



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

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

THE ACTING CITY MANAGER

AND

**ACTING EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS
OWETHU PANTSHWA**

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

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

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PERFORMANCE CONTRACT: MR O PANTSHWA

This performance contract is divided into five sections:

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

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SECTION B: PERFORMANCE PLAN

SECTION B1: SCORECARD

TARGETS FOR 2026/27 PER QUARTER (ACCUMULATIVE)										RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED OF INTERPRETATION OF RATING SCALE	KPI A: 67%
2026/27 ANNUAL PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2026 - 31 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 - 31 JUNE 2027)	VOTE NUMBER PROJECT ID	DESCRIPTION	1st Quarter Planned Budget as Table SA 26, 28 and 30	2nd Quarter Planned Budget as Table SA 26, 28 and 30	3rd Quarter Planned Budget as Table SA 26, 28 and 30	4th Quarter Planned Budget as Table SA 26, 28 and 30	TOTAL BUDGET ALLOCATED						
KEY PERFORMANCE INDICATOR	1	200	400	700	1200	Various Projects ID's - HS Capital budget for services (CAPEX)	Services for housing delivery (10074)	R15,689,743.00	R47,090,228.00	R94,120,458.00	R146,024,058.50	R196,867,430.00	Summary report from service provider A list indicating locations of informal settlements and other services Progress report	5: Above 1500 and/or qualitative motivation 1200 up to 1500 and/or qualitative motivation 4: Above 1200 up to 1500 and/or qualitative motivation 3: 1200 2: Below 1200 down to 900 1: Below 900			
BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)	806	200	400	700	1200	0416 6568 (CAPEX)	Management of informal settlements	R5,250.00	R10,500.00	R15,750.00	R21,000.00	R21,000.00	Education certificates Land Subsidies	5: Above 250 4: Above 200 up to 250 3: 200 2: Below 200 down to 150 1: Below 150			
2026/27 ANNUAL PERFORMANCE TARGET	300	20	40	120	300	0416 6644 (CAPEX)	Top services funded	R42,874,250.00	R95,145,500.00	R177,722,750.00	R179,297,950.00	R470,297,950.00	Eligibility report from service provider A list indicating locations of informal settlements and other services Progress Report Social Housing Institutions/ 3. 300 A list indicating locations of informal settlements and other services Proof of ownership of land Proof of public participation	5: Above 400 and/or qualitative motivation 300 up to 400 and/or qualitative motivation 4: Above 300 up to 400 and/or qualitative motivation 3: 300 2: Below 300 down to 200 1: Below 200			
KEY PERFORMANCE INDICATOR	4	Status Report provided to the Office of the COO	Status Report provided to the Office of the COO	Status Report provided to the Office of the COO	2	Various Projects ID's - HS Capital budget for services (CAPEX)	Services for housing delivery (10074)	R15,689,743.00	R47,090,228.00	R94,120,458.00	R146,024,058.50	R196,867,430.00	Proof of project water and sanitation complete Proof of approval of project Qualitative motivation and 3. 2 EIA assessment Proof of ownership of land Proof of public participation	5: Above 3 and/or qualitative motivation 1200 up to 1500 and/or qualitative motivation 4: Above 2 up to 3 and/or qualitative motivation 3: 1200 2: Below 1200 down to 900 1: Below 900			
BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)	1275	100	500	800	1200	0216 6545 (CAPEX)	Legal Services	R500,000.00	R1,000,000.00	R1,500,000.00	R2,000,000.00	R2,000,000.00	Title deeds The social register Land Subsidies Conveyance certificates	5: Above 1500 and/or qualitative motivation 1200 up to 1500 and/or qualitative motivation 4: Above 1200 down to 900 3: 1200 2: Below 1200 down to 900 1: Below 900			
2026/27 ANNUAL PERFORMANCE TARGET	7	5	5	0	5 by December 2026			No direct budget linked to Key Performance Indicator measurement					Self Report Letter signed by Land Planning / SDEA addressed to ED Human Settlements	5: Above 9 4: Above 7 up to 9 3: 7 2: Below 7 down to 5 1: Below 5			
KEY PERFORMANCE INDICATOR	7	30 days	30 days	30 days	30 days			No direct budget linked to Key Performance Indicator measurement					A report indicating the status of building applications Calculation of the average number of days taken to process building applications of less than 500 square meters Minutes of when building applications were received Communication to beneficiaries Date stamp of application submission	5: Below 14 days 4: Below 30 days down to 14 days 3: 30 days 2: Above 30 days up to 35 days 1: Above 35 days			

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SECTION B1: SCORECARD																	
KPI NO	KEY PERFORMANCE INDICATOR	BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)	2024/27 PERFORMANCE TARGET	TARGETS FOR 2024/27 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2024/27 PER QUARTER (ACCUMULATIVE)				RECOMMENDED EVIDENCE OF PORTFOLIO	RECOMMENDED OF INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA	
				1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 DECEMBER 2024)	3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2025)			1st Quarter Planned Budget as Table SA 21, 29 and 30	2nd Quarter Planned Budget as Table SA 21, 29 and 30	3rd Quarter Planned Budget as Table SA 21, 29 and 30	4th Quarter Planned Budget as Table SA 21, 29 and 30				TOTAL BUDGET ALLOCATED
8	Average number of days taken to process building applications for 500 square meters or more	11 days	60 days	60 days	60 days	60 days	60 days			No direct budget linked to Key Performance Indicator measurement				A report indicating the dates of receiving and processing applications for building permits up to 77 days 1. Above 77 days 2. Above 60 days up to 77 days 3. 60 days 4. Below 60 days down to 14 days 5. Below 14 days			
9	Number of Land Development applications finalised	214	200	50	100	150	200			No direct budget linked to Key Performance Indicator measurement				MPT indicates Authorized official development on land application 1. Below 100 2. Below 200 down to 100 3. 200 4. Above 200 up to 300 and/or Qualitative motivation 5. Above 300 and/or Qualitative motivation			
10	Hectares of land acquired for human settlements in the municipal area	N/A	800 Ha	Status Report provided to the Office of the COO	Status Report provided to the Office of the COO	Status Report provided to the Office of the COO	800 Ha	20260000 (CAPEX)	Purchase of land, Waterkloof Migrant	N/A	R1,217,360.00	R1,217,360.00	R1,217,360.00	The Deeds Sale agreement			
11	Cancelling the Performance System Management within the Human Settlements Directorate	2024/25 fourth quarter performance review conducted for reporting managers 2024/25 performance plans in place for officials down to grade 14 2024/25 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2024/25 fourth quarter performance review conducted for reporting managers 2024/27 performance plans in place for officials down to grade 14 2024/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2024/25 fourth quarter performance review conducted for reporting managers 2024/27 performance plans in place for officials down to grade 14 2024/27 first and second quarter performance reviews conducted for officials down to grade 14	2024/25 fourth quarter performance review conducted for reporting managers 2024/27 performance plans in place for officials down to grade 14 2024/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2024/25 fourth quarter performance review conducted for reporting managers 2024/27 performance plans in place for officials down to grade 14 2024/27 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2024/25 fourth quarter performance review conducted for reporting managers 2024/27 performance plans in place for officials down to grade 14 2024/27 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 Plan Performance review 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 and / or qualitative motivation 1: Late or non-delivery of two or more of the quarterly targets set		
12	Percentage of the financial interests declared their financial interests	New KPI (Introduced in 2024/25)	100%	100%	N/A	N/A	100%			No direct budget linked to Key Performance Indicator measurement				Declarations Unit Serenche	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: 100% by 31 August 2025 2: 75% by 31 August 2025 or 100% by September 1: Less than 75% by September		
13	Number of Work Opportunities created	908	163	16	48	96	163	Various Project IDs - HS Capital Budget for services (10074) (CAPEX)	Someone for housing delivery (10074)	R15,696,743.00	R47,060,229.00	R94,120,458.00	R146,024,058.50	EPWP Report Attendance register Timesheets IOs	5: Above 204 and/or Qualitative motivation 4: Above 163 up to 204 and/or Qualitative motivation 3: 163 2: Below 163 down to 122 1: Below 122		
14	Percentage of Human Settlements Directorate's Budget actually spent	85%	85%	10%	30%	60%	96%	Various Project IDs - USDG HS Capital Budget for services (CAPEX)	Total capital budget	R16,176,382.00	R48,529,146.00	R97,050,262.00	R153,675,028.00	Financial report	5: Above 85% and/or Qualitative motivation 4: Above 95% up to 85% and/or Qualitative motivation 3: 85% 2: Below 85% down to 82% 1: Below 82%		

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SECTION B: PERFORMANCE PLAN
SECTION B2: REPORTING SCORECARD
B2(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 INDICATOR PERFORMANCE	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 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Percentage of furniture and equipment budget expended	100%	Various project IDs	Furniture and equipment (1073)	R2,115,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	2	Percentage Implementation of aircon installation project	100%	20260223 20260224	Town planning: Installation of aircons Land survey; Installation of aircons	R564,000.00
N/A	N/A	N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Upgrading 9th Floor, Fidelity Building - Housing Delivery	100%	20260226	Upgrade of 9th Floor, Fidelity Building - Housing Delivery	R1,000,000.00

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SECTION C1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
1	Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	6%	- 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 - Has basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. - Demonstrate a basic understanding of decision key makers.	- Give direction a team in realising the institution's strategic mandate and set objectives. - Has a positive impact and influence on the morale, engagement and participation of team members. - Develop actions plans to execute and guide strategy implementation. - Assess 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 compelling interests to manoeuvre successfully to a win/win outcome.	
		Institutional Performance Management						
		Strategic Planning and management						
		Organisational Awareness						
2	People management	Effectively manage, 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.	
		Human capital Planning and development						
		Diversity Management						
		Employee Management						
	Relations							
	Negotiation and Dispute Management							

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ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
LEADING COMPETENCIES	DEFINITION	WEIGHTING	BASIC
			COMPETENT
3	Program and Project Management Project Planning and Implementation Service Management Delivery Program and Project Monitoring and Evaluation	8%	SCORE OF 1 OR 2 - Initiate projects after approval from higher authorities. - Understand procedures of program and project management methodology, implications and stakeholder involvement. - Understand the rational of projects relation to the institution's strategic objectives. - Document and communicate factors and risk associated with own work. - Use results and approaches of successful project implementation as guide.
4	Financial Management Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Delivery	9%	3 - Establish broad stakeholder involvement and communicate the project status and key milestones. - Define the roles and responsibilities of the project team. - Coordinate and clarify around expectations, balance, costs and clarity around project objectives. - 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. 4 - Manage multiple programs and balance priorities of different project outcomes. - Direct a comprehensive strategic macro and micro analyses 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. 5 - Understand and conceptualise the long-term implications of desired project outcomes. - Direct a comprehensive strategic macro and micro analyses 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.

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
5	Change Leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	8%	SCORE OF 1 OR 2	3	4	5
	Change Vision and Strategy			• 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.	• Performs 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. • Produce new approaches to enhance the institution's effectiveness. • Build and nurture relationships with various stakeholders to establish strategic alliances 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.
	Process Design and Improvement						
	Change Monitoring and Evaluation						
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.	9%	• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Able to link risk initiatives into key institutional objectives and drive 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 on a macro level.	• Demonstrate a high level of commitment in complying with governance requirements to 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 for on a macro level.
	Policy Formulation						
	Risk and Compliance Management						
	Cooperative Governance						

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ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING						
CORE COMPETENCIES	WEIGHTING	BASIC	COMPETENT	ADVANCED	SUPERIOR	
		SCORE OF 1 OR 2	3	4	5	
7		8% Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	• 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 matters 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		9% 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.	• 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.

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ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
CORE COMPETENCIES		WEIGHTING	BASIC	COMPETENT
				ADVANCED
			SCORE OF 1 OR 2	4
9	Analysis and Innovation	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 and innovative solutions to stakeholders. - Continuously identify opportunities to enhance internal processes. - Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention.
10	Knowledge and Information Management	8%	- Collect, categorise and track relevant information required for specific tasks and projects. - Analyse and interpret information to draw conclusions. - Seek new sources of information to increase knowledge base. - Regularly share information and knowledge with internal stakeholders and team members.	- 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 for 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.
				5
				- Demonstrate complex analytical and problem solving approaches and techniques. - Create an environment conducive to analytical and fact-based problem solving. - Analyses, 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.
				- 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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING						
			BASIC	COMPETENT	ADVANCED	SUPERIOR			
11	Communication	8%	SCORE OF 1 OR 2 • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately.	3	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents	4	• Effectively communicate high risk and sensitive matters to relevant stakeholders. • Develop a well defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Balho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.	5	• Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. • Able to coordinate negotiations at different levels within local government and externally.
12	Results and Quality Focus	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	• 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%							

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SECTION C2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)			
C2.1 General competency levels for senior managers-			
(1) A senior manager of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in terms of the Act to that senior manager.			
(2) A senior manager must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that senior manager may constitute financial misconduct.			
C2.2. Minimum competency levels for senior managers-			
A senior manager of a municipality must comply with the minimum competency levels required for higher education qualification, work related experience, core managerial and occupational competencies and be competent in the unit standards prescribed for financial and supply chain management competency areas as set out below:-			
MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		Competent / Not yet Competent
	SAQA US ID	UNIT STANDARD TITLE	
Strategic leadership and management	118358	Contribute to the strategic planning process in a South African municipality	
	118381	Interpret South African legislation and policy affecting municipal financial management	
Operational financial management	118341	Apply cost management information systems in the preparation of management reports	
	118331	Conduct working capital management activities in accordance with sound financial management policy	
	118384	Plan a municipal budgeting and reporting cycle	
Governance, ethics and values in	118343	Apply the principles of ethics in a municipal environment	
Financial and performance reporting	118363	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	
	118341	Conduct performance management in a South African municipal environment	
Risk and change management	118339	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	
	118361	Interpret South African legislation and policy affecting municipal financial management	
Supply Chain Management	118353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	
Audit and assurance	118351	Conduct auditing planning and implementation in a South African municipality	

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NELSON MANDELA BAY MUNICIPALITY

Cycle:	2026/27 FINANCIAL YEAR
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(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

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SECTION E: PERSONAL DEVELOPMENT / TRAINING 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		NQF LEVEL (IF APPLICABLE)	SUB-DIRECTORATE / DIVISION	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
									START DATE	END DATE						
					Managers	1										
						2										
						3										
						4										

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

ACTING EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS

DATE:

(ACTING) CITY MANAGER

DATE:

19/08/2026

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SECTION F: SIGNATURE

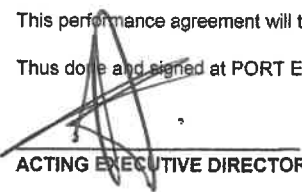
I, Owethu Pantshwa, appointed on 5 June 2026, in an acting capacity to the position of Executive Director: Human Settlements of Nelson Mandela Bay Municipality for the 2026/27 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this contract during the period in which I assume the appointment.

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

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 _____



ACTING EXECUTIVE DIRECTOR: HUMAN SETTLEMENTS

DATE

AS WITNESSES:

1. 

2. 



(ACTING) CITY MANAGER

AS WITNESSES:

1. 

2. 

DATE

19/08/2026