



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

ACTING EXECUTIVE DIRECTOR: PUBLIC HEALTH

ANNA - LISA DYAKALA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/2027

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

PERFORMANCE CONTRACT: MS ANNA-LISSA DYAKALA

This performance contract is divided into five sections:

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

SECTION A: PERFORMANCE PLAN																		
SECTION A1: SCORECARD																		
MFA C&S OUTCOME	MFA C&S REF.	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 \$DBP 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	KPA1: 57%
						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			
EN1: Improved air quality	EN1.1: Improved air quality	1	Percentage of AQ monitoring stations providing adequate data over a reporting year	20%	20%	20%	20%	20%	20%			No project specific budget allocated		Air Quality Management Plan (AQMP) AQ Quality Act. 1: No AQ monitoring station assessed that provides adequate data	5: Qualitative motivation 4: Qualitative motivation 3: 50% 2: 0% 1: No AQ monitoring station assessed that provides adequate data	TOTAL WEIGHTING PER KPA1: 57%		
		2	Percentage functionality of municipal waste infrastructure	50%	50%	50%	50%	50%	50%	50%			No project specific budget allocated		Waste management report		5: Qualitative motivation 4: Qualitative motivation 3: 50% 2: Below 50% down to 20% 1: No functionality report	
		3	Percentage compliance of waste management facilities	100%	100%	100%	100%	100%	100%	100%	100%			No project specific budget allocated			Compliance report	5: Qualitative motivation 4: Qualitative motivation 3: 50% 2: Below 100% down to 85% 1: Below 85%
EN2: Improved solid waste management	EN2.1: Improved solid waste management	4	Percentage of landfill sites with adequate monitoring	100%	100%	100%	100%	100%	100%			No project specific budget allocated		Compliance report	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 85% 1: Below 85%	TOTAL WEIGHTING PER KPA1: 57%		
		5	Percentage of informal settlements receiving basic waste removal service	85%	85%	85%	85%	85%	85%	85%			No project specific budget allocated		Let indicating total informal settlements of 150 recognised informal settlements receiving waste service		5: Qualitative motivation 4: Qualitative motivation 3: Below 85% down to 81% (129 informal settlements) 2: Below 81% down to 77% (125 informal settlements) 1: Below 77% (121 informal settlements)	
EN3: Increased access to resources	EN3.1: Increased access to resources	6	Number of inland water samples tested for monitoring purpose	1110 samples	1100	500	807	1100	1100			No project specific budget allocated		Sample results Let Schedule	5: Above 1431 samples and/or increased frequency of testing / Qualitative motivation 4: Above 1431 samples up to 1431 sample and/or increased frequency of testing / Qualitative motivation 3: Below 1431 samples 2: Below 1100 samples down to 1000 sample 1: Below 1000 sample	TOTAL WEIGHTING PER KPA1: 57%		
		7	Percentage of known formal waste handling service	100%	100%	100%	100%	100%	100%	100%			No project specific budget allocated		Let indicating total formal waste handling service (314 of the 340 recognised formal settlements) receiving waste service		5: Qualitative motivation 4: Qualitative motivation 3: Below 100% down to 95% 2: Below 95% down to 90% (314 of the 340 recognised formal settlements) 1: Below 90%	

SECTION A1: SCORECARD										TARGETS FOR 2026/27 SDBP PER QUARTER (ACCUMULATIVE)										RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)										TOTAL WEIGHTING PER KPA								
KPI NO		KEY PERFORMANCE INDICATOR		BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)		2026/27 ANNUAL PERFORMANCE TARGET		1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)		2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)		3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)		4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)		VOTE NUMBER/ PROJECT ID		DESCRIPTION		1st Quarter Planned Budget as Table SA 25, 29 and 30		2nd Quarter Planned Budget as Table SA 25, 29 and 30		3rd Quarter Planned Budget as Table SA 25, 29 and 30		4th Quarter Planned Budget as Table SA 25, 29 and 30		TOTAL BUDGET ALLOCATED		RECOMMENDED PORTFOLIO OF EVIDENCE		RECOMMENDED INTERPRETATION OF RATING SCALE		KPA				
LEVEL OF KPI		KEY PERFORMANCE ELEMENT (KPE)		KPI NO		KEY PERFORMANCE INDICATOR		BASELINE PERFORMANCE OF 2024/25 (ESTIMATED)		2026/27 ANNUAL PERFORMANCE TARGET		1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)		2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)		3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)		4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)		VOTE NUMBER/ PROJECT ID		DESCRIPTION		1st Quarter Planned Budget as Table SA 25, 29 and 30		2nd Quarter Planned Budget as Table SA 25, 29 and 30		3rd Quarter Planned Budget as Table SA 25, 29 and 30		4th Quarter Planned Budget as Table SA 25, 29 and 30		TOTAL BUDGET ALLOCATED		RECOMMENDED PORTFOLIO OF EVIDENCE		RECOMMENDED INTERPRETATION OF RATING SCALE		KPA
TRANSVERSAL		ADMINISTRATION		17		Number of Work Opportunities created		2567		1640		87		131		810		871		1183		Public Health Capital Budget		R12,240,028		R36,722,784		R73,445,568		R116,288,816		R122,400,280		EPVP Report Attendance register Tenderheads OK		5: Above 800 and / or Qualitative motivation 4: Above 871 up to 800 and/or Qualitative motivation 3: Qualitative motivation 2: Below 871 down to 850 1: Below 850		KPA 4: 9%
TRANSVERSAL		ADMINISTRATION		18		Percentage of Public Health Directorate's Capital Budget actually spent		85.75%		95%		10%		30%		60%		95%		1183		Public Health Capital Budget		R12,240,028		R36,722,784		R73,445,568		R116,288,816		R122,400,280		Financial report		5: Above 95% and/or Qualitative motivation 4: Above 85% up to 95% and/or Qualitative motivation 3: 95% 2: Below 85% down to 82% 1: Below 82%		KPA 4: 9%
TRANSVERSAL		ADMINISTRATION		19		Percentage of Public Health Directorate's Training Budget spent		51.31%		65%		10%		30%		60%		95%		1183 0075		Training Budget		R8,880,055		R4,280,495		R4,280,495		R86,300,523		R108,800,650.00		Financial report		5: Above 95% and/or Qualitative motivation 4: Above 85% up to 95% and/or Qualitative motivation 3: 85% 2: Below 85% down to 75% 1: Below 75%		KPA 4: 9%
TRANSVERSAL		ADMINISTRATION		20		Percentage of the Directorate's Capital Budget spent on property, plant, equipment and investment property		New Key Performance Indicator (Introduced in 2024/25)		95%		10%		30%		60%		95%		Various votes 1183		Repairs and Maintenance Budget		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		Financial report		5: Above 95% and/or Qualitative motivation 4: Above 85% up to 95% and/or Qualitative motivation 3: 85% 2: Below 85% down to 75% 1: Below 75%		KPA 4: 9%
TRANSVERSAL		ADMINISTRATION		21		Number of directorate quarterly performance reports submitted to the standing committee		New Key Performance Indicator (Introduced in 2025/26)		95%		10%		30%		60%		95%		4 report submitted to the Public Health Standing Committee		No direct budget linked to Key Performance Indicator measurement		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		Standing committee agenda		5: Qualitative motivation 4: Qualitative motivation 3: 4 2: Below 4 down to 3 1: Below 3		KPA 4: 9%
TRANSVERSAL		ADMINISTRATION		22		Reporting on the Auditor General's action plan on the National Treasury website		Quarterly action plan implementation progress approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		Action plans approved by the Executive director		Quarterly action plan implementation progress approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		No direct budget linked to Key Performance Indicator measurement		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		PMCM Screenshots		5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in the quarterly targets set 2: Achievement of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set		KPA 4: 9%		
TRANSVERSAL		ADMINISTRATION		23		Reducing the number of Internal Audit findings not yet ready for review		New Key Performance Indicator introduced in 2026/27 financial year		50% reduction by 31 July 2026. (Reduce findings from TBD to TBD.)		50% reduction by 31 July 2026. (Reduce findings from TBD to TBD.)		N/A		N/A		50% reduction by 31 July 2026. (Reduce findings from TBD to TBD.)		No direct budget linked to Key Performance Indicator measurement		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		Internal Report		5: Early delivery of the annual target set and / or qualitative motivation 4: Early delivery of the annual target set / or qualitative motivation 3: 100% reduction By 31 July 2026 2: 25% reduction By July 2026 1: No Internal Audit Report submitted		KPA 4: 9%		
CORE MANDATED		SUPPORT SERVICES		24		Percentage of Public Health staff who have received their financial interests		New Key Performance Indicator introduced in 2026/27 financial year		100%		100%		N/A		N/A		100%		No direct budget linked to Key Performance Indicator measurement		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		List of all PH staff declared		5: Early delivery of the annual target set and / or qualitative motivation 4: Early delivery of the annual target set and / or qualitative motivation 3: 100% By 31 August 2026 2: 50% of staff declared and approved		KPA 4: 9%		
ADMINISTRATION		ADMINISTRATION		25		Percentage of invoices processed to budget and treasury within 10 days of invoice receipt date		New Key Performance Indicator (Introduced in 2024/25)		100%		100%		100%		100%		100%		No direct budget linked to Key Performance Indicator measurement		R1,097,756		R5,382,266		R6,566,638		R10,428,832		R10,977,580.00		Independent internal audit Internal Audit		5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%		KPA 4: 9%		

SECTION B - PERFORMANCE PLAN											
SECTION B2 - REPORTING SCORECARD											
A2(a): COMPLIANCE INDICATORS / QUESTIONS											
I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section A2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.											
SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
20	C20 (ENV)	1	Number of permanent environmental health practitioners employed by the municipality	The number of permanent environmental health practitioners employed by the municipality. Environmental health practitioners are dedicated to protecting public health by monitoring and recommending solutions to reduce pollution levels. They use specialized equipment to measure the levels of contaminants in air, water and soil, as well as noise and radiation levels. On-cumulative for the financial year, as at the time of reporting.	Quarterly	SAP Printout	31				
21	C21 (ENV)	2	Number of approved environmental health practitioner posts in the municipality	The number of permanent environmental health practitioners on the approved municipal organogram. Non-cumulative for the financial year, as at the time of reporting.	Quarterly	SAP Printout	17				
35	C46 (ENV)	3	Number of approved waste management posts in the municipality	The number of approved waste management posts. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. 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. This indicator monitors the extent to which a municipality has intended waste management capacity in its municipal structure. This is an indicator of municipal capacity.	Annual	SAP Printout Organogram	736				
36	C47 (ENV)	4	Number of waste management posts filled	The number of waste management posts filled in terms of the approved structure. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. Non-cumulative, as at the time of reporting.	Quarterly	SAP Printout Organogram Appointment letter	0				

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 2023/24 ESTIMATED)	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)
38	C53 (HS)	5	Square meters of maintained public outdoor recreation space	Square meters of municipality maintained active outdoor space intended for recreational purposes refers to land owned by the municipality or maintained for public access through agreement with another party. Public recreation space is defined broadly to mean land and open space available to the public for recreation. Recreation space shall include only space that primarily serves a recreation purpose. Includes: parks, outdoor sports facilities and public open space. Does not include beaches, resorts and nature reserves. Does not include pedestrianised streets and sidewalks, but may include pedestrian walkways with primarily a recreational purpose. Facilities charging an access fee may still be regarded as 'public' provided that no other access criteria are applied (annual membership fee, club affiliations, etc.)	Quarterly	Lead Schedule Record of outdoor space	2763738				
64	C81 (LED)	6	Number of new business license applications	The number of new business license applications received by the municipality. Business license applications may be required by the municipality as it relates to food provision and other industries. This measures only the 'new' business license applications received by the municipality. By applying for a license as a 'new' business, the indicator measures new formal economic ventures pursued within the municipality. The indicator measures only those 'new' license applications and does not track renewals.	Quarterly	Lead Schedule Business license application	214				
68	C85(LED)	7	Number of business licenses renewed	The number of business licenses renewed within the municipal area. Business licenses are permits issued by the municipality that allow individuals or companies to conduct business within the municipal area. It is the authorization to operate a business issued by the local government, in line with local by-laws and provisions.	Quarterly	Lead Schedule Business license application	0				

SDIP COMPLIANCE INDICATOR REFERENCE	MfMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
73	C90 (ENV)	8	Date of the last Climate Change Needs and Response Assessment tabled at Council	A Climate Change Needs and Response Assessment is a systematic diagnostic exercise undertaken by the municipality at least once every five years to determine the risks, vulnerabilities, and Climate Change response options in place or available to the municipality. This indicator measures the date when the assessment is tabled at a Council meeting as a matter of public record for the attention of public representatives. This indicator records how recently the municipality has undertaken a Climate Change Needs and Response Assessment, considering the risks, vulnerabilities and response options available to the municipality. This assessment is a crucial informant to Climate Change response implementation planning and aligns closely with the provisions of the Disaster Management Act as it relates to undertaking comprehensive risk assessments. It is anticipated that this assessment would include a range of contextually informed indicators related to the current environmental, economic and social circumstances as they relate to Climate Change risks and vulnerabilities within the municipal area.	Annual	Council Minutes	No baseline data available				
74	C91 (ENV)	9	Date of the last Climate Change Response Implementation Plan tabled at Council	A Climate Change Needs and Response Implementation Plan sets out the strategies and responses that the municipality will be pursuing over the medium-term. This indicator measures the date when a response implementation plan is tabled at a Council meeting as a matter of public record for the attention of public representatives. This indicator records how recently the municipality has developed a Climate Change response implementation plan, setting out how it will employ strategies to address the needs, risks and vulnerabilities of the municipal area. This response implementation plan should draw directly from the needs and response assessment to inform municipal planning in relation to Climate Change over the medium-term. The implementation plan itself provides further basis for monitoring progress on Climate Change response.	Annual	Council Minutes	No baseline data available				
	C102(ENV)	10	Number of incidents of improper disposal of medical waste responded to by the municipality	The indicator measures the number of incidents reported to the municipality of the improper disposal of medical waste. Where an incident has been reported, it is understood that a municipality would respond to the report, diagnose the situation and undertake an appropriate course of action to remedy the situation as per the appropriate protocols. The safe and proper disposal of medical waste is essential to maintaining a healthy municipal environment where residents are free from exposure to medical wastes. With the associated costs, there is a growing risk that medical service providers take shortcuts or dispose of waste improperly. Ensuring the proper management of waste management so as to avoid a health risk is a municipal health function and tracking the incidence of improper disposal of medical waste which a municipality responds to is one way of exercising oversight of this function.	Quarterly	Medical report	(New Compliance Indicator Introduced 2024/25)				

SDBP COMPLIANCE INDICATOR REFERENCE	MfMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	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)
	C103(ENV)	11	Number of notifiable medical condition investigations following the prescribed protocols	The indicator measures the number of incidents reported to the municipality where notifiable medical conditions are investigated. A Notifiable Medical Condition is defined in terms of the National Health Act: Regulations relating to the surveillance and the control of notifiable medical conditions as- a medical condition, disease or infection of public health importance that is classified as notifiable in terms of regulation 12, Annexure A, Tables 1-4. They may pose significant public health risks that can result in disease outbreaks or epidemics with high case fatality rates both nationally and internationally. And prescribed protocols apply on the basis of the Notifiable Medical Condition and should involve Environmental Health Practitioners as per protocol. Any investigation should conclude with a course of action related to the prevention or mitigation of the risk of such incidence in the future, subject to applicable protocols.	Quarterly	Medical report	(New Compliance Indicator Introduced 2024/25)				
	C104(ENV)	12	Number of foodborne disease outbreak investigations following the prescribed protocols	The indicator measures the number of incidents reported to the municipality where foodborne diseases are investigated according to the prescribed protocols, involving an Environmental Health Practitioner. A foodborne disease outbreak is defined as any food poisoning incident involving two or more individuals that are epidemiologically linked to a common food/beverage source (also referred to as foodborne illness or food poisoning). Any investigation should conclude with a course of action related to the prevention or mitigation of the risk of such incidence in the future, subject to applicable protocols.	Quarterly	Medical report	(New Compliance Indicator Introduced 2024/25)				

SECTION A - PERFORMANCE PLAN									
SECTION A2 - REPORTING SCORECARD									
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	SDBIP MFMA C88 REF / MSA REG	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
ENV2. Minimise	ENV2.2	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Tonnes of municipal solid waste collected to landfill sites per capita	0.29 Tonnes	No project specific budget allocated		
	ENV2.2	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Tonnes of municipal solid waste diverted (through municipal initiatives) from landfill per capita	0.003 Tonnes	No project specific budget allocated		
ENV2. Minimise	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Number of Waste/ Parks Containers procured	TBD	20190313	Waste/ Parks Containers	2,000,000.00
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Number of fleet procured	TBD (Non-Specialised Vehicles; Refuse compactors)	20260286	Non-Specialized Vehicles - Waste	797,830
	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20190316	Replacement of Refuse Compactors	30,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Upgrading of Uitenhage Dog Pound	By March 2027	20190283	Upgrade of Uitenhage Dog Pound	500,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	6	Upgrading of Walmer Occupational Health and Wellness Centre	By December 2026	20190298	Occupational Health and Wellness Centre - Walmer	200,000

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN									
MFMA C88 OUTCOME	IDP MFMA C88 REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	7	Purchasing of Guardhouses for Municipal offices	By March 2027	20260128	Purchase and Installation of Guardhouses for Municipal Offices	200,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	8	Number of Beaches upgraded	2 (Summerstrand Wells Estate)	20190148	Beach Development - Summerstrand	600,000
							20190153	Beach Development - Wells Estate	600,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	9	Procuring of Municipal Health System	By December 2026	202502101	Municipal Health System	2,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	10	Purchase of Office furniture and Equipment	By March 2027	20210219	PH: Purchase of computer Equipment	1,000,000
							20200027	Specialised Medical Equipment	850,000
							20210220	PH: Purchase of office Furniture	500,000
							20210233	PH: Purchase of Plant and Equipment	200,000
							20260126	PH Purchase of Office Equipment	100,000

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN									
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	11	Servicing of Air Pollution Monitoring Equipment	Ongoing	20170131	Air Pollution Monitoring Equipment	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	12	Fencing of Arlington disposal site	By March 2027	20220119	Waste - Fencing of Arlington disposal site	18,260,870.00

SECTION A - PERFORMANCE PLAN										
SECTION A2 - REPORTING SCORECARD										
A2(c): SDBIP REPORTING INDICATORS										
NOTE: The following output indicators were included in the 2024/25 SDBIP as prescribed by MFMA Circular 88. However, these indicators do not form part of the main institutional scorecard, since no targets could be set due to either budget related challenges and / or system and reporting related challenges.										
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	SDBIP KPI NO	KEY PERFORMANCE INDICATOR	PREScribed FREQUENCY OF REPORTING	DEFINITIONS	BASELINE (ANNUAL PERFORMANCE OF 2022/23 ESTIMATED)	TARGET SETTING CHALLENGE	ACTION PLAN AND PROGRESS
CIRCULAR 88 PRESCRIBED INDICATORS WITH SYSTEM AND REPORTING RELATED CHALLENGES										
ENV4. Biodiversity is conserved and enhanced	N/A	ENV4.11	KPA 1: BASIC SERVICE DELIVERY	7	Percentage of biodiversity priority area within the municipality	Annual	Proportional share of land cover categories aggregated to relate to biological priority areas within the municipality, relative to the total municipal area. It indicates the presence of available habitats across a municipal area important for maintaining ecological processes, expressed in ha. A decline over time indicates a loss of land supporting biodiversity and local ecosystems. Biodiversity priority areas, or areas of high biodiversity importance, are defined by SANBI (2016) as "Natural or semi-natural areas in the landscape or seascape that are important for conserving a representative sample of ecosystems and species, for maintaining ecological processes, or for the provision of ecosystem services."	62%	The inclusion of this KPI in the SDBIP is regulated by National Treasury through the MFMA Circular 88. The Municipality does, however, not have record of the variables required to measure performance against the indicator due to the Bioregional Plan being outdated. It may be noted that the review of the 2015 Bioregional Plan was advertised during the 2023/24 financial year as part of the NMBM Spatial Development Framework (SDF) review. Bidders were unfortunately non-responsive and therefore the tender process had to be restarted. The new SDF tender process excluded the review of the Bioregional Plan as it was deemed to have contributed to the cancellation of the SDF review tender. Only once the SDF review has commenced as a separate process can the review of the Bioregional Plan commence.	The Municipality does not have records of the variables required to measure performance against this indicator, due to the Bioregional Plan being outdated. The Municipality is currently unable to report on this indicator, as the outdated Bioregional Plan is a primary requirement for reporting purposes. The Municipality is in the process of finalising the Spatial Development Framework (SDF); once approved, the Bioregional Plan will be developed. It is envisaged that reporting on this indicator will commence in the latter part of the 2026/27 financial year.
ENV4. Biodiversity is conserved and enhanced	N/A	ENV4.12	KPA 1: BASIC SERVICE DELIVERY	8	Percentage of biodiversity priority areas protected	Annual	The proportion of land identified through municipal strategic environmental assessments and EMRs as biodiversity priority areas, which is protected through some mechanism. Mechanisms may include stewardship agreements, conventional protected areas, & biodiversity agreements, among others.	8.64%	The inclusion of this KPI in the SDBIP is regulated by National Treasury through the MFMA Circular 88. The Municipality does, however, not have record of the variables required to measure performance against the indicator due to the Bioregional Plan being outdated. It may be noted that the review of the 2015 Bioregional Plan was advertised during the 2023/24 financial year as part of the NMBM Spatial Development Framework (SDF) review. Bidders were unfortunately non-responsive and therefore the tender process had to be restarted. The new SDF tender process excluded the review of the Bioregional Plan as it was deemed to have contributed to the cancellation of the SDF review tender. Only once the SDF review has commenced as a separate process can the review of the Bioregional Plan commence.	The Municipality does not have records of the variables required to measure performance against this indicator, due to the Bioregional Plan being outdated. The Municipality is currently unable to report on this indicator, as the outdated Bioregional Plan is a primary requirement for reporting purposes. The Municipality is in the process of finalising the Spatial Development Framework (SDF); once approved, the Bioregional Plan will be developed. It is envisaged that reporting on this indicator will commence in the latter part of the 2026/27 financial year.

SECTION B: COMPETENCY REQUIREMENTS

SECTION B1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

SECTION C1 - COMPETENCY FRAMEWORK STRUCTURE					
LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING	
				BASIC	COMPETENT
1	Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	SCORE OF 1 OR 2	3
	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.	- Give direction a team in realising the institution's strategic mandate and set objectives. - Has a positive impact and influence on the morale, engagement and participation of team members. - Develop actions plans to execute and guide strategy implementation. - Assist defining in the progress and 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.
	Institutional Performance Management				- Evaluate all activities to determine value and alignment to strategic intent. - Display in-depth knowledge and understanding of strategic and 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.
	Strategic Planning and management				- Structure and position the institution to local government priorities. - Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. - Hold self accountable for strategy execution and results. - Provide impact and influence through building strategic relationships. - Create an environment that facilitates loyalty and innovation - Display a superior level of self discipline and integrity in actions. - Integrate various systems into a collective whole to optimise institutional performance management. - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
	Organisational Awareness				

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
2	People management	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 to contribute and support the diverse nature of others and be aware of the benefits of a diverse approach. - Effectively delegate tasks and empower 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 - 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 of discipline. - 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 Relations Management						
	Negotiation and Dispute Management						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
3	Program and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	9%	- Initiate projects after approval from higher authorities. - Understand procedures of the program and project management methodology, implications and stakeholder involvement. - Understand the rational of projects relation to the institution's strategic objectives. - Document and communicate factors and risk associated with own work. - Use results and approaches of successful project implementation as guide.	- Establish broad stakeholder involvement and communicate the project status and key milestones. - Define the roles and responsibilities of the project team create and clarity around expectations balance. - Find a between project deadline and the quality of deliverables. - Identify appropriate project resources to facilitate the effective completion of the deliverables. - Comply with statutory requirements and apply policies in a consistent manner. - Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	- Manage multiple programs and balance priorities conflicts and according to institutional goals. - Apply effective risk management strategies through impact assessment and resource requirements. - Modify project scope budget when and required without compromising the quality and objectives of the project - Involve top-level authorities and relevant stakeholders in seeking project buy in. - Identify and apply contemporary management methodology plans. - Influence and motivate project team deliver to exceptional results. - Monitor policy implementation and apply procedures to manage risks.	- Understand and conceptualise the long-term implications of desired project outcomes. - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. - Consider and initiate projects that focus on achievement of the long-term objectives. - Influence people positions of authority to implement outcomes of projects. - Lead and direct translation of policy into workable actions - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.
	Program Planning and Implementation						
	Service Delivery Management						
	Program and Project Monitoring and Evaluation						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	8%	- Understand basic financial concepts and methods as they relate to institutional processes and activities. - Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. - Understand the importance of financial accountability. - Understand the importance of asset control.	- Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. - Assess, identify and manage financial risks. - Assume a cost saving approach to financial management. - Prepare financial reports based on specified formats. - Consider and understand the financial implications of decisions and suggestions. - Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated - Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	- Take active ownership of planning, budgeting, and 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						

LEADING COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement initiatives and deliver professional and quality services to the community.	- Displays an awareness of change and the benefits of transformation initiatives. - Identify basic need for change. - Identify gaps between the current and desired state. - Identify potential risk and challenges to transformation, including resistance to change factors. - Participate in change programs and piloting change interventions. - Understand the impact of change interventions on the institution within the broader scope of local government.	- Perform analysis of the change impact on social, political and economic environment. - Maintain calm and focus during change. - Able to assist team members during change and keep them focused on deliverables. - Volunteer to lead change efforts outside of own work team. - Able to gain buy-in and approval for change from relevant stakeholders. - Identify change readiness levels and assist in resolving resistance to change factors. - Design change interventions that are aligned with the institution's strategic objectives and goals.	- Actively monitor change impact and results and convey progress to relevant stakeholders. - Secure buy-in and sponsorship for change initiatives. - Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. - Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. - Take the lead in impactful change programs. - Benchmark change interventions against best change practices. - Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. - Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation.	- Sponsor change agents and create a network of change leaders who support the interventions. - Actively adapt current structures and processes to incorporate the change interventions. - Mentor and guide team members on the effects of change, resistance factors and how to integrate change. - Motivate and inspire others around change initiatives.
	Change Vision and Strategy					
	Process Design and Improvement					
	Change Impact Monitoring and Evaluation					

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
6	Governance Leadership Policy Formulation Risk and Compliance Management Cooperative Governance	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the 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 drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk relationships on cooperative management systems and governance level to enhance processes. • Implement and monitor the government. • Able to shape, direct and drive the formulation of policies and challenges with implementation and provide recommendations for improvement.	• Demonstrate a high level of commitment in complying with requirements and governance • 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.

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.	• 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, and prioritise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	SCORE OF 1 OR 2	3	4	5
		9%	• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short term objectives in developing plans and actions. • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goal and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation . • Identify in advance required stages and actions to complete tasks and projects. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	•Focus on broad strategies and initiatives when developing plans and actions. •Able to project and forecast short, medium and long term requirements of the institution and local government. •Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
11	Communication Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately.	• Express ideas to individuals and groups in formal and informal settings in 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		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING					
			BASIC	COMPETENT	ADVANCED	SUPERIOR		
12	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives consistently while 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	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.	4	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, and communicating long- and short term expectations. • Take appropriate risks to accomplish goals. • Overcome setbacks and adjust action plans to realise goals. • Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE		100%						

SECTION 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 Competent yet
	SAQA US ID	UNIT STANDARD TITLE	
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	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	Competent
	116364	Plan a municipal budgeting and reporting cycle	Competent
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	Competent
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	Competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Competent
	116341	Conduct performance management to a South African municipal environment	Competent
Risk and change management	116339	Apply risk management in South African municipalities	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	Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Competent
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Competent
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	Competent

SECTION D: ASSESSMENT RATING CALCULATOR								
NELSON MANDELA BAY MUNICIPALITY								
Name:	ANNA-LISSA DYAKALA							
Cycle:	2026/27 financial year							
Key Performance Area	Weight	Rating	Score		Competencies	Weight	Rating	Score
1	57%		0		1	9%		0
2	13%		0		2	9%		0
3	15%		0		3	9%		0
4	9%		0		4	8%		0
5	6%		0		5	9%		0
					6	9%		0
					7	9%		0
					8	9%		0
					9	7%		0
					10	7%		0
					11	8%		0
					12	7%		0
	100%		0			100%		0
KPA weight			80%		Competency weight			20%
KPA SCORE			0%		COMPETENCY SCORE			0%
FINAL SCORE								0%

SECTION D

(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

SECTION E: PERSONAL DEVELOPMENT / TRAINING PLAN FOR ANNA- LISA DYAKALA

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- DIRECTORAT E/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATI ON NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
									START DATE	END DATE							
	Acting Execlutiva Director AN		Dyakala														

ANNA- LISA DYAKALA
ACTING EXECUTIVE DIRECTOR: PUBLIC HEALTH

DATE:

ACTING CITY MANAGER

DATE:

SECTION F

I, Anna-Lisa Dyakala, appointed in the position of Acting Executive Director: Public Health 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: Public Health.

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

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

Thus done and signed at PORT ELIZABETH on 31 JULY 2026

ANNA- LISA DYAKALA
ACTING EXECUTIVE DIRECTOR: PUBLIC HEALTH

31 July 2026
DATE

AS WITNESSES

1. _____

2. _____

ACTING CITY MANAGER

31 July 2025
DATE

AS WITNESSES:

1. _____

2. _____