



**PERFORMANCE PLAN**

**MADE AND ENTERED INTO BY AND BETWEEN**

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

**AND**

**THE ACTING CHIEF OPERATING OFFICER  
AMANDA DOWD-KRAUSE**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 2022/23  
(1 JULY 2022 - 30 JUNE 2023)**

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING	
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated						
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY																				0%	0%
N/A	N/A	N/A	1-74	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Implementing the NMBM Performance Management System for senior managers	Section 56 managers performance agreements/plans coordinated (Acting within 30 and permanent within 60 days of appointment)	PMS Cascading coordinated for all senior managers reporting to the City Manager by 30 June 2023	2021/22 fourth quarter performance reviews co-ordinated for senior managers by 30 September 2022	2022/23 first quarter performance reviews co-ordinated for senior managers by 31 December 2022	2022/23 second quarter performance reviews co-ordinated for senior managers by 31 March 2023	2022/23 third quarter performance reviews co-ordinated for senior managers by 30 June 2023	No direct budget linked to Key Performance Indicator measurement					Performance Agreements / Plans Consolidated Scoresheets 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 performance plan 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	9%	27%				
N/A	N/A	N/A	1-74	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	2	Cascading the Performance Management System within the Office of the Chief Operating Officer	All First Line Managers performance plans and personal development plans in place by September 2020  All First Line Managers 2020/21 first quarter performance reviews conducted by December 2020 and June 2021, mid-term performance reviews conducted by March 2021 and June 2021 and third quarter performance reviews conducted  Performance Management System cascaded to all First Line Managers	PMS Cascaded to all reporting managers by 30 June 2023	2021/22 fourth quarter performance reviews conducted for reporting managers 30 September 2022	2022/23 first quarter performance reviews conducted for reporting managers by 31 December 2022	2022/23 second quarter performance reviews conducted for reporting managers by 31 March 2023	2022/23 third quarter performance reviews conducted for reporting managers by 30 June 2023	No direct budget linked to Key Performance Indicator measurement					Performance Plans Performance reviews Consolidated scoresheets Minutes 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 performance plan 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	10%					
N/A	N/A	N/A	1-74	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	3	Percentage of the Office of the Chief Operating Officer's SDBIP KPIs with a Technical Indicator Description and supporting Standard Operating Procedure in place	New Key Performance Indicator (Introduced in 2022/23)	100% by September 2022	SOP Workshop co-ordinated between EPWP and PSR 100% by September 2022	N/A	N/A	100% by September 2022	No direct budget linked to Key Performance Indicator measurement					Technical Descriptions and Business Process Guides Attendance registers	5:100% by 31 July 2022 and/or Qualitative Motivation 4:100% by 31 August 2022 and/or Qualitative Motivation 3: 100% by 30 September 2022 2: Late delivery of the quarterly targets set 1: Non-delivery of the quarterly targets set	8%					
LED1: Growing inclusive local economies	N/A	N/A	LED1.21	KPA 3: LOCAL ECONOMIC DEVELOPMENT	4	Number of Work Opportunities (WO) created	New Key Performance Indicator (Introduced in 2021/22)	315	48	137	226	315	No direct budget linked to Key Performance Indicator measurement					EPWP Report	5: Above 340 and / or Qualitative motivation 4: Above 315 up to 340 and/or Qualitative motivation 3: 315 2: Below 315 down to 290 1: Below 290	9%	9%				
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	5	Percentage of the Office of the Chief Operating Officer training budget actually spent on implementing the Workplace Skills Plan	60%	95%	30%	50%	70%	95%	1657 0375/ NMCO00806	Training	R165,000	R275,000	R385,000	R522,500	R550,000	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 75% 1: Below 75%	2%	2%		
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	6	Stabilising the EPWP function within Nelson Mandela Bay Municipality	New Key Performance Indicator (Introduced in 2022/23)	Bi - weekly performance meetings conducted	Bi - weekly performance review meetings conducted	Bi - weekly performance review meetings conducted	Bi - weekly performance review meetings conducted	Bi - weekly performance review meetings conducted	No direct budget linked to Key Performance Indicator measurement					Attendance registers	5: Qualitative motivation 4: Qualitative motivation 3: Annual targets achieved as planned 2: Weekly meetings conducted on an adhoc basis 1: Annual targets not achieved as planned	6%	62%				
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	7	Coordinating the centralization of an Integrated Service Delivery Complaints Management System	New Key Performance Indicator (Introduced in 2022/23)	Centralization of an Integrated Complaints Management System coordinated by 30 June 2023	Business process analysis conducted	Pilot study conducted	Business proposal submitted to EXCO by 31 March 2023	Centralization of an Integrated Complaints Management System coordinated by 30 June 2023	No direct budget linked to Key Performance Indicator measurement					Business process Pilot study report Business proposal	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 performance plan 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	3%					

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated					
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	8	Coordinating the development of an Internal Service Delivery Charter for the Office of the Chief Operating Officer	New Key Performance Indicator (Introduced in 2022/23)	Internal Service Delivery Charter progress report submitted to EXCO	Briefing meeting with Monitoring and Evaluation conducted	Progress review session conducted with Monitoring and Evaluation	Progress review session conducted with Monitoring and Evaluation	Internal Service Delivery Charter progress report submitted to EXCO		No direct budget linked to Key Performance Indicator measurement	Minutes Progress review report / attendance register Internal Service Delivery Charter	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 performance plan 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	4%							
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	9	Institutionalize a transversal management culture within Nelson Mandela Bay Municipality	New Key Performance Indicator (Introduced in 2022/23)	Capital budget acceleration task team operational  Strategic Planning steering committee operational  MBDA / Service Delivery Directorate task team operational  IGR / DDM Task Team operational  COO Management / Compliance Team operational	Capital budget acceleration task team operational  MBDA / Service Delivery Directorate task team operational  COO Management / Compliance Team operational	Capital budget acceleration task team operational  Strategic Planning steering committee operational  MBDA / Service Delivery Directorate task team operational  IGR / DDM Task Team operational  COO Management / Compliance Team operational	Capital budget acceleration task team operational  Strategic Planning steering committee operational  MBDA / Service Delivery Directorate task team operational  IGR / DDM Task Team operational  COO Management / Compliance Team operational	Capital budget acceleration task team operational  Strategic Planning steering committee operational  MBDA / Service Delivery Directorate task team operational  IGR / DDM Task Team operational  COO Management / Compliance Team operational		No direct budget linked to Key Performance Indicator measurement	Attendance registers Minutes 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 annual targets as reflected in this performance plan 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	7%	62% continues						
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10	Facilitating the development of Standard Operating Procedures for Key Business Processes	New Key Performance Indicator (Introduced in 2021/22)	SOPs developed for the following;  <b>EPWP:</b> Business Process and supporting SLA with directorates <b>Legal Services:</b> SOP for liability claims; SLAs; MOUs <b>IDP:</b> Budget and Ward Based Budget <b>PSR:</b> C88 Process <b>M&amp;E:</b> Service Delivery Complaints Management <b>External Relations:</b> IR Business Process and IGR Business Process	N/A	Draft SOPs developed for the following;  <b>EPWP:</b> Business Process and supporting SLA with directorates <b>Legal Services:</b> SOP for liability claims; SLAs; MOUs <b>IDP:</b> Budget and Ward Based Budget <b>PSR:</b> C88 Process <b>M&amp;E:</b> Service Delivery Complaints Management <b>External Relations:</b> IR Business Process and IGR Business Process	N/A	SOPs developed for the following;  <b>EPWP:</b> Business Process and supporting SLA with directorates <b>Legal Services:</b> SOP for liability claims; SLAs; MOUs <b>IDP:</b> Budget and Ward Based Budget <b>PSR:</b> C88 Process <b>M&amp;E:</b> Service Delivery Complaints Management <b>External Relations:</b> IR Business Process and IGR Business Process		No direct budget linked to Key Performance Indicator measurement	Completed SOPs	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 performance plan 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	6%							
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	11	Number of key service delivery / transversal management task teams operationalised	New Key Performance Indicator (Introduced in 2022/23)	2  (VW Task Team Central Rates Association Task Team)	2  (VW Task Team Central Rates Association Task Team)	2  (VW Task Team Central Rates Association Task Team)	2  (VW Task Team Central Rates Association Task Team)	2  (VW Task Team Central Rates Association Task Team)		No direct budget linked to Key Performance Indicator measurement	Schedule of meetings Attendance Registers Minutes Correspondence / invitations	5. Above 2 and/or Qualitative Motivation 4. Above 2 and/or Qualitative Motivation 3. 2 Task Teams operationalised 2. 1 Task Teams operationalised 1. Non-delivery on managing service delivery complaints	7%							
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	12	Number of key strategic documents developed for Nelson Mandela Bay	3  (2020/21 Service Delivery and Budget Implementation Plan by 27 July 2020; 2019/20 Annual Report; Integrated Development Plan)	3  (2022/23 Service Delivery and Budget Implementation Plan within 28 days after approval of the budget; 2021/22 Draft Annual Report by 31 January 2023; Draft Integrated Development Plan by 31 May 2023)	1  (2022/23 Service Delivery and Budget Implementation Plan within 28 days after approval of the budget)	N/A	2  (2022/23 Service Delivery and Budget Implementation Plan within 28 days after approval of the budget; 2021/22 Draft Annual Report 31 January 2023)	3  (2022/23 Service Delivery and Budget Implementation Plan within 28 days after approval of the budget; 2021/22 Draft Annual Report by 31 January 2023; Draft Integrated Development Plan by 31 May 2023)		No direct budget linked to Key Performance Indicator measurement	2021/22 Annual Report; Integrated Development Plan; 2022/23 Service Delivery and Budget Implementation Plan within 28 days of the approval of budget	5. Early delivery and / or Qualitative motivation 4. Early delivery and / or Qualitative motivation 3. 3 key strategic documents developed within prescribed timelines 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	7%							
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	13	Developing a Risk Management Implementation Plan for Nelson Mandela Bay	New Key Performance Indicator (Introduced in 2022/23)	Risk Management Implementation Plan developed by 30 Sept 2022	Risk Management Implementation Plan developed by 30 Sept 2022	N/A	N/A	Risk Management Implementation Plan developed by 30 Sept 2022		No direct budget linked to Key Performance Indicator measurement	Risk Management Implementation Plan	5. Early delivery and / or Qualitative motivation 4. Early delivery and / or Qualitative motivation 3. Annual target achieved as planned 2. Draft Risk Management Implementation Plan developed by Sept 2022 1. Risk Management Implementation Plan developed by December 2022 or later	6%							
GGS: Improved municipal administration	GG 3.1	GG 3.11	40	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	14	Implementing action plans in respect of Auditor General repeat audit findings	New Key Performance Indicator (Introduced in 2021/22)	AG dashboard action plans implemented for the period 1 July 2022 - 31 March 2023	AG dashboard populated with detailed actions and specific timelines	AG dashboard action plans implemented for the period 1 July 2022 - 30 September 2022	AG dashboard action plans implemented for the period 1 July 2022 - 30 December 2022	AG dashboard action plans implemented for the period 1 July 2022 - 31 March 2023		No direct budget linked to Key Performance Indicator measurement	Independent report from Auditor General	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 performance plan 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	4%							

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated					
N/A	N/A	N/A	1-74	KPA.5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	15	Percentage attendance of key Council structure meetings	New Key Performance Indicator (Introduced in 2022/23)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)	No direct budget linked to Key Performance Indicator measurement					Council Calendar of Meetings MPAC Attendance register	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down 70% 1: Below 70%		6%			

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2020/21 ESTIMATED)	2022/23 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2022/23 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2022/23 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED RATING SCALE	INTERPRETATION OF	KPI WEIGHTING	TOTAL WEIGHTING
									1ST QUARTER PLANNED TARGET (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER PLANNED TARGET (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER PLANNED TARGET (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER PLANNED TARGET (1 JULY 2022 - 30 JUNE 2023)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated					
									N/A	N/A	N/A	1-74			KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	16	Complying with the requirements outlined in section A2 of the performance plan	All requirements outlined in Section B2 of the 2020/21 performance agreement complied with	All requirements complied with, within specified timelines					
<b>SDBIP REPORTING KPIS</b>																								
FMS: Improved asset management	FMS.2	FMS.22	27	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	17	Number of performance reports consolidated for the SDBIP KPI: Repairs and Maintenance as a percentage of property, plant, equipment and investment property relating to repairs and maintenance as a percentage of property; plant; equipment and investment property	New Key Performance Indicator (Introduced in 2022/23)	3 (reports for repairs and maintenance as a percentage of property; plant; equipment and investment property consolidated)	Technical Indicator Description and SOP in place	1 (report for repairs and maintenance as a percentage of property; plant; equipment and investment property consolidated)	2 (reports for repairs and maintenance as a percentage of property; plant; equipment and investment property consolidated)	3 (reports for repairs and maintenance as a percentage of property; plant; equipment and investment property consolidated)	No direct budget linked to Key Performance Indicator measurement					TBD	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%			
FMT: Improved revenue and debtors management	FMT.3	FMT.31; FMT.32; FMT.33; FMT.34	32; 33; 34; 35	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	18	Number of performance reports consolidated for the 4 SDBIP KPIs relating to "Net Surplus / Deficit"	New Key Performance Indicator (Introduced in 2022/23)	3 (reports for net surplus / deficit of electricity, water, wastewater and refuse consolidated)	Technical Indicator Description and SOP in place	1 (report for net surplus / deficit of electricity, water, wastewater and refuse consolidated)	2 (reports for net surplus / deficit of electricity, water, wastewater and refuse consolidated)	3 (reports for net surplus / deficit of electricity, water, wastewater and refuse consolidated)	No direct budget linked to Key Performance Indicator measurement					TBD	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%			
HS1: Improved access to adequate housing	HS1.1	HS1.12	44	KPA 1: BASIC SERVICE DELIVERY	19	Number of performance reports consolidated for the SDBIP KPI: Number of serviced sites	New Key Performance Indicator (Introduced in 2022/23)	3 (reports for number of serviced sites consolidated)	Technical Indicator Description and SOP in place	1 (report for number of serviced sites consolidated)	2 (reports for number of serviced sites consolidated)	3 (reports for number of serviced sites consolidated)	No direct budget linked to Key Performance Indicator measurement					TBD	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%			
LED1: Growing inclusive local economies	N/A	LED1.2	51	KPA 3: LOCAL ECONOMIC DEVELOPMENT	20	Number of performance reports consolidated for the SDBIP KPI: Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	New Key Performance Indicator (Introduced in 2022/23)	4 (reports for number of work opportunities consolidated)	1 (report for number of work opportunities consolidated)  Technical Indicator Description and SOP in place	2 (reports for number of work opportunities consolidated)	3 (reports for number of work opportunities consolidated)	4 (reports for number of work opportunities consolidated)	Various capital project votes (CAPEX)	Various capital project descriptions	R137,609,961	R412,329,883	R825,659,766	R1,376,099,610	R1,376,099,610	TBD	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%	0%	

SECTION A - PERFORMANCE PLAN									
A2 - REPORTING SCORECARD									
A2(a): COMPLIANCE INDICATORS / QUESTIONS									
I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section A2(a) of this contract, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.									
SUB-IP COMPLIANCE INDICATOR	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	2022/23 QUARTERLY ACTUAL PERFORMANCE			
						1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 SEPTEMBER 2022)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 DECEMBER 2022)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 31 MARCH 2023)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2022 - 30 JUNE 2023)
<b>COMPLIANCE INDICATORS</b>									
1	C1(GG)	1	Number of signed performance agreements by the MM and section 56 managers	This is the count of the total number of signed performance agreements by the municipal manager (section 57) and section 56 managers. A <b>performance agreement</b> is a written contract that establishes the expectations and accountability for meeting a set standard of execution excellence, and the consequences for not meeting them. Two or more parties agree on the actions the performer will execute and agree on the expected results from executing those actions. A <b>municipal manager (MM)</b> is appointed by council. He is the link between the council and the administration, of which he is the head. He has to account for the municipality's income and expenditure, assets and other obligations such as proper adherence to all legislation applicable to municipalities. A <b>Section 56 manager</b> is a manager employed under the terms of Section 56 of the Local Government: Municipal Systems Act, 2000. They are directly accountable to the municipal manager; or an acting manager directly accountable to the municipal manager under circumstances and for a period as prescribed	11				
11	C11(GG)	2	Number of litigation cases instituted by the municipality	The number of litigation cases instituted by the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.	34				
12	C12(GG)	3	Number of litigation cases instituted against the municipality	The number of litigation cases instituted against the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.	84				
<b>COMPLIANCE QUESTIONS</b>									
N/A	1	Q2	Has the IDP been adopted by Council by the target date?	Not Applicable					
N/A	2	Q5	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral / Executive committee provided a report back to the public?	Not Applicable					
N/A	3	Q6	When was the last scientifically representative community feedback survey undertaken in the municipality?	Not Applicable					
N/A	4	Q7	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority,	Not Applicable					
N/A	5	Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter.	Not Applicable					

N/A	6	Q23	Where is the organisational responsibility of the IGR support function located within the municipality (inclusive of the reporting line)?	Not Applicable					
-----	---	-----	---	----------------	--	--	--	--	--

**SECTION A - PERFORMANCE PLAN**

**SECTION A - REPORTING SCORECARD**

**SECTION A 2(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.

IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICIAL	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	1	Cascading the Performance Management System	All Managers	2022/23 third quarter performance reviews conducted for reporting managers	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	2	Number of Full Time Equivalent (FTE) jobs created	ASD: Performance Management and EPWP Metrowide Coordinator	2526	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	3	Number of meetings on the monitoring of expenditure against conditional grants within Nelson Mandela Bay	Director: Strategic Planning and Coordination	12 monitoring meetings held	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	4	Developing an Annual Report Summary	Deputy Director: Monitoring and Evaluation	Annual Report Summary developed by April 2023	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	5	Developing an Integrated Development Plan Summary	Deputy Director: IDP	Integrated Development Plan Summary developed by 30 June 2023	No direct budget linked to Key Performance Indicator measurement		



IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICIAL	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	6	Facilitating reporting against MFMA Circular 88 outcome (IDP) indicators	Deputy Director: IDP	Reporting against MFMA Circular 88 outcome (IDP) indicators facilitated by June 2023	No direct budget linked to Key Performance Indicator measurement		

IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	RESPONSIBLE OFFICIAL	2022/23 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2022/23 PERFORMANCE PLAN		
							VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	7	Facilitating reporting against MFMA Circular 88	ASD: Performance Management	Circular 88 Third Quarter SDBIP Scorecard; Compliance Indicator Scorecard and Compliance Questions Scorecard reported on to National Treasury	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	8	Coordinating and monitoring the implementation of the 2022/23 Capital Programme	Director: Strategic Planning and Coordination	Progress report submitted to EXCO highlighting key challenges in the implementation of the capital budget programme and identifying recommendations	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	9	Reviewing the Business Continuity Strategy in line with the water crisis / drought mitigation plan of the Municipality	Chief Risk Officer	TBD	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	11	Number of registered EPWP participants benefitting from the EPWP Programme	ASD: Performance Management and EPWP Metrowide Coordinator	TBD	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	12	Facilitating approval of a smart city strategy for the NMBM by Council	Deputy Director: Monitoring and Evaluation	TBD	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	13	Automating the 'Ease of Doing Business' processes	Director: Strategic Planning and Coordination	TBD	No direct budget linked to Key Performance Indicator measurement		

## **SECTION B1 - COMPETENCY FRAMEWORK**

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

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

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

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

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

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

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

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

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE								
LEADING COMPETENCIES			DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
1	<b>Strategic direction and leadership</b>	Impact and Influence	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	7%	<ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.</li> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy.</li> <li>Has basic a understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> <li>Demonstrate a basic understanding of decision key makers.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction a team in realising the institution's strategic mandate and set objectives.</li> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> <li>Develop actions plans to execute and guide strategy implementation.</li> <li>Assist defining in performance measures to monitor the progress and effectiveness of the institution.</li> <li>Displays an of awareness institutional structures and political factors.</li> <li>Effectively communicate barriers of execution to relevant parties.</li> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> <li>Display in-depth knowledge and understanding of strategic planning.</li> <li>Align strategy and goals across all functional areas.</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> <li>Consistently challenge strategic plans to ensure relevance.</li> <li>Understand institutional structures and political factors, and the consequences of actions.</li> <li>Empower others to follow strategic direction and deal with complex situations.</li> <li>Guide the institution through complex and ambiguous concern of.</li> <li>Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> <li>Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework.</li> <li>Hold self accountable for strategy execution and results.</li> <li>Provide impact and influence through building and maintaining strategic relationships.</li> <li>Create an environment that facilitates loyalty and innovation</li> <li>Display a superior level of self discipline and integrity in actions.</li> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> <li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.</li> </ul>
		Institutional Performance Management						
		Strategic Planning and management						
		Organisational Awareness						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
2	<b>People management</b>	<p>Human capital Planning and development</p> <p>Diversity Management</p> <p>Employee Relations Management</p> <p>Negotiation and Dispute Management</p>	<p>Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</p>	9%	<ul style="list-style-type: none"> <li>Participate in team goal setting and problem solving.</li> <li>Interact and collaborate with people of diverse backgrounds.</li> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> <li>Apply relevant employee legislation fairly and consistently.</li> <li>Facilitate team goal setting and problem solving.</li> <li>Effectively identify capacity requirements to fulfil the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> <li>Recognise and reward effective and desired behaviour.</li> <li>Provide mentoring and guidance to others in order to increase personal effectiveness and identify development and learning needs within the team work.</li> <li>Build a environment conducive to sharing, innovation, ethical behaviour and professionalism.</li> <li>Inspire culture of a performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and across the tools institution.</li> <li>Foster a culture of discipline, responsibility and accountability.</li> <li>Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution.</li> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
3	<b>Program and Project Management</b>	<p>Program and Project Planning and Implementation</p> <p>Service Delivery Management</p> <p>Program and Project Monitoring and Evaluation</p>	<p>Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.</p>	7%	<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities.</li> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> <li>Understand the rational of projects relation to the in institution's strategic objectives.</li> <li>Document and communicate factors and risk associated with own work.</li> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> <li>Define the roles and responsibilities of the project team create and clarity around expectations balance.</li> <li>Find a between project deadline and the quality of deliverables.</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities conflicts and according to institutional goals.</li> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> <li>Modify project scope budget when and required without compromising the quality and objectives of the project</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy in.</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team deliver to exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> <li>Consider and initiate projects that focus on achievement of the long-term objectives.</li> <li>Influence people positions of in authority to implement outcomes of projects.</li> <li>Lead and direct translation of policy into workable actions plans.</li> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
4	<b>Financial Management</b>	<p>Budget Planning and Execution</p> <p>Financial Strategy and Delivery</p> <p>Financial Reporting and Delivery</p>	<p>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.</p>	8%	<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities.</li> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems.</li> <li>Understand the importance of financial accountability.</li> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate.</li> <li>Assess, identify and manage financial risks.</li> <li>Assume a cost saving approach to financial management.</li> <li>Prepare financial reports based on specified formats.</li> <li>Consider and understand the financial implications of decisions and suggestions.</li> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility.</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> <li>Address complex budgeting and financial management concerns.</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> <li>Advise on policies and procedures regarding asset control.</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> <li>Set budget frameworks for the institution.</li> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> <li>Actively identify and implement new methods to improve asset control.</li> <li>Display professionalism in dealing with financial data and processes.</li> </ul>

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
5	<b>Change Leadership</b>	<p>Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.</p> <p>Change Vision and Strategy</p> <p>Process Design and Improvement</p> <p>Change Impact Monitoring and Evaluation</p>	9%	<ul style="list-style-type: none"> <li>• Displays an awareness of change and the benefits of transformation initiatives.</li> <li>• Identify basic need for change.</li> <li>• Identify gaps between the current and desired state.</li> <li>• Identify potential risk and challenges to transformation, including resistance to change factors.</li> <li>• Participate in change programs and piloting change interventions.</li> <li>• Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>• Perform a analysis of the change impact on social, political and economic environment.</li> <li>• Maintain calm and focus during change.</li> <li>• Able to assist team members during change and keep them focused on deliverables.</li> <li>• Volunteer to lead change efforts outside of own work team.</li> <li>• Able to gain buy-in and approval for change from relevant stakeholders.</li> <li>• Identify change readiness levels and assist in resolving resistance to change factors.</li> <li>• Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively monitor change impact and results and convey progress to relevant stakeholders.</li> <li>• Secure buy-in and sponsorship for change initiatives.</li> <li>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> <li>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> <li>• Take the lead in impactful change programs.</li> <li>• Benchmark change interventions against best change practices.</li> <li>• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation.</li> <li>• Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor change agents and create a network of change leaders who support the interventions.</li> <li>• Actively adapt current structures and processes to incorporate the change interventions.</li> <li>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> <li>• Motivate and inspire others around change initiatives.</li> </ul>



LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
6	<b>Governance Leadership</b>	<p>Policy Formulation</p> <p>Risk and Compliance Management</p> <p>Cooperative Governance</p>	<p>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.</p>	<p>9%</p> <ul style="list-style-type: none"> <li>• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> <li>• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> <li>• Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> <li>• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles.</li> <li>• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> <li>• Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes.</li> <li>• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> <li>• Able to advise Local Government on risk management strategies, best practice interventions and compliance management.</li> <li>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.</li> <li>• Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
7	<b>Moral Competency</b>	Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	9%	<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> <li>Follow the basic rules and regulations of the institution.</li> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of Local Government and the institution.</li> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> <li>Actively report fraudulent activity and corruption within local government.</li> <li>Understand and honour the confidential nature of matters without seeking personal gain.</li> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop, and apply measures of self correction.</li> <li>Able to gain trust and respect through aligning actions with commitments.</li> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> <li>Takes an active stance against corruption and dishonesty when noted.</li> <li>Actively promote the value of the institution to internal and external stakeholders.</li> <li>Able to work in unity with a team and not seek personal gain.</li> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> <li>Actively develop and implement measures to combat fraud and corruption.</li> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> <li>Take responsibility for own actions and decisions, even if the consequences are unfavourable.</li> </ul>

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
8	<b>Planning and Organising</b>	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%	<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> <li>• Able to follow existing plans and ensure that objectives are met.</li> <li>• Focus on short term objectives in developing plans and actions.</li> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> <li>• Recognise the urgency and importance of tasks.</li> <li>• Balance short and long-term plans and goal and incorporate into the team's performance objectives.</li> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation .</li> <li>• Identify in advance required stages and actions to complete tasks and projects.</li> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> <li>• Able to project and forecast short, medium and long term requirements of the institution and local government.</li> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
9	<b>Analysis and Innovation</b>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	8%	<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> <li>Able to balance independent analysis with requesting assistance from others.</li> <li>Recommend new ways to perform tasks within own function.</li> <li>Propose simple, remedial interventions that marginally challenge the status quo.</li> <li>Listen to the ideas and perspective of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> <li>Able to break down complex problems into manageable parts and identify solutions.</li> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> <li>Clearly communicates the benefits of new opportunities and innovative solutions to stakeholders.</li> <li>Continuously identify opportunities to enhance internal processes.</li> <li>Identify and analyses opportunities conducive to innovation approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> <li>Identify solutions in various area in the institution.</li> <li>Formulate and implement new ideas throughout the institution.</li> <li>Able to gain approval and buy in for proposed interventions from relevant stakeholders.</li> <li>Identify trends and best practices in processes and service delivery and propose institutional application</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> <li>Create an environment conducive to analytical and fact-based problem solving.</li> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> <li>Be a thought leader on innovative customer service delivery, and process optimisation.</li> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
10	<b>Knowledge and Information Management</b>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	8%	<ul style="list-style-type: none"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> <li>Analyse and interpret information to draw conclusions.</li> <li>Seek new sources of information to increase knowledge base.</li> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage intuitional knowledge and information.</li> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> <li>Actively create mechanisms and structures for sharing of information.</li> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> <li>Develop standards and processes to meet future knowledge management needs.</li> <li>Share and promote best practice knowledge management across various institutions.</li> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge.</li> <li>Establish partnerships across local government to facilitate knowledge management.</li> <li>Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach.</li> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>

CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
11	<b>Communication</b>	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%	<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> <li>• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration.</li> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> <li>• Compile clear, focused, concise and well-structured written documents</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high risk and sensitive matters to relevant stakeholders.</li> <li>• Develop a well defined communication strategy.</li> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> <li>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles.</li> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> <li>• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations.</li> <li>• Able to coordinate negotiations at different levels within local government and externally.</li> </ul>

CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
12	<b>Results and Quality Focus</b>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	9%	<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high priority actions and does not become distracted by lower-priority activities.</li> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> <li>Focus on the end result and avoids being distracted.</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>
<b>TOTAL PERCENTAGE</b>			<b>100%</b>				

## SECTION B2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)

### B2.1 General competency levels for senior managers-

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

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

### B2.2. Minimum competency levels for senior managers-

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

MINIMUM COMPETENCY LEVELS FOR SENIOR MANAGERS			
Description	All municipalities with annual budget of a value equal to or above R500 million		
Higher Education Qualification	At least NQF Level 7 in a field relevant to the senior management position		
Work-Related Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level		
Core Managerial and Occupational Competencies	As described in the performance regulations (2014)		
Financial and Supply Chain management Competency Areas:	Required Minimum Competency Level in Unit Standards		Competent/ Not yet Competent
	SAQA US ID	UNIT STANDARD TITLE	
Strategic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	Not yet Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent
Operational financial management	119341	Apply cost management information systems in the preparation of management reports	Not yet Competent
	119331	Conduct working capital management activities in accordance with sound financial management policy	Not yet Competent
	116364	Plan a municipal budgeting and reporting cycle	Not yet Competent
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	Not yet Competent
Financial and performance reporting	116363	Prepare and analyse municipal financial reports	Not yet Competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Not yet Competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Not yet Competent
	116341	Conduct performance management to a South African municipal environment	Not yet Competent
Risk and change management	116339	Apply risk management in South African municipalities	Not yet Competent
Project management	119343	Apply operations research principles and tools in the management of project activities and resources	Not yet Competent
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent
Supply Chain Management	116353	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Not yet Competent
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	Not yet Competent





---

## SECTION C

### **(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 =  $3 \times 15$ , which equals 45.

### **(e) Total Weighted Score and Performance Percentage**

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

**SECTION D: PERSONAL DEVELOPMENT / TRAINING PLAN FOR AMANDA DOWD-KRAUSE**

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATION AL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED <small>(i.e. skills programme/ workshop/ learnership/ RPL/ trade test)</small>	NAME OF COURSE	ACTUAL COURSE DATE		NQF LEVEL (IF APPLICABLE)	SUB- DIRECTORATE/ 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 Chief Operating Officer	AMANDA	DOWD-KRAUSE		Managers	1			The PDP will be populated, if necessary, during the 2022/23 quarterly performance reviews.								
				2													
				3													
				4													

\_\_\_\_\_  
Mrs AMANDA DOWD-KRAUSE  
ACTING CHIEF OPERATING OFFICER

DATE: 29 JULY 2022

\_\_\_\_\_  
CITY MANAGER

DATE: 29 JULY 2022

**SECTION E**

I, Amanda Dowd-Krause, appointed in the position of Acting Chief Operating Officer of Nelson Mandela Bay Municipality for the 2022/23 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 Chief Operating Officer.

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 29 July 2022.

\_\_\_\_\_  
**ACTING CHIEF OPERATING OFFICER**

29 July 2022

**DATE**

**AS WITNESSES**

1. \_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_  
**CITY MANAGER**

29 July 2022

**DATE**

**AS WITNESSES:**

1. \_\_\_\_\_

2. \_\_\_\_\_

## **PERFORMANCE CONTRACT: AMANDA DOWD-KRAUSE**

The 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