



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

THE ACTING CITY MANAGER

AND

**ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT, TOURISM AND
AGRICULTURE**

WANDISILE MAKWABE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/27

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

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A.N. N.S.N.

PERFORMANCE CONTRACT: MR W MAKWABE

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

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SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

KEY PERFORMANCE INDICATOR	PERFORMANCE LEVEL OR KPI	BASELINE (ANNUAL PERFORMANCE TARGET 2024/25 ESTIMATED)	TARGETS FOR 2024/25 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING
			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)			1st Quarter Planned Budget as Table SA 26, 29 and 30	2nd Quarter Planned Budget as Table SA 26, 29 and 30	3rd Quarter Planned Budget as Table SA 26, 29 and 30	4th Quarter Planned Budget as Table SA 26, 29 and 30			
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%
1	Number of informal trading permits issued with the private sector	756	N/A	N/A	N/A	30	1255-8648 (OPEX)	Investment Income Fund	N/A	N/A	N/A	TBD	SLA or equivalent document in place with private sector detailing number of job opportunities	5: Above 40 and/or qualitative motivation up to 40 and/or qualitative motivation 4: Above 30 down to 20 3: 30 2: Below 30 down to 20 1: Below 20	KPA 3: 42%
2	Average time taken to finalise informal trading permits	4 days	14 days	14 days	14 days	14 days			No direct budget linked to Key Performance Indicator measurement				Lead Schedule Informal trading permits 4: Below 14 days down to 10 days and/or qualitative motivation 3: 14 days 2: Above 14 days up to 18 days 1: Above 18 days		
3	Number of informal trading permits issued with Training or Equipment	348	200	150	150	200	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	R900,000.00	R600,000.00	R1,500,000.00	R2,000,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
4	Number of Small Medium Micro Enterprises (formal and informal) supported through ICT Incubation Programmes	Draft SLA in place	200	100	100	200	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	R900,000.00	R1,000,000.00	R15,000,000.00	R2,000,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
5	Number of Small Medium Micro Enterprises (formal and informal) supported through the SAME Support Centres	Draft SLA in place	200	100	100	200	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	N/A	R1,500,000.00	R2,385,000.00	R3,160,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
6	Number of Small Medium Micro Enterprises (formal and informal) supported through the SAME Support Centres	795	250	100	100	250	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	R900,000.00	R1,125,000.00	R3,150,000.00	R4,500,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 312 4: Above 250 up to 312 3: 250 2: Below 250 down to 188 1: Below 188	
7	Number of SMEs supported through the SAME Support Centres	SLA submitted to legal services	3	1	2	3	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	R500,000.00	R1,000,000.00	R15,000,000.00	R2,000,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 5 and/or qualitative motivation up to 5 and/or qualitative motivation 4: Above 3 down to 1 3: 3 2: Below 3 down to 1 1: Below 1	
8	Number of Co-operatives (formal and informal) supported	61	60	40	50	60	1291 1589 Project ID-20260256 (OPEX)	Sector Development - Special Projects	R1,046,100.00	R2,062,200.00	R2,831,100.00	R3,170,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 70 4: Above 60 up to 70 3: 60 2: Below 60 down to 50 1: Below 50	
9	Number of produce recipients supported through the problem of production and/or other production inputs	50	0	24	38	50	1291 8404 Project ID-20260256 (OPEX)	Urban Agriculture Community gardens for food production and/or other production inputs	R0.00	R1,344,000.00	R2,126,000.00	R2,600,000.00	Lead Schedule Proof of support provided - recipient confirmation of support	5: Above 60 4: Above 50 up to 60 3: 60 2: Below 60 down to 40 1: Below 40	
10	Round value of revenue generated by the Fresh Produce Market	R21 million	R5 million	R10 million	R15 million	R20 million			No direct budget linked to Key Performance Indicator measurement				Monthly income reports / screenshots directly from system	5: Above R22 million 4: Above R20 million up to R22 million 3: R20 million 2: Below R20 down to R16 million 1: Below R16 million	

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SECTION A1: SCORECARD																			
KEY PERFORMANCE INDICATOR			BASELINE PERFORMANCE OF 2022/23 (ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)						NOTE	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO EVIDENCE	OR	RECOMMENDED INTERPRETATION OF RATING SCALE
KPI NO	KPI DESCRIPTION	KPI UNIT	2022/23	2026/27	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
KPI NO	KPI DESCRIPTION	KPI UNIT	2022/23	2026/27	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
11	Successful implementation of the destination marketing campaign	Number of tourists recommended to NABSA	2,455,037	22	5	15	10	30	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
12	Number of tourists recommended to NABSA	Number of tourists recommended to NABSA	2,455,037	22	5	15	10	30	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
13	Number of Small Medium Micro Enterprises (formal and informal) in the Northern sector supported	Number of SMEs	22	30	5	15	10	30	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
14	Operationalising the One-Stop-Shop (OSS) for the benefit of doing business in NABSA	Number of businesses established in the OSS	22	30	5	15	10	30	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
15	Cascading the Performance Management System (PMS) to the Districts	Percentage of staff who understand financial interests	2023/24 fourth quarter performance reviews conducted for reporting managers	2025/26 fourth quarter performance reviews conducted for reporting managers	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14	2026/27 performance plans in place for officials down to grade 14
16	Percentage of the directorate's staff who understand financial interests	Percentage of staff who understand financial interests	New KPI (introduced in 2026/25)	100%	100%	N/A	N/A	100%	By 31 August 2026	N/A	N/A	100%	By 31 August 2026	100%	By 31 August 2026	100%	By 31 August 2026	100%	By 31 August 2026
17	Number of Market Opportunities created	Number of Market Opportunities created	684	70	10	30	53	70	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
18	Percentage of Economic Development and Tourism Directorate's Budget spent	Percentage of Economic Development and Tourism Directorate's Budget spent	53%	65%	10%	30%	60%	65%	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million
19	Percentage of EDCG's Capital Budget actually spent	Percentage of EDCG's Capital Budget actually spent	49%	65%	10%	30%	60%	65%	R2.5 million	R1 million	R2 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million	R2.5 million

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SECTION A: PERFORMANCE CONTRACT
SECTION A2: REPORTING SCORECARD
A2(b): DIRECTORATE OPERATIONAL INDICATORS

herewith commit to:-

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

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2025/26 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN		
								VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	1	Developing the Dubai food garden	TBD	20250299	Development of food garden: Dubai	R434,780.00
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	2	Percentage informal trading Infrastructure budget spent	100%	20250375	Informal trading Infrastructure	R3,000,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Percentage property, plant and equipment purchased	100%	20260076 20250389 20250297	EDTA : Purchase of Office Furniture and Equipment EDTA: Procurement of Computers, Computer equipment and Laptops Purchase of Tractor	R70,000 R25,000 R2,173,910

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SECTION B - COMPETENCY REQUIREMENTS

SECTION B1 - COMPETENCY FRAMEWORK

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

This competency framework replaces regulation 28(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
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%	SCORE OF 1 OR 2 - 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.	3 - 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.	4 - 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.	5 - Structure and position the institution to local government priorities. - Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. - Hold self accountable for strategy execution and results. - Provide impact and influence through building and maintaining strategic relationships. - Create an environment that facilitates loyalty and innovation - Display a superior level of self discipline and integrity in actions. - Integrate various systems into a collective whole to optimise institutional performance management. - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
	Institutional Performance Management						
	Strategic Planning and management						
	Organisational Awareness						

16/11/20

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LEADING COMPETENCIES		DEFINITION	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
2	People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	- Participate in team goal setting and problem solving. - Interact and collaborate with people of diverse backgrounds. - Aware of guidelines for employee development, but requires support in implementing development initiatives.	- Seek opportunities to increase team contribution and responsibility. - Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. - Effectively delegate tasks empower and others to increase contribution and execute functions optimally. - Apply relevant employee legislation fairly and consistently. - Facilitate team goal setting and problem solving. - Effectively identify capacity requirements to fulfil the strategic mandate.	- Identify ineffective team and work processes and recommend remedial interventions. - Recognise and reward effective and desired behaviour. - Provide mentoring and guidance to others in order to increase personal effectiveness - Identify development and learning needs within the team work. - Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. - Inspire culture of a performance excellence by giving positive 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 practices, people management approaches and across the 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 and development					
	Diversity Management					
	Employee Relations Management					
	Negotiation and Dispute Management					

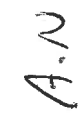







LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
3	Program and Project Management	8%	- Initiate projects after approval from higher authorities. - Understand procedures of program and project management methodology, implications and stakeholder involvement. - Understand the rational of projects relation to the 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 clarify around expectations balance. - Find a between project deadline and the quality of deliverables. - Identify appropriate project resources to facilitate the effective completion of the deliverables. - Comply with statutory requirements and apply policies in a consistent manner. - Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	- Manage multiple programs and balance priorities conflicts and according to institutional goals. - Apply effective risk management strategies through impact assessment and resource requirements. - Modify project scope budget when and required without compromising the quality and objectives of the project involve top-level authorities and relevant stakeholders in seeking project buy in. - Identify and apply contemporary project management methodology influence and motivate project team deliver to exceptional results. - Monitor policy implementation and apply procedures to manage risks.	- Understand and conceptualise the long-term implications of desired project outcomes. - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. - Consider and initiate projects that focus on achievement of the long-term objectives. - Influence people positions of in authority to implement outcomes of projects. - Lead and direct translation of policy into workable actions plans. - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.
	Service Delivery Management					
	Program and Project Monitoring and Evaluation					



LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
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.	9%	SCORE OF 1 OR 2	3	4	5
	Budget Planning and Execution						
	Financial Strategy and Delivery						
	Financial Reporting and Delivery						
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.	8%		8	9	10
	Change Vision and Strategy						
	Process Design and Improvement						
	Change Monitoring and Evaluation						







LEADING COMPETENCIES		DEFINITION	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.	• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise Local Government on risk management strategies, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level.
	Policy Formulation					
	Risk and Compliance Management					
	Cooperative Governance					

WEIGHTING

9%



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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
7	Moral Competency Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity consistently display behaviour that reflects moral competence.	8%	SCORE OF 1 OR 2 - 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.	3 - 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.	4 - 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.	5 - Create an environment conducive of moral practices. - Actively develop and implement measures to combat fraud and corruption. - Set integrity standards and shared accountability measures across the institution to support the objectives of local government. - Take responsibility for own actions and decisions, even if the consequences are unfavourable.
8	Planning and Organising Able to plan, prioritise and organise resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	- Able to follow basic plans and organise tasks around set objectives. - Understand the process of planning and organising but requires guidance and development in providing detailed 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 goals 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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
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.	8%	SCORE OF 1 OR 2 • 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.	3 • Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. • Demonstrate objectivity, insight and thoroughness when analysing problems. • Able to break down complex problems into manageable parts and identify solutions. • Consult internal and external stakeholders on opportunities to improve processes and service delivery. • Clearly communicates the benefits of new opportunities and innovative solutions to stakeholders. • Continuously identify opportunities to enhance internal processes. • Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention.	4 • Coaches team members on analytical and innovative approaches and techniques. • Engage with appropriate individuals in analysing and resolving complex problems. • Identify solutions in various area in the institution. • Formulate and implement new ideas throughout the institution. • Able to gain approval and buy in for proposed interventions from relevant stakeholders. • Identify trends and best practices in processes and service delivery and propose institutional application	5 • Demonstrate complex analytical and problem solving approaches and techniques. • Create an environment conducive to analytical and fact-based problem solving. • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence. • Create an environment that fosters innovative thinking and follows a learning organisation approach. • Be a thought leader on innovative customer service delivery, and process optimisation. • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
10	Knowledge and Information Management	8%	• Collect, categorise and track relevant information required for specific tasks and projects. • Analyse and interpret information to draw conclusions. • Seek new sources of information to increase knowledge base. • Regularly share information and knowledge with internal stakeholders and team members.	• Use appropriate information systems and technology to manage institutional knowledge and information. • Evaluate data from various sources and use information effectively to influence decisions and provide solutions. • Actively create mechanisms and structures for sharing of information. • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Effectively predict future information and knowledge management requirements and systems. • Develop standards and processes to meet future knowledge management needs. • Share and promote best practice knowledge management across various institutions. • Establish accurate measures and monitoring systems for knowledge and information management. • Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge. • Establish partnerships across local government to facilitate knowledge management. • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach. • Recognise and exploit knowledge points in interactions with internal and external stakeholders.





CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
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 stakeholders and influence stakeholders to achieve the desired outcome.	8%	SCORE OF 1 OR 2 • 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 conversations and critical and appreciative communications. • Able to coordinate negotiations at different levels within local government and externally.
12	Results and Quality Focus Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	8%	• Understand quality of work but requires guidance in attending to important matters. • Show a basic commitment to achieving the correct results. • Produce the minimum level of results required in the role. • Produce outcomes that is of a good standard. • Focus on the quantity of output but requires development in incorporating the quality of work. • Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Focus on high priority actions and does not become distracted by lower-priority activities. • Display firm commitment and pride in achieving the correct results. • Set quality standards and design processes and tasks around achieving set standards. • Produce output of high quality. • Able to balance the quantity and quality of results in order to achieve objectives. • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.	• Consistently verify own standards and outcomes to ensure quality output. • Focus on the end result and avoids being distracted. • Demonstrate a determined and committed approach to achieving results and quality standards. • Follow task and projects through to completion. • Set challenging goals and objectives to self and team and display commitment to achieving expectations. • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Coach and guide others to exceed quality standards and results. • Develop challenging, client-focused goals and sets high standards for personal performance. • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. • Take appropriate risks to accomplish goals, overcome setbacks and adjust action plans to realise goals. • Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE		100%				

to Kwa

 A.N

SECTION B2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)**B2.1 General competency levels for senior managers-**

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

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

B2.2. Minimum competency levels for senior managers-

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

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS

Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		
	SAQA US ID	UNIT STANDARD TITLE	Competent/ Not yet Competent
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	
	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	
	116361	Interpret South African legislation and policy affecting municipal financial management	
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	

Handwritten signatures and initials:
 A.W. #
 NSN

NELSON MANDELA BAY MUNICIPALITY

Cycle:	2026/27 FINANCIAL YEAR
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 Mrs. A. W. N. S.

(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.


h.m. A.-d. h.m.
NMB

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			NOT LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
	Executive Director: Economic Development, Tourism and Agriculture					1				START DATE	END DATE							
					Managers	2												
						3												
						4												

The PDP will be populated, if necessary, during the quarterly performance reviews.

The PDP will be populated, if necessary, during the quarterly performance reviews.

ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE

DATE:

(ACTING) CITY MANAGER

DATE: _____

[Handwritten signature]

SECTION E: SIGNATURE

I, Wandisile Makwabe, appointed on 10 June 2026, in an acting capacity to the position of Executive Director: Economic Development, Tourism and Agriculture (EDTA) of Nelson Mandela Bay Municipality for the 2026/27 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this agreement during the period in which I assume employment.

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

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


WANDISILE MAKWABE

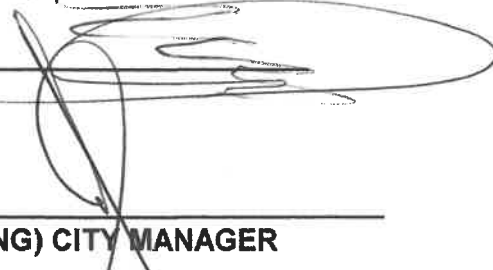
DATE 30 July 2026

ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE

AS WITNESSES:

1. Anelisa Nkandla 


2. 


(ACTING) CITY MANAGER

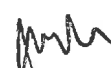
DATE 31/5/2026

AS WITNESSES:

1. 

2. 




A SW