



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: SAFETY AND SECURITY

SHADRACK SIBIYA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2026/2027

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

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PERFORMANCE CONTRACT: MR SHADRACK SIBIYA

This performance contract is divided into five sections:

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

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SECTION A: PERFORMANCE PLAN																									
SECTION A1: SCORECARD																									
MFMA C88 OUTCOME	IDP MFMA C88 REF	MSA REG REF	SDBIP MFMA C88 REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	OF RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
												1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
FD1: Mitigated effects of fires and disasters	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	FIRE & EMERGENCY	CORE MANDATED	1	Percentage compliance with the required attendance time for structural firefighting incidents	58.56%	75%	75%	75%	75%	75%	No direct budget linked to Key Performance Indicator measurement					Incident Reports	5: Above 80% and/or Qualitative motivation 4: Above 75% up to 80% and/or Qualitative motivation 3: 75% compliance 2: Below 75% down to 70% 1: Below 70%	KPA 1: 55%		
N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	DISASTER MANAGEMENT	CORE MANDATED	2	Number awareness programmes conducted to communities	276 Disaster Management	160 Disaster Management	40 Disaster Management	80 Disaster Management	120 Disaster Management	160 Disaster Management	No direct budget linked to Key Performance Indicator measurement					Attendance Registers Programmes	5: Above 180 Disaster Management and/or Qualitative motivation 4: Above 160 Disaster Management up to 180 Disaster Management and/or Qualitative motivation 3: 160 Disaster Management 2: Below 160 Disaster Management down to 140 Disaster Management 1: Below 140 Disaster Management			
						FIRE & EMERGENCY			198 Fire Safety	200 Fire Safety	50 Fire Safety	100 Fire Safety	150 Fire Safety	200 Fire Safety							5: Above 320 Fire Safety and/or Qualitative motivation 4: Above 300 Fire Safety up to 320 Fire Safety and/or Qualitative motivation 3: 300 Fire Safety 2: Below 300 Fire Safety down to 10 Fire Safety 1: Below 10 Fire Safety				
						TRAFFIC AND LICENCING SERVICES			201 Road traffic safety	200 Road traffic safety	50 Road traffic safety	100 Road traffic safety	150 Road traffic safety	200 Road traffic safety						Attendance Registers Field Sheets Photos	5: Above 320 Road traffic safety and / or Qualitative motivation 4: Above 200 up to 320 Road traffic safety and/or Qualitative motivation 3: 200 Road traffic safety 2: Below 200 down to 180 Road traffic safety 1: Below 180 Road traffic safety				
N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	3	Number of warrant of arrest executed	3063	2000	500	1000	1500	2000	No direct budget linked to Key Performance Indicator measurement					Progress reports stamped by Prosecutor	5: Above 2200 and / or Qualitative motivation 4: Above 2000 up to 2200 and/or Qualitative motivation 3: 2000 2: Below 2000 down to 1800 1: Below 1800	KPA 2: 4%		
N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	4	Number of vehicle check points / road blocks implemented	1228	200	50	100	150	200	No direct budget linked to Key Performance Indicator measurement					Check point / road block reports	5: Above 220 and / or Qualitative motivation 4: Above 200 up to 220 and/or Qualitative motivation 3: 200 2: Below 100 down to 180 1: Below 180			
N/A	N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	5	Cascading the Performance Management System within Safety and Security Directorate	No actual performance and PoE reported	2025/26 fourth quarter performance reviews conducted for reporting managers 2026/27 performance plans in place for officials down to grade 14 2025/26 first, second and third quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 14	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 14	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 14	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 14	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 first and second quarter performance reviews conducted for officials down to grade 14 PMS cascaded to Grade 14	No direct budget linked to Key Performance Indicator measurement					Performance plans review forms Attendance registers	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	KPA 3: 5%	
N/A	N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	6	Percentage implementation of the targets as reflected in Safety and Security Policy Dashboard	Target not met First draft policy in place, compliant with Policy Development Framework and submitted to Policy and Research Office	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement					Draft Policies Progress reports	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%			
LED1: Growing inclusive local economies	N/A	N/A	N/A	LED1.21	KPA 3: LOCAL ECONOMIC DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	7	Number of Work Opportunities (WO) created	173	130	13	20	91	130	No direct budget linked to Key Performance Indicator measurement					EPWP Report	5: Above 174 and / or Qualitative motivation 4: Above 143 up to 174 and/or Qualitative motivation 3: 143 2: Below 143 down to 68 1: Below 68			
N/A	N/A	N/A	N/A	31	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	8	Rand value of traffic fines collected	R47 million	R6 million	R2 million	R4 million	R5 million	R6 million	0093-0692 0093 -4247 (OPEX)	Fines and Compounds Contravention System	R15,578,110.00	R31,156,220.00	R46,734,330.00	R62,312,440.00	R62,312,440.00	Financial report		5: Above R8 million and / or Qualitative motivation 4: Above R6 million up to R8 million and/or Qualitative motivation 3: R6 million 2: Below R6 million down to R4 million 1: Below R4 million
FMT: Enhanced municipal budgeting and budget implementation	FMT.1	FMT.11	FMT.11	11	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	9	Percentage of Safety and Security Directorate's Capital Budget actually spent	39%	95%	10%	30%	60%	95%	Various capital budget vote numbers (CAPEX)	Various capital budget descriptions	R8,312,500.00	R16,625,000.00	R24,837,500.00	R33,250,000.00	R33,250,000.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	
N/A	N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	10	Percentage of Safety and Security Directorate's Training Budget spent	66%	95%	10%	30%	60%	95%	1195 0375	Training	R841,120.00	R1,682,240.00	R2,523,360.00	R3,364,480.00	R3,364,480.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	
FMS: Improved asset management	FMS.3	FMS.31	FMS.31	27	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	11	Percentage of the Safety and Security Directorate's repairs and maintenance budget spent on property, plant, equipment and investment property repairs and maintenance	38%	95%	10%	30%	60%	95%	1193	Repairs and Maintenance	R37,823,375.00	R75,646,750.00	R113,470,125.00	R15,129,350.00	R15,129,350.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	

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SECTION A: PERFORMANCE PLAN																								
SECTION A1: SCORECARD																								
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2026/27 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2026/27 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2026/27 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	OF RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA
											1ST QUARTER PLANNED TARGET (1 JULY 2026 - 30 SEPTEMBER 2026)	2ND QUARTER PLANNED TARGET (1 JULY 2026 - 31 DECEMBER 2026)	3RD QUARTER PLANNED TARGET (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER PLANNED TARGET (1 JULY 2026 - 30 JUNE 2027)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
GG3. Improved municipal administration	GG 3.1	GG 3.12	42	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	CORPORATE ADMINISTRATION SUPPORT SERVICES	CORE MANDATED	12	Percentage of Safety and Security staff who have declared their financial interests	New Key Performance indicator introduced in 2026/27 financial year	100% By 31 August 2026	100% By 31 August 2026	N/A	N/A	100% By 31 August 2026		No direct budget linked to Key Performance Indicator measurement					List of all SS staff List of staff declared	5: Early delivery the annual target set and / or qualitative motivation 4: Early delivery of the annual target set / or qualitative motivation 3: 100% By 31 August 2026 2: 50% of staff declared and submitted 1: No Declarations submitted	KPA 5: 16%	
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	13	Number of directorate quarterly performance reports submitted to the standing committee	No report submitted to the Safety and Security Committee	4 submitted to the Safety and Security Standing Committee	1 report submitted to the Safety and Security Committee	2 report submitted to the Safety and Security Committee	3 report submitted to the Safety and Security Committee	4 report submitted to the Safety and Security Committee		No direct budget linked to Key Performance Indicator measurement					Standing committee agenda	5: 6 / Qualitative motivation 4: 5 / Qualitative motivation 3: 4 2: Below 4 down to 3 1: Below 3		
N/A	N/A	N/A	19	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	14	Reporting on the Auditor General actions plans on the National Treasury website	No actual performance and PoE reported	Quarterly action plan implementation progress approved by the Executive Director	Action plans approved by the Executive director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director		No direct budget linked to Key Performance Indicator measurement					FMCMM Screenshots	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set		
N/A	N/A	N/A	1-74	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	15	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 August 2026. (Reduce findings from 21 to 10)	50% reduction by 31 August 2026. (Reduce findings from 21 to 10)	N/A	N/A	50% reduction by 31 August 2026. (Reduce findings from 21 to 10)		No direct budget linked to Key Performance Indicator measurement					Internal Audit Report	5: Early delivery the annual target set and / or qualitative motivation 4: Early delivery of the annual target set / or qualitative motivation 3: 50% reduction By 31 August 2026 2: 25% reduction By August 2026 1: No Internal Audit Report submitted		
GG3. Improved municipal administration	GG 3.1	GG 3.11	40	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	16	Percentage of invoices processed and submitted to budget and treasury within 19 days of invoice receipt date	70%	100%	100%	100%	100%	100%		No direct budget linked to Key Performance Indicator measurement					Submission reports	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%		
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	17	Complying with the requirements outlined in the Section A2 of performance contract	All requirements outlined in Section B2 of the 2024/25 performance plan complied with	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines		No direct budget linked to Key Performance Indicator measurement					Updated baseline and targets in A2(a and b) Source documents and references for A2(a) Performance Reports	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 quarterly targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set		
SDBIP REPORTING KPIS																								
FD1. Mitigated effects of fires and disasters	FD1.1	FD1.11	N/A	KPA 1: BASIC SERVICE DELIVERY	FIRE & EMERGENCY	ISOBIP REPORTING	18	Number of reported deaths attributed to fire or fire-related causes	70	0	0	0	0	0		No direct budget linked to Key Performance Indicator measurement					Progress reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	
FD1. Mitigated effects of fires and disasters	FD1.2	FD1.11	N/A	KPA 1: BASIC SERVICE DELIVERY	DISASTER MANAGEMENT	ISOBIP REPORTING	19	Number of reported deaths related to disasters or extreme weather events	0	0	0	0	0	0		No direct budget linked to Key Performance Indicator measurement					Progress reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	

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SECTION A - PERFORMANCE PLAN

SECTION A2: REPORTING SCORECARD

SECTION 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(n) of this contract, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

SDBIP COMPLIANCE INDICATOR REFERENCE		COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2026/27 QUARTERLY ACTUAL PERFORMANCE			
							1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2027)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2027)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)
COMPLIANCE INDICATORS										
52	C67 (FD)	Number of paid full-time firefighters employed by the municipality	The number of paid full-time firefighters employed by the municipality. A firefighter is a rescuer extensively trained in firefighting, primarily to extinguish hazardous fires that threaten life, property, and the environment as well as to rescue people and animals from dangerous situations. This could be either permanent or fixed-term employment, on a full-time basis.	Quarterly	Lead Schedule	232				
53	C69 (FD)	Number of 'displaced persons' to whom the municipality delivered assistance	The number of displaced persons (regardless of their nationality) to whom the municipality delivered assistance within the municipal area. A displaced person is person who was forced to or obliged to leave their home as a result of natural or human-made disasters, conflict, situations of generalised violence or violations of human rights. Assistance in this instance refers to some or all of the following types of assistance: essential food and potable water; basic shelter and housing; appropriate clothing; and essential medical services and sanitation. The origins of displacement, extent and duration does not affect the measure, only the unique number of individuals to which the municipality has provided direct assistance in the reporting period.	Quarterly	Lead Schedule	0				
55	C72 (FD)	Date of the last municipal Disaster Management Plan tabled at Council	The date (dd/mm/yyyy) of the last municipal Disaster Management Plan tabled at Council. A Disaster Management Plan is required in terms of Section 53 of the Disaster Management Act of 2002 and should be submitted to the National Disaster Management Centre by all relevant municipal organs of state and municipal entities in terms of the policy framework for disaster management. The tabling is inclusive of all three levels of Disaster Management Plans in terms of the disaster management policy framework.	Annual	Council Resolution	2 December 2010				
56	C73 (FD)	Number of structural fires occurring in informal settlements	The indicator measures the number of fires which occurred or originated in an area considered to be an informal settlement by the municipality and affected structures in that area. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).	Quarterly	Incident reports	112				

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2026/27 QUARTERLY ACTUAL PERFORMANCE											
COMPLIANCE INDICATOR		INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2027)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2027)	3RD QUARTER ACTUAL PERFORMANCE 1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)		
COMPLIANCE INDICATORS											
57	C74 (FD)	Number of dwellings in informal settlements affected by structural fires (estimate)	The indicator measures the estimated number of dwellings in an area considered to be an informal settlement by the municipality and affected by structural fires. 'Affected' in this context refers to structures which have sustained physical damage as a result of a fire. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).	Quarterly	Incident reports	146					
58	C75 (FD)	Number of people displaced within the municipal area	The number of people within the municipal area displaced by natural or human-made disasters, conflict, situations of generalised violence or violations of human rights, as documented by the municipality. Please refer to the definition of disaster in terms of the Disaster Management Act. For the purpose of this indicator, a person displaced by conflict, disaster or extreme weather is someone who was forced or obliged to leave their home from within the municipal area as a result of any category of event. It refers to those individuals documented as known to the municipality and does not presuppose that any sphere of government is directly providing for these individuals, only that their displacement from within the municipal area is known.	Quarterly	Incident reports	0					
N/A	FD2.1	Disaster Management Readiness	A disaster management centre is considered 'ready' if the following three conditions are met: 1. An appointed Head of Centre (Disaster Management); 2. A Disaster Management Plan is updated or reviewed periodically (every five years); 3. An annual report is submitted to the National Disaster Management Centre. Number of specified conditions of readiness met: 1 = Not ready (1 condition or less) 2= Partially ready (2 conditions met) 3= Ready (All 3 conditions met)	Quarterly	Disaster Management Plan Appointment letter Submission of Annual Report National Disaster Management Centre.	New indicator (Introduced 2024/25)					
N/A	FD2.2	Fire Services functional in accordance with prescribed requirements	As per the Act, a "Local authority may establish a service in accordance with prescribed requirements". A fire service is therefore considered 'functional' if it meets the following three conditions: 1. A Fire Chief Officer has been appointed by the municipality; 2. The fire services have evidence of callouts responded to over the reporting period; 3. The municipality has established and maintained a fire service in accordance with prescribed standards SANS 10090: Community Protection Against Fire. Number of specified conditions of fire services functionality met: 1 = Not functional (1 condition or less) 2= Partially functional (2 conditions met) 3= Functional (All 3 conditions met)	Quarterly	Appointment letter Submission of National Disaster Management Centre. Call out report	New indicator (Introduced 2024/25)					

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2026/27 QUARTERLY ACTUAL PERFORMANCE												
SOBIP COMPLIANCE	INDICATOR REFERENCE	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE ANNUAL PERFORMANCE OF 2024/25 ESTIMATED	2026/27 QUARTERLY ACTUAL PERFORMANCE				
								1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 SEPTEMBER 2027)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 DECEMBER 2027)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 31 MARCH 2027)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2026 - 30 JUNE 2027)	
COMPLIANCE INDICATORS												
COMPLIANCE QUESTIONS												
N/A	Q21	1	What is the organisational location of the disaster risk management function within your municipality? (Specify the placement and highest level filled post within it).	Not Applicable	Annual	Organogram	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management

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SECTION A - PERFORMANCE PLAN

SECTION A2 - REPORTING SCORECARD

SECTION A2(b): DIRECTORATE OPERATIONAL INDICATORS

I herewith commit to:-

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

RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN							
					2026/27 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION
IP MFMA C88 REF / MSA REG REF	SDIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR			TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Number of fire and traffic buildings upgraded	2 Sidwell Traffic Centre (lift and extension of store) Miramar Fire Station	20210202	Lift to accommodate Disabled Persons: Sidwell Traffic Centre
						20210207	Refurbishment / Renewal of Miramar Fire Station
						20230115	Traffic: Extension of Store at Sidwell Traffic Centre
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Number of Disaster Management Offices upgraded	1 (Despatch)	20240092	Upgrade of Disaster Management Offices - Despatch
						20260089	Renewal of Disaster Management offices - Despatch
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Replacement of boundary fencing at Fire Training Centre	By December 2026	20240094	Replacement of boundary fencing at Fire Training Centre
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Replacing Heavy Duty Garage Door at Armory Building	By December 2026	20240099	Security: Replace Heavy Duty Garage Door at Armory Building
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Percentage of security measures provided at Kariega Municipal Court	100% By December 2026	20240103	Traffic: Security Measures at Kariega Municipal Court
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	6	Renewal of Ablution Facilities at Sidwell Municipal Court	By December 2026	20240104	Traffic: Renewal of Ablution Facilities at Sidwell Municipal Court
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	7	Provision of Weigh Bridge at Sidwell Traffic Department	By December 2026	20240105	New Weigh Bridge at Sidwell Traffic Department
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	8	Provision of security revamp on Mobile Unit Buildings	By December 2026	20240112	Security: Revamp of Mobile Unit Building + Grounds

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RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN						2026/27 ANNUAL PERFORMANCE TARGET		VOTE NUMBER/ PROJECT ID		DESCRIPTION		TOTAL BUDGET ALLOCATED
IDP MFMA C88 REF /	MSA REG REF	N/A	SDBIP MFMA C88 REF	/ MSA REG REF	N/A	KPA 1: BASIC SERVICE DELIVERY	9	Provision of security revamp on Comnaught Ave Station	By December 2026	20240113	Security: Refurb of Comnaught Ave Station - Escort unit	500,000
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	10	Returfishing of Fire Engine Bay Doors at Kwazakhele Fire Stations	By December 2026	20240158	Fire: Refurb of Engine Bay Doors @ Kwazakhele Fire Stations	200,000
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	11	Upgraing of Uitenhage Traffic Department	By December 2026	20260022	Upgrade of Uitenhage Traffic Department (INSURANCE CLAIM)	208,000
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	12	Number of Disaster Management provided with new carports	1 (South)	20260083	Disaster Management - construction of new carports at South	750,000
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	13	Number of Fire Stations upgraded	2 (Uitenhage and Kwanobuhle)	20260283	Renewal of Uitenhage Fire Station (INSURANCE CLAIM)	566,240
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	14	Purchasing of Armoured Personnel Carrier Vehicle	By June 2027	20260284	Renewal of Kwanobuhle Fire Station (INSURANCE CLAIM)	147,790
N/A	N/A	N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20240089	Metro Police: Purchase of Armoured Personnel Carrier Vehicle	3,000,000

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RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN								
		KEY PERFORMANCE INDICATOR	ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED		
IDP MFMA C88 REF / MSA REG REF	N/A					200,000		
SDBIP MFMA C88 REF / MSA REG REF	N/A							

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RESOURCES ALLOCATED FOR 2026/27 PERFORMANCE PLAN					
IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2026/27 ANNUAL PERFORMANCE TARGET
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	28	Purchasing of Gym Equipment	By December 2026
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	29	Upgrading of air-con system in JOC	By December 2026
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	30	Purchasing and Installation of New speaker system controller unit in JOC.	By December 2026
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	31	Purchasing and installation of IT switch for JOC- South End	By December 2026
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	32	Number of offices provided with furniture and office equipment	3 Disaster Management Traffic Fire
				VOTE NUMBER/ PROJECT ID	DESCRIPTION
				20240097	Traffic College: Purchase of Gym Equipment
				20260090	Disaster Management : Upgrade of air-con system in JOC
				20260091	Purchase and Installation of New speaker system controller unit in JOC.
				20260092	Purchase and Installation of IT switch for JOC- South End
				20260193	Disaster Management: Purchase of furniture & Office Equipment.
				20260194	Traffic: Purchase of Furniture & Office Equipment
				20260195	Fire: Purchase of Furniture & Office Equipment
					TOTAL BUDGET ALLOCATED
					100,000
					50,000
					50,000
					150,000
					100,000
					100,000
					100,000

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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:-	

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SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
LEADING COMPETENCIES	DEFINITION	BASIC	COMPETENT
		SCORE OF 1 OR 2	ADVANCED
1	Strategic direction and leadership	9%	5
	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 a understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate a basic understanding of decision key makers.	Give direction a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, planning, engagement and participation of team members. • Develop actions plans to execute and guide strategy implementation. • Assist defining in performance measures to monitor the progress and effectiveness of the institution. • Displays an of awareness institutional structures and political factors. • Effectively communicate barriers of execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.
	Institutional Performance Management		Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively use in-depth knowledge and understanding to develop and implement comprehensive institutional framework. • Hold self accountable for strategy execution and results. • Provide impact and influence through building and maintaining relationships. • Create an environment that facilitates loyalty and innovation • Display a superior level of self discipline and integrity in actions.
	Strategic Planning and management		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 develop communications and frame strategies, positions and alliances.
	Organisational Awareness		

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LEADING COMPETENCIES		DEFINITION	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
2	People management	Effectively inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	- Participate in team goal setting and problem solving. - Interact and collaborate with people of diverse backgrounds. - Aware of guidelines for employee development, but requires support in implementing development initiatives.	- Seek opportunities to 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 effectiveness - 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 - 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.

WEIGHTING

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LEADING COMPETENCIES		DEFINITION	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
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.	- Initiate projects after approval from higher authorities. - Understand procedures of program and project management methodology, implications and stakeholder involvement. - Understand the rational of projects relation to the institution's strategic objectives. - Document and communicate factors and risk associated with own work. - Use results and approaches of successful project implementation as guide.	- Establish broad stakeholder involvement and communicate the project status and key milestones. - Define the roles and responsibilities of the project team create and 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 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 utilisation, implementation and apply adjustments as needed.	- Understand and conceptualise the long-term implications of desired project outcomes. - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. - Consider and initiate projects that focus on achievement of the long-term objectives. - Influence people positions of in authority to implement outcomes of projects. - Lead and direct translation of policy into workable actions - Ensures that programs are monitored to track progress and optimal resource that utilisation, and adjustments are made as needed.
	Program and Project Monitoring and Evaluation					
	Service Delivery Management					

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

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

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CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
9	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	7% - Understand the basic operation of analysis, but lack detail and thoroughness. - Able to balance independent analysis with requesting assistance from others. - Recommend new ways to perform tasks within own function. - Propose simple, remedial interventions that marginally challenge the status quo. - Listen to the ideas and perspective of others and explore opportunities to enhance such innovative thinking.	- Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. - Demonstrate objectivity, insight and thoroughness when analysing problems. - Able to break down complex problems into manageable parts and identify solutions. - Consult internal and external stakeholders on opportunities to improve processes and service delivery. - Clearly communicates the benefits of new opportunities and innovative solutions to stakeholders. - Continuously identify opportunities to enhance internal processes. - Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention.	- Coaches team members on analytical and innovative approaches and techniques. - Engage with appropriate individuals in analysing and resolving complex problems. - Identify solutions in various area in the institution. - Formulate and implement new ideas throughout the institution. - Able to gain approval and buy in for proposed interventions from relevant stakeholders. - Identify trends and best practices in processes and service delivery and propose institutional application	- Demonstrate complex analytical and problem solving approaches and techniques. - Create an environment conducive to analytical and fact-based problem solving. - Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence. - Create an environment that fosters innovative thinking and follows a learning organisation approach. - Be a thought leader on innovative customer service delivery, and process optimisation. - Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.

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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 • 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.	3 • 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.	4 • 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 for 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 • 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	
			SCORE OF 1 OR 2	3	4	5	
12	Results and Quality Focus	Able to maintain high standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	7%	- Understand quality of work but requires guidance in attending to important matters. - Show a basic commitment to achieving the correct results. - Produce the minimum level of results required in the role. - Produce outcomes that is of a good standard. - Focus on the quantity of output but requires development in incorporating the quality of work. - Produce quality work in general circumstances, but fails to meet expectation when under pressure.	- 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 B2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)

B2.1 General competency levels for senior managers-

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

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

B2.2. Minimum competency levels for senior managers-

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

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		
	SAQA US ID	UNIT STANDARD TITLE	Competent/ Not yet Competent
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	Not yet Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Competent
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	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	Not yet 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	Not yet Competent
Project management	119343	Apply operations research principles and tools in the management of project activities and resources	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	Not yet 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	Not yet Competent

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SECTION C: ASSESSMENT RATING CALCULATOR									
NELSON MANDELA BAY MUNICIPALITY									
Name:	SHADRACK SIBIYA								
Cycle:	2026/27 FINANCIAL YEAR								
Key Performance Area	Weight	Rating	Score		Competencies	Weight	Rating	Score	
1	55%				1	9%			
2	4%				2	9%			
3	5%				3	9%			
4	20%				4	8%			
5	16%				5	9%			
					6	9%			
					7	9%			
					8	9%			
					9	7%			
					10	7%			
					11	8%			
					12	7%			
	100%		0			100%		0	
KPA weight				80%	Competency weight		20%		
KPA SCORE				0%	COMPETENCY SCORE		0%		
FINAL SCORE							0%		

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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 X 15, which equals 45.

(e) Total Weighted Score and Performance Percentage

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

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SECTION D: PERSONAL DEVELOPMENT PLAN FOR SHADRACK SIBIYA

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
17631	Acting Executive Director: Safety and Security	Shadrack	Sibiya		Managers	1		START DATE	END DATE					
						2								
						3								
						4								

The PDP will be populated, if necessary, during the 2026/27 quarterly performance reviews.

SHADRACK SIBIYA
ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

31/08/2026
DATE:

ACTING CITY MANAGER

31/08/2026
DATE:

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SECTION E

I, Shadrack Sibiya, appointed in the position of Acting Executive Director: Safety and Security 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 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 contract in relation to the position of Executive Director: Safety and Security.

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

This performance contract 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



SHADRACK SIBIYA
ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

31 JULY 2026
DATE

AS WITNESSES

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CITY MANAGER

31/7/2026
DATE

AS WITNESSES:

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