



PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

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

ACTING CITY MANAGER

AND

ACTING EXECUTIVE DIRECTOR: PUBLIC HEALTH

ANNA - LISA DYAKALA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2025/2026

**(1 JULY 2025 - 30 JUNE 2026 SUBJECT TO MSA REGULATION
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PERFORMANCE CONTRACT: MS ANNA-LISSA DYAKALA

This performance contract is divided into five sections:

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

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SECTION A1: SCORECARD

MFM C88 OUTCOME	IDP MFM C88 REF / MSA REG REF	SDBIP MFM C88 REF / MSA REG REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI HO	KEY PERFORMANCE INDICATOR	BASELINE PERFORMANCE OF 2023/24 ESTIMATED	ANNUAL PERFORMANCE TARGET	TARGETS FOR 2025/26 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2025/26 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF INTERPRETATION OF RATING SCALE	RECOMMENDED PORTFOLIO OF INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING PER KPA					
											1ST QUARTER PLANNED TARGET (1 JULY 2025 - 30 SEPTEMBER 2025)	2ND QUARTER PLANNED TARGET (1 OCTOBER 2025 - 31 DECEMBER 2025)	3RD QUARTER PLANNED TARGET (1 JANUARY 2026 - 31 MARCH 2026)	4TH QUARTER PLANNED TARGET (1 JULY 2025 - 30 JUNE 2026)			1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED								
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	WASTE MANAGEMENT	CORE MANDATED	10	Reviewing the NMBM Integrated Waste Management Plan	New Key Performance Indicator (Introduced in 2025/26)	Reviewed NMBM Integrated Waste Management Plan in place	Public participation finalised	Item submitted to Council	Public participation finalised for the reviewed Integrated Waste Management Plan conducted	Reviewed NMBM Integrated Waste Management Plan in place	N/A	N/A	N/A	N/A	N/A	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	N/A	Compliant Certificates	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: Business Plan listing non-compliant areas within the permitted landfill sites submitted to the City Manager by September 2025 2: Draft assessment in place by September 2025 1: No assessment in place by September 2025	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025 2: Draft Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025 1: New Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	57%
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	WASTE MANAGEMENT	CORE MANDATED	11	Development of Business Plan for the non-compliant items within the permitted landfill sites	New Key Performance Indicator (Introduced in 2025/26)	Business Plan listing non-compliant areas within the permitted landfill sites submitted to the City Manager by September 2025	Business Plan listing non-compliant areas within the permitted landfill sites submitted to the City Manager by September 2025	Business Plan listing non-compliant areas within the permitted landfill sites submitted to the Office of the City Manager by September 2025	Business Plan listing non-compliant areas within the permitted landfill sites submitted to the Office of the City Manager by September 2025	Business Plan listing non-compliant areas within the permitted landfill sites submitted to the Office of the City Manager by September 2025	N/A	N/A	N/A	N/A	N/A	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	N/A	Financial report	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025 2: Draft Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025 1: New Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: 100% and qualitative motivation 2: 100% down to 75% 1: Less than 75%	57%
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	WASTE MANAGEMENT	CORE MANDATED	12	Developing a proposal to secure Landfill Sites	New Key Performance Indicator (Introduced in 2025/26)	Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	Coated security Plan for the landfill and drop off sites submitted to the Office of the City Manager by September 2025	N/A	N/A	N/A	N/A	N/A	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	No project specific budget allocated	N/A	Procurement plans / project plans	5: 100% and qualitative motivation 4: 100% and qualitative motivation 3: 100% 2: 100% down to 75% 1: Less than 75%	13%	
EE3. Improved reliability of electricity service	N/A	EE3.22	4	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	14	Number of Public Health Directorate SDBIP KPIs with a Standard Operating Procedure in place	Standard Operating Procedures in place (KPI Average time taken to finalise business license applications) by September 2023	Tonnes of municipal solid waste collected to landfill sites per Capita Tonnes of municipal solid waste diverted (through municipal initiatives) from landfill per capita) By August 2025	Tonnes of municipal solid waste collected to landfill sites per Capita Tonnes of municipal solid waste diverted (through municipal initiatives) from landfill per capita) By August 2025	N/A	N/A	N/A	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement	No direct budget linked to Key Performance Indicator measurement	No direct budget linked to Key Performance Indicator measurement	No direct budget linked to Key Performance Indicator measurement	No direct budget linked to Key Performance Indicator measurement	N/A	Technical Descriptions and Business Process Guides Attendance registers	5: Early delivery of the annual target set and/or qualitative motivation 4: Early delivery of any 2 SOP 3: 2 SOPs by August 2025 2: Non-delivery of any SOPs 1: Non-delivery of all SOPs	13%			

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SECTION B - PERFORMANCE PLAN

SECTION B2 - REPORTING SCORECARD

A2(a): COMPLIANCE INDICATORS / QUESTIONS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators and questions reflected under Section A2(a) of this agreement, to the Office of the Chief Operating Officer on a quarterly basis, within 10 working days after the end of a quarter.

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	1ST QUARTER PLANNED TARGET (1 JULY 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)
20	C20 (ENV)	1	Number of permanent environmental health practitioners employed by the municipality	The number of permanent environmental health practitioners employed by the municipality. Environmental health practitioners are dedicated to protecting public health by monitoring and recommending solutions to reduce pollution levels. They use specialized equipment to measure the levels of contaminants in air, water and soil, as well as noise and radiation levels. On-cumulative for the financial year, as at the time of reporting.	Quarterly	SAP Printout	31				
21	C21 (ENV)	2	Number of approved environmental health practitioner posts in the municipality	The number of permanent environmental health practitioners on the approved municipal organogram. Non-cumulative for the financial year, as at the time of reporting.	Quarterly	SAP Printout	17				
35	C46 (ENV)	3	Number of approved waste management posts in the municipality	The number of approved waste management posts. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance. This indicator monitors the extent to which a municipality has intended waste management capacity in its municipal structure. This is an indicator of municipal capacity.	Annual	SAP Printout Organogram	736				
36	C47 (ENV)	4	Number of waste management posts filled	The number of waste management posts filled in terms of the approved structure. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. Non-cumulative, as at the time of reporting.	Quarterly	SAP Printout Organogram Appointment letter	0				

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SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	1ST QUARTER PLANNED TARGET (1 JULY 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)
38	C53 (HS)	5	Square meters of maintained public outdoor recreation space	Square meters of municipality maintained active outdoor space intended for recreational purposes refers to land owned by the municipality or maintained for public access through agreement with another party. Public recreation space is defined broadly to mean land and open space available to the public for recreation. Recreation space shall include only space that primarily serves a recreation purpose. Includes: parks, outdoor sports facilities and public open space. Does not include beaches, resorts and nature reserves. Does not include pedestrianised streets and sidewalks, but may include pedestrian walkways with primarily a recreational purpose. Facilities charging an access fee may still be regarded as 'public' provided that no other access criteria are applied (annual membership fee, club affiliations, etc.)	Quarterly	Lead Schedule Record of outdoor space	2763738				
64	C81 (LED)	6	Number of new business license applications	The number of new business license applications received by the municipality. Business license applications may be required by the municipality as it relates to food provision and other industries. This measures only the 'new' business license applications received by the municipality. By applying for a license as a 'new' business, the indicator measures new formal economic ventures pursued within the municipality. The indicator measures only those 'new' license applications and does not track renewals.	Quarterly	Lead Schedule Business license application	214				
68	C86(LED)	7	Number of business licenses renewed	The number of business licenses renewed within the municipal area. Business licenses are permits issued by the municipality that allow individuals or companies to conduct business within the municipal area. It is the authorization to operate a business issued by the local government, in line with local by-laws and provisions.	Quarterly	Lead Schedule Business license application	0				

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SOBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	1ST QUARTER PLANNED TARGET (1 JULY 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)
73	C90 (ENV)	8	Date of the last Climate Change Needs and Response Assessment tabled at Council	A Climate Change Needs and Response Assessment is a systematic diagnostic exercise undertaken by the municipality at least once every five years to determine the risks, vulnerabilities, and Climate Change response options in place or available to the municipality. This indicator measures the date when the assessment is tabled at a Council meeting as a matter of public record for the attention of public representatives. This indicator records how recently the municipality has undertaken a Climate Change Needs and Response Assessment, considering the risks, vulnerabilities and response options available to the municipality. This assessment is a crucial informant to Climate Change response implementation planning and aligns closely with the provisions of the Disaster Management Act as it relates to undertaking comprehensive risk assessments. It is anticipated that this assessment would include a range of contextually informed indicators related to the current environmental, economic and social circumstances as they relate to Climate Change risks and vulnerabilities within the municipal area.	Annual	Council Minutes	No baseline data available				
74	C91 (ENV)	9	Date of the last Climate Change Response Implementation Plan tabled at Council	A Climate Change Needs and Response Implementation Plan sets out the strategies and responses that the municipality will be pursuing over the medium-term. This indicator measures the date when a response implementation plan is tabled at a Council meeting as a matter of public record for the attention of public representatives. This indicator records how recently the municipality has developed a Climate Change response implementation plan, setting out how it will employ strategies to address the needs, risks and vulnerabilities of the municipal area. This response implementation plan should draw directly from the needs and response assessment to inform municipal planning in relation to Climate Change over the medium-term. The implementation plan itself provides further basis for monitoring progress on Climate Change response.	Annual	Council Minutes	No baseline data available				
	C102 (ENV)	10	Number of incidents of improper disposal of medical waste responded to by the municipality	The indicator measures the number of incidents reported to the municipality of the improper disposal of medical waste. Where an incident has been reported, it is understood that a municipality would respond to the report, diagnose the situation and undertake an appropriate course of action to remedy the situation as per the appropriate protocols. The safe and proper disposal of medical waste is essential to maintaining a healthy municipal environment where residents are free from exposure to medical wastes. With the associated costs, there is a growing risk that medical service providers take shortcuts or dispose of waste improperly. Ensuring the proper management of waste management so as to avoid a health risk is a municipal health function and tracking the incidence of improper disposal of medical waste which a municipality responds to is one way of exercising oversight of this function.	Quarterly	Medical report	(New Compliance Indicator Introduced 2024/25)				

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

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SECTION A - PERFORMANCE PLAN

SECTION A2 - REPORTING SCORECARD

A2(b): DIRECTORATE OPERATIONAL INDICATORS

I herewith commit to:-

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

MFMA C88 OUTCOME	TDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	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	KPA 1: BASIC SERVICE DELIVERY	1	Upgrading of Uitenhage Dog Pound	By December 2025	20190283	Upgrade of Uitenhage Dog Pound	500,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Upgrading of Walmer Occupational Health and Wellness Centre	By December 2025	20190298	Occupational Health and Wellness Centre - Walmer	200,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Removing of Asbestos roof coverings at Van Stadens Nature Reserve due to Health and Safety	By March 2026	20240177	Removal of all Asbestos roof coverings at Van Stadens Nature Reserve due to Health and Safety Risks	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Purchasing of Guardhouses for cemeteries	By March 2026	20250207	Purchase of Guardhouses for cemeteries	300,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	5	Purchasing of New Carports at Swartkops Tigerbay Depot	By March 2026	20240235	New Carports at Swartkops Tigerbay Depot	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	6	Upgrading of the jetty at Tygerbay	By March 2026	20240237	Upgrade of the jetty at Tygerbay	200,000

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MFMA C88 OUTCOME	TDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	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	KPA 1: BASIC SERVICE DELIVERY	7	Number ablution facilities upgraded	1 (Peter Gibbs Nursery)	20190308	Upgrading of Municipal Office and Ablution Facilities	800,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20190198	Construction of Ablution Facilities - Peter Gibbs Nursery	800,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	8	Number of Nature Reserves upgraded	1 (Van Stadens Nature reserve - Roads and fencing)	20240161	Upgrade of internal roads within Van Stadens Nature reserve	250,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20240164	Fencing of Van Stadens Nature Reserve	150,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	9	Procuring office furniture, equipment and Municipal Health System	By June 2026	20210219	PH: Purchase of computer Equipment	1,500,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20200027	Specialised Medical Equipment	100,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20210220	PH: Purchase of office Furniture	200,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				20210233	PH: Purchase of Plant and Equipment	200,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY				202502101	Municipal Health System	2,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	10	Upgrading and development of the Airport gateway	By June 2026	20220116	Upgrade and development of the Airport gateway	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	11	Number of fleet procured	TBD (Specialised vehicles, Non-Specialised Vehicles; Refuse compactors)	20190307	Specialised Vehicles - Public health	5,000,000
							20210231	Non-Specialised Vehicles - Public Health	11,000,000
							20190316	Replacement of Refuse Compactors	30,000,000

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MFMA C88 OUTCOME	TDP/MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	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	KPA 1: BASIC SERVICE DELIVERY	12	Servicing of Air Pollution Monitoring Equipment	Ongoing	20170131	Air Pollution Monitoring Equipment	1,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	13	Number of Waste Parks Containers procured	TBD	20190313	Waste/ Parks Containers	2,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	14	Number of waste disposal facilities upgraded	3 (Arlington, Koedoeskloof) Fencing of Arlington Disposal Site	20200196	Development of waste disposal facilities (Koedoeskloof)	2,000,000
							20200289	Development of waste disposal facilities - Arlington	2,000,000
							20240143	Upgrading of Verwoerd Drop-off Site	2,000,000
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	15	Number of directorate quarterly performance reports submitted to the standing committee	4 reports submitted to the Public Health Standing Committee	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	16	Preparing a business plan to obtain funding to upgrade and safeguard AQ monitoring stations	By December 2025	No direct budget linked to Key Performance Indicator measurement		

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

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SECTION B: COMPETENCY REQUIREMENTS

SECTION B1 - COMPETENCY FRAMEWORK

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

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

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

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

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

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

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

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

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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.

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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 Human capital Planning and development Diversity Management Employee Relations Management Negotiation and Dispute Management	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	<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 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.

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LEADING COMPETENCIES	DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
3	Program and Project Management Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation	9%	<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 translation 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.

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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>	8%	<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.

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
5	Change Leadership	<p>Change Vision and Strategy</p> <p>Process Design and Improvement</p> <p>Change Impact Monitoring and Evaluation</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.	9%	<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 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.

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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>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 conceptionalisation 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.
	Policy Formulation							
	Risk and Compliance Management							
	Cooperative Governance							

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
7	Moral Competency	Able to identify moral triggers, apply moral reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	9%	<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.

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CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
			BASIC	COMPETENT	ADVANCED	SUPERIOR
			SCORE OF 1 OR 2	3	4	5
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.	7%	<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.

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CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
10	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	<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 intuitional knowledge and information. Evaluate data from various sources and use information effectively to influence decisions and provide solutions. Actively create mechanisms and structures for sharing of information. Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency. 	<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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
11	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	8%	<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 Batho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline. 	<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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
12	Results and Quality Focus	Able to maintain high 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.	7%	<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. Produce outcomes that is of a good standard. Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure. 	<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%				

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(a) Performance Calculations and Ratings

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

(b) Performance Weighting

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

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

(c) Performance Rating

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

(d) Score

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

(e) Total Weighted Score and Performance Percentage

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

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

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED <small>(i.e. skills programme/ workshop/ learnership/ RPL/ trade test)</small>	NAME OF COURSE	ACTUAL COURSE DATE		NOF LEVEL (IF APPLICABLE)	SUB-DIRECTORAT E/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATI ON NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
									START DATE	END DATE							
	Acting Executive Director	AN	Dyakala														

Anna-Lisa Dyakala

ANNA- LISA DYAKALA
ACTING EXECUTIVE DIRECTOR; PUBLIC HEALTH

11/08/2025

DATE:

D/W

CITY MANAGER

31/07/2025

DATE:

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SECTION F

I, Anna-Lisa Dyakala, appointed in the position of Acting Executive Director: Public Health 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 City Manager and myself on the required performance standards and time-lines reflected in this agreement in relation to the position of Executive Director: Public Health.

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

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

Thus done and signed at PORT ELIZABETH on 31 JULY 2025



ANNA-LISA DYAKALA
ACTING EXECUTIVE DIRECTOR: PUBLIC HEALTH

31 July 2025
DATE

AS WITNESSES

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ACTING CITY MANAGER

31 July 2025
DATE

AS WITNESSES:

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