



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

THE ACTING CITY MANAGER

AND

CHIEF FINANCIAL OFFICER

JACKSON NGCELWANE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

**FINANCIAL YEAR: 2025/26
(1 JULY 2025 - 30 JUNE 2026 SUBJECT TO MSA
REGULATION 56(1)(c))**

Handwritten initials:
JNG
JNG
JNG
JNG

SECTION A: MR MJ NGCELWANE

PREAMBLE

The performance agreement is divided into six sections:

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

1. PARTIES

The parties to this Agreement are:

- 1.1 The Nelson Mandela Bay Metropolitan Municipality ("the Employer").
- 1.2 **Mr MJ Ngcelwane** of the Employer ("the Employee").

2. INTRODUCTION

2.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act"). The Employer and the Employee together are hereinafter referred to as the "Parties".

2.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

2.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will achieve local government policy goals.

2.4 The parties wish to ensure full compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

3. PURPOSE OF AGREEMENT

The purpose of this Agreement is to -

3.1 comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Systems Act, as well as with the employment contract entered into between the parties;

3.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations regarding his performance and accountabilities in alignment with the Integrated Development

MJ
NVG
D7
RW

Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Municipality;

- 3.3 specify accountabilities as set out in a Performance Plan, which constitutes Section B of this Performance Agreement;
- 3.4 monitor and measure performance against set targeted outputs;
- 3.5 use this Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his position;
- 3.6 appropriately reward the Employee in the event of outstanding performance; and
- 3.7 give effect to the Employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement shall commence on **1 July 2025** and shall remain in force until **30 June 2026**. Upon the expiry of this Performance Agreement and in the event that the employee is still in the service of the Municipality, a new Performance Agreement shall be concluded between the parties.
- 4.2 This Agreement will terminate on the termination of the Employee's contract of employment, for any reason.
- 4.3 The content of this Agreement may be revised at any time during the above-mentioned period, to determine the applicability of the matters agreed upon.
- 4.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of Government or Council decisions, or otherwise) to the extent that the content of this Agreement is no longer appropriate, the content must be revised immediately.

5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan (Section B) sets out –
 - 5.1.1 the performance objectives and targets that must be met by the Employee; and
 - 5.1.2 the timeframes within which those performance objectives and targets must be met.

- 5.2 The performance objectives and targets reflected in Section B are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP), as well as the Budget of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.

Handwritten notes:
BANK
M 2
M 2
M 2
M 2

5.2.1 The Key Performance Areas (KPAs) describe the key functional areas of responsibility.

5.2.2 The key objectives describe the main tasks that need to be done.

5.2.3 The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved.

5.2.4 The target dates describe the timeframe in which the work must be achieved.

5.2.5 The weightings indicate the relative importance of the key objectives to each other.

5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

6. PERFORMANCE MANAGEMENT SYSTEM

6.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality.

6.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system of specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

6.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System, as applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the Employee's responsibilities) within the local government framework.

6.5 The criteria, upon which the performance of the Employee must be assessed, shall consist of two components, both of which must be contained in the Performance Agreement.

6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 respectively allocated to the KPAs and the Competency Requirements.

6.5.2 Each area of assessment will be weighted and shall contribute a specific part to the total score.

6.5.3 KPAs covering the main areas of work will account for 80%, while of the final assessment, the competencies outlined in the Competency Framework, will account for 20%.

Handwritten notes:
 2/3
 1/3
 2/3
 2/3

6.6 The Employee's performance assessment shall be based on performance in terms of the outputs/outcomes (key performance indicators) identified as per the attached Performance Plan (Section B), which are linked to KPAs, which constitute 80% of the overall assessment result as per the following weightings agreed to between the Employer and Employee:

| NO | Key Performance Areas (KPAs) | Weighting |
|-------------------------|---|-------------|
| 1 | KPA 1: Basic Service Delivery | 0% |
| 2 | KPA 2: Municipal Institutional Development and Transformation | 4% |
| 3 | KPA 3: Local Economic Development | 15% |
| 4 | KPA 4: Municipal Financial Viability and Management | 73% |
| 5 | KPA 5: Good Governance and Public Participation | 8% |
| TOTAL PERCENTAGE | | 100% |

6.7 The following Competency Framework Structure, which is critical to the employee's specific job, shall make up the other 20% of the Employee's assessment score and must be considered with due regard to the proficiency level agreed to.

| COMPETENCY FRAMEWORK STRUCTURE | | | WEIGHTING |
|------------------------------------|---|---|-----------|
| LEADING COMPETENCIES | COMPETENCY DEFINITION | | |
| Strategic direction and leadership | Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. | Impact and Influence | 9% |
| | | Institutional Management Strategic Planning and Management Organisational Awareness | |
| People management | Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. | Human Capital Planning and Development Diversity Management | 8% |
| | | Employee Management Negotiation and Dispute Management | |

Handwritten notes: 17, 23, NUN, NUC, 22

| | | |
|--------------------------------------|---|-------------|
| | achieve key strategic objectives. | |
| Knowledge and Information Management | Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government. | 8% |
| Communication | Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome. | 8% |
| Results and Quality Focus | 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. | 8% |
| TOTAL PERCENTAGE | | 100% |

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Section B) sets out –

- 7.1.1 the standards to be met by the Employee; and
- 7.1.2 the intervals for the evaluation of the Employee's performance.

The employee's performance will be formally reviewed for all quarters on the following dates:

| REVIEW / EVALUATION | PERIOD | DATE |
|--|----------------------------|---|
| First Quarter (formal review – performance scored by employee and CM) | July 2025 – September 2025 | 13 November 2025 |
| Second Quarter (formal review – performance scored by employee and CM) | July 2025 – December 2025 | Review date to be determined in line with 2025 Council Calendar of meetings |
| Third Quarter (formal review – performance scored by employee and CM) | July 2025 – March 2026 | Review date to be determined in line with 2025 Council Calendar of meetings |
| Fourth Quarter (formal annual review – performance, scored by employee and CM) | July 2025 – June 2026 | Review date to be determined in line with 2025 Council Calendar of meetings |
| Annual Evaluation (formal annual performance evaluated, scored by evaluation panel) | July 2024 – June 2025 | Evaluation date to be determined in line with 2025 Council Calendar of meetings |

7.2 Despite the establishment of agreed intervals for quarterly performance reviews and the annual performance evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion, if any, must be documented in a Personal Development Plan,

Handwritten notes:
 CMW
 6/7
 NNG
 NN

as well as the actions agreed to, and implementation must take place within set time frames.

7.4 The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 Quarterly performance reviews and the annual performance evaluation shall involve:

7.5.1 Assessment of achievement of results, as outlined in the performance plan:

(a) Each KPA shall be assessed according to the extent to which the specified standards and performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale must be provided for each KPA.

(c) The applicable assessment rating calculator (refer to Clause 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competency Framework Structure

(a) Each competency outlined in the Competency Framework Structure should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale must be provided for each competency outlined in the Competency Framework Structure.

(c) This rating should be multiplied by the weighting given to each competency outlined in the Competency Framework Structure during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to Clause 7.5.3) must then be used to add the scores and calculate a final competency score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator (see Section D). Such overall rating represents the outcome of the performance appraisal.

7.6.1 The assessment of the performance of the Employee shall be based on the following rating scale for KPAs and competencies outlined in the Competency Framework Structure:

Handwritten notes: *DN*, *DN*, *DN*, *DN*, *DN*, *DN*

| Level | Terminology | Description | Rating | | | | |
|-------|--|--|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| 5 | Outstanding performance | Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators, as specified in the Performance Agreement and Performance Plan and has maintained this in all areas of responsibility throughout the year. | | | | | |
| 4 | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators per KPA and fully achieved all others throughout the year. | | | | | |
| 3 | Performance fully effective | Performance fully meets the standards expected in all areas of the position. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators, as specified in the Performance Agreement and Performance Plan. | | | | | |
| 2 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators, as specified in the Performance Agreement and Performance Plan. | | | | | |
| 1 | Unacceptable performance | Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators, as specified in the Performance Agreement and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job, despite management efforts to encourage improvement. | | | | | |

7.6.2 During any quarterly performance review: -

- (a) An overall score of 100% or above, indicates either performance fully meets the standards expected in all areas for the position / significantly above expectations / outstanding performance and does not require remedial action

DAN
 8
 NW
 2/11/11
 25

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 at the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him in meeting the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will, amongst others –
 - 10.1.1 have a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 have a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is reasonably practicable, to enable the Employee to take the necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance, as reflected in the table below.

| FINAL SCORE (%) | PERFORMANCE BONUS (%) |
|-----------------|-----------------------|
| Less than 100% | Remedial Action |
| 100% – 129 % | No Bonus |
| 130% – 139% | 5% |
| 140% – 149% | 9% |

Handwritten notes:
 NVG
 RN
 10/11/22

| | |
|-------------|-----|
| 150% – 159% | 10% |
| 160% – 167% | 14% |

11.2 In the case of unacceptable performance (an overall scored performance review outcome below 70%), the employer shall: -

11.2.1 provide systematic remedial or developmental support to assist the employee to improve his/her performance; and

11.2.2 after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance (3 months), and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties in line with Regulation 32 Section 3(a) and (b).

11.3 In the event where the validity period of the agreement is for a period less than 12 months or in the event of the Employee terminating his service during the validity period of this Agreement, performance will be evaluated for the portion during which he was employed and he will be evaluated to a pro-rata performance bonus based on his evaluated performance for the period of actual service.

12. DISPUTE RESOLUTION

12.1 If the Parties are in dispute, they will use their best endeavours to resolve the dispute through mediation. In the event of the Parties being unable to resolve the dispute by way of mediation, then the dispute between the parties will be determined in accordance with the arbitration procedures detailed below.

12.2 Unless otherwise provided for in this agreement, any dispute between the Parties hereto (and which dispute has previously been submitted to mediation without resolution) in regard to—

- 12.2.1 The interpretation of; or
- 12.2.2 The effect of; or
- 12.2.3 The carrying out of; or
- 12.2.4 Any other matter arising directly or indirectly out of this Agreement; shall be submitted to, and decided by arbitration.

12.3 The arbitration will be held in Port Elizabeth informally, but otherwise under the provisions of the Arbitration Act 1965, as amended from time to time, or any act passed in substitution for it, it being the intention that the arbitration will as far as possible be held and concluded within twenty-one (21) days after it has been demanded. All parties are entitled to be represented at the arbitration.

12.4 The arbitrator shall be, if the matter in dispute is:-

Handwritten notes:
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25
 26
 27
 28
 29
 30
 31
 32
 33
 34
 35
 36
 37
 38
 39
 40
 41
 42
 43
 44
 45
 46
 47
 48
 49
 50
 51
 52
 53
 54
 55
 56
 57
 58
 59
 60
 61
 62
 63
 64
 65
 66
 67
 68
 69
 70
 71
 72
 73
 74
 75
 76
 77
 78
 79
 80
 81
 82
 83
 84
 85
 86
 87
 88
 89
 90
 91
 92
 93
 94
 95
 96
 97
 98
 99
 100

12.4.1 Primarily an accounting matter, an independent chartered accountant of not less than fifteen (15) years standing, practicing as a registered auditor, agreed upon between the Parties;

12.4.2 Primarily a legal matter, a practicing attorney of not less than fifteen (15) years' standing, or a Senior Counsel, agreed upon between the Parties;

12.4.3 Any other matter, an independent person agreed upon between the Parties.

12.5 If the Parties cannot agree whether any matter in dispute falls under Clauses 12.4.1 or 12.4.2 within seven (7) days, then that dispute will be submitted for decision in terms of Clause 12.4.3 above within seven (7) days after the Parties have so failed to agree, so that the arbitration can be held and concluded as far as possible within the period of twenty-one (21) days referred to above.

12.6 If the Parties are agreed as to whether any matter in dispute falls under clauses 12.4.1 or 12.4.2 above, or should a determination be made in terms of Clause 12.4.3 above, but fail to agree on the appointment of an arbitrator, such failure to agree shall be referred to the most senior executive officer of the association representing the particular profession concerned, and in the case of Clause 12.4.3 above, to the President for the time being of the Law Society of the Cape for the appointment of arbitrator.

12.7 The decision of the arbitrator will be final and binding upon all the Parties and shall be carried into effect and may be made an order of any competent court, including any decision regarding the costs of the arbitration that the arbitrator shall be empowered to make.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Section B must be made available to the public by the Employer.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The annual performance evaluation results of the Chief Financial Officer must be submitted to the MEC responsible for local government in the province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Handwritten initials and dates:
RM
NVG
12/17
12/17

SECTION B: PERFORMANCE PLAN

1. PURPOSE

This Performance Agreement defines Council's expectations of the Chief Financial Officer's performance, of which the Performance Plan is a part. Section 57(5) of the Municipal Systems Act provides that performance objectives and targets must be based on key performance indicators, as set in the Municipality's Integrated Development Plan (IDP) and must be reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government inform the Chief Financial Officer's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organizations in the matters of local government.

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), Government Gazette No29089, inform the Integrated Development Plan, as well as the Competency Requirements outlined in Section C of this agreement:

- **KPA 1:** Basic Service Delivery
- **KPA 2:** Municipal Institutional Development and Transformation
- **KPA 3:** Local Economic Development
- **KPA 4:** Municipal Financial Viability and Management
- **KPA 5:** Good Governance and Public Participation

NM
NVGT
RM
13

SECTION B1: SCORECARD

| KPI NO | KEY PERFORMANCE INDICATOR | BASELINE PERFORMANCE OF 2023/24 ESTIMATED | ANNUAL PERFORMANCE TARGET 2025/26 | TARGETS FOR 2025/26 PER QUARTER (ACCUMULATIVE) | | | | | NOTE NUMBER / PROJECT ID | DESCRIPTION | RESOURCES ALLOCATED FOR 2025/26 PER QUARTER (ACCUMULATIVE) | | | | | RECOMMENDED PORTFOLIO EVIDENCE | RECOMMENDED INTERPRETATION RATING SCALE | TOTAL WEIGHTING PER KPA |
|--------|---|---|--|--|--|--|--|--|--------------------------|--|--|--|--|------------------------|--|--|---|-------------------------|
| | | | | 1ST QUARTER PLANNED TARGET (1 JULY 2025 - 30 SEPTEMBER 2025) | 2ND QUARTER PLANNED TARGET (1 JULY 2025 - 31 DECEMBER 2025) | 3RD QUARTER PLANNED TARGET (1 JULY 2025 - 31 MARCH 2026) | 4TH QUARTER PLANNED TARGET (1 JULY 2025 - 30 JUNE 2026) | 1st Quarter Planned Budget as Table SA 25, 28 and 30 | | | 2nd Quarter Planned Budget as Table SA 25, 28 and 30 | 3rd Quarter Planned Budget as Table SA 25, 28 and 30 | 4th Quarter Planned Budget as Table SA 25, 28 and 30 | TOTAL BUDGET ALLOCATED | | | | |
| 23 | Reporting on the Auditor General's action plans on the National Treasury website | New KPI (Introduced in 2024/25) | Quarterly action plan implementation progress approved by the Executive Director | Action plans approved by the Executive Director | Quarterly action plan implementation progress approved by the Executive Director | Quarterly action plan implementation progress approved by the Executive Director | Quarterly action plan implementation progress approved by the Executive Director | Quarterly action plan implementation progress approved by the Executive Director | | No direct budget linked to Key Performance Indicator measurement | | | | | | 5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set | KPA 5: 8% | |
| 24 | Percentage reduction in historical and value of UFRV for the Directorate (prior to and including 2022/23) | New KPI (Introduced in 2024/25) | 80% | Baseline information confirmed with UFRV Specialist | 20% | 60% | 60% | 60% | | No direct budget linked to Key Performance Indicator measurement | | | | | 5: Qualitative motivation 4: Above 80% up to 100% reduction and/or qualitative motivation 3: 80% reduction 2: Below 80% down to 65% reduction 1: Below 65% reduction or increase | KPA 5: 8% | | |
| 25 | Complying with the requirements outlined in Section B2 of the performance agreement | In progress | All requirements complied with, within specified timelines | All requirements complied with, within specified timelines | All requirements complied with, within specified timelines | All requirements complied with, within specified timelines | All requirements complied with, within specified timelines | All requirements complied with, within specified timelines | | No direct budget linked to Key Performance Indicator measurement | | | | | 5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set | KPA 5: 8% | | |
| 26 | Percentage implementation of the quarterly targets set in the procurement plan | New KPI (Introduced in 2024/26) | 100% | 100% | 100% | 100% | 100% | 100% | | No direct budget linked to Key Performance Indicator measurement | | | | | 5: 100% and qualitative motivation 4: 100% and qualitative motivation 3: 100% 2: 100% down to 75% 1: Less than 75% | KPA 4: 73% | | |
| 27 | Conducting an assessment of fees allocated to the Directorate | New KPI (Introduced in 2024/26) | Assessment conducted by September 2025 | Assessment conducted by September 2025 | N/A | N/A | N/A | N/A | | No direct budget linked to Key Performance Indicator measurement | | | | | 5: Early delivery and / or qualitative motivation 4: Early delivery and / or qualitative motivation 3: Assessment conducted by September 2025 2: Draft assessment in place by September 2025 1: No assessment in place by September 2025 | KPA 4: 73% | | |

ZM
DTAN
PS
ND

SECTION B1: SCORECARD

| FM4. Improved expenditure management | FM4. Improved expenditure management | FM1. Enhanced municipal budgeting and budget | N/A | N/A | LED3. Improved ease of doing business within the municipal | LED2. Improved levels of economic activity in municipal | LED1. Growing inclusive local economies | MFMA C88 OUTCOME | | | | | | | | | | | |
|--|--|---|---|---|---|--|---|--|-----------------|-----------------------------------|--|------------------------|----------------|------------------|--|---|------------------|--|---|
| FM4.3 | FM4.1 | FM1.1 | N/A | N/A | N/A | LED 2.1 | LED 1.1 | IDP MFMA C88 REF / MSA REG REF | | | | | | | | | | | |
| FM4.31 | FM4.11 | FM1.13 | Reg10(f) | Reg10(b) | LED3.31 | LED 2.12 | LED 1.11 | SDBIP MFMA C88 REF / MSA REG REF | | | | | | | | | | | |
| 22 | N/A | 15 | N/A | N/A | 58 | N/A | 50 | SDBIP KPI NUMBER | | | | | | | | | | | |
| KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | KPA 4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | KPA 3: LOCAL ECONOMIC DEVELOPMENT | KPA 3: LOCAL ECONOMIC DEVELOPMENT | KPA 3 LOCAL ECONOMIC DEVELOPMENT | KPA 3: LOCAL ECONOMIC DEVELOPMENT | KEY PERFORMANCE AREA (KPA) | | | | | | | | | | | |
| Expenditure Management | Budgets and Financial Accounting | Budgets and Financial Accounting | Office of the Treasury | RMCC | SCM | RMCC | Budgets and Financial Accounting | KEY PERFORMANCE ELEMENT (KPE) | | | | | | | | | | | |
| SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | SDBIP REPORTING | LEVEL OF KPI | | | | | | | | | | | |
| 41 | 40 | 39 | 38 | 37 | 36 | 35 | 34 | KPI NO | | | | | | | | | | | |
| Creditors payment period | Irregular, Frustless and Wasteful Unauthorised Expenditure as a Percentage of Total Operating Expenditure | Total Operating Revenue as a Percentage of Total Operating Revenue Budget | % of the Municipality's budget actually spent on implementing its Workforce Skills Plan | Percentage of households earning less than R4620 per month with access to free basic services | Average number of days from the point of advertising to the latter of award per 80/20 procurement process | Percentage of the municipality's operating budget spent on indirect relief for free basic services | Percentage of total municipal operating expenditure spent on contracted service providers physically residing within the municipal area | KEY PERFORMANCE INDICATOR | | | | | | | | | | | |
| 84 days | 129% | N/A | 0.071% | 100% | N/A | 2.5% | 07% | BASELINE PERFORMANCE OF 2023/24 (ESTIMATED) | | | | | | | | | | | |
| 30 days | 1.66% | 95% | 0.12% | 100% | 90 days | 2.73% | 34% | 2025/26 ANNUAL PERFORMANCE TARGET | | | | | | | | | | | |
| 30 days | According to MFMA Circular 88, the Municipality is required to report achievement against this Key Performance Indicator in its Annual Performance Report only. It should, however, be noted that the Municipality monitors performance against this KPI throughout the financial year, by means of including quarterly targets in the performance scorecard of the relevant Senior Manager. | 25% | 0.01% | 100% | 90 days | 0.70% | 34% | 1ST QUARTER PLANNED TARGET (1 JULY 2025 - 30 SEPTEMBER 2025) | | | | | | | | | | | |
| 30 days | | 50% | 0.05% | 100% | 90 days | 1.30% | 34% | 2ND QUARTER PLANNED TARGET (1 JULY 2025 - 31 DECEMBER 2025) | | | | | | | | | | | |
| 30 days | | 75% | 0.08% | 100% | 90 days | 2.00% | 34% | 3RD QUARTER PLANNED TARGET (1 JULY 2025 - 31 MARCH 2026) | | | | | | | | | | | |
| 30 days | | 95% | 0.12% | 100% | 90 days | 2.73% | 34% | 4TH QUARTER PLANNED TARGET (1 JULY 2025 - 30 JUNE 2026) | | | | | | | | | | | |
| No direct budget linked to Key Performance Indicator measurement | No direct budget linked to Key Performance Indicator measurement | Various operating project votes (OPEX) | 0001-0315 (OPEX) | Training | R2,398,000 | R9,594,000 | R14,381,000 | R23,986,200 | R23,986,200 | RECOMMENDED PORTFOLIO OF EVIDENCE | RECOMMENDED OF INTERPRETATION RATING SCALE | TOTAL BUDGET ALLOCATED | R1,659,963,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | |
| | | | 0620-0303 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | | | | | | | | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % |
| | | | 0465-0301 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | | | | | | | | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % |
| | | | 0622-0302 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | | | | | | | | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % |
| 0446-0300 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0358-0303 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0620-0303 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0465-0301 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0622-0302 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0446-0300 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |
| 0358-0303 (OPEX) | Various operating project votes | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R4,888,937,250 | R19,555,749,000 | Financial report | KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation | % | | | | | | | | | | |

Handwritten notes: "KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation"

SECTION B1: SCORECARD

| FM7. Improved revenue and debtors management | TARGETS FOR 2025/26 PER QUARTER (ACCUMULATIVE) | | | | | RESOURCES ALLOCATED FOR 2025/26 PER QUARTER (ACCUMULATIVE) | | | | | RECOMMENDED PORTFOLIO EVIDENCE | RECOMMENDED INTERPRETATION RATING SCALE | TOTAL WEIGHTING PER KPA | | |
|--|--|--|--|--|--|--|---|--|---|--|------------------------|--|--|--|--------------------------------|---|-------------------------|---|------------------------|
| | | | | | 2025/26 ANNUAL PERFORMANCE TARGET | 1ST QUARTER PLANNED TARGET (1 JULY 2025 - 30 SEPTEMBER 2025) | 2ND QUARTER PLANNED TARGET (1 JULY 2025 - 31 DECEMBER 2025) | 3RD QUARTER PLANNED TARGET (1 JULY 2025 - 31 MARCH 2026) | 4TH QUARTER PLANNED TARGET (1 JULY 2025 - 30 JUNE 2026) | VOTE NUMBER/PROJECT ID | DESCRIPTION | 1st Quarter Planned Budget as Table SA 25. 29 and 30 | 2nd Quarter Planned Budget as Table SA 25. 29 and 30 | 3rd Quarter Planned Budget as Table SA 25. 29 and 30 | | | | 4th Quarter Planned Budget as Table SA 25. 29 and 30 | TOTAL BUDGET ALLOCATED |
| 49 | 51 | 50 | 50 | 49 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | Total Operating Budget and Total Capital Budget | Electricity and Energy | R436,126,540.00 | R436,126,540.00 | R436,126,540.00 | R436,126,540.00 | R1,744,206,160.00 | Financial tables | report purpose of quarterly performance reviews and annual performance evaluation | 0% |
| 44 | 46 | 45 | 45 | 44 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | Total Operating Budget and Total Capital Budget | Metro Water Service | R108,316,049.00 | R108,316,049.00 | R108,316,049.00 | R108,316,049.00 | R433,264,195.00 | Financial tables | report purpose of quarterly performance reviews and annual performance evaluation | 0% |
| 44 | 46 | 45 | 45 | 44 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | Total Operating Budget and Total Capital Budget | Sanitation - Metro | R78,985,922.00 | R78,985,922.00 | R78,985,922.00 | R78,985,922.00 | R315,943,690.00 | Financial tables | report purpose of quarterly performance reviews and annual performance evaluation | 0% |
| 47 | 46 | 45 | 45 | 44 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | Total Operating Budget and Total Capital Budget (deficit) | Public Health | R6,503,282.00 | R6,503,282.00 | R6,503,282.00 | R6,503,283.00 | R26,013,130.00 | Financial tables | report purpose of quarterly performance reviews and annual performance evaluation | 0% |

RM
 NVG
 RM
 RM

SECTION B: PERFORMANCE PLAN

SECTION B2: REPORTING SCORECARD

B2(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 B2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

| SDBIP COMPLIANCE INDICATOR REFERENCE | MFMA C88 REF | INDICATOR NO | COMPLIANCE INDICATOR / QUESTION | INDICATOR DEFINITION | PRESCRIBED FREQUENCY OF REPORTING | RECOMMENDED PORTFOLIO OF EVIDENCE | BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED) | 1ST QUARTER ACTUAL (1 JULY 2025 - 30 SEPTEMBER 2025) | 2ND QUARTER ACTUAL (1 JULY 2025 - 31 DECEMBER 2025) | 3RD QUARTER ACTUAL (1 JULY 2025 - 31 MARCH 2026) | 4TH QUARTER ACTUAL (1 JULY 2025 - 30 JUNE 2026) |
|--------------------------------------|--------------|--------------|---|--|-----------------------------------|-----------------------------------|--|--|---|--|---|
| COMPLIANCE INDICATORS | | | | | | | | | | | |
| 26 | C26 (GG) | 1 | R-value of all tenders awarded | The Cumulative R-value of all tenders awarded. A tender is an invitation to bid for a project. A tender is 'awarded' when the municipality officially selects an individual/company to carry out the work required to complete a project. | Quarterly | Lead Schedule Letters of award | Rates based tenders | | | | |
| 27 | C27 (GG) | 2 | Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations | (1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations | Quarterly | Lead Schedule MM Resolution | 61 | | | | |
| 28 | C28 (GG) | 3 | R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations | (1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations | Quarterly | Lead Schedule MM Resolution | Rates based tenders | | | | |
| 54 | C71 (LED) | 4 | Number of procurement processes where disputes were raised | The number of procurement processes where disputes were raised within the municipality. A municipality typically allows service providers who were unsuccessful in the tender process 14 days to dispute the outcome of their bid. This process usually takes place before the letter of award is issued to the successful bidder. | Quarterly | Disputes register | 18 | | | | |
| 60 | C77 (LED) | 5 | B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based | The B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE. | Quarterly | System extract | R137,118,581.19 | | | | |

Handwritten signature/initials: NVGN

| SDBIP COMPLIANCE INDICATOR REFERENCE | MFMA C88 REF INDICATOR NO | COMPLIANCE INDICATOR / QUESTION | INDICATOR DEFINITION | PRESCRIBED FREQUENCY OF REPORTING | RECOMMENDED PORTFOLIO OF EVIDENCE | BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED) | 1ST QUARTER ACTUAL (1 JULY 2025 - 30 SEPTEMBER 2025) | 2ND QUARTER ACTUAL (1 JULY 2025 - 31 DECEMBER 2025) | 3RD QUARTER ACTUAL (1 JULY 2025 - 31 MARCH 2026) | 4TH QUARTER ACTUAL (1 JULY 2025 - 30 JUNE 2026) |
|--------------------------------------|---------------------------|--|--|-----------------------------------|--|--|--|---|--|---|
| 61 | C78 (LED) | 6 B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned | The B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE. | Quarterly | System extract | R65,283,686.14 | | | | |
| 62 | C79 (LED) | 7 B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement | The B-BBEE Procurement Spend on all Empowering Suppliers based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE. | Quarterly | System extract | R184,275,858.35 | | | | |
| 69 | C86 (LED) | 8 Number of households in the municipal area registered as indigent | This refers to the number of households on the municipality's indigent register. An indigent register is a municipality administered list of households in need of economic relief/assistance. Those registered as indigent usually receive rates relief and the allocation of free basic services, including at least 6kl of free water per registered household per month and 50 kWh of electricity per registered household per month. Some municipalities provide more support than the above. | Quarterly | System extract | 70,418 | | | | |
| 71 | C88 (LED) | 9 Number of businesses registered with the South African Revenue Service within the municipal area | The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses known to SARS with a physical address listed within the municipal area. | Annual | N/A Provided by National Treasury | N/A | | | | |
| 76 | C93 (FM) | 10 Number of awards made in terms of SCM Reg 32 | This indicator measures the number of awards made by means of "piggy back" contracts. MFMA SCM Reg 32 refers to procurement of goods and services secured by other organs of state. | Quarterly | Letter of award | 0 | | | | |
| 77 | C94 (FM) | 11 Number of requests approved for deviation from approved procurement plan | The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan. The indicator also provides the municipality with data on the reasons why the municipality has deviated from the approved procurement plan. | Quarterly | Request for deviation Original procurement plan Updated procurement plan | 0 | | | | |
| 78 | C95 (FM) | 12 Number of residential properties in the billing system | The indicator measures the number of unique properties zoned for residential purposes by the municipality that reflects on the billing system of the municipality. This includes residential properties that are zero-rated. | Annual | System extract | 243,115 | | | | |
| 79 | C96 (FM) | 13 Number of non-residential properties in the billing system | The indicator measures the number of unique properties zoned for non-residential purposes by the municipality that reflects on the billing system of the municipality. This includes non-residential properties that are zero-rated. | Annual | System extract | 30,018 | | | | |



 RN
 ZM
 NN
 NVC

| SDBIP COMPLIANCE INDICATOR REFERENCE | MFMA C88 REF | INDICATOR NO | COMPLIANCE INDICATOR / QUESTION | INDICATOR DEFINITION | PRESCRIBED FREQUENCY OF REPORTING | RECOMMENDED PORTFOLIO OF EVIDENCE | BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED) | 1ST QUARTER ACTUAL (1 JULY 2025 - 30 SEPTEMBER 2025) | 2ND QUARTER ACTUAL (1 JULY 2025 - 31 DECEMBER 2025) | 3RD QUARTER ACTUAL (1 JULY 2025 - 31 MARCH 2026) | 4TH QUARTER ACTUAL (1 JULY 2025 - 30 JUNE 2026) |
|--------------------------------------|--------------|--------------|--|---|-----------------------------------|-----------------------------------|--|--|---|--|---|
| 80 | C97 (FM) | 14 | Number of properties in the valuation roll | The indicator measures the number of unique properties reflected on the municipal valuation roll. This includes residential properties that are zero-rated and draws from Supplementary valuation rolls in years between official valuations. | Annual | System extract | 273,133 | | | | |
| COMPLIANCE QUESTIONS | | | | | | | | | | | |
| | Q19 | 15 | Is the municipal supplier database aligned with the Central Supplier Database? | Ensuring that there is alignment between the service provider data base within the municipality and the Central Supplier Database (CSD). The Central Supplier Database maintains a database of organisations, institutions and individuals who can provide goods and services to government as a whole. | Quarterly | N/A | Yes | | | | |

RN NN
 ZM 57 NVG

SECTION B: PERFORMANCE PLAN

SECTION B2: REPORTING SCORECARD

B2(b): DIRECTORATE OPERATIONAL INDICATORS

herewith commit to:

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

| MFMA C88 OUTCOME | IDP MFMA C88 REF / MSA REG REF | SDBIP MFMA C88 REF / MSA REG REF | SDBIP KPI NUMBER | KEY PERFORMANCE AREA (KPA) | KPI NO | KEY INDICATOR PERFORMANCE | 2025/26 ANNUAL PERFORMANCE TARGET | RESOURCES ALLOCATED FOR 2025/26 PERFORMANCE PLAN | | |
|------------------|--------------------------------|----------------------------------|------------------|---|--------|--|-----------------------------------|--|---|------------------------|
| | | | | | | | | VOTE NUMBER/ PROJECT ID | DESCRIPTION | TOTAL BUDGET ALLOCATED |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 1 | Upgrading of NMBM Legacy System to mSCOA compliant | TBD | 20240242 | Upgrading of NMBM Legacy System - mSCOA | R3,000,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 2 | Constructing new offices at Supply Chain Management | TBD | 20182605 | Construction of new offices at Supply Chain Management | R18,100,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 3 | Renovating the Offices at Eric Tindale | TBD | 20182612 | B&T Office Renovations - ETB | R300,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 4 | Purchasing water tanks for customer care centres | TBD | 20230299 | Purchase & installation of Water Tanks - Customer Care Centres | R300,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 5 | Purchasing of filing cabinets for customer care | TBD | 20240240 | Purchase of Filing Cabinets for Customer Care Archiving | R2,000,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 6 | Undertaking burglar proofing of creditors section | TBD | 20250339 | Burglar Proofing - Creditors Section | R100,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 7 | Number of vehicles acquired for customer care | 2 | 20220171 | Acquisition of Motor Vehicle for Customer Care (Single Cab Bakkie + Polo) | R750,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 8 | Replacing old laptops and desktops | TBD | 20200262 20250337 | Replacement of Old Laptops and Desktops Replacement of Old Laptop and Desktops : Creditors Section | R400,000 R350,000 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 9 | Replacing Revenue Sub-Directorate Computer Equipment | TBD | 20230296 | Replacement of Revenue Sub-Directorate Computer Equipment | R200,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 10 | Replacing Air-Conditioning Units at Customer Care Centres | TBD | 20230300 | Replacement of Air-Conditioning Units: Customer Care Centres | R150,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 11 | Replacing Handheld Devices for Meter Reading | TBD | 20250088 | Replacement of Handheld Devices - Meter Reading | R200,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 12 | Installation of security equipment | TBD | 20250335 20250336 | Installation of CCTV Equipment : Creditors Section Installation of Alarm system - Creditors | R200,000 R250,000 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 13 | Purchasing of Office furniture | TBD | 20250338 | Office Furniture - Budget & Treasury | R420,000.00 |
| N/A | N/A | N/A | N/A | KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | 14 | Purchasing of fork lift | TBD | 20250392 | Purchase of New Forklift - SCM | R550,000.00 |
| N/A | N/A | N/A | N/A | KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | 15 | Upgrading and maintaining the NMBM assets and liabilities register | TBD | N/A | N/A | N/A |

22
RN
ZM
NVCFO

SECTION C - COMPETENCY REQUIREMENTS

SECTION C1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

SECTION C1 - COMPETENCY FRAMEWORK STRUCTURE

| LEADING COMPETENCIES | | DEFINITION | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | | |
|----------------------|------------------------------------|---|---|---|---|--|--|--|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR | |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 | |
| 1 | Strategic direction and leadership | Impact and Influence Institutional Performance Management Strategic Planning and management Organisational Awareness | Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. | 9% | <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 relevance. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow strategic direction and deal with complex situations. Guide the institution through complex and ambiguous concern of. Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances. | <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. |

NVG

 RN NN

| LEADING COMPETENCIES | | DEFINITION | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | | |
|----------------------|--------------------------------|--|---|---|---|---|---|---|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR | |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 | |
| 2 | People management | <p>Human capital Planning and development</p> <p>Diversity Management</p> <p>Employee Relations Management</p> <p>Negotiation and Dispute Management</p> | Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. | 8% | <ul style="list-style-type: none"> Participate in team goal setting and problem solving. Interact and collaborate with people of diverse backgrounds. Aware of guidelines for employee development, but requires support in implementing development initiatives. | <ul style="list-style-type: none"> Seek opportunities Identify to increase team contribution and responsibility. Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. Effectively delegate tasks empower and others to increase contribution and execute functions optimally. Apply relevant employee legislation fairly and consistently. Facilitate team goal setting and problem solving. Effectively identify capacity requirements to fulfil the strategic mandate. | <ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions. Recognise and reward effective and desired behaviour. Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team work. Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. Inspire culture of a performance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional objectives | <ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and across the tools institution. Foster a culture of discipline, responsibility and accountability. Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. Develop comprehensive integrated strategies and approaches to human capital development and management. Actively identify trends and predict capacity requirements to facilitate unified transition and performance management. |
| 3 | Program and Project Management | <p>Program and Project Planning and Implementation</p> <p>Service Delivery Management</p> <p>Program and Project Monitoring and Evaluation</p> | Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives. | 8% | <ul style="list-style-type: none"> Initiate projects after approval from higher authorities. Understand procedures of program and project management methodology, implications and stakeholder involvement. Understand the rational of projects relation to the in institution's strategic objectives. Document and communicate factors and risk associated with own work. Use results and approaches of successful project implementation as guide. | <ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones. Define the roles and responsibilities of the project team create and clarity around expectations balance. Find a between project deadline and the quality of deliverables. Identify appropriate project resources to facilitate the effective completion of the deliverables. Comply with statutory requirements and apply policies in a consistent manner. Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation. | <ul style="list-style-type: none"> Manage multiple programs and balance priorities conflicts and according to institutional goals. Apply effective risk management strategies through impact assessment and resource requirements. Modify project scope budget when and required without compromising the quality and objectives of the project involve top-level authorities and relevant stakeholders in seeking project buy in. Identify and apply contemporary project management methodology influence and motivate project team deliver to exceptional results. Monitor policy implementation and apply procedures to manage risks. | <ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes. Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. Consider and initiate projects that focus on achievement of the long-term objectives. Influence people positions of in authority to implement outcomes of projects. Lead and direct transtation of policy into workable actions plans. Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed. |

ZM NV CR
 AD H
 RN NN

| LEADING COMPETENCIES | | DEFINITION | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | | |
|----------------------|----------------------|--|---|---|--|---|--|--|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR | |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 | |
| 4 | Financial Management | <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> | 9% | <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 | <p>Change Vision and Strategy</p> <p>Process Design and Improvement</p> <p>Change Impact Monitoring and Evaluation</p> | <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> | 8% | <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. Identify potential risk and challenges to transformation, including resistance to change factors. Participate in change programs and piloting change interventions. Understand the impact of change interventions on the institution within the broader scope of local government. | <ul style="list-style-type: none"> Perform a analysis of the change impact on social, political and economic environment. Maintain calm and focus during change. Able to assist team members during change and keep them focused on deliverables. Volunteer to lead change efforts outside of own work team. Able to gain buy-in and approval for change from relevant stakeholders. Identify change readiness levels and assist in resolving resistance to change factors. Design change interventions that are aligned with the institution's strategic objectives and goals. | <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 leasers 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. |

ZM NN
 NN
 RN 28 NVGT

| LEADING COMPETENCIES | | DEFINITION | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | | |
|----------------------|-----------------------|---|--|---|--|---|---|--|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR | |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 | |
| 6 | Governance Leadership | <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> | 9% | <ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation. | <ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives. | <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. |

CM
 RN
 NN
 NVG

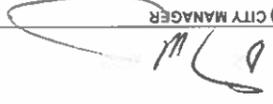
| CORE COMPETENCIES | | | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | |
|-------------------|-------------------------|--|-----------|--|---|---|---|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 |
| 7 | Moral Competency | Able to identify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

RN
 M
 NN
 30
 ZM
 NVG

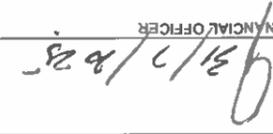
| CORE COMPETENCIES | | | WEIGHTING | ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING | | | |
|-------------------|--------------------------------------|--|-----------|---|--|--|---|
| | | | | BASIC | COMPETENT | ADVANCED | SUPERIOR |
| | | | | SCORE OF 1 OR 2 | 3 | 4 | 5 |
| 9 | Analysis and Innovation | 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"> 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. Identify solutions in various area in the institution. Formulate and implement new ideas throughout the institution. Able to gain approval and buy in for proposed interventions from relevant stakeholders. Identify trends and best practices in processes and service delivery and propose institutional application | <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. |
| 10 | Knowledge and Information Management | Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government. | 8% | <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 team 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. |

RN
 MN
 31
 07
 ZM
 NVG

DATE: 31/07/2025

(ACTING) CITY MANAGER 

DATE: 31/07/2025

CHIEF FINANCIAL OFFICER 

| MAN NO | DESIGNATION | FULL NAME (NOT INITIALS) | SURNAME | ID NUMBER | OCCUPATIONAL LEVEL | TYPE OF INTERVENTION REQUIRED | | NAME OF COURSE | ACTUAL COURSE DATE | START DATE | END DATE | NQF LEVEL (IF APPLICABLE) | SUB-DIRECTORATE / DIVISION | TRAINING PROVIDER | TRAINING PROVIDER ACCREDITATION NUMBER | TRAINING PROVIDER CONTACT DETAILS | IS THE TRAINING PROVIDER PUBLIC / PRIVATE | ESTIMATED COST OF TRAINING | |
|--------|-------------------------|--------------------------|---------|-----------|--------------------|---|--------|----------------|--------------------|------------|----------|---------------------------|----------------------------|-------------------|--|-----------------------------------|---|----------------------------|--|
| | | | | | | (:e. skills programme/workshop/ learnership/ RPL/ trade test) | NUMBER | | | | | | | | | | | | |
| | Chief Financial Officer | | | | Managers | 1 | | | | | | | | | | | | | |
| | | | | | | 2 | | | | | | | | | | | | | |
| | | | | | | 3 | | | | | | | | | | | | | |
| | | | | | | 4 | | | | | | | | | | | | | |

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

SECTION E: PERSONAL DEVELOPMENT / TRAINING PLAN

SECTION F: SIGNATURE

I, Jackson Ngcelwane, appointed to the position of Chief Financial Officer of Nelson Mandela Bay Municipality for the 2025/26 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this agreement during the period in which I assume employment.

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

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

Thus done and signed at PORT ELIZABETH on _____



JACKSON NGCELWANE
CHIEF FINANCIAL OFFICER

Date 31/07/2025

AS WITNESSES:

1. 

2. 



(ACTING) CITY MANAGER:

Date 31/07/2025

AS WITNESSES:

1. 

2. 