



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

THE EXECUTIVE MAYOR

AND

THE ACTING CITY MANAGER

THE EMPLOYEE OF THE MUNICIPALITY

**FINANCIAL YEAR: 2024/25
(15 July 2024 - 15 January 2025)**

PERFORMANCE PLAN: OFFICE OF THE CITY MANAGER			
NO	KEY PERFORMANCE AREA AS PER SECONDMENT AGREEMENT	KEY PERFORMANCE INDICATOR	2024/25 ANNUAL PERFORMANCE TARGET (15 January 2025)
1	Restore administrative stability in the metro to improve service delivery and performance across key performance areas (KPA) with particular focus on cleaning the city, sustainable water provision, energy efficiency and provision, roads infrastructure maintenance, housing and infrastructure provision priority being informal settlements upgrading and other priorities	% achievement of the KPIs reflected under the key performance area "Basic Service Delivery" in the NMBM 2024/25 SDBIP	80% (15 July 2024 - 31 Dec 2024)
2	Prioritise the filling of vacant positions of the senior managers with the position of the Chief Financial Officer and other Executive Director positions being a priority.	Number of vacant senior manager positions filled	6 <ul style="list-style-type: none"> • Chief Financial Officer • ED: EDTA • ED: Safety and Security • ED: Infrastructure & Engineering • ED: Roads and Transport • ED: SRAC
3	Assist the metro administratively to conclude the disciplinary process of the City Manager including all outstanding disciplinary matters.	Concluding disciplinary process of the City Manager	Process Concluded By 15 January 2025
4	Urgently assist Council to appoint the Head of Disaster Management for the metro, as this is a legislative requirement that needs to be prioritised.	Filling the position Head of Disaster Management	Head of Disaster Management filled By 15 January 2025
5	Urgently fill the position of Head of Supply Chain Management as this position has been vacant since the dismissal of the previous Head. There is an urgent need to ensure that this position is filled as it directly affects the efficiencies required in such a Unit that is a significant enabler for performance and spending in the metro	Filling the position Head of Supply Chain Management	Head of Supply Chain Management filled By 15 January 2025
6	Restore compliance and performance culture that places the communities as priority for the success of the metro – priority be given to the performance management of Executive Directors.	Cascading the NMBM performance Management System to senior managers	2024/25 performance agreements / plans concluded with senior managers 2023/24 fourth quarter performance reviews conducted 2024/25 first quarter performance reviews conducted Outstanding senior manager performance evaluations coordinated Monthly EXCO meetings held

PERFORMANCE PLAN: OFFICE OF THE CITY MANAGER			
NO	KEY PERFORMANCE AREA AS PER SECONDMENT AGREEMENT	KEY PERFORMANCE INDICATOR	2024/25 ANNUAL PERFORMANCE TARGET (15 January 2025)
7	Rekindle relations with the other spheres of government and state entities to mobilise more support for the NMBM.	Rekindling relations with the other spheres of government and state entities to mobilise more support for the NMBM.	By 15 January 2025
8	Work towards financial stability of the metro and increase revenue sustainability whilst at the same time efficiencies are created from the expenditure side.	% achievement of the KPIs reflected under the key performance area "Municipal Financial Management and Development" in the NMBM 2024/25 SDBIP	80% (15 July 2024 - 31 Dec 2024)
9	Initiate processes that are sustainable to ensure full mSCOA compliance for the NMBM	Initiating mSCOA compliance processes	By 15 January 2025
10	Assist with measures to sustain positive audit outcome.	Assisting with measures to sustain a positive audit outcome	By 15 January 2025
11	Provide accurate and reliable advice to Council and political office bearers (Executive Mayor, Speaker and Chief Whip) on any relevant matters to the NMBM	Providing accurate and reliable advice to Council and political office bearers	By 15 January 2025
12	Assist Members of the Mayoral Committee to build the right interface with their departments and their Executive Directors towards improvement in the performance of their departments	Assisting Members of the Mayoral Committee to build an interface with their departments and Executive Directors	By 15 January 2025
13	The Integrated Public Transport System (IPT) has been plagued by several operational and contractual problems. This has rendered the system ineffective and there is an urgent need to ensure that a turnaround plan is revived to bring the system back into operation.	Developing an Integrated Public Transport System (IPT) Turnaround Plan	By 15 January 2025

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
1	Strategic direction and leadership impact and influence	20	SCORE OF 1 OR 2	3	4	5
Strategic direction and leadership impact and influence	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Give direction a team in realising the institution's strategic mandate and set objectives. Has a positive impact and influence on the morale, engagement and participation of team members. Develop actions plans to execute and guide strategy implementation. Assist defining in 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. 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning. Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. Consistently challenge strategic plans to ensure maintaining strategic relationships. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow strategic direction and deal with complex situations. Guide the institution through complex and ambiguous tensions among key players to frame communications and develop strategies, positions and alliances. 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities. Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. Hold self accountable for strategy execution and results. Provide impact and influence through building and maintaining strategic relationships. Create an environment that facilitates loyalty and innovation Display a superior level of self discipline and integrity in actions. Integrate various systems into a collective whole to optimise institutional performance management. Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
Institutional Performance Management						
Strategic Planning and management						
Organisational Awareness						

LEADING COMPETENCIES		DEFINITION	WEIGHTING	BASIC	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING		
				SCORE OF 1 OR 2	COMPETENT	ADVANCED	SUPERIOR
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.	60%	<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities. Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. Understand the importance of financial accountability. Understand the importance of asset control. 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. Assess, identify and manage financial risks. Assume a cost saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated. Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes.
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement initiatives and deliver professional and quality services to the community.	60%	<ul style="list-style-type: none"> Displays an awareness of change and the benefits of transformation initiatives. Identify basic need for change. Identify gaps between the current and desired state, including potential risk and challenges to transformation, including resistance to change factors. Participate in change programs and piloting change interventions. Understand the impact of change interventions on the institution within the broader scope of local government. 	<ul style="list-style-type: none"> Perform analysis of the change impact on social, political and economic environment. Maintain calm and focus during change. Be able to assist team members during change and keep them focused on deliverables. Volunteer to lead change efforts outside of own work team. Be able to gain buy-in and approval for change from relevant stakeholders. Identify change readiness levels and assist in resolving resistance to change factors. Design change interventions that are aligned with the institution's strategic objectives and goals. 	<ul style="list-style-type: none"> Actively monitor change impact and results and convey progress to relevant stakeholders. Secure buy-in and sponsorship for change initiatives. Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. Take the lead in impactful change programs. Benchmark change interventions against best change practices. Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation. 	<ul style="list-style-type: none"> Sponsor change agents and create a network of change leaders who support the interventions. Actively adapt current structures and processes to incorporate the change interventions. Mentor and guide team members on the effects of change, resistance factors and how to integrate change. Motivate and inspire others around change initiatives.
	Process Design and Improvement						
	Change Impact Monitoring and Evaluation						

LEADING COMPETENCIES		DEFINITION	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC SCORE OF 1 OR 2	COMPETENT 3	ADVANCED 4	SUPERIOR 5
6	<p>Governance Leadership</p> <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>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</p> <ul style="list-style-type: none"> • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives. 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers identify, analyse and measure risk, create valid risk forecasts, and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement. 	<ul style="list-style-type: none"> • 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. • Able to advise Local Government on risk management strategies, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level. 	

ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING					
CORE COMPETENCIES	WEIGHTING	BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
7 Moral Competency	0.5%	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Create an environment conducive of moral practices. Actively develop and implement measures to combat fraud and corruption. Set integrity standards and shared accountability measures across the institution to support the objectives of local government. Take responsibility for own actions and decisions, even if the consequences are unfavourable.
8 Planning and Organising	5%	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.
9 Analysis and Innovation	5%	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Coaches team members on analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. 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 	<ul style="list-style-type: none"> 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.

		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
CORE COMPETENCIES		BASIC	COMPETENT	ADVANCED	SUPERIOR
		SCORE OF 1 OR 2	3	4	5
		WEIGHTING			
10	<p>Knowledge and Information Management</p> <p>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.</p>	<ul style="list-style-type: none"> 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 learn members. 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional 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. 	<ul style="list-style-type: none"> Effectively predict future information and knowledge management requirements and systems. Develop standards and processes to meet future knowledge management needs. Share and promote best practice knowledge management across various institutions. Establish accurate measures and monitoring systems for knowledge and information management. Create a culture conducive of learning and knowledge sharing. Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches. 	<ul style="list-style-type: none"> 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.
11	<p>Communication</p> <p>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.</p>	<ul style="list-style-type: none"> Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. Disseminate and convey information and knowledge adequately. 	<ul style="list-style-type: none"> Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. Adapt communication content and style to suit the audience and facilitate optimal information transfer. Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> Effectively communicate high risk and sensitive matters to relevant stakeholders. Develop a well defined communication strategy. Balance political perspectives with institutional needs when communicating viewpoints on complex issues. Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Bahro Pele principles. Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. Able to communicate with the media with high levels of moral competence and discipline. 	<ul style="list-style-type: none"> Regarded as a specialist in negotiations and representing the institution. Able to inspire and motivate others through positive communication that is impactful and relevant. Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. Able to coordinate negotiations at different levels within local government and externally.
12	<p>Results and Quality Focus</p> <p>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.</p>	<ul style="list-style-type: none"> 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. 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output. Focus on the end result and avoids being distracted. Demonstrate a determined and committed approach to achieving results and quality standards. Follow task and projects through to completion. Set challenging goals and objectives to self and team and display commitment to achieving expectations. Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution. 	<ul style="list-style-type: none"> 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%			

SIGNATURE PAGE

As the incumbent appointed to the position of Acting City Manager of Nelson Mandela Bay Municipality for the 2024/25 financial year for the period 15 July 2024 - 15 January 2025, I herewith accept full responsibility and accountability for the deliverables assigned to me in this plan during the period in which I assume the appointment.

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

This performance plan will terminate on the same date my secondment terminates, for any reason.

Thus done and signed at PORT ELIZABETH on 30 July 2024.



ACTING CITY MANAGER

AS WITNESSES

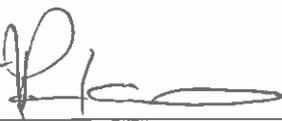
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EXECUTIVE MAYOR

AS WITNESSES

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