nelson mandela

PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY
AS REPRESENTED BY

THE ACTING CITY MANAGER

AND

ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT, TOURISM AN 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))

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

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE): 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE): 1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%
LED1: Growing inclusive local economies	N/A	LED1.21	56	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Trade and Investment	CORE MANDATED	1	Number of job opportunities facilitated in collaboration with the private sector	736	30	N/A	N/A	N/A	30	1295 8646 (OPEX)	Investment Incentive Fund	N/A	N/A	N/A	TBD	TBD	SLA or equivalent document indicating partnership with private sector Private sector report detailing number of job opportunities	5: Above 40 and/or Qualitative motivation 4: Above 30 up to 40 and/or Qualitative motivation 3: 30 2: Below 30 down to 20 1: Below 20	KPA 3: 62%
LED3: Improved ease of doing business within the municipal area	N/A	LED 3.12	81	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	2	Average time taken to finalise informal trading permits	4 days	14 days	14 days	14 days	14 days	14 days	No direct budget linked to Key Performance Indicator measurement							Lead Schedule informal trading permits finalised informal trading permit application	5: Below 10 days and/or Qualitative motivation 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	
LED3: Improved ease of doing business within the municipal area	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	3	Number of informal traders supported with Training and Equipment	348	200	30	80	150	200	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
LED3: Improved ease of doing business within the municipal area	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	4	Number of Small Medium Micro Enterprises (formal and informal) supported through ICT Incubation Programmes	Draft SLA in place	200	SLA finalised	100	150	200	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
LED3: Improved ease of doing business within the municipal area	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	5	Number of Small Medium Micro Enterprises (formal and informal) supported through the Construction Incubation Programmes	Draft SLA in place	200	SLA finalised	100	150	200	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150	
LED3: Improved ease of doing business within the municipal area	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	6	Number of Small Medium Micro Enterprises (formal and informal) supported through the SMME Support Centres	795	250	50	100	150	250	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 312 4: Above 250 up to 312 3: 250 2: Below 250 down to 188 1: Below 188	
LED3: Improved ease of doing business within	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	7	Number of automotive SMME workshops hosted	SLA submitted to legal services	3	Stakeholder engagement undertaken	1	2	3	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 5 and / or qualitative motivation 4: Above 3 up to 5 and / or qualitative motivation 3: 3 2: Below 3 down to 1 1: Below 1	
LED3: Improved ease of doing business within	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sector Development	CORE MANDATED	8	Number of Co-operatives (formal and informal) supported	61	60	20	40	50	60	1291 1589 (OPEX)	Sector Development - Special Projects	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 70 4: Above 60 up to 70 3: 60 2: Below 60 down to 50 1: Below 50	
LED3: Improved ease of doing business within	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Urban Agriculture	CORE MANDATED	9	Number of produce recipients supported through the provision of either farming equipment and / or other production inputs	50	50	0	24	38	50	1264 8404 1264 6316 (OPEX)	Urban Agriculture - Community Development and Other Non-Profit Institutions	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 60 4: Above 50 up to 60 3: 50 2: Below 50 down to 40 1: Below 40	
LED3: Improved ease of doing business within	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Urban Agriculture	CORE MANDATED	10	Rand value of revenue generated by the Fresh Produce Market	R21 million	R20 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 R18 million 1: Below R18 million	
N/A	N/A	N/A	1-73	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Tourism	CORE MANDATED	11	Percentage implementation of the destination marketing campaign	92% of campaign action plan implemented for the reporting period	100% of campaign action plan implemented for the reporting period	Marketing campaign action plan prepared and submitted to COO's Office	100% of campaign action plan implemented for the reporting period	100% of campaign action plan implemented for the reporting period	100% of campaign action plan implemented for the reporting period	1751 1589 (OPEX)	Tourism Special Projects	TBD	TBD	TBD	TBD	TBD	Marketing campaign action plan Screenshots of events hosted Attendance registers Invoices Database screenshots Reports generated	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 75% 1: 75%≤	
N/A	N/A	N/A	1-73	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Tourism	CORE MANDATED	12	Number of tourists recorded to have been attracted to NMBM	[illegible]	R2.5 million	R500 000	R1 million	R2 million	R2.5 million	1751 1580 (OPEX)	Tourism Special Projects	TBD	TBD	TBD	TBD	TBD	System generated reports	5: Above R3 million 4: Above R2.5 million up to R3 million 3: R2.5 million 2: Below R2.5 million down to R2 million 1: Below R2 million	

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Tourism	CORE MANDATED	13	Number of Small Medium Micro Enterprises (formal and informal) in the tourism sector supported	22	30
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Strategic planning	CORE MANDATED	14	Operationalising the One-stop-shop to promote ease of doing business in NMBM	Draft Investment incentive Policy revised to guide establishment of one-stop-shop	Multi-Disciplinary team for Investment Facilitation appointed
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration	TRANSVERSAL	15	Cascading the Performance Management System within the EDTA Directorate	2023/24 fourth quarter performance reviews conducted for reporting managers 2024/25 performance plans in place for 17/19 officials down to grade 14 2024/25 first, second and third quarter performance reviews conducted for 12 / 18 officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Office of the Treasury	TRANSVERSAL	16	Percentage of the directorate's staff who have declared their financial interests	New KPI (Introduced in 2026/25)	100% By 31 August 2026
DEDT: Growing inclusive local economies	N/A	LED1 21	56	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Administration	TRANSVERSAL	17	Number of Work Opportunities (WO) created	984	39
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	18	Percentage of Economic Development, Tourism and Agriculture Directorate's Training Budget spent	55%	95%
FM1: Improved municipal budgeting and budget	FM1.1	FM1.11	17	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	19	Percentage of EDTA's Capital Budget actually spent	48%	95%
N/A	N/A	N/A	65	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND	Administration	TRANSVERSAL	20	Percentage of invoices processed and submitted to budget and treasury within 19 days of invoice receipt date	85%	100%
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	21	Percentage implementation of the targets as reflected in the directorate's policy dashboard	Revised investment incentive policy drafted Informal Trding Policy Consultation with relevant stakeholders commenced	100%

KPI NO	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE): 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION
13	5	15	10	30	1759 6318 1759 1589 (OPEX)	Tourism Development - Other -Non Profit Organisations / Special Projects
14	Business case / implementation plan submitted to secretariat for Council approval	SLA / Internal agreement formalised with relevant directorates	MoU with ECDC signed	Multi-Disciplinary team for Investment Facilitation appointed		
15	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first and second quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14		
16	100% By 31 August 2026	N/A	N/A	100% By 31 August 2026		
17	4	6	27	39	Various capital budget vote numbers (CAPEX)	Various capital budget descriptions
18	10%	30%	60%	95%	2018 1076 (OPEX)	Training
19	10%	30%	60%	95%	Various capital budget vote numbers (CAPEX)	Various capital budget descriptions
20	100%	100%	100%	100%		
21	100%	100%	100%	100%		

KPI NO	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE): 1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
13	TBD	TBD	TBD	TBD	TBD	Lead Schedule Proof of support provided - attendance registers, recipient confirmation of support	5: Above 40 4: Above 30 up to 40 3: 30 2: Below 30 down to 20 1: Below 20	KPA 3: 62%
14	No direct budget linked to Key Performance Indicator measurement during 2023/24					Minutes Attendance registers Communication Budget approval	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	
15	No direct budget linked to Key Performance Indicator measurement					Performance Plans Performance reviews Attendance registers	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	KPA 2: 9%
16	No direct budget linked to Key Performance Indicator measurement					Declarations Lead Sachedule	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: 100% by 31 August 2026 2: 75% by 31 August 2026 or 100% by September 1: Less than 75% by September	KPA 2: 9%
17	R570,369.00	R1,711,107.00	R3,422,214.00	R5,418,505.50	R5,703,690.00	EPWP Report Attendance register Timesheets IDs	5. Above 49 and/or Qualitative motivation 4. Above 39 up to 49 and/or Qualitative motivation 3. 39 2. Below 39 down to 29 1. Below 29	KPA 3: 62%
18	TBD	TBD	TBD	TBD	TBD	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 75% 1: Below 75%	KPA 4: 10%
19	R570,369.00	R1,711,107.00	R3,422,214.00	R5,418,505.50	R5,703,690.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	
20	No direct budget linked to Key Performance Indicator measurement					B&T report	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	
21	No direct budget linked to Key Performance Indicator measurement					Policy action plan Meeting minutes Updated policy Communication	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	KPA 5: 19%

SECTION A1: SCORECARD

MFMA CSS OUTCOME	IDP MFMA CSS REF / MSA REG REF	SDBIP MFMA CSS REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE): 1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27PER QUARTER (ACCUMULATIVE): 1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	22	Complying with the requirements outlined in Section A2 of the performance plan	Some requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines			No direct budget linked to Key Performance Indicator measurement					Updated baselines and targets in B2(a and b) Source documents, performance analysis and references for B2(a, b, c) Performance Reports Performance contract	5. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4. Early delivery of any of the quarterly targets set and / or qualitative motivation 3. Achievement of all annual targets as reflected in this contract 2. Late or non-delivery of any of the quarterly targets set 1. Late or non-delivery of two or more of the quarterly targets set	
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	23	Reporting on the Auditor General actions plans on the National Treasury website	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	Action plans approved by the Executive director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director			No direct budget linked to Key Performance Indicator measurement					FMCMM Screenshots	5. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4. Early delivery of any of the quarterly targets set and / or qualitative motivation 3. Achievement of all annual targets as reflected in this contract 2. Late or non-delivery of any of the quarterly targets set 1. Late or non-delivery of two or more of the quarterly targets set	KPA 5: 19%
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	24	Number of directorate quarterly performance reports submitted to the standing committee	New KPI (Introduced in 2025/26)	4 submitted to the EDTA Standing Committee	1 submitted to the EDTA Standing Committee	2 submitted to the EDTA Standing Committee	3 submitted to the EDTA Standing Committee	4 submitted to the EDTA Standing Committee			No direct budget linked to Key Performance Indicator measurement					Standing committee agenda	5: 6 / Qualitative motivation 4: 5 / Qualitative motivation 3: 4 2: Below 4 down to 3 1: Below 3	KPA 5: 19%
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Office of the Treasury	TRANSVERSAL	25	Reducing the number of Internal Audit findings not yet ready for review	New KPI (Introduced in 2025/26)	50% reduction by 31 August 2026	50% reduction by 31 August 2026	N/A	N/A	N/A			N/A					IA report	5: above 75%, Early delivery / qualitative motivation 4: Above 50% up to 75% 3: 50% 2: Below 50% down to 25% 1: Below 25%	KPA 5: 19%

SECTION A - PERFORMANCE CONTRACT

SECTION A2 - REPORTING SCORECARD

A2(a): COMPLIANCE INDICATORS / QUESTIONS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section A2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR / QUESTION	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	1ST QUARTER ACTUAL (1 JULY 2026- 30 SEPTEMBER 2026)	2ND QUARTER ACTUAL (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER ACTUAL (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL (1 JULY 2026 - 30 JUNE 2027)
COMPLIANCE INDICATORS											
59	C78 (LED)	1	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	The number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Digitisation support programme can include: digital infrastructure provision, digital platforms, digital financial services, digital entrepreneurship support and digital skills development. SMME stands for ***small, medium and micro-enterprises.*** These businesses range from formally registered, informal and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has registered with the municipality to benefit from support for digitisation.	Quarterly	Lead Schedule Attendance Registers to support Lead Schedule	314				
70	C87 (LED)	2	Number of firms in the formal sector split across 1-digit SIC codes	The number of formal business firms that are split across 1-digit SIC codes within the municipal area for the quarter. The **Standard Industrial Classification (SIC)** is a system for classifying industries by a four-digit code. It is used by government agencies to classify industry areas. In South Africa SIC codes 1 - 3 encompass the Agriculture, forestry and fishing sector; while SIC codes 5 -9 encompass the mining and quarrying sector.	Annual	Information provided by NT	N/A				
COMPLIANCE QUESTIONS											
	Q17	3	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?	**N/A**		N/A	Yes				
	Q18	4	What economic incentive policies adopted by Council does the municipality have by date of adoption?	**N/A**		Council resolution Policy	03-Oct-20				

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 intrastructure	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

SECTION B - COMPETENCY REQUIREMENTS

SECTION B1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

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**	Impact and Influence	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing strategy. • Has basic a understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate a basic understanding of decision key makers.	• Give direction a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop actions plans to execute and guide strategy implementation. • Assist defining in performance measures to monitor the progress and effectiveness of the institution. • Displays an of awareness institutional structures and political factors. • Effectively communicate barriers of execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern of. • Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. • Hold self accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation • Display a superior level of self discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
		Institutional Performance Management						
		Strategic Planning and management						
		Organisational Awareness						

LEADING COMPETENCIES			DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
2	**People management**	Human capital Planning and development Diversity Management Employee Relations Management Negotiation and Dispute Management	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	8%	• Participate in team goal setting and problem solving. • Interact and collaborate with people of diverse backgrounds. • Aware of guidelines for employee development, but requires support in implementing development initiatives.	• Seek opportunities • Identify to increase team contribution and responsibility. • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. • Effectively delegate tasks empower and others to increase contribution and execute functions optimally. • Apply relevant employee legislation fairly and consistently. • Facilitate team goal setting and problem solving. • Effectively identify capacity requirements to fulfil the strategic mandate.	• Identify ineffective team and work processes and recommend remedial interventions. • Recognise and reward effective and desired behaviour. • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team work. • Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. • Inspire culture of a performance excellence by giving positive and constructive feedback to the team. • Achieve agreement or consensus in adversarial environments. • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and across the tools institution. • Foster a culture of discipline, responsibility and accountability. • Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. • Develop comprehensive integrated strategies and approaches to human capital development and management. • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

LEADING COMPETENCIES			DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
3	**Program and Project Management**	Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation	Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.	8%	• Initiate projects after approval from higher authorities. • Understand procedures of program and project management methodology, implications and stakeholder involvement. • Understand the rational of projects relation to the in institution's strategic objectives. • Document and communicate factors and risk associated with own work. • Use results and approaches of successful project implementation as guide.	• Establish broad stakeholder involvement and communicate the project status and key milestones. • Define the roles and responsibilities of the project team create and clarity around expectations balance. • Find a between project deadline and the quality of deliverables. • Identify appropriate project resources to facilitate the effective completion of the deliverables. • Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	• Manage multiple programs and balance priorities conflicts and according to institutional goals. • Apply effective risk management strategies through impact assessment and resource requirements. • Modify project scope budget when and required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy in. • Identify and apply contemporary project management methodology Influence and motivate project team deliver to exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Understand and conceptualise the long-term implications of desired project outcomes. • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. • Consider and initiate projects that focus on achievement of the long-term objectives. • Influence people positions of in authority to implement outcomes of projects. • Lead and direct translation of policy into workable actions plans. • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

	LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
4	**Financial Management**	Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Delivery	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	9%	• Understand basic financial concepts and methods as they relate to institutional processes and activities. • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. Understand the importance of financial accountability. • Understand the importance of asset control.	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. • Assess, identify and manage financial risks. • Assume a cost saving approach to financial management. • Prepare financial reports based on specified formats. • Consider and understand the financial implications of decisions and suggestions. • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility. • Prepare budgets that are aligned to the strategic objectives of the institution. • Address complex budgeting and financial management concerns. • Put systems and processes in place to enhance the quality and integrity of financial management practices. • Advise on policies and procedures regarding asset control. • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends. • Set budget frameworks for the institution. • Set strategic direction for the institution on expenditure and other financial processes. • Build and nurture partnerships to improve financial management and achieve financial savings. • Actively identify and implement new methods to improve asset control. • Display professionalism in dealing with financial data and processes.
5	**Change Leadership**	Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	8%	• Displays an awareness of change and the benefits of transformation initiatives. • Identify basic need for change. • Identify gaps between the current and desired state. • Identify potential risk and challenges to transformation, including resistance to change factors. • Participate in change programs and piloting change interventions. • Understand the impact of change interventions on the institution within the broader scope of local government.	• Performa analysis of the change impact on social, political and economic environment. • Maintain calm and focus during change. • Able to assist team members during change and keep them focused on deliverables. • Volunteer to lead change efforts outside of own work team. • Able to gain buy-in and approval for change from relevant stakeholders. • Identify change readiness levels and assist in resolving resistance to change factors. • Design change interventions that are aligned with the institution's strategic objectives and goals.	• Actively monitor change impact and results and convey progress to relevant stakeholders. • Secure buy-in and sponsorship for change initiatives. • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. • Take the lead in impactful change programs. •Benchmark change interventions against best change practices. • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation.	• Sponsor change agents and create a network of change leasers who support the interventions. • Actively adapt current structures and processes to incorporate the change interventions. • Mentor and guide team members on the effects of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiatives.

LEADING COMPETENCIES			DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
6	Governance Leadership	Policy Formulation Risk and Compliance Management Cooperative Governance	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptionalisation of relevant policies and enhance cooperative governance relationships.	9%	• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise Local Government on risk management strategies, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level.

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
7	**Moral Competency**	Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	8%	• Realise the impact of acting with integrity, but requires guidance and development in implementing principles. • Follow the basic rules and regulations of the institution. • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with the values of Local Government and the institution. • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver. • Actively report fraudulent activity and corruption within local government. • Understand and honour the confidential nature of matters without seeking personal gain. • Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Identify, develop, and apply measures of self correction. • Able to gain trust and respect through aligning actions with commitments. • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders. • Present values, beliefs and ideas that are congruent with the institution's rules and regulations. • Takes an active stance against corruption and dishonesty when noted. • Actively promote the value of the institution to internal and external stakeholders. • Able to work in unity with a team and not seek personal gain. • Apply universal moral principles consistently to achieve moral decisions.	• Create an environment conducive of moral practices. • Actively develop and implement measures to combat fraud and corruption. • Set integrity standards and shared accountability measures across the institution to support the objectives of local government. • Take responsibility for own actions and decisions, even if the consequences are unfavourable.
8	**Planning and Organising**	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short term objectives in developing plans and actions. • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goal and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation . • Identify in advance required stages and actions to complete tasks and projects. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	•Focus on broad strategies and initiatives when developing plans and actions. •Able to project and forecast short, medium and long term requirements of the institution and local government. •Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
11	**Communication**	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately.	• Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high risk and sensitive matters to relevant stakeholders. • Develop a well defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.	• Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. • Able to coordinate negotiations at different levels within local government and externally.
12	**Results and Quality Focus**	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	8%	• Understand quality of work but requires guidance in attending to important matters. • Show a basic commitment to achieving the correct results. • Produce the minimum level of results required in the role. • Produce outcomes that is of a good standard. • Focus on the quantity of output but requires development in incorporating the quality of work. • Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Focus on high priority actions and does not become distracted by lower-priority activities. • Display firm commitment and pride in achieving the correct results. • Set quality standards and design processes and tasks around achieving set standards. • Produce output of high quality. • Able to balance the quantity and quality of results in order to achieve objectives. • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.	• Consistently verify own standards and outcomes to ensure quality output. • Focus on the end result and avoids being distracted. • Demonstrate a determined and committed approach to achieving results and quality standards. • Follow task and projects through to completion. • Set challenging goals and objectives to self and team and display commitment to achieving expectations. • Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Coach and guide others to exceed quality standards and results. • Develop challenging, client-focused goals and sets high standards for personal performance. • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. • Take appropriate risks to accomplish goals. • Overcome setbacks and adjust action plans to realise goals. • Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE			**100%**				

SECTION 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**		**Competent/ Not yet Competent**
	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	
	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	

SECTION C: ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY

Name:	WANDISILE MAKWABE
Cycle:	2026/27 FINANCIAL YEAR

Key Performance Area	Weight	Rating	Score
1	0%		0
2	9%		0
3	62%		0
4	10%		0
5	19%		0
	100%		0

Competencies	Weight	Rating	Score
1	9%		0
2	8%		0
3	8%		0
4	9%		0
5	8%		0
6	9%		0
7	8%		0
8	9%		0
9	8%		0
10	8%		0
11	8%		0
12	8%		0
	100%		0

KPA weight	80%	Competency weight	20%
KPA SCORE	**0%**	**COMPETENCY SCORE**	**0%**
FINAL SCORE			**0%**

(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

SECTION D: PERSONAL DEVELOPMENT PLAN

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE: START DATE	ACTUAL COURSE DATE: END DATE	NQF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
	Executive Director: Economic Development, Tourism and Agriculture				Managers	1			The PDP will be populated, if necessary, during the quarterly performance reviews.								
						2											
						3											
						4											

ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT. TOURISM AND AGRICULTURE

DATE:

(ACTING) CITY MANAGER

DATE:

SECTION E: SIGNATURE

I, Wandisile Makwabe, appointed on 3 June 2024 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**

ACTING EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE

AS WITNESSES:

1. ______________________

2. ______________________

____

(ACTING) CITY MANAGER **DATE**

AS WITNESSES:

1. ______________________

2. ______________________