



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

**NOLUVUYO MBANGATA
ACTING EXECUTIVE DIRECTOR: ELECTRICITY AND ENERGY**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

**FINANCIAL YEAR: 2026/27
(1 JULY 2026 - 30 JUNE 2027 SUBJECT TO MSA REGULATION
56(1)(c))**

A handwritten signature in black ink, appearing to be "M. M. M.", is located at the bottom right of the page.

PERFORMANCE CONTRACT: NOLUVUYO MBANGATHA

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

1
NSM
NYM

SECTION A: PERFORMANCE PLAN																								
SECTION A1: SCORECARD																								
MFMA CB#OUTCOME	IDP MFMA C88 REF / NSA REG REF	SOBIP MFMA C88 REF / NSA REG REF	SOBIP 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)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
EE1: Improved access to electricity	EE1.1	EE1.1.1	1	KPA 1: BASIC SERVICE DELIVERY	Projects / Electrification	CORE MANDATED	1	Number of dwellings provided with connections to the mains electricity supply by the municipality	145	200	10	60	140	200	20200166 (CAPEX)	E&E-Electrification of State Subsidised Houses	R150,000	R1,050,000	R2,100,000	R3,000,000	R3,000,000	Application form Certificate of Compliance Meter Installation Advice Lead schedule	5: Above 250 dwellings provided with connections to the mains electricity supply by June 2027 and / or Qualitative motivation 4: Above 200 up to 250 dwellings provided with connections to the mains electricity supply by June 2027 and / or Qualitative motivation 3: 200 dwellings provided with connections to the mains electricity supply by June 2027 2: Below 200 down to 150 dwellings provided with connections to the mains electricity supply by June 2027 1: Below 150 dwellings provided with connections to the mains electricity supply by June 2027	KPA 1 - 50%
	N/A	N/A	1-73				2	Number of electrical connections provided to informal dwellings in undeclared areas	New KPI introduced in 2025/26	2165	300	1000	1800	2185	20170022 (CAPEX)	Undeclared Informal Electrification	R3,278,261	R16,391,305	R24,566,858	R28,504,349	R32,762,610	Application Form COC Report Form	5: Above 2200 connections provided to informal dwellings in undeclared areas by June 2027 and / or Qualitative motivation 4: Above 2185 up to 2200 connections provided to informal dwellings in undeclared areas by June 2027 and / or Qualitative motivation 3: 2185 connections provided to informal dwellings in undeclared areas by June 2027 2: Below 2185 down to 2000 connections provided to informal dwellings in undeclared areas by June 2027 1: Below 2000 connections provided to informal dwellings in undeclared areas by June 2027	
EE3: Improved reliability of electricity service	EE3.2	EE3.2.1	4	KPA 1: BASIC SERVICE DELIVERY	Distribution	CORE MANDATED	3	Percentage of planned maintenance performed	74%	95%	95%	95%	95%	95%	1603 - 1459 (OPEX)	Re-insulation and Earth Wire Replacement	R720,000	R1,200,000	R1,920,000	R2,400,000	R2,400,000	Planned Maintenance plan reflecting maintenance activities Job cards	5: Above 97% and/or Qualitative motivation 4: Above 95% up to 97% and/or Qualitative motivation 3: 95% 2: Below 95% down to 90% 1: Below 90%	
												1603 - 1466 (OPEX)	Substation Equipment	R1,740,000	R2,900,000	R4,640,000	R5,800,000	R5,840,700						
																	1603 - 1473 (OPEX)	Undergrounds	R570,000	R650,000	R1,520,000	R1,900,000	R1,900,000	
EE3: Improved reliability of electricity service	EE3.1	EE3.1.1	3	KPA 1: BASIC SERVICE DELIVERY	Technical Services	CORE MANDATED	4	Percentage of unplanned outages that are restored to supply within industry standard timeframes	New KPI introduced in 2024/25	96%	98%	98%	98%	98%	No direct budget linked to Key Performance Indicator measurement					Log sheet	5: Qualitative motivation 4: Above 98% up to 100% and/or Qualitative motivation 3: 98% 2: Below 98% down to 80% 1: Below 80%			
EE4: Improved energy sustainability	N/A	N/A	9	KPA 1: BASIC SERVICE DELIVERY	Retail and Commercial Management	CORE MANDATED	5	Percentage of non-technical electricity losses	16.61% of the total electricity losses	16%	17.5%	17%	16.5%	16%	06086399 (OPEX)	Rental - Electricity losses project (6399)	R0	R1,700,000	R4,085,000	R6,470,000	R6,470,000	Eskom Invoices Contour Reports Tariff analysis (Excel spreadsheet) Progress System - Monthly prepayment business consumer report Excel monthly Losses Report Municipal Sales report (PEM Sales)	5: Below 15% and/ or Qualitative motivation 4: Below 16% down to 15% of the total electricity losses and / or Qualitative motivation 3: 16% of the total electricity losses 2: Above 16% of the total electricity losses up to 17% 1: Above 17% of the total electricity losses	
EE1: Improved access to electricity	EE1.1	EE1.1.3	4	KPA 1: BASIC SERVICE DELIVERY	Retail and Commercial Management	CORE MANDATED	6	Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	KPI Removed	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement					Application form Quotation Lead schedule Proof of Payment MIA	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%			
EE3: Improved reliability of electricity service	EE3.2	EE3.2.2	5	KPA 1: BASIC SERVICE DELIVERY	Distribution	CORE MANDATED	7	Percentage of repairs coverage	New KPI introduced in 2026/27	6.71%	1%	3.34%	5.01%	6.71%	No direct budget linked to Key Performance Indicator measurement					Budget Expenditure from General Ledger System	5: Qualitative motivation 4: Qualitative motivation 3: 6.71% 2: Below 6.71% down to 4% 1: Below 4%			
EE4: Improved energy sustainability	EE4.4	EE4.4.1	6	KPA 1: BASIC SERVICE DELIVERY	Technical Services	CORE MANDATED	8	Industrial and commercial motoring performance	New KPI introduced in 2026/27	96%	98%	98%	98%	98%	No direct budget linked to Key Performance Indicator measurement					SST Report	5: Qualitative motivation 4: Above 96% up to 100% and/or Qualitative motivation 3: 96% 2: Below 96% down to 80% 1: Below 80%			

N. SM
N.Y.M
N.A.N
N.A.N

SECTION A1: SCORECARD																								
MFMMA C38 OUTCOME REF	IDP MFMMA C38 REF / MSA REG REF	SDBIP MFMMA C38 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)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
EE4: Improved energy sustainability	EE4.4	EE4.42	7	KPA 1: BASIC SERVICE DELIVERY	Retail and Commercial Management	CORE MANDATED	9	Prepayment efficiency	New KPI introduced in 2026/27	99%	99%	99%	99%			No direct budget linked to Key Performance Indicator measurement					Contour Report	5: Qualitative motivation 4: Above 99% up to 100% and/or Qualitative motivation 3: 99% 2: Below 99% down to 90% 1: Below 90%	KPA 1 - 50%	
EE4: Improved energy sustainability	EE4.4	EE4.43	8	KPA 1: BASIC SERVICE DELIVERY	Technical Services	CORE MANDATED	10	Percentage of automated meter reading coverage	New KPI introduced in 2026/27	98%	98%	98%	98%			No direct budget linked to Key Performance Indicator measurement					SST Report	5: Qualitative motivation 4: Above 98% up to 100% and/or Qualitative motivation 3: 98% 2: Below 98% down to 80% 1: Below 80%		
EE1: Improved access to electricity	N/A	N/A	1-73	KPA 1: BASIC SERVICE DELIVERY	Distribution	CORE MANDATED	11	Number of power transformers refurbished	New KPI (Introduced 2025/26)	10	3	5	7	10	20150028 (CAPEX)	Refurbishment of Power Transformers	R3,000,000	R4,500,000	R5,500,000	R8,500,000	R8,500,000	Job cards		5: Early delivery of two 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 the quarterly targets set
N/A EE4: Improved energy sustainability	N/A	N/A	1-73	KPA 1: BASIC SERVICE DELIVERY	Distribution	CORE MANDATED	12	Number of high mast lighting retrofitted within Nelson Mandela Bay	58 (high mast retrofitted)	10 (high mast retrofitted/refurbished)	2 (high mast retrofitted/refurbished)	5 (high mast retrofitted/refurbished)	6 (high mast retrofitted/refurbished)	10 (high mast retrofitted/refurbished)	20260176 (CAPEX)	High mast Lighting - Refurbishment/ Retro fit	R75,000,000	R1,500,000	R3,750,000	R60,000,000	R7,500,000	Job cards Lead schedule indicating pole numbers and/or Wards Average unit / installation	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 agreement 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	KPA2 - 15%
N/A EE4: Improved energy sustainability	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration	TRANSVERSAL	13	Number of the directorate's SDBIP KPIs with standard operating procedures and Technical Indicator descriptions in place	New KPI (Introduced 2025/26)	All Standard Operating Procedures and Technical Indicator Descriptions in place by 30 September 2026	All Standard Operating Procedures and Technical Indicator Descriptions in place by 30 September 2026	N/A	N/A	All Standard Operating Procedures and Technical Indicator Descriptions in place by 30 September 2026			No direct budget linked to Key Performance Indicator measurement					Amended Business Process Guides	5: Qualitative Motivation 4: 100% by 31 August 2026 and/or Qualitative Motivation 3: 100% by 30 September 2026 2: Late delivery of the quarterly target set 1: Non-delivery of the quarterly target set	
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Administration	TRANSVERSAL	14	Cascading a Performance Management System	2022/23 fourth quarter performance reviews conducted for reporting managers 2023/24 performance plans in place for reporting managers 2023/24 first and second quarter performance reviews conducted for reporting managers PMS Cascaded to all 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 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 performance plans in place for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first and second quarter performance reviews conducted for officials down to grade 14	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2026/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14			No direct budget linked to Key Performance Indicator measurement					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	
LED1: Growing inclusive local economies	N/A	N/A	56	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Administration	TRANSVERSAL	15	Number of work opportunities created	544	3692	369	554	2584	3692	Various Capital Projects	Various Capital Projects	R31,637,146	R84,911,438	R189,822,876	R300,552,887	R316,371,480	EPWP Reports	5: Above 3792 and / or Qualitative motivation 4: Above 3692 up to 3792 and/or Qualitative motivation 3: 3692 2: Below 3692 down to 3592 1: Below 3592	KPA3 - 5%
FM1: Enhanced municipal budgeting and budget implementation	FM1.1	FM1.11	17	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	16	Percentage of the Electricity and Energy Directorate Capital Budget spent	91%	95%	10%	30%	60%	95%	Various Capital Projects	Various Capital Projects	R31,637,146	R84,911,438	R189,822,876	R300,552,887	R316,371,480	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%	KPA4 - 15%
N/A	N/A	N/A	1-73	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	17	Percentage of the Electricity and Energy training budget spent	93%	95%	10%	30%	60%	95%	0357-0375 (OPEX)	Training	R1,634,276	R172,029	R516,087	R1,032,174	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%	
FM5: Improved asset management	FM5.3	FM5.31	31	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	18	Percentage of the Electricity and Energy Directorate's repairs and maintenance budget spent on property, plant, equipment and investment property	New KPI (Introduced 2022/23)	95%	10%	30%	60%	95%	1603 - 1456 (OPEX) 1603 - 1473 (OPEX) 1603 - 1473 (OPEX)	Re-insulation and Earth Wire Replacement Substation Equipment Undergrounds	R1,014,070	R10,140,700	R3,042,210	R8,084,420	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 92% 1: Below 92%	

N. SM
N4M
NSN

SECTION A1: SCORECARD																								
MFA C88 OUTCOME IDP MFA C88 REF / MSA REG REF	MFA C88 REF / MSA REG REF	SDBIP MFA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
N/A	N/A	N/A	65	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	19	Percentage of invoices processed and submitted to budget and treasury within 19-days of invoice receipt date	New KPI introduced in 2024/25	100%	100%	100%	100%	100%		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%						
N/A	N/A	N/A	1-73	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	20	Percentage of Electricity and Energy's directorate staff who have declared their financial interests	New KPI (introduced in 2026/27)	100% By 31 August 2026	100% By 31 August 2026	N/A	N/A	100% By 31 August 2026		No direct budget linked to Key Performance Indicator measurement	Lead schedule	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						
FMA3: Improved liquidity management	FMA3.1	FMA3.1.1	22	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	21	Finalise the multi-year utility financial model for Electricity and Energy (i.e. reflecting utility characteristics and requirements), and use this to prioritise and generate a Business & Investment Plan to achieve long-term strategic objectives starting from 2026/27, according to the requirements set out in M5 (Financial Model and Business & Investment Plan);	Draft Financial Model for Electricity and Energy, and Water and Sanitation	Financial Business Model for Energy finalised and submitted for approval by Council by 30 May 2027	Electricity and Energy Financial Business Model submitted on the National Treasury MTSR Portal by 30 August 2026	Financial Business Model for Electricity and Energy finalised and submitted to National Treasury by 31 October 2026	Financial Business Model for Energy finalised and submitted for noting to Council by 31 March 2027	Financial Business Model for Energy finalised and submitted for approval by Council by 30 May 2027		No direct budget linked to Key Performance Indicator measurement	Approved Financial Business Model	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						
								Council Approved Business Investment Plans in place for Electricity and Energy, Water and Sanitation and Solid Waste Management	Business Investment Plan for Energy submitted for approval by Council by 30 May 2027		Electricity and Energy Business Investment Plan submitted on the National Treasury MTSR Portal by 30 August 2026	Final draft Business Investment Plan for Electricity and Energy submitted to National Treasury by 31 October 2026	Business Investment Plan for Energy submitted for noting to Council by 31 March 2027	Business Investment Plan for Energy submitted for approval by Council by 30 May 2027										
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	22	Number of directorate quarterly performance reports submitted to the standing committee	New KPI (Introduced in 2025/26)	4 submitted to the EE Standing Committee	1 submitted to the EE Standing Committee	2 submitted to the EE Standing Committee	3 submitted to the EE Standing Committee	4 submitted to the EE 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 - 15%					
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	23	Complying with the requirements outlined in Section A2 of the performance agreement	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	All requirements complied with, within specified timelines		No direct budget linked to Key Performance Indicator measurement	Updated baselines targets in A2(a and b) Source documents performance analysis and references for A2(a) 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	24	Reporting on the Auditor General actions plans on the National Treasury website	New KPI (Introduced in 2024/25)	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	Updated baselines targets in A2(a and b) Source documents performance analysis and references for A2(a) 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	25	Percentage implementation of the targets as reflected in the directorate's policy dashboard	Policy under review	100%	100%	100%	100%	100%		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%						

N. SM
28 Mar
N4M NSN

SECTION A1: SCORECARD																								
MFMA CIB OUTCOME	IDP MFMA CIB REF / NSA REC REF	SDBIP MFMA CIB REF / NSA REC 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)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
N/A	N/A	N/A	1-72	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	26	Reducing the number of Internal Audit findings not yet ready for review	New KPI (Introduced in 2026/27)	50% reduction by 31 August 2026 (31 findings reduced to 15)	50% reduction by 31 August 2026 (31 findings reduced to 15)	N/A	N/A	50% reduction by 31 August 2026 (31 findings reduced to 15)		No direct budget linked to Key Performance Indicator measurement					Report from Internal Audit	5. Early delivery the annual target set and / or qualitative motivation 4. Early delivery of the annual target set / or qualitative motivation 3. 50% reduction By 31 August 2026 2. 25% reduction By August 2026 1. No Internal Audit Report submitted	KPA 5 - 15% continues	
GC3: Improved Municipal Administration	GC3.1	GC3.11	43	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	TRANSVERSAL	27	Submission of quarterly progress reports on the implementation of A3 Performance Improvement Action Plans to the City Manager	A3 Performance Improvement Action Plans for Water and Sanitation, Electricity and Energy and Solid Waste Management submitted to National Treasury	Quarterly reports submitted 5 working days after the end of the quarter Submission of Draft A3 Performance Action Improvement Plan (PIAP) version 2 to Council for approval by 30 May 2027	Quarterly reports submitted 5 working days after the end of the quarter	Quarterly reports submitted 5 working days after the end of the quarter Draft A3 Performance Action Improvement Plan (PIAP) version 2 prepared	Quarterly reports submitted 5 working days after the end of the quarter Submission of Draft A3 Performance Action Improvement Plan (PIAP) version 2 to Council for approval by 30 May 2027.	Quarterly reports submitted 5 working days after the end of the quarter Submission of Draft A3 Performance Action Improvement Plan (PIAP) version 2 to Council for approval by 30 May 2027.		No direct budget linked to Key Performance Indicator measurement					Quarterly reports Draft A3 PIAP	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. SM
hwa
NSM
NMM

SECTION A - PERFORMANCE PLAN

SECTION A2(a) - COMPLIANCE INDICATORS

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

SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE PERFORMANCE OF 2024/25 (ANNUAL PERFORMANCE ESTIMATED)
29	C41 (GG)	1	Number of approved engineer posts in the municipality	The number of approved engineering posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.	ANNUALLY	List of approved engineer posts in the municipality	2185
30	C42 (GG)	2	Number of registered engineers employed in approved posts	The number of registered engineers employed in approved posts. A Registered professional engineer is a person who is registered as a professional engineer with an official organising body. In South Africa, the statutory body for the engineering profession is the Engineering Council of South Africa (ECSA). An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.	QUARTERLY	List of registered engineers employed in approved posts	2
31	C43 (GG)	3	Number of engineers employed in approved posts	The number of engineers employed in approved posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures with a formal qualification of a BScEng or BEng. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.	QUARTERLY	List of engineers employed in approved posts	7
40	C57 (EE)	5	Number of registered electricity consumers with an embedded generation system	This number of registered municipal electricity consumers with an embedded generation electricity system. Electricity is a key source of revenue for a municipality and anyone who connects an embedded generation system or supplements their municipal electricity supply is obliged to register with the municipality in terms of Schedule 2 of the Electricity Regulation Act.	QUARTERLY	List of registered electricity consumers with an embedded generation system	0

Handwritten notes and signatures at the bottom of the page, including a signature and the text "N4M".

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2024/25 ESTIMATED)
41	C58 (EE)	6	Total non-technical electricity losses in MWh (estimate)	Total non-technical electricity losses in MWh. Electricity loss is a measure of unaccounted for energy. Non-technical electricity losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate meters, and errors in accounting and record-keeping. Therefore, by its very nature this indicator will rely on stated assumptions. Municipalities are to generate a measure of non-technical electricity losses in MWh on the basis of their existing procedures in terms of Standard Operating Procedures, while documenting the assumptions or parameters that inform such a measure.	QUARTERLY	Eskom Invoices Contour Reports Tariff analysis (Excel spreadsheet) Progress System - Monthly prepayment business consumer report. Excel monthly Losses Report Municipal Sales report (PEM Sales)	565 591.774 MWh as at 30 June 2024
42	C59 (EE)	7	Number of municipal buildings that consume renewable energy	The number of municipal buildings consuming own renewable electricity or embedded generation. Renewable electricity is understood as renewable own generation and/or embedded generation within municipal buildings themselves. Embedded generation refers to the small-scale production of power connected within the electricity distribution network, located close to the place of consumption. Renewable own generation is electricity generation technology which harnesses a naturally existing energy flux, such as wind, sun, heat, or tides, and converts that flux to electricity for specific own supply, not for sale to customers. Where embedded generation supplies a complex of free-standing structures, all individual structures can be counted as buildings. This is inclusive of buildings leased by the municipality, as well as municipality-owned buildings.	ANNUALLY	Application Forms Completion Certificate Document Meter Installation Advice	1 (100 Kw South End Fire Station)
80	C99 (EE)	8	Number of electricity connection applications received	This indicator monitors / tracks the number of new electricity connection applications received by the municipality as an indicator of demand for municipal electricity supply within the municipal area.	QUARTERLY	Progress Report	58
86	C105(EE)	9	Installed capacity of approved embedded generators on the municipal distribution network	The total capacity of the embedded generation installations in the municipal distribution network in mega-volt ampere.	ANNUALLY	Application Forms Certificate of Compliance Meter Installation Advice	5MW
88	C107(HS)		Number of additional high mast lights installed	The indicator tracks the number of additional high mast lights installed by the municipality. A high mast light refers to a tall lighting pole, typically in excess of 15 meters, to illuminate a large, outdoor area.	QUARTERLY	Job cards Invoices	New KPI introduced in the 2026/27 financial year
89	C108(HS)		Number of additional street lights installed	The indicator tracks the number of additional street lights installed by the municipality. A street light refers to a lighting pole, typically between 4 to 12 meters, used to illuminate a public area.	ANNUALLY	Job cards Invoices	New KPI introduced in the 2026/27 financial year

24/06/2025
N. 841
N4M

SECTION A - PERFORMANCE PLAN									
A2(b): DIRECTORATE OPERATIONAL INDICATORS									
I 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 working days after the end of the quarter.									
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
EE4. Improved energy sustainability	EE1. Improved access to electricity	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Km of power lines refurbished	5km	20200203	HV Line Refurbishment (66&132kV)	R6,000,000
							20240171	LV Line Refurbishment	R700,000
							20240172	MV Line Refurbishment	R2,692,690
							20200113	Reinforcement of electricity network - North	R1,000,000
							20200115	Reinforcement of electricity network - Wells Estate	R1,000,000
							20200117	Reinforcement of electricity network - Korsten	R2,500,000
							20200119	Reinforcement of electricity network - Newton Park	R2,500,000
							20200120	Reinforcement of electricity network - Uitenhage	R2,000,000
							20200123	Reinforcement of electricity network - Mount Road	R3,270,000
							20200125	Reinforcement of electricity network - Despatch	R2,500,000


 N. SM
 NSM
 NSM
 NSM

MfMA C88 OUTCOME						KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN		
MfMA C88 REF / MSA	IDP MFMA C88 REF / MSA	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO				VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
EE1. Improved access to electricity	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Number of HV major substations with circuit breakers replacement	4		20200330	E&E - HV Circuit breakers replacement at major subs	R3,000,000
EE1. Improved access to electricity	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Number of MV substations upgraded	1		20200332	E&E - Chelsea MV upgrade	2000000
EE1. Improved access to electricity	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Percentage energy demand provided from renewable energy sources	0.83%		No direct budget linked to Key Performance Indicator measurement		
EE1. Improved access to electricity	N/A	N/A	KPA 4: MUNICIPAL SERVICE DELIVERY	6	Number of fleet procured	1		20200131	New/Replacement of Plant and Motor Vehicle	R2,000,000
EE1. Improved access to electricity	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	7	Number of public lighting maintained within Nelson Mandela Bay	250		20200338	Public Lighting	R8,104,090


 N. Sny NMM⁹

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:-

Handwritten notes and signatures at the bottom of the page, including a large signature, the number 11, and the word "WYN" repeated twice.

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
BASIC		COMPETENT	SUPERIOR
SCORE OF 1 OR 2		3	4
LEADING COMPETENCIES	DEFINITION	WEIGHTING	9%
1	Strategic direction and leadership	Impact and Influence	- 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.
		Institutional Performance Management	- Give direction a team in realising the institution's strategic mandate and set objectives. - Has a positive impact and influence on the morale, planning, 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.
		Strategic Planning and management	- 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.
		Organisational Awareness	- 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.

12 N. 541

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 inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	- Participate in team goal setting and problem solving. - Interact and collaborate with people of diverse backgrounds. - Aware of guidelines for employee development, but requires support in implementing development initiatives.	- Seek opportunities - 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 and work. - Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. - Inspire culture of performance excellence by giving positive and constructive feedback to the team. - Achieve agreement or consensus in adversarial environments. - Lead and unite diverse teams across divisions to achieve institutional objectives	- Develop and incorporate best practice people management processes, approaches and across the tools institution. - Foster a culture of discipline, responsibility and accountability. - Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. - Develop comprehensive integrated strategies and approaches to human capital development and management. - Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

✓

13

✓

NSN

NSN

NSN

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	8%	- Understand basic financial concepts and methods as they relate to institutional processes and activities. - Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. - Understand the importance of financial accountability. - Understand the importance of asset control.	- Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. - Assess, identify and manage financial risks. - Assume a cost saving approach to financial management. - Prepare financial reports based on specified formats. - Consider and understand the financial implications of decisions and suggestions. - Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated - Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	- Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility. - Prepare budgets that are aligned to the strategic objectives of the institution. - Address complex budgeting and financial management concerns. - Put systems and processes in place to enhance the quality and integrity of financial management practices. - Advise on policies and procedures regarding asset control. - Promote National Treasury's regulatory framework for Financial Management	- Develop planning tools to assist in evaluating and monitoring future expenditure trends. - Set budget frameworks for the institution. - Set strategic direction for the institution on expenditure and other financial processes. - Build and nurture partnerships to improve financial management and achieve financial savings. - Actively identify and implement new methods to improve asset control. - Display professionalism in dealing with financial data and processes.
		Budget Planning and Execution					
		Financial Strategy and Delivery					
		Financial Reporting and Delivery					

 15/11/2019
 NSM ADM SM

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
5	Change Leadership	9%	Displays an awareness of change and the benefits of transformation initiatives. - Identify basic need for change. - Identify gaps between the current and desired state. - Identify potential risk and challenges to transformation, including resistance to change factors. - Participate in change programs and piloting change interventions. - Understand the impact of change interventions on the institution within the broader scope of local government.	Perform a 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 structures and processes to incorporate the change interventions. - Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. - Build and nurture relationships with stakeholders to establish strategic alliance in facilitating change. - Take the lead in impactful change programs. - Benchmark change interventions against best change practices. - Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. - Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation.	Sponsor change agents and create a network of change leaders who support the interventions. - Actively adapt current structures and processes to incorporate the change interventions. - Mentor and guide team members on the effects of change, resistance factors and how to integrate change. - Motivate and inspire others around change initiatives.
	Change Vision and Strategy					
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					




16

NSM Nym

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
7	Moral Competency Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	9% • Realise the impact of acting with integrity, but requires guidance and development in implementing principles. • Follow the basic rules and regulations of the institution. • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with the values of Local Government and the institution. • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver. • Actively report fraudulent activity and corruption within local government. • Understand and honour the confidential nature of matters without seeking personal gain. • Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Identify, develop, and apply measures of self correction. • Able to gain trust and respect through aligning actions with commitments. • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders. • Present values, beliefs and ideas that are congruent with the institution's rules and regulations. • Takes an active stance against corruption and dishonesty when noted. • Actively promote the value of the institution to internal and external stakeholders. • Able to work in unity with a team and not seek personal gain. • Apply universal moral principles consistently to achieve moral decisions.	• Create an environment conducive of moral practices. • Actively develop and implement measures to combat fraud and corruption. • Set integrity standards and shared accountability measures across the institution to support the objectives of local government. • Take responsibility for own actions and decisions, even if the consequences are unfavourable.




CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
8	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	SCORE OF 1 OR 2	3	4	5
				• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short term objectives in developing plans and actions. • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goal and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation . • Identify in advance required stages of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives. • 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.

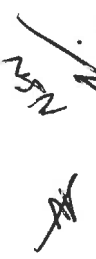



CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
9	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives. Analysis and Innovation	7% - Understand the basic operation of analysis, but lack detail and thoroughness. - Able to balance independent analysis with requesting assistance from others. - Recommend new ways to perform tasks within own function. - Propose simple, remedial interventions that marginally challenge the status quo. - Listen to the ideas and perspective of others and explore opportunities to enhance such innovative thinking.	- Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. - Demonstrate objectivity, insight and thoroughness when analysing problems. - Able to break down complex problems into manageable parts and identify solutions. - Consult internal and external stakeholders on opportunities to improve processes and service delivery. - Clearly communicates the benefits of new opportunities and innovative solutions to 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.

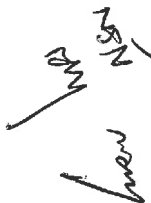




CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
10	Knowledge and Information Management Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	• Collect, categorise and track relevant information required for specific tasks and projects. • Analyse and interpret information to draw conclusions. • Seek new sources of information to increase knowledge base. • Regularly share information and knowledge with internal stakeholders and team members.	• Use appropriate information systems and technology to manage intuitional knowledge and information. • Evaluate data from various sources and use information effectively to influence decisions and provide solutions. • Actively create mechanisms and structures for sharing of information. • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Effectively predict future information 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 and appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	SCORE OF 1 OR 2	3	4	5
			• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high risk and sensitive matters to relevant stakeholders. • Develop a well defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.	• Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. • Able to coordinate negotiations at different levels within local government and externally.	





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

Handwritten signature
N. Sanyal
 Nym

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	Not yet competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet competent
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	Not yet competent
	119331	Conduct working capital management activities in accordance with sound financial management policy	Not yet competent
	116364	Plan a municipal budgeting and reporting cycle	Not yet competent
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	Not yet competent
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	Not yet competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Not yet competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Not yet competent
	116341	Conduct performance management to a South African municipal environment	Not yet competent
Risk and change management	116339	Apply risk management in South African municipalities	Not yet competent
Project management	119343	Apply operations research principles and tools in the management of project activities and resources	Not yet competent
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet competent
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet competent
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	Not yet competent

SECTION C: ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY								
Name: NOLUVUYO MBANGATA								
Cycle: 2026/27 Financial year								
Key Performance Area	Weight	Rating	Score		Competencies	Weight	Rating	Score
1	50%		0		1	9%		0
2	15%		0		2	9%		0
3	5%		0		3	9%		0
4	15%		0		4	8%		0
5	15%		0		5	9%		0
					6	9%		0
					7	9%		0
					8	9%		0
					9	7%		0
					10	7%		0
					11	8%		0
					12	7%		0
	100%		0			100%		0
KPA weight			80%	Competency weight			20%	
KPA SCORE			0%	COMPETENCY SCORE			0%	
FINAL SCORE			0%					

[Handwritten signatures and initials]

SECTION E

I, Noluvuyo Mbangata, appointed in an acting capacity on 5 June 2026, to the position of Acting Executive Director: Electricity and Energy of Nelson Mandela Bay Municipality for the 2026/27 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this agreement during the period in which I assume employment.

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

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

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

Thus **done** and **signed** at PORT ELIZABETH on



NOLUVUYO MBANGATA
ACTING EXECUTIVE DIRECTOR: ELECTRICITY AND ENERGY

31/07/2026

DATE

AS WITNESSES

1. 

2. 

ACTING CITY MANAGER

31/07/2026

DATE

AS WITNESSES:

1. 

2. 
