nelson mandela bay
MUNICIPALITY

PERFORMANCE CONTRACT

MADE AND ENTERED INTO BY AND BETWEEN

THE NELSON MANDELA BAY METROPOLITAN MUNICIPALITY
AS REPRESENTED BY THE

ACTING CITY MANAGER

AND

ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

SHADRACK SIBIYA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 2025/2026

(1 JULY 2025 - 30 JUNE 2026 SUBJECT TO MSA REGULATION 56(1)(c))

PERFORMANCE CONTRACT: MR SHADRACK SIBIYA

This performance contract is divided into five sections:

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

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C48 OUTCOME	IDP MFMA C48 REF / MSA REG REF	SDBIP MFMA C48 REF / MSA REG	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	2025/26 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2025/26 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF 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, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED			
FD1: Mitigated effects of fires and disasters	FD1.1	FD1.11	14	KPA 1: BASIC SERVICE DELIVERY	FIRE & EMERGENCY	CORE MANDATED	1	Percentage compliance with the required attendance time for structural firefighting incidents	58.56%	75%	75%	75%	75%	75%	No direct budget linked to Key Performance Indicator measurement							Incident Reports	5: Above 80% and/or Qualitative motivation 4: Above 75% up to 80% and/or Qualitative motivation 3: 75% compliance 2: Below 75% down to 70% 1: Below 70%	KPA 1 55%
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	DISASTER MANAGEMENT	CORE MANDATED	2	Number awareness programmes conducted to communities	276 Disaster Management	160 Disaster Management	40 Disaster Management	80 Disaster Management	120 Disaster Management	160 Disaster Management	No direct budget linked to Key Performance Indicator measurement							Attendance Registers Programmes	5: Above 180 Disaster Management and/or Qualitative motivation 4 Above 160 Disaster Management up to 180 Disaster Management and/or Qualitative motivation 3:160 Disaster Management 2: Below 160 Disaster Management down to 140 Disaster Management 1: Below 140 Disaster Management	
					FIRE & EMERGENCY				300 Fire Safety	300 Fire Safety	75 Fire Safety	150 Fire Safety	225 Fire Safety	300 Fire Safety									5: Above 320 Fire Safety and/or Qualitative motivation 4: Above 300 Fire Safety up to 320 Fire Safety and/or Qualitative motivation 3: 300 Fire Safety 2: Below 300 Fire Safety down to 10 Fire Safety 1: Below 10 Fire Safety	
					TRAFFIC AND LICENCING SERVICES				300 Road traffic safety	200 Road traffic safety	50 Road traffic safety	100 Road traffic safety	150 Road traffic safety	200 Road traffic safety								Attendance Registers Field Sheets Photos	5: Above 320 Road traffic safety and / or Qualitative motivation 4: Above 200 up to 320 Road traffic safety and/or Qualitative motivation 3: 200 Road traffic safety 2: Below 200 down to 180 Road traffic safety 1: Below 180 Road traffic safety	
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	3	Number of warrant of arrest executed	3063	2000	500	1000	1500	2000	No direct budget linked to Key Performance Indicator measurement							Progress reports stamped by Prosecutor	5: Above 2200 and / or Qualitative motivation 4: Above 2000 up to 2200 and/or Qualitative motivation 3: 2000 2: Below 2000 down to 1800 1: Below 1800	
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	4	Number of vehicle check points / road blocks implemented	1228	100	50	100	150	200	No direct budget linked to Key Performance Indicator measurement							Check point / road block reports	5: Above 220 and / or Qualitative motivation 4: Above 200 up to 220 and/or Qualitative motivation 3: 200 2: Below 100 down to 180 1: Below 180	
EE3. Improved reliability of electricity service	N/A	EE3.22	4	KPA 1: BASIC SERVICE DELIVERY	FACILITIES MANAGEMENT	TRANSVERSAL	5	Percentage implementation of the quarterly targets as set in the directorate's procurement plan	New KPI (Introduced in 2025/26)	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							Procurement plans Business / project plans	5: 100% and qualitative motivation 4: 100% and qualitative motivation 3: 100% 2: 100% down to 75% 1: Less than 75%	
N/A	N/A	N/A	1-73	KPA 2: MUNICIPAL TRANSFORMATION AND DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	6	Cascading the Performance Management System within Safety and Security Directorate	No actual performance and PoE reported	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 10 2025/26 first, second and third quarter performance reviews conducted for officials down to grade 10 PMS cascaded to Grade 10	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 10	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 10 2025/26 first quarter performance reviews conducted for officials down to grade 10	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 10 2025/26 first and second quarter performance reviews conducted for officials down to grade 10	2024/25 fourth quarter performance reviews conducted for reporting managers 2025/26 performance plans in place for officials down to grade 10 2025/26 first, second and third quarter performance reviews conducted for officials down to grade 10 PMS cascaded to Grade 10	No direct budget linked to Key Performance Indicator measurement							Performance plans Performance review forms Attendance registers	5. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4. Early delivery of any of the quarterly targets set and / or qualitative motivation 3. Achievement of all annual targets as reflected in this contract 2 Late or non-delivery of any of the quarterly targets set 1. Late or non-delivery of two or more of the quarterly targets set	KPA 2 4%
LED1. Growing inclusive local economies	N/A	LED1.21	50	KPA 3: LOCAL ECONOMIC DEVELOPMENT	ADMINISTRATION	TRANSVERSAL	7	Number of Work Opportunities (WO) created	173	143	35	70	98	143	No direct budget linked to Key Performance Indicator measurement							EPWP Report	5: Above 174 and / or Qualitative motivation 4: Above 143 up to 174 and/or Qualitative motivation 3: 143 2: Below 143 down to 68 1: Below 68	KPA 3 5%
N/A	N/A	N/A	31	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	8	Rand value of traffic fines collected	New Key Performance Indicator introduced in 2024/25	R6 million	R2 million	R4 million	R5 million	R6 million	0093-0692 0093 -4247 (OPEX)	Fines and Compoundents Contravention System	R500,000.00	R1,500,000.00	R2,500,000.00	R3,500,000.00	R6,000,000.00	Financial report	5: Above R8 million and / or Qualitative motivation 4: Above R6 million up to R8 million and/or Qualitative motivation 3: R6 million 2: Below R6 million down to R4 million 1: Below R4 million	KPA 4 20%
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	TRAFFIC AND LICENCING SERVICES	CORE MANDATED	9	Preparing concept documents for key issues (safer city; vehicle pound; license disk registration) in Safety and Security	New KPI (Introduced in 2025/26)	Concept document submitted to the City Manager By September 2025	Concept document submitted to the City Manager By September 2025	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement							Safer City concept document	5: Early delivery and or qualitative motivation 4: Early delivery and or qualitative motivation 3: Concept document submitted to the City Manager By September 2025 2: Draft Concept document in place by September 2025 1: No Concept document in place in place by September 2025	
FM1. Enhanced municipal budgeting and budget implementation	FM1.1	FM1.11	11	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	10	Percentage of Safety and Security Directorate's Capital Budget actually spent	New KPI (Introduced in 2025/26)	95%	10%	30%	60%	95%	Various capital budget vote numbers (CAPEX)	Various capital budget descriptions	R880,869.00	R2,642,607.00	R5,285,214.00	R8,368,255.50	R8,808,690.00	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	
N/A	N/A	N/A	1-67	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	TRANSVERSAL	11	Conducting an assessment of fleet allocated to the directorate	New KPI (Introduced in 2025/26)	Assessment conducted by September 2025	Assessment conducted by September 2025	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement							Assessment report	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	
N/A	N/A	N/A	N/A	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	12	Percentage of Safety and Security Directorate's Training Budget spent	66%	95%	10%	30%	60%	95%	1195 0375	Training	313,906	941,718	1,583,436	2,982,197	R3,139,060	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	

NVG

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	2025/26 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2025/26 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF 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, 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			
FM5. Improved asset management	FM5 3	FM5 31	27	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	13	Percentage of the Safety and Security Directorate's repairs and maintenance budget spent on property, plant, equipment and investment property repairs and maintenance	38%	95%	10%	30%	60%	95%	1193	Repairs and Maintenance	1,568,729	4,706,187	9,412,374	14,902,926	R15,687,290	Financial report	5: Above 98% and/or Qualitative motivation 4: Above 95% up to 98% and/or Qualitative motivation 3: 95% 2: Below 95% down to 92% 1: Below 92%	KPA 4: 20% continued
FM4. Improved expenditure management	FM4 1	FM4 11	19	KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	ADMINISTRATION	TRANSVERSAL	14	Percentage reduction in historical rand value of UIFW for the Directorate (prior to and including 2022/23)	New Key Performance Indicator (Introduced in 2024/25)	60%	Baseline information confirmed with UIFW Specialist	20%	60%	80%	No direct budget linked to Key Performance Indicator measurement							UIFW register	5: Below 65% reduction and/or qualitative motivation 4: Below 80% up to 65% reduction and/or qualitative motivation 3: 80% reduction 2: Above 80% up to 95% increase 1: Above 95% increase	
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	15	Audit Opinion	New KPI (Introduced in 2025/26)	Unqualified Audit Opinion with findings	N/A	Unqualified Audit Opinion with findings	N/A	N/A	No direct budget linked to Key Performance Indicator measurement							Audit report	5: Clean Audit Opinion 4: Unqualified Audit Opinion with a year to year reduction in findings 3: Unqualified Audit Opinion with findings 2: Qualified Audit Opinion 1: Adverse Audit Opinion / disclaimer	KPA 5: 15%
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	16	% achievement of the targets planned in the NMBM Strategic Risk Register	New KPI (Introduced in 2025/26)	95%	Strategic Risk Register reviewed with quarterly targets set	95%	95%	95%	No direct budget linked to Key Performance Indicator measurement							Status report from risk	5: Qualitative motivation 4: Above 95% up to 100% : Qualitative motivation 3: 95% 2: Below 95% down to 80% 1: Below 80%	
N/A	N/A	N/A	N/A	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	17	Number of directorate quarterly performance reports submitted to the standing committee	New Key Performance Indicator (Introduced in 2025/26)	4 submitted to the Safety and Security Standing Committee	1 report submitted to the Safety and Security Committee	2 report submitted to the Safety and Security Committee	3 report submitted to the Safety and Security Committee	4 report submitted to the Safety and Security Committee	No direct budget linked to Key Performance Indicator measurement							Standing committee agenda	5: 6 / Qualitative motivation 4: 5 / Qualitative motivation 3: 4 2: Below 4 down to 3 1: Below 3	
N/A	N/A	N/A	19	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	18	Reporting on the Auditor General actions plans on the National Treasury website	No actual performance and PoE reported	Quarterly action plan implementation progress approved by the Executive Director	Action plans approved by the Executive director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	Quarterly action plan implementation progress approved by the Executive Director	No direct budget linked to Key Performance Indicator measurement							FMCMM Screenshots	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all annual targets as reflected in this contract 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	
GG3. Improved municipal administration	GG 3 1	GG 3 11	40	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	19	Percentage of invoices processed and submitted to budget and treasury within 19 days of invoice receipt date	New Key Performance Indicator (Introduced in 2024/25)	100%	100%	100%	100%	100%	No direct budget linked to Key Performance Indicator measurement							Submission reports	5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 100% down to 80% 1: Below 80%	
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	20	Number of Policies reviewed in line with Policy Development Framework	Target not met First draft policy in place, compliant with Policy Development Framework and submitted to Policy and Research Office	2 (Disaster Management Policy Framework, Disaster Management Relief Policy)	90% implementation of the Policy Action Plan	90% implementation of the Policy Action Plan	90% implementation of the Policy Action Plan	2 (Disaster Management Policy Framework, Disaster Management Relief Policy)	No direct budget linked to Key Performance Indicator measurement							Draft Policies Progress reports	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: 2 Policies reviewed 2: Late or non-delivery of any of the quarterly targets set 1: Late or non-delivery of two or more of the quarterly targets set	
N/A	N/A	N/A	1-73	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	ADMINISTRATION	TRANSVERSAL	21	Complying with the requirements outlined in Section A2 of the performance contract	All requirements outlined in Section B2 of the 2020/21 performance agreement complied with	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	All requirements complied with, within specified timelines	No direct budget linked to Key Performance Indicator measurement							Updated baselines and targets in A2(a and b) Source documents and references for A2(a) Performance Reports	5: Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4: Early delivery of any of the quarterly targets set and / or qualitative motivation 3: Achievement of all quarterly targets as reflected in the 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	

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	LEVEL OF KPI	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	2025/26 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2025/26 SDBIP PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF 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, 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			
SDBIP REPORTING KPIs																								
FD1: Mitigated effects of fires and disasters	FD1.1	FD1 11	N/A	KPA 1: BASIC SERVICE DELIVERY	FIRE & EMERGENCY	SDBIP REPORTING	22	Number of reported deaths attributed to fire or fire-related causes	New KPI (Introduced 2023/24)	0	0	0	0	0	No direct budget linked to Key Performance Indicator measurement						Progress reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%
FD1: Mitigated effects of fires and disasters	FD1.2	FD1 11	N/A	KPA 1: BASIC SERVICE DELIVERY	DISASTER MANAGEMENT	SDBIP REPORTING	23	Number of reported deaths related to disasters or extreme weather events	New KPI (Introduced 2023/24)	0	0	0	0	0	No direct budget linked to Key Performance Indicator measurement						Progress reports	KPI to be disregarded for the purpose of quarterly performance reviews and annual performance evaluation	0%

NVG

ZM

RN

NN

SECTION A - PERFORMANCE PLAN

SECTION A2: REPORTING SCORECARD

SECTION A2(a): COMPLIANCE INDICATORS / QUESTIONS

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

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 2022/23 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)
COMPLIANCE INDICATORS											
52	C67 (FD)	1	Number of paid full-time firefighters employed by the municipality	The number of paid full-time firefighters employed by the municipality. A firefighter is a rescuer extensively trained in firefighting, primarily to extinguish hazardous fires that threaten life, property, and the environment as well as to rescue people and animals from dangerous situations. This could be either permanent or fixed-term employment, on a full-time basis.	Quarterly	Lead Schedule	232				
53	C69 (FD)	2	Number of 'displaced persons' to whom the municipality delivered assistance	The number of displaced persons (regardless of their nationality) to whom the municipality delivered assistance within the municipal area. A displaced person is person who was forced to or obliged to leave their home as a result of natural or human-made disasters, conflict, situations of generalised violence or violations of human rights. 'Assistance' in this instance refers to some or all of the following types of assistance: essential food and potable water; basic shelter and housing; appropriate clothing; and essential medical services and sanitation. The origins of displacement, extent and duration does not affect the measure, only the unique number of individuals to which the municipality has provided direct assistance in the reporting period.	Quarterly	Lead Schedule	0				
55	C72 (FD)	3	Date of the last municipal Disaster Management Plan tabled at Council	The date (dd/mm/yyyy) of the last municipal Disaster Management Plan tabled at Council. A Disaster Management Plan is required in terms of Section 53 of the Disaster Management Act of 2002 and should be submitted to the National Disaster Management Centre by all relevant municipal organs of state and municipal entities in terms of the policy framework for disaster management. The tabling is inclusive of all three levels of Disaster Management Plans in terms of the disaster management policy framework.	Annual	Council Resolution	2 December 2010				
56	C73 (FD)	4	Number of structural fires occurring in informal settlements	The indicator measures the number of fires which occurred or originated in an area considered to be an informal settlement by the municipality and affected structures in that area. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).	Quarterly	Incident reports	112				

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C80 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	PRESCRIBED FREQUENCY OF REPORTING	RECOMMENDED PORTFOLIO OF EVIDENCE	BASELINE (ANNUAL PERFORMANCE OF 2022/23 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)
COMPLIANCE INDICATORS											
57	C74 (FD)	5	Number of dwellings in informal settlements affected by structural fires (estimate)	The indicator measures the estimated number of dwellings in an area considered to be an informal settlement by the municipality and affected by structural fires. 'Affected' in this context refers to structures which have sustained physical damage as a result of a fire. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).	Quarterly	Incident reports	146				
58	C75 (FD)	6	Number of people displaced within the municipal area	The number of people within the municipal area displaced by natural or human-made disasters, conflict, situations of generalised violence or violations of human rights, as documented by the municipality. Please refer to the definition of disaster in terms of the Disaster Management Act. For the purpose of this indicator, a person displaced by conflict, disaster or extreme weather is someone who was forced or obliged to leave their home from within the municipal area as a result of any category of event. It refers to those individuals documented as known to the municipality and does not pre-suppose that any sphere of government is directly providing for these individuals, only that their displacement from within the municipal area is known.	Quarterly	Incident reports	0				
N/A	FD2.1	7	Disaster Management Readiness	A disaster management centre is considered 'ready' if the following three conditions are met: 1. An appointed Head of Centre (Disaster Management); 2. A Disaster Management Plan is updated or reviewed periodically (every five years); 3. An annual report is submitted to the National Disaster Management Centre. **Number of specified conditions of readiness met:** 1 = Not ready (1 condition or less) 2= Partially ready (2 conditions met) 3= Ready (All 3 conditions met)	Quarterly	Appointment letter Disaster Management Plan Submission of Annual Report National Disaster Management Centre.	New indicator (Introduced 2024/25)				
N/A	FD2.2	8	Fire Services functional in accordance with prescribed requirements	As per the Act, a "Local authority may establish a service in accordance with prescribed requirements". A fire service is therefore considered 'functional' if it meets the following three conditions: 1. A Fire Chief Officer has been appointed by the municipality; 2. The fire services have evidence of callouts responded to over the reporting period; 3. The municipality has established and maintained a fire service in accordance with prescribed standards SANS 10090: Community Protection Against Fire. **Number of specified conditions of fire services functionality met:** 1 = Not functional (1 condition or less) 2= Partially functional (2 conditions met) 3= Functional (All 3 conditions met)	Quarterly	Appointment letter Call out report Submission of National Disaster Management Centre.	New indicator (Introduced 2024/25)				

RW NW NVG DT

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 2022/23 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)
COMPLIANCE INDICATORS											
COMPLIANCE QUESTIONS											
N/A	Q21	1	What is the organisational location of the disaster risk management function within your municipality? (Specify the placement and highest level filled post within it).	Not Applicable	Annual	Organogram	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management	Safety and Security- Head of Disaster Management

RN NN

Z.M

NVG 87

SECTION A - PERFORMANCE PLAN

SECTION A2 - REPORTING SCORECARD

SECTION A2(b): DIRECTORATE OPERATIONAL INDICATORS

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

IDP 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	KPA 1: BASIC SERVICE DELIVERY	1	Number of buildings upgraded with lift accommodating persons with disabilities	1 (Sidwell Traffic Centre)	20210202	Lift to accommodate Disabled Persons: Sidwell Traffic Centre	1,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Upgrading of Kwanobuhle Fire Station	By December 2025	20210204	Upgrade of Kwanobuhle Fire Station	300,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Refurbishment / Renewal of Govan Mbeki Fire Station	By December 2025	20210206	Refurbishment / Renewal of Govan Mbeki Fire Station	300,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Refurbishment / Renewal of Miramar Fire Station	By December 2025	20210207	Refurbishment / Renewal of Miramar Fire Station	500,000

RN Z.M
NN NVG
AD

IDP MFMA C88 REF / MSA REG REF	SOBIP 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	KPA 1: BASIC SERVICE DELIVERY	5	Number of Traffic offices upgraded	Sidwell Motherwell DLTC Korstein DLTC Uitenhage	20230115	Traffic: Construction of Store at Sidwell Traffic Centre	1,500,000
						20230116	Traffic: Construction of inside wall at Motherwell DLTC	300,000
						20230118	Traffic: Upgrade of Learner's Class at Korsten DLTC	300,000
						20230120	Traffic: Construction of LMV Maneuvering Area - Uitenhage	1,000,000
						20230121	Traffic: Construction of Motorcycle Test Track at Motherwell	300,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	6	Upgrading of Metro Police Bethelsdorp Precinct	By June 2026	20230161	Upgrade of Metro Police Bethelsdorp Precinct	500,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	7	Number of Fire Stations upgraded	1 (Uitenhage)	20230170	Fire: Replacement of fence at Uitenhage Fire Station	500,000
						20230171	Fire: Automation of Engine Bay Doors at Fire Stations	500,000
						20240090	Traffic: Rehab of Traffic & Licensing Buildings - Uitenhage	500,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	8	Purchasing Hydraulic Platform for fire and emergency services	By June 2026	20190141	PURCHASE OF HYDRAULIC PLATFORM FOR FIRE & EMERGENCY SERVICES	15,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	9	Replacement of Off Road Appliances	By June 2026	20190232	Replacement of Off Road Appliances	2,000,000

RN NN
Z.M
NVG
DT

IDP 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	KPA 1: BASIC SERVICE DELIVERY	10	Number of fleet procured	3 (Support Services Traffic College Law Enforcement)	20230178	Traffic: Purchase of Vehicles for Traffic College	800,000
						20230179	Traffic: Purchase of Vehicles for Law Enforcement	6,495,850
						20240091	Security: Purchase of Vehicles	2,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	11	Replacement Rescue Pump -Fire	By June 2026	20170154	Replacement Rescue Pump -Fire	10,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	12	Purchase of Radios for Safety and Security Directorate	By June 2026	20190228	Purchase of Radios for Safety and Security Directorate	12,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	13	Purchasing of firearms for Security and Traffic	By June 2026	20230107	Security Purchase of Firearms	250,000
						20230113	Traffic: Purchase of Firearms	1,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	14	Purchasing of Law Enforcement Equipment	By June 2026	20230173	Traffic: Purchase & Install Law Enforcement Equipment	2,000,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	15	Purchasing of Law Enforcement Equipment	By December 2025	20230103	Security Purchase of Law Enforcement Equipment	1,500,000
						20230108	Metro Police: Purchase of Law Enforcement Equipment (Insurance Claim)	200,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	16	Purchasing of Furniture and Equipment	By December 2025	20230163	Metro Police: Purchase of Furniture and Office Equipment for precinct	500,000

RW
NN

NVG

ZM

IDP 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	KPA 1: BASIC SERVICE DELIVERY	17	Purchasing of Security Furniture	By December 2025	20230166	Security: Purchase of Furniture & Office Equipment	500,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	18	Number of guard visits conducted at municipal buildings	1200	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	19	Number of roadblocks / vehicle check points conducted	600	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	20	Number of disaster management annual report submitted	1	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	21	Disaster risk assessment conducted	1	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	22	Number of disaster management programmes conducted to communities	50	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	23	Average response time to emergencies within the Nelson Mandela Bay (from Control Centre receiving notification of emergency to despatched officer arriving at the scene)	15min	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	24	Number of reported vandalism cases on infrastructure and municipal property responded to	120	No direct budget linked to Key Performance Indicator measurement		

RN NN ZM

NVG DJ

IDP 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	KPA 1: BASIC SERVICE DELIVERY	25	Number of escorts conducted	80	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	26	Number of security CCTV cameras installed at high risk sites	4	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	27	Number of buildings with biometric system installed	3	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	28	Number of vandalism stats reported submitted to the Safety and Security Standing Committee	1	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	29	Average response time to emergencies within the Nelson Mandela Bay (from Control Centre receiving notification of emergency to despatched officer arriving at the scene)	15min	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	30	Number of road blocks held to prevent traffic contraventions	30	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	31	Average waiting period for driving licence application	3 weeks	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	32	Average waiting period for learners licence application	1 week	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	33	Number of automous Crime Prevention Operations initiated to increase crime generating arrests	24	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	34	Number of automous bylaw Operations initiated to increase bylaw enforcement within hotspot areas	24	No direct budget linked to Key Performance Indicator measurement		

NVG RN 12 NN

IDP 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	KPA 1: BASIC SERVICE DELIVERY	35	Number of traffic fines issued on high accident routes to decrease road fatalities	8000	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	36	Rand value of revenue collected from vehicle license disk registration	TBD	TBD	TBD	TBD

RN 22
ZM
NVG

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:-

RN ZM NVG

SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE								
LEADING COMPETENCIES			DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
					BASIC	COMPETENT	ADVANCED	SUPERIOR
					SCORE OF 1 OR 2	3	4	5
1	**Strategic direction and leadership**	Impact and Influence	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing strategy. • Has basic a understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate a basic understanding of decision key makers.	• Give direction a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, 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.	• 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.	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework. • Hold self accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation • Display a superior level of self discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.
		Institutional Performance Management						
		Strategic Planning and management						
		Organisational Awareness						

ZM RN NVG 17 NN 15

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	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	• Participate in team goal setting and problem solving. • Interact and collaborate with people of diverse backgrounds. • Aware of guidelines for employee development, but requires support in implementing development initiatives.	• Seek opportunities • 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.	• 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	• 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.
		Diversity Management						
		Employee Relations Management						
		Negotiation and Dispute Management						

ZM
RN
NVG DT NN

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	Able to understand program and project management methodology; plan manage, monitor and evaluate specific activities in order to deliver on set objectives.	9%	• 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.	• Establish broad stakeholder involvement and communicate the project status and key milestones. • Define the roles and responsibilities of the project team create and clarity around expectations balance. • Find a between project deadline and the quality of deliverables. • Identify appropriate project resources to facilitate the effective completion of the deliverables. • Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation.	• Manage multiple programs and balance priorities conflicts and according to institutional goals. • Apply effective risk 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.	• 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.
		Service Delivery Management						
		Program and Project Monitoring and Evaluation						

RN NN

ZM

NVG 17

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**	Budget Planning and Execution	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.	8%	• 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.	• 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.	• 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	• 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.
		Financial Strategy and Delivery						
		Financial Reporting and Delivery						

RN NN

ZM

NVG

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**	Change Vision and Strategy	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%	• 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.	• Performa 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.	• 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.	• 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.
		Process Design and Improvement						
		Change Impact Monitoring and Evaluation						

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**	Policy Formulation	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.	9%	• 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.	• 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.	• 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.	• 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.
		Risk and Compliance Management						
		Cooperative Governance						

ZM

NVG RN

20

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

RN NN

ZM

NVG

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%	• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short term objectives in developing plans and actions. • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goal and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation . • Identify in advance required stages and actions to complete tasks and projects. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	•Focus on broad strategies and initiatives when developing plans and actions. •Able to project and forecast short, medium and long term requirements of the institution and local government. •Translate policy into relevant projects to facilitate the achievement of institutional objectives.

RN NN

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

RN NN

ZM

NVG

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%	• 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.	• 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.	• 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.	• 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.

ZM RN

NVG NN

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%	• 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.	• Express ideas to individuals and groups in formal and informal settings in an 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	• 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.	• 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.

ZM RN

NVG

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%	• Understand quality of work but requires guidance in attending to important matters. • Show a basic commitment to achieving the correct results. • Produce the minimum level of results required in the role. • Produce outcomes that is of a good standard. • Focus on the quantity of output but requires development in incorporating the quality of work. • Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Focus on high priority actions and does not become distracted by lower-priority activities. • Display firm commitment and pride in achieving the correct results. • Set quality standards and design processes and tasks around achieving set standards. • Produce output of high quality. • Able to balance the quantity and quality of results in order to achieve objectives. • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.	• Consistently verify own standards and outcomes to ensure quality output. • Focus on the end result and avoids being distracted. • Demonstrate a determined and committed approach to achieving results and quality standards. • Follow task and projects through to completion. • Set challenging goals and objectives to self and team and display commitment to achieving expectations. • Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• 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%**				

B2: MUNICIPAL COMPETENCY LEVEL (SENIOR MANAGERS OF MUNICIPALITIES)

eral competency levels for senior managers-

r manager of a municipality must generally have the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers assigned in e Act to that senior manager

r manager must note that any failure to comply with any financial management responsibilities, functions and powers entrusted to that senior manager may constitute financial it.

imum competency levels for senior managers-

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

I COMPETENCY LEVELS FOR SENIOR MANAGERS

ion	**All municipalities with annual budget of a value equal to or above R500 million**
:ducation Qualification	At least NQF Level 7 in a field relevant to the senior management position
elated Experience	Minimum of 7 years at senior and middle management level, of which at least 2 years must be at senior management level
Managerial and Occupational iencies	As described in the performance regulations (2014)

al and Supply Chain management tency Areas:	**Required Minimum Competency Level in Unit Standards**	
	SAQA US ID	**UNIT STANDARD TITLE**
ic leadership and management	116358	Contribute to the strategic planning process in a South African municipality	**Competent/ Not yet Competent**
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent	Competent
tional financial management	119341	Apply cost management information systems in the preparation of management reports	Competent
	119331	Conduct working capital management policy	Competent
	116364	Plan a municipal budgeting and reporting cycle	Competent
nance, ethics and values in	116343	Apply the principles of ethics in a municipal environment	Competent
cial and performance reporting	116363	Prepare and analyse municipal financial reports	Not yet Competent
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Competent
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	Competent
	116341	Conduct performance management to a South African municipal environment	Competent
and change management	116339	Apply risk management in South African municipalities	Not yet Competent
ect management	119343	Apply operations research principles and tools in the management of project activities	Competent
slation, policy and implementation	119334	Discuss the selected legislative framework governing the public sector management and administration environment	Competent
	116361	Interpret South African legislation and policy affecting municipal financial management	Not yet Competent
pply Chain Management	116353	Discuss the selected legislative framework governing the public sector management and administration environment	Competent
dit and assurance	116351	Conduct auditing planning and implementation in a South African municipality	Not yet Competent

SECTION D: PERSONAL DEVELOPMENT PLAN FOR SHADRACK SIBIYA

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE START DATE	ACTUAL COURSE 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
17631	Acting Executive Director:Safety and Security	Shadrack	Sibiya		Managers	1			The PDP will be populated, if necessary, during the 2025/26 quarterly performance reviews.								
						2											
						3											
						4											

SHADRACK SIBIYA
ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

31-Jul-25
DATE:

CITY MANAGER

31-Jul-25
DATE:

SECTION E

I, Shadrack Sibiya, appointed in the position of Acting Executive Director: Safety and Security 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 contract during the period in which I assume employment.

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

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

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

Thus **done** and **signed** at PORT ELIZABETH on 31 JULY 2025

SHADRACK SIBIYA
ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

31 JULY 2025
DATE

AS WITNESSES

1.

2.

CITY MANAGER

31 JULY 2025
DATE

AS WITNESSES:

1.

2.