



PERFORMANCE PLAN

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

ACTING EXECUTIVE DIRECTOR: CORPORATE SERVICES

YOLANDA MATAKANE-DAKUSE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FOR THE FINANCIAL YEAR: 2026/27

(1 JULY 2026 - 30 JUNE 2027)

**(1 JULY 2026 - 30 JUNE 2027 SUBJECT TO MSA REGULATION
56(1)(c))**

PERFORMANCE CONTRACT: MS YOLANDA MATAKANE-DAKUSE

This performance contract is divided into five sections:

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

SECTION B - PERFORMANCE PLAN											
SECTION B2 - REPORTING SCORECARD											
B 2(a): COMPLIANCE INDICATORS											
I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators reflected under Section B2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.											
SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PREScribed FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL PERFORMANCE 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 JUNE 2027)
2	C2 (GG)	1	Number of Executive Committee or Mayoral Executive meetings held	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings held. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure Chaired by the Mayor. The indicator measures the frequency of meetings of municipal Exco or Mayoral committee structures.	Quarterly	Attendance Registers, Minutes	40				
3	C3 (GG)	2	Number of Council portfolio committee meetings held:	This is the count of the number of Council portfolio committee meetings held. Portfolio committees exercise oversight over a particular municipal department or "portfolio". This indicator ensures adherence to establishing and maintaining functional portfolio committees as per the MSA.	Quarterly	Attendance Registers, Minutes	50				
4	C4 (GG)	3	Number of MPAC meetings held	This is the count of the number of MPAC committee meetings held. A Municipal Public Accounts Committee (MPAC) is one of the Committees in terms of Section 79 of the Local Government: Municipal Structures Act 117 of 1998 to serve as an oversight committee to deal with Oversight Reports on annual reports as per Section 129 (1) of the Municipal Finance Management Act 56 of 2003. The indicator monitors the frequency of meetings of MPAC committees to ensure oversight and accountability.	Quarterly	Attendance Registers, Minutes	13				
5	C5 (GG)	4	Number of recognised traditional leaders within your municipal boundary	This is a count of the number of recognised traditional leaders within a municipal boundary. A municipal boundary is defined as a line enclosing the geographical area of jurisdiction of a municipal corporation as delineated by territorial legislation. Recognised leaders refer to those groups which the municipal council officially recognises within the municipal area. This indicator monitors the number of traditional leaders formally recognised by the municipal council.	Annual	Not applicable	N/A MEC has not recognised any traditional leaders within NMBM				
6	C6 (GG)	5	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	This is a count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM held. A Mayor is the head of the executive of the municipality. A Speaker presides at meetings of the Council and performs the duties and exercises the powers delegated to the Speaker as defined in Section 59 of the Municipal Systems Act. A municipal manager (MM) is the accounting officer of the municipality appointed by council in terms of Section 57 of the Municipal Systems Act.	Quarterly	Attendance Registers, Minutes	0				
7	C7 (GG)	6	Number of formal (minuted) meetings - to which all senior managers were invited- held:	This is a count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM held. A Mayor is the head of the executive of the municipality. A Speaker presides at meetings of the Council and performs the duties and exercises the powers delegated to the Speaker as defined in Section 59 of the Municipal Systems Act. A municipal manager (MM) is the accounting officer of the municipality appointed by council in terms of Section 57 of the Municipal Systems Act. This indicator monitors the inclusion of senior managers in formal (minuted) meetings	Quarterly	Attendance Registers, Minutes	61				

SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PREScribed FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL PERFORMANCE 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)
8	C8 (GG)	7	Number of councillors completed training:	The number of councillors that have received training. A councillor is an individual who is elected to represent their local community and runs their local council. Training can be of any duration, length and need not be formally accredited. The indicator provides a monitor of ongoing councillor development and training.	Quarterly	Lead schedule Attendance registers	77				
9	C9 (GG)	8	Number of municipal officials completed training	The number of municipal officials that have received training. A municipal official is a person in the employ of the municipality who has been delegated to perform any function of the municipality or any function for which the municipality is responsible. Training can be of any duration, length and need not be formally accredited. The indicator provides a monitor of ongoing municipal official development and training.	Quarterly	Lead schedule Attendance registers	625				
10	C10 (GG)	9	Number of work stoppages occurring:	The number of work stoppages. Work stoppage refers to the temporary cessation of work as a form of protest and can be initiated by either employees or management. When initiated by employees, work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest. The indicator measures municipal labour disputes with municipal employees that result in stoppages of work.	Quarterly	Signed Notice	2				
15	C15 (GG)	10	Number of days of sick leave taken by employees	The number of days sick leave taken by municipal employees. Sick leave is paid time off from work that workers can use to stay home to address their health needs without losing pay. It differs from paid vacation time or time off work to deal with personal matters, because sick leave is intended for health-related purposes.	Quarterly	lead schedule SAP Report	9090.5				
17	C17 (GG)	11	Number of temporary employees employed	The number of temporary employees employed by the municipality. Temporary employees refer to those employed on a fixed-term contract in addition to the official organisational structure of the municipality. The number of temporary employees employed at the end of the quarter measures the scale of the municipality's fixed-term staffing contingent at that point in time.	Quarterly	lead schedule SAP Report	2945				
18	C18 (GG)	12	Number of approved demonstrations in the municipal area	The number of approved demonstrations in the municipal area. A demonstration is action by a mass group or collection of groups of people in favour of a political or other cause or people partaking in a protest against a cause of concern; it often consists of walking in a mass march formation and either beginning with or meeting at a designated endpoint, or rally, to hear speakers. An 'approved demonstration' refers to a planned action communicated to the local authority and for which permission has been provided.	Quarterly	Notices Reports	0				
N/A	N/A	13	Number of unplanned demonstrations in the municipal area	The number of unplanned demonstrations in the municipal area. A demonstration is action by a mass group or collection of groups of people in favour of a political or other cause or people partaking in a protest against a cause of concern; it often consists of walking in a mass march formation and either beginning with or meeting at a designated endpoint, or rally, to hear speakers. An 'unplanned demonstration' refers to a action that is not communicated to the local authority and for which permission has not been provided.	Quarterly	Notices Reports	(New Compliance Indicator introduced in 2023/24 financial year)				

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 2024/25 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)
19	C19 (GG)	14	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	The number of recognised traditional and Khoi-San leaders in attendance in (sum of) at all council meetings. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional Leadership and Governance Framework Act of 2003. A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader and deputy Khoi-San leader. "Recognised leaders" refer to those groups which the municipal council officially recognises within the municipal area. This includes designated representatives of recognised leaders.	Annual		N/A MEC has not recognised any traditional leaders within NMIM				
22	C22 (GG)	15	Number of Council meetings held	The number of council meetings. A council is made up of elected members who approve policies and by-laws for their municipal area. Council meetings are a platform used by councillors to discuss these policies, by-laws and other issues relating to their municipality (e.g. service delivery issues) and to make decisions, through councillor voting, on them. Council meetings are typically open to the general public to attend as well.	Quarterly	Attendance Registers, Minutes	16				
23	C23 (GG)	16	Number of disciplinary cases for misconduct relating to fraud and corruption:	The number of disciplinary cases for misconduct related to fraud and corruption active within the municipality. A disciplinary case is an alleged instance of misconduct between an employee and employer whereby the employee should present evidence to respond to the allegations against him/her. Fraud is an intentionally deceptive action designed to provide the perpetrator with an unlawful gain or to deny a right to a victim. Fraud typically occurs with regard to finance. Corruption is a form of dishonesty or criminal offense undertaken by a person entrusted with a position of authority, to acquire illicit benefit or abuse power for one's private gain. Corruption may include many activities including bribery and embezzlement. For this definition, all forms of misconduct relating to dishonesty may be considered within the ambit of the measure.	Quarterly	Reports	0				
24	C24 (GG)	17	Number of council meetings disrupted	The number of council meetings where an unplanned disruption forces the municipal council to abandon the proceedings as originally scheduled and it is unable to conclude the agenda on account of the disruption. "Disruption", in this instance, refers to council meetings where agenda items are not concluded upon, and deferred to the next council meeting. Furthermore, any disruption of council proceedings that results in a suspension of the sitting outside of the planned agenda is also considered a "disruption".	Quarterly	Notices Reports	0				
25	C25 (GG)	18	Number of protests reported	A protest reported refers to an unauthorized protest specifically, and excludes approved demonstrations. An unauthorized protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest in which the municipality has received a direct or indirect report for, whether in progress or after the fact, regardless of whether the protest was aimed at the municipality or not.	Quarterly	Notices Reports	2				
29	C41 (GG)	19	Number of approved engineer posts in the municipality	The number of approved engineering posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Financial Management Act of 2003, and has been approved by the Municipal Manager.	Quarterly	Reports	68				

SDGIP COMPLIANCE INDICATOR REFERENCE	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE ANNUAL PERFORMANCE OF 2024/25 (ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL PERFORMANCE 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)
30	20	Number of registered engineers employed in approved posts	The number of registered engineers employed in approved posts. A registered professional engineer is a person who is registered as a professional engineer with an official organising body. In South Africa, the statutory body for the engineering profession is the Engineering Council of South Africa (ECSA). An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.	Quarterly	Reports	1				
31	21	Number of engineers employed in approved posts	The number of engineers employed in approved posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures with a formal qualification of a BScEng or BEng. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.	Quarterly	Reports	4				
44	22	Number of disciplinary cases in the municipality	The number of active disciplinary cases within the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.	Quarterly	Reports	39				
45	23	Number of finalised disciplinary cases:	The number of finalised disciplinary cases within the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.	Quarterly	Reports	10				
54	24	Number of municipality-owned community halls	The number of municipality-owned community halls. A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2015) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socio-economic status of area to provide affordable service."	Annual	Reports	22				

SDRP COMPLIANCE INDICATOR REFERENCE	MFM C68 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PREScribed FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)
89	C89 (GG)	25	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings that were not held owing to a lack of quorum. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure chaired by the Mayor. This refers to meetings that were unable to proceed due to lack of attendance.	Quarterly	Attendance Registers, Minutes	0				
92	C92 (GG)	26	Number of agenda items deferred to the next council meeting	The number of agenda items that have been deferred to the next council meeting because the council has failed to reach a quorum or without decisions on those items. Where multiple council meetings have been held, this is the sum total of those items deferred. This does not refer to agenda items referred to other structures, only items for which no decision or action is taken. This indicator shows to what extent municipal business is delayed due to the absence of councillors from council meetings or the concluding of the meeting without attending to all items, which gives an indication of the extent to which councillors are fulfilling their responsibilities as elected representatives of the municipality. Functional councils will process agenda items with resolutions or decisions rather than defer or leave unfinished business. Measuring the number of agenda items that are deferred to the next meeting is a proxy for dysfunction.	Quarterly	Attendance Registers, Minutes	47				
93	C100 (GG)	27	Quarterly salary bill of suspended officials	The sum of the salary bill for all officials suspended from work or employment for the municipality for misconduct during the reporting period.	Quarterly	SAP Report Lead Schedule	R11 135 746.90				
COMPLIANCE QUESTIONS											
83	Q4	1	What are the main causes of work stoppages in the past quarter by type of stoppage	Not Applicable	Quarterly	Reports	Work stoppages occurred for the Electricity and Energy Directorate occurred on the 27 September 2022 (when staff struck over suspension of the Scarce Skills Allowances) 21 April 2023 - Dissatisfaction regarding suspension of colleagues				
84	Q3	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	Reports	53 18 public meetings took place during 11 April to 3 May 2023 35 public meetings took place during: 17 October – 22 November 2022 (25 meetings) 2 December - 12 December 2022 (9 meetings)				
94	Q24	3	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.	Not Applicable	Quarterly	Reports	Yes				
95	Q25	4	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?	Not Applicable	Quarterly	Reports	No				

SECTION B - PERFORMANCE PLAN									
SECTION B2 - REPORTING SCORECARD									
B2(b): DIRECTORATE OPERATIONAL INDICATORS									
I herewith commit to:- • Ensure that the key performance indicators reflected under Section B2(b) of this agreement, are expressed in sub-directorate performance scorecards; and • Ensure that performance against the key performance indicators reflected under Section B2(b) of this agreement, is reported to the Corporate Services Directorate within 10 working days after the end of the quarter.									
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Number of Municipal buildings with provided with airconditioners	TBD	20190264	Airconditioning of Municipal Buildings	1,000,000
							20240157	Installation of New Lifts: Lillian Diedericks Building	4,400,000
							20240159	Installation of New Lifts: Mfanasekhaya Gqobose Building	2,250,000
							20250039	Upgrade to Fidelity Building	300,000
							20250260	Feather Market Centre - Upgrading of Ablution Facilities	500,000
							20250261	Feather Market Centre - Back-up Power System	1,000,000
							20250262	Feather Market Centre - Installation of Chiller for the Auditorium & Selley hall	2,500,000
							20250282	Upgrade of Corporate HR Office - 16th Floor Lillian Diedericks Building	300,000
							20250277	Purchase of furniture for Facilities Management Offices and kitchen - 4th Floor Lillian Diedericks	400,000

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN						
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Number of municipal halls upgraded	12
						(Kabah Langa Hall Babs Madiakane Hall Despatch Depot Cuyler Depot Kwanobuhle Depot Nangoza Jebe Hall Bolo Punch Hall Khalipha Senzagabom Hall Veeplaas Hall Upgrade of Jeff Masemola Hall Cecil Kapi Hall City Hall Auditorium)
						20250233
						Kabah Langa Hall - Upgrade to ablutions
						20250234
						Babs Madiakane Hall - Upgrade to ablutions
						20250242
						Despatch Depot Upgrade
						20250249
						Cuyler Depot Upgrade
						20250263
						KwaNobuhle Depot - Upgrade to Facilities
						20250306
						Nangoza Jebe Hall - Purchase of water tanks with purification system
						20250310
						Bolo Punch Hall - Installation of Anti-Climb Fence
100,000	100,000	100,000	KPA 1: BASIC SERVICE DELIVERY	4	Number of municipal buildings installed with alarm and security installations	20250314
						Khalipha Senzagabom Hall -Purchase of water tanks with purification system
						20250315
						Veeplaas Hall - Purchase of water tank
						20250391
						Upgrade of Jeff Masemola Hall (including caretakers cottage)
						20260173
						Cecil Kapi Hall - Installation of Electric Fence
						20250278
						Purchase of new PA System at Nangoza Jebe Hall
250,000	250,000	250,000	KPA 1: BASIC SERVICE DELIVERY	4	Number of municipal buildings installed with alarm and security installations	20250268
						City Hall Auditorium - Installation of standby water pump.
						20250269
						City Hall Auditorium - Installation of overhead projector
800,000	800,000	800,000	KPA 1: BASIC SERVICE DELIVERY	4	Number of municipal buildings installed with alarm and security installations	20250257
						Alarm and security installations at NMBM Corporate Buildings

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN									
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Number of municipal offices constructed	3 (Walmer Training Centre, Ward 8 Councillors office, Ward 54 Councillor office)	20250275	Construction of Walmer Training Centre Offices - in Walmer Main road	500,000
							20250280	Construction of Ward 8 Councillor office	500,000
							20250253	Construction of Ward 54 Councillor office	500,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	6	Percentage of halls and conference centres provided with furniture	100%	20250271	Purchase of Furniture for Halls & Conference centres	400,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	7	Percentage of offices centres provided with furniture	100%	20250377	Corporate Services - Purchase of Furniture and office equipmemnt	300,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	8	Purchasing of Computers and Computer Equipment	By December 2026	20220112	Purchase of Computers and Computer Equipment	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	9	Purchasing of ICT Infrastructure and equipment	By December 2026	20230181	Purchase of ICT Infrastructure and equipment	5,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	10	Installation of Wireless,Networking and High Masts	By June 2027	20250226	Installation of Wireless,Networking and High Masts	13,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	11	Purchasing of Computers and Computer Equipment	By December 2026	20260171	Corporate Services - Purchase of Computer Equipment	500,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	12	Procuring of AS400 for the Billing System and General Ledger	By March 2027	20260189	Procurement of AS400 for the Billing System and General Ledger	15,000,000

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN							
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID DESCRIPTION TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	13	Conducting annual stock take	By June 2027	No direct budget linked to Key Performance Indicator measurement
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	14	Disposal of obsolete assets	By December 2026	No direct budget linked to Key Performance Indicator measurement
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	15	Obtain list of funded positions from Budget & Treasury	By September 2026	No direct budget linked to Key Performance Indicator measurement
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	16	Conduct a clean-up of SAP information (Abolishment of unfunded vacancies)	By March 2027	No direct budget linked to Key Performance Indicator measurement
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	17	Finalisation of staff establishment control completed	By June 2027	No direct budget linked to Key Performance Indicator measurement
N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	18	Submission of a progress report on movable assets to the Human Resource and Standing Committee	Performance reports submitted in line with Council Calendar of meetings	No direct budget linked to Key Performance Indicator measurement

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN									
MFM C88 OUTCOME		IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	TOTAL BUDGET ALLOCATED
N/A		N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	19	Development of plan to manage the Travel and accommodation contract	Plan in place by December 2025	No direct budget linked to Key Performance Indicator measurement	
	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	20	Submission of Directorate performance report(s) to the Human Resource and Standing Committee	Performance reports submitted in line with Council Calendar of meetings	No direct budget linked to Key Performance Indicator measurement	

SECTION B - PERFORMANCE PLAN

SECTION B2 - REPORTING SCORECARD

B 2(c): SDBIP REPORTING INDICATORS

NOTE: The following output indicators were included in the 2024/25 SDBIP as prescribed by MFMA Circular 88. However, these indicators do not form part of the main institutional scorecard, since no targets could be set due to either budget related challenges and / or system and reporting related challenges.

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	SDBIP KPI NO	KEY INDICATOR	PRESCRIBED FREQUENCY OF REPORTING	DEFINITIONS	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	TARGET SETTING CHALLENGE	ACTION PLAN STEPS TO BE UNDERTAKEN TO PROVIDE DATA / REPORT AGAINST KPI	ESTIMATED DATE WHEN DATA WILL BECOME AVAILABLE / WHEN KPI WILL BE INCLUDED IN SDBIP	WHAT RESOURCES OR SUPPORT IS REQUIRED TO ENSURE THAT DATA WILL BECOME AVAILABLE (IF BUDGET, PROVIDE ESTIMATE)
CIRCULAR 88 PRESCRIBED INDICATORS WITH SYSTEM AND REPORTING RELATED CHALLENGES												
GG 1: Improved municipal capability	GG 1.2	GG 1.21	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	2	Staff vacancy rate	Quarterly	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure. The unfilled posts are inclusive of temporary and contract positions that appear on the municipality's approved organisational structure. The number of unfilled posts is calculated as the difference between the total number of employee posts and the number of filled posts. The number of unfilled posts is calculated as the difference between the total number of employee posts and the number of filled posts. They are exclusive of unfilled vacant positions on the municipality's approved organisational structure.	The inclusion of this KPI in the scorecard of the Executive Director: Corporate Services and the SDBIP is regulated by National Treasury through the MFMA Circular 88. However, the staff vacancy rate cannot be calculated, as the Municipality does not have a Council approved organisational structure in place listing the current number of employee posts within the NMSM.	The staff vacancy rate could not be calculated, as the Municipality does not have a Council-approved organisational structure in place that reflects the current number of approved posts within the NMSM. As a result, the Municipality is currently unable to report on this indicator due to the absence of the required data elements for reporting purposes. In order to address this, an internal consultation process is underway to determine the number of filled and vacant positions. This process requires extensive internal engagement and consultation with Labour. In parallel, the Municipality is reviewing the organisational structure to incorporate institutional reforms and ensure alignment with the Municipal Staff Regulations. Upon completion of these processes, a clean-up of the SAP system will be undertaken, after which the structure will be submitted to Council for approval. It is anticipated that this process will be finalised by 30 June 2027. It is envisaged that reporting on this indicator will commence in the 2027/28 financial year.	By 30 June 2027		

SECTION C1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
1	Strategic direction and leadership	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 objectives. - 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 in performance measures to monitor the progress and effectiveness of the institution. - Displays an of awareness institutional structures and political factors. - Effectively communicate barriers of execution to relevant parties. - Provide guidance to all stakeholders in the achievement of the strategic mandate. - Understand the aim and objectives of the institution and relate it to own work.	- Evaluate all activities to determine value and alignment to strategic intent. - Display in-depth knowledge and understanding of strategic planning. - Align strategy and goals across all functional areas. - Actively define performance measures to monitor the progress and effectiveness of the institution. - Consistently challenge strategic plans to ensure relevance. - Understand institutional structures and political factors, and the consequences of actions. - Empower others to follow strategic direction and deal with complex situations. - Guide the institution through complex and ambiguous concern of. - Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	- Structure and position the institution to local government priorities. - Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. - Hold self accountable for strategy execution and results. - Provide impact and influence through building 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	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
2	People management Human capital Planning and development Diversity Management Employee Relations Management Negotiation and Dispute Management	Effectively inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	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.	3 • Seek opportunities to contribute and increase team contribution and responsibility. • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. • Effectively delegate tasks to empower and others to increase contribution and execute functions optimally. • Apply relevant employee legislation fairly and consistently. • Facilitate team goal setting and problem solving. • Effectively identify capacity requirements to fulfil the strategic mandate.	4 • Identify ineffective team and work processes and recommend remedial interventions. • Recognise and reward effective and desired behaviour. • Provide mentoring and guidance to others in order to increase personal effectiveness. • Identify development and learning needs within the team 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	5 • Develop and incorporate best practice people management processes, approaches and across the tools institution. • Foster a culture of discipline, responsibility and accountability. • Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. • Develop comprehensive integrated strategies and approaches to human capital development and management. • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
3	Program and Project Management	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 program and project management and stakeholder implications and involvement. - Understand the rational of projects relation to the institution's strategic objectives. - Document and communicate factors and risk associated with own work. - Use results and approaches of successful project implementation as guide.	- Establish broad stakeholder involvement and communicate the project status and key milestones. - Define the roles and responsibilities of the project team create and clarity around expectations balance. - Find a between project deadline and the quality of deliverables. - Identify appropriate project resources to facilitate the effective completion of the deliverables. - Comply with statutory requirements and apply policies in a consistent manner. - Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	- Manage multiple programs and balance priorities conflicts and according to institutional goals. - Apply effective risk 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 the top-level authorities and relevant stakeholders in seeking project buy in. - Identify and apply project contemporary management methodology plans. - Influence and motivate project team deliver to exceptional results. - Monitor policy implementation and apply procedures to manage risks.	- Understand and conceptualise the long-term implications of desired project outcomes. - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. - Consider and initiate projects that focus on achievement of the long-term objectives. - Influence people positions of in authority to implement outcomes of projects. - Lead and direct translation of policy into workable actions - 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 forecasting 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		DEFINITION	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.	- Performa analysis of the impact on social, political and economic environment. - Maintain calm and focus during change. - Able to assist team members during change and keep them focused on deliverables. - Volunteer to lead change efforts outside of own work team. - Able to gain buy-in and approval for change from relevant stakeholders. - Identify change readiness levels and assist in resolving resistance to change factors. - Design change interventions that are aligned with the institution's strategic objectives and goals.	- Actively monitor change impact and results and convey progress to relevant stakeholders. - Secure buy-in and sponsorship for change initiatives. - Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. - Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. - Take the lead in impactful change programs. - Benchmark change interventions against best change practices. - Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. - Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation.	- Sponsor change agents and create a network of change 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 plans to address these. - Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. - Actively drive policy formulation within the institution to ensure the achievement of objectives.	- Able to link risk initiatives into key institutional objectives and drivers. Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. - Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. - Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes. - Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	- Demonstrate a high level of commitment in complying with governance requirements 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.

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

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
9	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 provide rationale for recommendations. • Demonstrate objectivity, insight and thoroughness when analysing problems. • Able to break down complex problems into manageable parts and identify solutions. • Consult internal and external stakeholders on opportunities to improve processes and service delivery. • Clearly communicates the benefits of new opportunities and innovative solutions to application stakeholders. • Continuously identify opportunities to enhance internal processes. • Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention.	• Coaches team members on analytical and innovative approaches and techniques. • Engage with appropriate individuals in analysing and resolving complex problems. • Identify solutions in various area in the institution. • Formulate and implement new ideas throughout the institution. • Able to gain approval and buy in for proposed interventions from relevant stakeholders. • Identify trends and best practices in processes and service delivery and propose institutional to 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	
			SCORE OF 1 OR 2	3	4	5	
10	Knowledge and Information Management Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	• Collect, categorise and track relevant information required for specific tasks and projects. • Analyse and interpret information to draw conclusions. • Seek new sources of information to increase knowledge base. • Regularly share information and knowledge with internal stakeholders and team members.	• Use appropriate information systems and technology to manage intuitional knowledge and information. • Evaluate data from various sources and use information effectively to influence decisions and provide solutions. • Actively create mechanisms and structures for sharing of information. • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Effectively predict future information and knowledge management requirements and systems. • Develop standards and processes to meet future knowledge management needs. • Share and promote best practice knowledge management across various institutions. • Establish accurate measures and monitoring systems for knowledge and information management. • Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge. • Establish partnerships across local government to facilitate knowledge management. • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance with an approach. • Recognise and exploit knowledge points in interactions with internal and external stakeholders.	

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		WEIGHTING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
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.	3 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	4 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.	5 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	
12	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	7%	SCORE OF 1 OR 2	3	4	5
			- 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.				
TOTAL PERCENTAGE			100%				

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

B1.1 General competency levels for senior managers-

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

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

B2.2. Minimum competency levels for senior managers-

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

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		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	
	116361	Interpret South African legislation and policy affecting municipal financial management	
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	
	119331	Conduct working capital management activities in accordance with sound financial management policy	
	116364	Plan a municipal budgeting and reporting cycle	
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	
	116341	Conduct performance management to a South African municipal environment	
Risk and change management	116339	Apply risk management in South African municipalities	
Project management	119343	Apply operations research principles and tools in the management of project activities and resources	
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	
Supply Chain Management	116353	Participate in the design and implementation of municipal supply chain management	
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	

SECTION C: ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY									
Name: YOLANDA MATAKANE-DAKUSE Cycle: 2026/27 financial year									
Key Performance Area	Weight	Rating	Score		Competencies	Weight	Rating	Score	
1	5%		0		1	9%		0	
2	60%		0		2	9%		0	
3	6%		0		3	9%		0	
4	16%		0		4	8%		0	
5	13%		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 C

(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

SECTION D: PERSONAL DEVELOPMENT / TRAINING PLAN FOR NOSIPHO XHEGO

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	NAME SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	TYPE INTERVENTION REQUIRED (i.e. skills programme/workshop/ learnership/ RPL/ trade test)	OF NAME OF COURSE		ACTUAL COURSE DATE		SUB-DIRECTORATE/ DIVISION (IF APPLICABLE)	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS TRAINING PROVIDER PUBLIC PRIVATE	THE ESTIMATED COST OF TRAINING /
									START DATE	END DATE						
	Acting Executive Director: Corporate Services	Yolanda	Matakane - Dakuse		Managers	Skills Programme	116358 -Contribute to the strategic planning process in a South African municipality	TBD	TBD	Executive Management	TBD	TBD	TBD	TBD	TBD	TBD
MS Y MATAKANE-DAKUSE																
ACTING EXECUTIVE DIRECTOR: CORPORATE SERVICES																
DATE: _____																
CITY MANAGER _____																
DATE: _____																

SECTION F

I, Yolanda Matakane-Dakuse, appointed in the position of Executive Director: Corporate Services 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 Executive Director: Corporate Services.

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

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

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

YOLANDA MATAKANE-DAKUSE
EXECUTIVE DIRECTOR: CORPORATE SERVICES

31 July 2026
DATE

AS WITNESSES

1. _____

2. _____

ACTING CITY MANAGER

DATE

AS WITNESSES:

1. _____

2. _____