECARD																	
MfMA C&S Outcome	IDP MfMA C&S Ref / MSA Reg Ref	SDBP KPI Number	KEY PERFORMANCE INDICATOR	BASELINE AS AT 30 JUNE 2028	2028/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2028/27 SDBP PER QUARTER (ACCUMULATIVE)				NOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2028/27 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		
N/A	N/A	N/A	6 Submitting the 2025/26 mid-year performance 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	Final Draft 2025/26 Annual Report in place	Incorporation of Audit Report in Draft 2025/26 Annual Report	Engagement with senior managers and finalising 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. Little or non-delivery of any of the quarterly targets set 1. Little or non-delivery of two or more of the quarterly targets set	KPA 2: 40% (Continued)	
N/A	N/A	N/A	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. Little or non-delivery of any of the quarterly targets set 1. Little or non-delivery of two or more of the quarterly targets set	KPA 2: 40%	
N/A	N/A	N/A	8 Cascading the Performance Management System	2025/26 third quarter performance reviews initiated for First Line Managers	2025/26 fourth quarter performance reviews conducted for reporting managers	2025/26 fourth quarter performance reviews conducted for reporting managers	2025/26 fourth quarter performance reviews conducted for reporting managers	2025/26 fourth quarter performance reviews conducted for reporting managers	2025/26 fourth quarter performance reviews conducted for reporting managers		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. Little or non-delivery of any of the quarterly targets set 1. Little or non-delivery of two or more of the quarterly targets set	KPA 2: 40%	
N/A	N/A	N/A	9 Number of Incentive Grant Opportunities (WO) created	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. Little or non-delivery of any of the quarterly targets set 1. Little or non-delivery of two or more of the quarterly targets set	KPA 3: 10%	

SECTION B1: SCORECARD																							
MFA-C8 C88 OUTCOME	IDP MFA-C88 REF / MSA REG REF	SDBIP MFA-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)					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)	NOTE NUMBER / PROJECT ID	DESCRIPTION	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 10-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	KPA 4: 10%	
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 TBD to TBD.)	50% reduction by 31 July 2026. (Reduce findings from TBD to TBD.)	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement						5. Early delivery of the annual target set and / or qualitative motivation 4. Early delivery of the annual target set / or qualitative motivation 3. 25% reduction By 31 July 2026 2. 50% reduction By 31 August 2026 1. No Internal Audit Report submitted	KPA 5: 40%	
N/A	N/A	N/A		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	14	Percentage of files of the Chief Operating Officer staff who have declared their financial interests	New Key Performance indicator introduced in 2026/27 financial year	100%	100%	N/A	N/A	100%	No direct budget linked to Key Performance Indicator measurement						5. Early delivery of 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	KPA 5: 40%	
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 to support strategic developmental projects within the City	In progress Council adopted the establishment of a Project Management Unit. Submission to Corporate Services to amend organisational Draft Job Description in place for Head of Project Management Unit	Project Management Office established by 30 June 2027	Benchmark exercise conducted in the 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 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	KPA 5: 40%	

SECTION B1: SCORECARD										TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)										RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)				RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
MfMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE AS AT 30 JUNE 2026	2026/27 ANNUAL PERFORMANCE TARGET	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	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	Developing a Vision 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 to Mayoral Committee	External stakeholders consulted (ESSECC, 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	Developing a Medium-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 (directorates, MBDA, Strategic Planning Steering Committee, (KGM/DPDM Forum)) Draft Medium-Term Turnaround Strategy including key funded projects submitted to EXCO by 30 November 2026	Stakeholders consulted (directorates, MBDA, Strategic Planning Steering Committee, (KGM/DPDM Forum)) 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 EXCO 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	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 10 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 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	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 Final draft IDP submitted to Secretariat for tabling in Council by 31 May 2027 (2026/27 review)		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	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	Coordinating the National Treasury City Support Program for the Nelson Mandela Bay Municipality	Item 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	Quarterly progress report for each support package 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							

SECTION B - PERFORMANCE PLAN											
SECTION B2 - REPORTING SCORECARD											
B2(a): COMPLIANCE INDICATORS / QUESTIONS											
I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section 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.											
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)
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 municipality's income and expenditure, assets and other obligations such as	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				

SDSIP 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				

SDIP 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				

SECTION B - PERFORMANCE PLAN															
SECTION B2 - REPORTING SCORECARD															
B2(b): DIRECTIONAL OPERATIONAL INDICATORS															
I hereby commit to:- 1. Ensure that the key performance indicators reflected under Section B2(b) of this agreement, are expressed in sub-indicator performance scorecards; and 2. Ensure that performance against the key performance indicators reflected under Section B2(b) of this agreement, is reported to the Corporate Services Directorate within 10 working days after the end of this quarter.															
M&A C&S OUTCOME	M&A C&S REF / M&A REG	M&A C&S REF / M&A REG	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	ANNUAL PERFORMANCE TARGET 2024/25 ESTIMATED	2024/25 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2024/25 PERFORMANCE PLAN	
										1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 DECEMBER 2024)	3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2025)	VOTE NUMBER/ PROJECT ID	DESCRIPTION
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	1	Coordinating the setting of the IDP Strategic Planning Steering Committee	3 meetings of the Strategic Planning Steering Committee coordinated	TOR reviewed Quarterly meetings coordinated (technical meeting, agenda)	N/A	1	2	3		No direct budget linked to KPI	
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	2	Developing a Vision 2050 Long-Term Development Plan for Nelson Mandela Bay	Long-term Growth and Development Plan in place	Process Plan for review of LTGDP in place	Vision 2050 Framework submitted to Council by 31 December 2025	Vision 2050 Framework submitted to Mayoral Committee	External stakeholders consulted (ECSECC, SALGA, SA Office Network, NMBU, UDSO)	Project Implementation Plan submitted to Mayoral Committee		No direct budget linked to KPI	
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	3	Developing a Medium-term IDP Turnaround Strategy (plan targeting next 10 years) for NMBU	Long-term Growth and Development Plan in place	New KPI	Revised Draft Medium-Term Turnaround Strategy including key funded categories projects submitted to Council by 30 June 2025	Stakeholders consulted (discretionary, MDA, Strategic Planning Steering Committee, ISOD/IDDM Forum)	Revised Draft Medium-Term Turnaround Strategy including key funded categories projects submitted to Council by 31 January 2025	Revised Draft Medium-Term Turnaround Strategy including key funded categories projects submitted to Mayoral Committee by 31 March 2025		No direct budget linked to KPI	
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	4	Reviewing and implementing the IDP NMBU District Development Model	Long-term Growth and Development Plan in place	Draft DDM One Plan in place	Revised DDM One Plan tabled to Council by 27 November 2025 for approval	DDM Process Plan tabled to ISOD/IDDM Forum	N/A	N/A		No direct budget linked to KPI	
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	5	Taking a legislative compliance IDP 2024/25 IDP to Council	Long-term Growth and Development Plan in place	IDP adopted by 15 June 2025	Final draft IDP submitted to Council for tabled in Council by 31 May 2025 (2024/25 review)	First round of public participation on IDP by 31 October 2025	First round of public participation on IDP facilitated by 10 March 2025	Second round of public participation on IDP facilitated by 10 March 2025	0440 5153	IDP Review	
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	6	Number of monthly DDM Technical IDP Progress Reports submitted to the Chief Operating Officer	Long-term Growth and Development Plan in place	New KPI	9 reports (report submitted on the last day of each month)	N/A	3	0	9		No direct budget linked to KPI
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	7	Developing an Integrated IDP Development Plan Summary	Long-term Growth and Development Plan in place	IDP Summary in place	Final Integrated Development Plan Summary developed	N/A	N/A	Final Draft Summary plans in place	Final Integrated Development Plan Summary developed		No direct budget linked to KPI
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	8	Development of an IDP to inform ward-based planning	Long-term Growth and Development Plan in place	New KPI	Final SOP to inform ward-based planning in place by 30 November 2025	N/A	N/A	N/A	N/A		No direct budget linked to KPI
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	9	Number of monthly IDP planning sessions facilitated with Strategic Planning and Coordination, Risk Management, Monitoring and Evaluation, Performance Management and Policy and Research	Long-term Growth and Development Plan in place	New KPI	5	1	2	4	6		No direct budget linked to KPI
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	10	Developing and Implementing the IDP Urban Settlements Development Grant Business Plan	Long-term Growth and Development Plan in place	2025/26 USDG Business Plan in place	2024/25 USDG Business Plan submitted to National Department of Human Settlements by 15 May 2025	Quarter 4 USDG Project Level Monitoring Site Visit coordinated	Quarter 2 USDG Performance Report submitted to National Department of Human Settlements by 30 January 2026	Quarter 3 USDG Project Level Monitoring Site Visit coordinated	Quarter 3 USDG Performance Report submitted to National Department of Human Settlements by 30 April 2026		No direct budget linked to KPI
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provisioning of long, medium, and short-term city development, planning services	11	Monitoring the review and implementation of conditional grant expenditure (business plan targets) and grant expenditure	Long-term Growth and Development Plan in place	New KPI	Grant Compliance Checklist developed by 30 September 2025	Quarter 1 Grant Monitoring Report submitted to EXCO	Quarter 2 Grant Monitoring Report submitted to EXCO	Quarter 3 Grant Monitoring Report submitted to EXCO	Quarter 4 Grant Monitoring Report submitted to EXCO		No direct budget linked to KPI

RESOURCES ALLOCATED FOR 2020/21 PERFORMANCE PLAN										
MFRAS CSD REF / MFRAS REF / MFRAS CSD REF / MFRAS REF	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2020/21 ESTIMATED	ANNUAL PERFORMANCE TARGET 2020/21	TARGETS FOR 2020/21 PER QUARTER (ACCUMULATIVE)				TOTAL BUDGET ALLOCATED
						1ST QUARTER PLANNED TARGET (1 JULY 2020 - 31 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)	
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Communications	New KPI	Branding Policy submitted to Council for approval by 30 June 2020	N/A	Draft Branding Policy (including Corporate Values) submitted to Policy and Research for review	Validated Draft Branding Policy (including Corporate Values) submitted to Council	Validated Draft Branding Policy (including Corporate Values) submitted to Council	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Risk Management	BCM Charter developed	Business Continuity Policy and Framework submitted to Council by 30 June 2020	BCM Charter reviewed	Draft Business Continuity Policy and Framework submitted to BCM Committee	Business Continuity Policy and Framework submitted to Policy and Research for review	Business Continuity Policy and Framework submitted to Policy and Research for review	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Policy, Strategy and Research	New KPI	Automated Performance Management System in place by 30 June 2020	Authority to undertake benchmark obtained	Benchmark awarded by 31 October 2020	Automated Performance Management System in place	Automated Performance Management System in place	Budget to be sourced once cost estimate has been received
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Policy, Strategy and Research	2020/21 Performance Agreements in place by 31 July 2020	Outstanding senior managers' performance reviews coordinated (2021 - 2025)	N/A	Outstanding senior managers' performance reviews coordinated (2021 - 2025)	N/A	N/A	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Policy, Strategy and Research	New KPI	Outstanding senior managers' performance reviews coordinated (2021 - 2025)	N/A	Outstanding senior managers' performance reviews coordinated (2021 - 2025)	N/A	N/A	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Policy, Strategy and Research	4 reports	2020/21 annual performance report submitted to the Auditor-General by 31 August 2020	2020/21 annual performance report submitted to the Auditor-General by 31 August 2020	2020/21 first quarter report submitted by 15 November 2020	2020/21 second quarter performance report submitted by 25 January 2021	2020/21 third quarter performance report by 15 May 2021	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Policy, Strategy and Research	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	2020/21 Circular 01 Third Quarter SDIP Scorecard and Compliance Questions reported on to National Treasury	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Monitoring and Evaluation	2020/21 Annual Report submitted to Council	2020/21 Annual Report submitted to Council	Engagements with directorates	Second Draft 2020/21 Annual Report in place	Draft 2020/21 Annual Report submitted to the Auditor-General	Publishing of adopted 2020/21 Annual Report on municipal website and distributed to relevant government departments within 7 days after Council approval	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Monitoring and Evaluation	Annual Report summary in place	Annual Report Summary drafted by 31 March 2021	N/A	N/A	Annual Report Summary drafted by 31 March 2021	N/A	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Monitoring and Evaluation	2020/21 Annual Report in place	Final 2020/21 Oversight Report in place and submitted to Council for consideration by 31 March 2021	N/A	N/A	Final 2020/21 Oversight Report in place and submitted to Council for consideration by 31 March 2021	Publishing of adopted 2020/21 Oversight Report on municipal website and distributed to relevant government departments within 7 days after Council approval	No direct budget linked to KPI
N/A	N/A	Provision of research, policies, organizational performance, monitoring and evaluation	Monitoring and Evaluation	New KPI	Monitoring and Evaluation Plan with cost estimates submitted to Council by 30 June 2020	List of all sector / master plan in place	Draft Monitoring and Evaluation Plan with cost estimates submitted to Council	Draft Monitoring and Evaluation Plan with cost estimates submitted to Council	Draft Monitoring and Evaluation Plan with cost estimates submitted to Council	No direct budget linked to KPI

MFA C88 OUTCOME	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	ANNUAL PERFORMANCE TARGET 2024/25	TARGETS FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN	
								1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 DECEMBER 2024)	3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2025)	VOTE NUMBER/ PROJECT ID	TOTAL BUDGET ALLOCATED
NA	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Provision of research, policies, organizational performance, monitoring and evaluation	36	Assessing the availability of the 2024/25 - 2029/30 DP to determine counterfactuals of its impact	Monitoring and Evaluation	2024/25 - 2029/30 DP Impact Evaluation Report in place	Evaluability Assessment Report with improvement plan submitted to Chief Operating Officer by 31 March 2024	Concept document in place	Concept document approved by the Chief Operating Officer	Evaluability Assessment Report with improvement plan submitted to Chief Operating Officer	N/A	No direct budget linked to KPI	
NA	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Provision of research, policies, organizational performance, monitoring and evaluation	37	Number of service delivery monitoring reports submitted to the Chief Operating Officer for review and feedback	Monitoring and Evaluation	4	4	1	2	3	4	No direct budget linked to KPI	
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	38	Coordinating the sifting of the Risk-Adjusted Strategy Technical Work Group	Monitoring and Evaluation	Risk-Adjusted Strategy Technical Work Group in place	Bi-Weekly Risk-Adjusted Strategy Technical Work Group meeting coordinated	Bi-Weekly Risk-Adjusted Strategy Technical Work Group meeting coordinated	Bi-Weekly Risk-Adjusted Strategy Technical Work Group meeting coordinated	Bi-Weekly Risk-Adjusted Strategy Technical Work Group meeting coordinated	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	39	Number of quarterly reports submitted to the 2025/26 capital budget programme	Monitoring and Evaluation	New KPI	Quarterly Reports on the implementation of the 2025/26 DP 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	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	40	Coordinating the sifting of the Bi-Weekly Results Management Centre Service Delivery meetings	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	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	41	Maintaining a Municipal By-law Monitoring and Evaluation Code	Monitoring and Evaluation	Municipal Code of By-laws in place	Updated Municipal By-law Code submitted to the Chief Operating Officer by 28 February 2025	Municipal By-law Code maintained	Updated Municipal By-law Code submitted to the Chief Operating Officer by 28 February 2025	Municipal By-law Code maintained	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	42	Reviewing the Service Delivery Charter and Standards	Monitoring and Evaluation	Service Delivery Charter in place	Revised Service Delivery Charter submitted to the Chief Operating Officer by 31 March 2025	Service Delivery Charter revised to EXCO	Revised Service Delivery Charter submitted to the Chief Operating Officer by 31 March 2025	Revised Service Delivery Charter submitted to the Chief Operating Officer by 31 March 2025	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	43	Ensuring that adequate and relevant level appointments are made within stipulated timelines	Legal Services	Fit Out of contracts with relevant level appointments	10 days (from the date of receipt of contract) to ensure that relevant level appointments are made within stipulated timelines	10 days (from the date of receipt of contract) to ensure that relevant level appointments are made within stipulated timelines	10 days (from the date of receipt of contract) to ensure that relevant level appointments are made within stipulated timelines	10 days (from the date of receipt of contract) to ensure that relevant level appointments are made within stipulated timelines	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	44	Number of reports submitted to the Chief Operating Officer	Legal Services	4	4	1	2	3	4	No direct budget linked to KPI	
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	45	Number of reports submitted to the Chief Operating Officer	Legal Services	4	4	1	2	3	4	No direct budget linked to KPI	
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Provision of research, policies, organizational performance, monitoring and evaluation	46	Coordinating the review of the Legal Services Budget Strategy	Legal Services	Ort reviewed Legal Services Budget Strategy in place	Reviewed Legal Services Budget Strategy approved by the Chief Operating Officer by 31 October 2025	Reviewed Legal Services Budget Strategy submitted to EXCO by 31 October 2025	Reviewed Legal Services Budget Strategy submitted to EXCO by 31 October 2025	Reviewed Legal Services Budget Strategy submitted to EXCO by 31 October 2025	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Facilitating resilient city through international and intergovernmental relations and communication services	47	Developing a business case to the National Treasury City Support Programme (CSP) through international and intergovernmental relations and communication services	External Relations	Coordinating and managing relations with international and intergovernmental relations	Present a business case to the National Treasury City Support Programme (CSP) by 30 June 2025	N/A	Assessing the strategic direction of the Province and the Country	Engagements and benchmarking with stakeholders (domestic and international) Relations Sub-Committee	Present a business case to the National Treasury City Support Programme (CSP) by 30 June 2025	No direct budget linked to KPI	
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Facilitating resilient city through international and intergovernmental relations and communication services	48	Coordinating the implementation of the National Treasury City Support Programme (CSP) through international and intergovernmental relations and communication services	Strategic Planning and Coordination	CDM6 coordinated	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		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Facilitating resilient city through international and intergovernmental relations and communication services	49	Number of Trading Services Reform Progress reports submitted to the Chief Operating Officer	Strategic Planning and Coordination	New KPI	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		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Facilitating resilient city through international and intergovernmental relations and communication services	50	Coordinating the sifting of the IGR / IDP / IDDM Forum	External Relations	IGR / IDP / IDDM Forum in place	Sifting of the IGR / IDP / IDDM Forum facilitated in line with the Council's Calendar of Meetings	Sifting of the IGR / IDP / IDDM Forum coordinated	Sifting of the IGR / IDP / IDDM Forum coordinated	Sifting of the IGR / IDP / IDDM Forum coordinated	No direct budget linked to KPI		
NA	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Facilitating resilient city through international and intergovernmental relations and communication services	51	Number of sittings of the International Relations Sub-Committee coordinated	External Relations	IR Sub-Committee in place	Sifting of the IGR / IDP / IDDM Forum facilitated in line with the Council's Calendar of Meetings	Sifting of the IGR / IDP / IDDM Forum coordinated	Sifting of the IGR / IDP / IDDM Forum coordinated	Sifting of the IGR / IDP / IDDM Forum coordinated	No direct budget linked to KPI		

MIRA C88		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2026/28 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
KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	ANNUAL PERFORMANCE TARGET	2026/27	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	TOTAL BUDGET ALLOCATED			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A</									

TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)														RESOURCES ALLOCATED FOR 2026/28 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)		TOTAL BUDGET VOTE NUMBER/ PROJECT ID		TOTAL BUDGET VOTE NUMBER/ PROJECT ID			
MFAA C&A	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG	REF / MSA REG		
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
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				TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN							
				2026/27 ANNUAL PERFORMANCE TARGET	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	TOTAL BUDGET ALLOCATED					
MFA 060 OUTCOME	REF / MSA NEG REF / MSA C88	KEY PERFORMANCE AREA (KPA)	FUNCTIONAL AREA	KPI NO	KEY PERFORMANCE INDICATOR	ACCOUNTABLE	ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2026/27 ANNUAL PERFORMANCE TARGET	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	TOTAL BUDGET ALLOCATED	
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Investigating compliance and integrity from members of the community and the private sector.	69	Responding to PMA requests within stipulated timeframe	Legal Services	PMA applications responded to by the applicant either with the relevant information or guided the applicant on the options available to them if no information was made available by the relevant divisions (i.e. Appeal process).	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	N/A	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	Transversal	90	Cascading the Performance Management System down to Grade 10	All	Performance Management System cascaded to First Line Managers September 2025	2026/27 first quarter performance reviews conducted for all staff down to Grade 10 by 31 December 2025	2026/27 first quarter performance reviews conducted for all staff down to Grade 10 by 31 December 2025	2026/27 first quarter performance reviews conducted for all staff down to Grade 10 by 31 March 2026	2026/27 first quarter performance reviews conducted for all staff down to Grade 10 by 30 June 2026	2026/27 first quarter performance reviews conducted for all staff down to Grade 10 by 30 June 2026	No direct budget linked to KPI			
N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Transversal	91	Number of Work Opportunities EPWP created	EPWP	38	15	15	15	N/A	N/A	N/A	1688 5044	EPWP Participants	R2 712 500
N/A	N/A	KPA 4: MUNICIPAL FINANCIAL AND MANAGEMENT	Transversal	92	Percentage of Training Budget spent	All	64%	10%	10%	30%	60%	65%	65%	1657 0373	Training	R600 000
N/A	N/A	KPA 4: MUNICIPAL FINANCIAL AND MANAGEMENT	Transversal	93	Percentage of invoices processed/All need submitted to budget and received within 10-days of invoice receipt date	All	70% (including Legal Services)	100%	100%	100%	100%	100%	100%	2018XXXX000608		No direct budget linked to KPI
N/A	N/A	KPA 4: MUNICIPAL FINANCIAL AND MANAGEMENT	Transversal	94	Percentage reduction in historical/all rated value of UIFW for the financial year (prior to and including 2022/23)	All	New KPI	Baseline information confirmed with UIFW Specialist	20%	20%	60%	80%	80%		No direct budget linked to KPI	
N/A	N/A	KPA 6: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Transversal	95	Percentage implementation of the quarterly targets as set in the director's procurement plan	All	New KPI	100%	100%	100%	100%	100%	100%		No direct budget linked to KPI	
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Transversal	96	Number of Office of the Chief Executive's quarterly performance reports submitted to the CEO	Policy, Strategy and Research	New KPI	N/A	N/A	1	2	3	3		No direct budget linked to KPI	
N/A	N/A	KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Transversal	97	Reporting on the Auditor General's action plan	All	New KPI	Quarterly reporting on Action Plans	Quarterly reporting on Action Plans	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	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Transversal	98	% achievement of the targets All placed in the NMBW Strategic Risk Register	All	New KPI	100%	100%	100%	100%	100%	100%		No direct budget linked to KPI	

SECTION C: COMPETENCY REQUIREMENTS

SECTION C1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

SECTION C1 - COMPETENCY FRAMEWORK STRUCTURE

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
1	Strategic direction and leadership	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 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 and maintaining strategic relationships. - Create an environment that facilitates loyalty and innovation - Display a superior level of self discipline and integrity in actions. - Integrate various systems into a collective whole to optimise institutional performance management. - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
	Impact and Influence						
	Institutional Performance Management						
	Strategic Planning and management						
	Organisational Awareness						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
2	People management	Effectively inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	- 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 contribute 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 and learning needs within the team. - Identify development and work. - Build a conducive environment 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 management.
	Human capital Planning and development						
	Diversity Management						
	Employee Relations Management						
	Negotiation and Dispute Management						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
3	Program and Project Management Program and Project Planning and Implementation	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	9%	- Initiate projects after approval from higher authorities. - Understand procedures of the project status and key milestones. - Manage multiple programs and balance priorities conflicts and according to institutional goals. - Define the roles and responsibilities of the project management through impact assessment and resource requirements. - Understand the rational of projects relation to the institution's strategic objectives. - Find a between project deadline and the quality of deliverables. - Document and communicate factors and risk associated with own work. - Modify project scope budget when and required without compromising the quality and objectives of the project involve top-level authorities and relevant stakeholders in seeking project buy in. - 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 management 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 project policies in a consistent manner. - Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	- Manage multiple programs and balance priorities conflicts and according to institutional goals. - Apply effective risk management strategies through impact assessment and resource requirements. - Modify project scope budget when and required without compromising the quality and objectives of the project involve top-level authorities and relevant stakeholders in seeking project buy in. - Identify and apply contemporary project management methodology plans. - Influence people positions of in authority to implement outcomes of projects. - Lead and direct translation of policy into workable actions - Influence and motivate project team deliver to exceptional results. - Monitor policy implementation and apply procedures to adjustments 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.
	Service Delivery Management						
	Program and Project Monitoring and Evaluation						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
4	Financial Management	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.	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 and Delivery					
		Financial Reporting and Delivery					

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	- 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.	- Perform 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. - Participate in change programs and piloting change interventions. - 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 leaders 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.
	Change Vision and Strategy					
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
6	Governance Leadership	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.	9%	- Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. - Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. - Provide input into policy formulation.	- Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. - Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. - Actively drive policy formulation within the institution to ensure the achievement of objectives.	- Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. - Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. - Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk relationships and 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.
	Policy Formulation						
	Risk and Compliance Management						
	Cooperative Governance						

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

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
8	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	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.	

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

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
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%	SCORE OF 1 OR 2	3	4	5
• Collect, categorise and track relevant information required for specific tasks and projects.				• Use appropriate information systems and technology to manage intuitional knowledge and information.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge.
• Analyse and interpret information to draw conclusions.				• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase knowledge base.				• Actively create mechanisms and structures for sharing of information.	• Share and promote best practice knowledge management across various institutions.	• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach.
• Regularly share information and knowledge with internal stakeholders and team members.				• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Establish accurate measures and monitoring systems for knowledge and information management.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.
					• 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.	

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
11	Communication Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately.	• Express ideas to individuals and groups in formal and informal settings in 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.

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
12	Results and Quality Focus	7%	- Understand quality of work but requires guidance in attending to important matters. - Show a basic commitment to achieving the correct results. - Produce the minimum level of results required in the role. - Produce outcomes that is of a good standard. - Focus on the quantity of output but requires development in incorporating the quality of work. - Produce quality work in general circumstances, but fails to meet expectation when under pressure.	- Focus on high priority actions and does not become distracted by lower-priority activities. - Display firm commitment and pride in achieving the correct results. - Set quality standards and design processes and tasks around achieving set standards. - Produce output of high quality. - Able to balance the quantity and quality of results in order to achieve objectives. - Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.	- Consistently verify own standards and outcomes to ensure quality output. - Focus on the end result and avoids being distracted. - Demonstrate a determined and committed approach to achieving results and quality standards. - Follow task and projects through to completion. - Set challenging goals and objectives to self and team and display commitment to achieving expectations. - Maintain a focus on quality outputs when placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	- Coach and guide others to exceed quality standards and results. - Develop challenging, client-focused goals and sets high standards for personal performance. - Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. - Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. - Take appropriate risks to accomplish goals. - Overcome setbacks and adjust action plans to realise goals. - Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE		100%				

SECTION C2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)

C2.1 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

SECTION D: ASSESSMENT RATING CALCULATOR								
NELSON MANDELA BAY MUNICIPALITY								
Name:	ADV L NGOQO							
Cycle:	2026/27 financial year							
Key Performance Area	Weight	Rating	Score		Competencies	Weight	Rating	Score
1	0%		0		1	9%		0
2	40%		0		2	9%		0
3	10%		0		3	9%		0
4	10%		0		4	8%		0
5	40%		0		5	9%		0
					6	9%		0
					7	9%		0
					8	9%		0
					9	7%		0
					10	7%		0
					11	8%		0
					12	7%		0
	100%		0			100%		0
KPA weight			80%		Competency weight			20%
KPA SCORE			0%		COMPETENCY SCORE			0%
FINAL SCORE								0%

SECTION D

(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

SECTION E: 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		NOF LEVEL (IF APPLICABLE)	SUB- DIRECTORAT E/ DIVISION	TRAINING PROVIDER ACCREDITATI ON NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
	Chief Operating Officer	L	Ngogo													

ADV L NGOGO

CHIEF OPERATING OFFICER

DATE:

CITY MANAGER

DATE:

SECTION F

I, Lonwabo Ngoqo, appointed in the position of 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 agreement during the period in which I assume employment.

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

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

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

DR WILLIAMS OBENG
ACTING CHIEF OPERATING OFFICER

31 July 2026
DATE

AS WITNESSES

1. _____

2. _____

ACTING CITY MANAGER

31 July 2026
DATE

AS WITNESSES:

1. _____

2. _____