



**PERFORMANCE CONTRACT**

**MADE AND ENTERED INTO BY AND BETWEEN**

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

**AND**

**ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY**

**WARREN PRINS**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 2023/2024**

**(1 JULY 2023 - 30 JUNE 2024)**

Three handwritten signatures in black ink are located at the bottom right of the page. The first signature is a large, stylized 'W'. The second is a smaller, more compact signature. The third is a large, circular signature with a prominent loop.

## PERFORMANCE CONTRACT: WARREN PRINS

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

1  
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MFA CA Outcome	TDP UFRCA REG	REF / MSA REG	30% FUNDING	CA REF FISA	SOB REF FISA	KEY PERFORMANCE AREA (KPA) NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2022) (ESTIMATED)	2023 ANNUAL PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2023 - 30 SEPTEMBER 2023)	2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	RECOMMENDED EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	1 Percentage compliance with the required attendance into work for structural firefighting incidents	58-55%	75%	75%	75%	75%	75%	20200118	No direct budget linked to Key Performance Indicator measurement	R 1 950 000	R 1 950 000	R 1 950 000	R 1 950 000	R 1 950 000	Incident Reports	5 Above 80% and/or Qualitative motivation 4 Above 75% up to 80% and/or Qualitative motivation 3 75% compliance 2 Above 70% down to 75% 1 Below 70%	12%	12%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	2 Number of awareness programmes conducted to communities	New KPI (reintroduced 2023/24)	60 Disaster Management	15 Disaster Management	30 Disaster Management	45 Disaster Management	60 Disaster Management		No direct budget linked to Key Performance Indicator measurement						Awards and Programmes	5 Above 80 Disaster Management and/or Qualitative motivation 4 Above 60 Disaster Management up to 80 Disaster Management 3 60 Disaster Management 2 Below 60 Disaster Management down to 40 Disaster Management 1 Below 40 Disaster Management	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	3 Number of Disaster Offices contacted	New KPI (reintroduced 2023/24)	60 Disaster Management	15 Disaster Management	30 Disaster Management	45 Disaster Management	60 Disaster Management	20200118	Disaster Management Offices Outreach	R 1 950 000	R 1 950 000	R 1 950 000	R 1 950 000	R 1 950 000	Disaster progress reports	5 Early delivery of two or more of the quarterly targets set and 1 all qualitative motivation 4 Early delivery of any of the quarterly targets set and 1 or more of the qualitative targets set 3 Achievement of all annual targets as indicated in the target set 2 Late or non-delivery of any of the quarterly targets set 1 Late or non-delivery of two or more of the quarterly targets set	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	4 Number of guard visits conducted at municipal buildings	New KPI (reintroduced 2023/24)	1000	300	600	900	1200		No direct budget linked to Key Performance Indicator measurement						Documentation Book Entry Field sheet	5 Above 1250 and/or Qualitative motivation 4 Above 1000 up to 1250 and/or Qualitative motivation 3 1200 down to 1150 2 Below 1150	2%	2%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	5 Number of road traffic safety and educational awareness sessions conducted	New KPI (reintroduced 2023/24)	400	100	200	300	400		No direct budget linked to Key Performance Indicator measurement						Attendance Registers Field Sheets Photos	5 Above 450 and/or Qualitative motivation 4 Above 400 up to 450 and/or Qualitative motivation 3 Below 400 down to 350 2 Below 350	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	6 Number of roadblocks / vehicle checks conducted	New KPI (reintroduced 2023/24)	800	200	400	600			No direct budget linked to Key Performance Indicator measurement						Field Sheets	5 Above 650 and/or Qualitative motivation 4 Above 600 up to 650 and/or Qualitative motivation 3 Below 600 down to 550 2 Below 550	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	7 Number of warrant of arrest executed	New KPI (reintroduced 2023/24)	400	100	200	300	400		No direct budget linked to Key Performance Indicator measurement						Progress reports stamped by prosecutor	5 Above 450 and/or Qualitative motivation 4 Above 400 up to 450 and/or Qualitative motivation 3 400 down to 350 2 Below 350	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 BASIC SERVICE DELIVERY	8 Number of traffic fines issued	New KPI (reintroduced 2023/24)	6000	1500	3000	4500	6000		No direct budget linked to Key Performance Indicator measurement						Progress reports signed by Director Traffic and Parking	5 Above 6000 and/or Qualitative motivation 4 Above 5000 up to 6000 and/or Qualitative motivation 3 6000 down to 5000 2 Below 5000	4%	4%
NA	NA	NA	NA	NA	NA	KPA 1 MUNICIPAL FINANCIAL MANAGEMENT	9 Percentage revenue received from business rates (as per the budget target)	34%	50%	10%	20%	50%	90%	0053692	Conservation System Internal Conservation System External impairment	R 12 762 000	R 2 15 524 000	R 6 13 110 000	R 1 27 620 000	R 1 27 620 000	Financial report	5 Above 97% by June 2023 and/or Qualitative motivation 4 Above 90% up to 97% by June 2023 and/or Qualitative motivation 3 90% by June 2023 2 Below 80% down to 90% by June 2023 1 Below 67% by June 2023	13%	13%

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KEY INDICATOR	PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2023 - 31 SEPTEMBER 2023)	2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)	VOIE NUMBER/PROJECT ID	DESCRIPTION	1st Quarter Planned Budget as at 30.09.23	2nd Quarter Planned Budget as at 31.12.23	3rd Quarter Planned Budget as at 31.03.24	4th Quarter Planned Budget as at 30.06.24	TOTAL BUDGET ALLOCATED	RECOMMENDED PORTFOLIO EVIDENCE	INTERPRETATION OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING
10. Compliance with Performance Management System when Safety and Security Disclosures are made	Target not set All First Line reporting managers performance plans in place	2022/23 fourth quarter performance reviews conducted for reporting managers	2022/23 fourth quarter performance reviews conducted for reporting managers	2022/23 fourth quarter performance reviews conducted for reporting managers	2022/23 fourth quarter performance reviews conducted for reporting managers		No direct budget linked to Key Performance Indicator measurement						Performance plans reviewed for compliance with the quarterly targets set and / or achievement of all annual targets as reflected in the quarterly reports 1. Late or non-delivery of any of the quarterly targets set 2. Late or non-delivery of two or more of the quarterly targets set	5%	5%	
11. Number of High Opportunities (HO) created	23	121	36	73	121		No direct budget linked to Key Performance Indicator measurement						ERP Report 1. Above 121 up to 174 and/or Qualitative motivation 2. 121 3. Below 121 down to 68	8%	8%	
12. Percentage of Safety and Security Disclosures Capital Budget actually spent	75.0%	94%	30%	60%	94%	1200	Capital	R5,090,000	R12,265,000	R30,210,000	R48,407,500	R50,050,000	Financial report 1. Above 98% and/or Qualitative motivation 2. Above 95% up to 98% and/or Qualitative motivation 3. Below 95% down to 82% 4. Below 82%	5%	25% combined	
13. Percentage of Safety and Security Disclosures Training Budget spent on implementing its Workplace Safety Plan	78%	93%	30%	60%	93%	1200 0375	Training	R33,722.00	R998,104.00	R1,996,332.00	R3,160,659.00	R3,327,220.00	Financial report 1. Above 98% and/or Qualitative motivation 2. Above 95% up to 98% and/or Qualitative motivation 3. Below 95% down to 97% 4. Below 97%	6%	6%	
14. Number of Pilots reviewed in line with Policy Development Framework	New KPI (introduced 2022/23)	50%	30%	60%	50%	1100	Repairs and Maintenance	R2,007,520.00	R6,022,860.00	R1,555,895.00	R19,072,390.00	R20,016,200.00	Financial report 1. Above 98% and/or Qualitative motivation 2. Above 95% up to 98% and/or Qualitative motivation 3. Below 95% down to 97% 4. Below 97%	4%	4%	
15. Number of Pilots reviewed in line with Policy Development Framework	New KPI (introduced 2022/24)	50%	30%	60%	50%		No direct budget linked to Key Performance Indicator measurement						Direct Pilots Progress reports 1. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 2. Achievement of all quarterly targets set as reflected in the quarterly reports 3. Late or non-delivery of any of the quarterly targets set 4. Late or non-delivery of two or more of the quarterly targets set	7%	24%	
16. Percentage attendance of new Council structure (investing)	New KPI (introduced 2022/23)	100%	100%	100%	100%		No direct budget linked to Key Performance Indicator measurement						Annual Calendar of Meetings Attendance register 1. Above 100% 2. Below 100% down to 70%	5%	5%	
17. Implementing action plans in respect of Auditor General report audit findings	New KPI (introduced 2021/22)	AG dashboard action plans implemented for the period 1 July 2023 - 31 March 2024	AG dashboard action plans implemented for the period 1 July 2023 - 30 September 2023	AG dashboard action plans implemented for the period 1 July 2023 - 31 December 2023	AG dashboard action plans implemented for the period 1 July 2023 - 31 March 2024		No direct budget linked to Key Performance Indicator measurement						Independent report from Auditor General 1. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 2. Achievement of all quarterly targets set as reflected in the quarterly reports 3. Late or non-delivery of any of the quarterly targets set 4. Late or non-delivery of two or more of the quarterly targets set	5%	5%	
18. Compliance with the requirements of the 2022/23 performance agreement	All requirements of the 2022/23 performance agreement complied with	All requirements of the 2022/23 performance agreement complied with	All requirements of the 2022/23 performance agreement complied with	All requirements of the 2022/23 performance agreement complied with	All requirements of the 2022/23 performance agreement complied with		No direct budget linked to Key Performance Indicator measurement						Updated Performance targets in A2/E and by Source documents and Performance reports 1. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 2. Achievement of all quarterly targets set as reflected in the quarterly reports 3. Late or non-delivery of any of the quarterly targets set 4. Late or non-delivery of two or more of the quarterly targets set	5%	5%	

SECTION A PERFORMANCE PLAN	WTRM CDR OUTCOME	DEF / ASR REG	DEF / ASR REG	REG REF / MSA	REG REF / MSA	REG REF / MSA	KEY PERFORMANCE NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE ESTIMATED)	2023 ANNUAL PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2023 - 30 SEPTEMBER 2023)	2ND QUARTER PLANNED TARGET (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER PLANNED TARGET (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER PLANNED TARGET (1 JULY 2023 - 30 JUNE 2024)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET PORTFOLIO ALLOCATED	RECOMMENDED OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING
FD1 Mitigate effects of fire and debris	FD1 113 and effects of fire	FD1 11	FD1 11	FD1 11	N/A	N/A	20	DISASTER MANAGEMENT	Number of reported deaths related to disasters or extreme weather events	New KPI (Introduced 2022/24)	0	0	0	0	0		No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement		0%	0%	0%
		FD1 11	FD1 11	FD1 11	N/A	N/A	15	FIRE & EXTREME	Number of reported deaths related to disasters	New KPI (Introduced 2022/24)	0	0	0	0	0		No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement	No direct budget linked to KPI Performance Indicator measurement		0%	0%	0%

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**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	BASELINE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 30 SEPTEMBER 2023)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 30 JUNE 2024)
<b>COMPLIANCE INDICATORS</b>									
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.	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.	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.	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).	112				

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SOBIP COMPLIANCE	INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE PERFORMANCE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 30 SEPTEMBER 2023)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 31 DECEMBER 2023)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 31 MARCH 2024)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2023 - 30 JUNE 2024)
<b>COMPLIANCE INDICATORS</b>										
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).	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.	0				
<b>COMPLIANCE QUESTIONS</b>										
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	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


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.

RESOURCES ALLOCATED FOR 2023/24 PERFORMANCE PLAN								
MSA REG REF / IDP MFMA C88 REF /	MSA REG REF / SDBIP MFMA C88 REF /	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Number of Metro Offices upgraded	1 (Humewood)	20182526	Metro Police: Upgrade of Metro Police Offices - Humewood	R800,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Number of Security Guard Houses for Traffic	1	20210203	Purchase of Security Guard Houses for Traffic	R200,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	Number of fire stations upgraded	4 Kwanobuhle Fire Station (Security fence) Govan Mbeki Fire Station (Refurbishment: specify) Miramar Fire Station (Refurbishment: specify) Sidwell Fire Station (Drill yard resurfaced, Covering of main roof)	20210205	Replacement of Security Fence at Kwanobuhle Fire Station	R1,000,000
	20210206					Refurbishment / Renewal of Govan Mbeki Fire Station	R1,000,000	
	20210207					Refurbishment / Renewal of Miramar Fire Station	R1,000,000	
	20210209					Replacement of collapsed wall at Sidwell Fire Station	R750,000	
	20210210					Resurfacing of Drill Yard at Sidwell Fire Station	R750,000	
						20210211	Replacement/Covering of Main Roof at Sidwell Fire Station	R500,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	4	Number of fire stations with automated engine bays	TBD	20230171	Fire: Automation of Engine Bay Doors at Fire Stations	R1,000,000



RESOURCES ALLOCATED FOR 2023/24 PERFORMANCE PLAN									
				ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED		
IDP MFMA C88 REF /	N/A	SDBIP MFMA C88 REF /	N/A	5	Number of fire and emergency equipment purchased	4 (Rescue pump Hydraulic platform Engine Water boat) by June 2024	20170154 20190141 20190233 20210212 20190232	Purchase of Firefighting Vehicle - Rescue Pump PURCHASE OF HYDRAULIC PLATFORM FOR FIRE & EMERGENCY SERVICES Fire: Purchase of Fire Appliance/ Engine Purchase of Rescue Water Boat for Fire & Emergency Purchase of Off-Road Vehicles for Fire & Emergency Services	R5,000,000 R15,000,000 R4,000,000 R500,000 R3,500,000
N/A	N/A	N/A	N/A	6	Number of fire and emergency vehicles purchased	1 (Off road vehicles) by June 2024	20210271	Fire: Refurbishment of Hydraulic Platform	R1,000,000
N/A	N/A	N/A	N/A	8	Number of Traffic vehicles purchased	2 (1 Vehicle; 1 Tow truck) by June 2024	20190136 20210198	Traffic: Purchase of Vehicles Traffic: Purchase of Tow Trucks	R3,000,000 R2,000,000
N/A	N/A	N/A	N/A	9	Number of Traffic equipment refurbished	3 (TBD, In-car camera, Generators)	20170146 20170163 20190142 20200130	Law Enforcement Equipment for Metro Police Traffic - In Car Camera for Law Enforcement Replacement of Generators at Traffic Services Buildings Metro Police: Purchase and Installation of Safes	R500,000 R500,000 R1,000,000 R500,000
N/A	N/A	N/A	N/A	10	Purchasing and Installing of Safes	By March 2024	20200130	Metro Police: Purchase and Installation of Safes	R500,000
N/A	N/A	N/A	N/A	11	Purchasing of Server for South End Fire Station	By March 2024	20210199	Purchase of Server for South End Fire Station	R500,000
N/A	N/A	N/A	N/A	12	Replacing of Standby Generators at South End Fire Station	By March 2024	20210200	Replacement of Standby Generators at South End Fire Station	R1,000,000
N/A	N/A	N/A	N/A	13	Purchasing of Traffic Electronic Information Signs on Trailer	By March 2024	20210201	Traffic: Purchase of Electronic Information Signs on Trailer	R1,000,000

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IDP MFMA C88 REF /		SDBP MFMA C88 REF /		KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	N/A	14 Purchasing of Disaster Management: Furniture & Office Equipment	By March 2024	20182532	Disaster Management: Furniture & Office Equipment	R500,000
N/A	N/A	N/A	N/A	15 Purchasing of Disaster Management: Equipment for supply of Solar Energy	By March 2024	20182533	Disaster Management: Equipment for supply of Solar Energy	R200,000
N/A	N/A	N/A	N/A	16 Purchasing of Fire & Emergency Computer Equipment	By March 2024	20190123	Purchase of Computer Equipment - Fire & Emergency	R100,000
N/A	N/A	N/A	N/A	17 Purchasing of Disaster Management Computer Equipment	By March 2024	20190124	Purchase of Computer Equipment - Disaster Management	R200,000
N/A	N/A	N/A	N/A	18 Purchase of Security Services Computer Equipment	By March 2024	20190125	Purchase of Computer Equipment - Security Services	R200,000
N/A	N/A	N/A	N/A	19 Purchase of Metro Police Computer Equipment	By March 2024	20190126	Purchase of Computer Equipment - Metro Police	R300,000
N/A	N/A	N/A	N/A	20 Purchase of Traffic & Licensing Furniture	By March 2024	20200163	Purchase of Furniture for Traffic & Licensing	R200,000
N/A	N/A	N/A	N/A	21 Number of disaster management annual report submitted	1	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	N/A	N/A	22 Disaster risk assessment conducted	1	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	N/A	N/A	23 Number of disaster management programmes conducted to communities	50	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	N/A	N/A	24 Average response time to emergencies within the Nelson Mandela Bay (from Control Center receiving notification of emergency to dispatched officer arriving at the scene)	15min	No direct budget linked to Key Performance Indicator measurement		
N/A	N/A	N/A	N/A	25 Number of reported vandalism cases on infrastructure and municipal property responded to	120	No direct budget linked to Key Performance Indicator measurement		



RESOURCES ALLOCATED FOR 2023/24 PERFORMANCE PLAN		VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED	
KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE TARGET				
IDP MFMA C88 REF /	N/A	26	Number of escorts conducted	80	No direct budget linked to Key Performance Indicator measurement
SDBP MFMA C88 REF /	N/A	27	Number of security CCTV cameras installed at high risk sites	4	No direct budget linked to Key Performance Indicator measurement
	N/A	28	Number of buildings with biometric system installed	3	No direct budget linked to Key Performance Indicator measurement
	N/A	29	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	30	Average response time to emergencies within the Nelson Mandela Bay (from Control Center receiving notification of emergency to dispatched officer arriving at the scene)	15min	No direct budget linked to Key Performance Indicator measurement
	N/A	31	Number of road blocks held to prevent traffic contraventions	30	No direct budget linked to Key Performance Indicator measurement
	N/A	33	Average waiting period for driving licence application	3 weeks	No direct budget linked to Key Performance Indicator measurement
	N/A	34	Average waiting period for learners licence application	1 week	No direct budget linked to Key Performance Indicator measurement
	N/A	35	Number of autonomous Crime Prevention Operations initiated to increase crime generating arrests	24	No direct budget linked to Key Performance Indicator measurement
	N/A	36	Number of autonomous bylaw Operations initiated to increase bylaw enforcement within hotspot areas	24	No direct budget linked to Key Performance Indicator measurement
	N/A	37	Number of traffic fines issued on high accident routes to decrease road fatalities	8000	No direct budget linked to Key Performance Indicator measurement

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## 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.

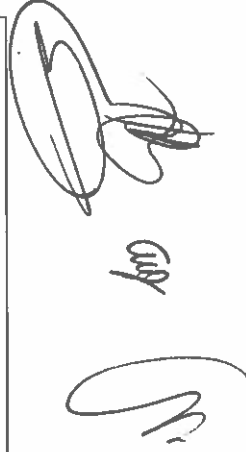
The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

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 B1 - COMPETENCY FRAMEWORK STRUCTURE**

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
1	<p><b>Strategic direction and leadership</b></p> <p>Impact and Influence</p> <p>Institutional Performance Management</p> <p>Strategic Planning and management</p> <p>Organisational Awareness</p>	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</p>	9%	<p><b>SCORE OF 1 OR 2</b></p> <ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.</li> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy.</li> <li>Has basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> <li>Demonstrate a basic understanding of decision key makers.</li> </ul>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>Give direction a team in realising the institution's strategic mandate and set objectives.</li> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> <li>Develop actions plans to execute and guide strategy implementation.</li> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> <li>Displays an awareness of institutional structures and political factors.</li> <li>Effectively communicate barriers of execution to relevant parties.</li> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> <li>Display in-depth knowledge and understanding of strategic planning.</li> <li>Align strategy and goals across all functional areas.</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> <li>Consistently challenge strategic plans to ensure relevance.</li> <li>Understand institutional structures and political factors, and the consequences of actions.</li> <li>Empower others to follow strategic direction and deal with complex situations.</li> <li>Guide the institution through complex and ambiguous concern of.</li> <li>Use understanding power relationships and dynamic tensions among key players to develop communications and alliances.</li> </ul>	<p><b>5</b></p> <ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> <li>Actively use in-depth knowledge and understanding to develop and implement comprehensive institutional framework.</li> <li>Hold self accountable for strategy execution and results.</li> <li>Provide impact and influence through building and maintaining strategic relationships.</li> <li>Create an environment that facilitates loyalty and innovation</li> <li>Display a superior level of self discipline and integrity in actions.</li> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> <li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.</li> </ul>	

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

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

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

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

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



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

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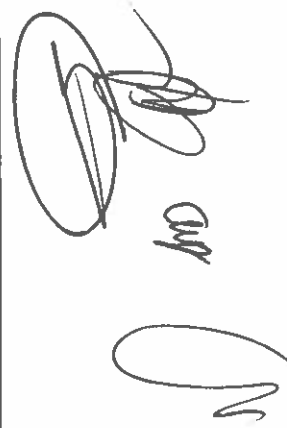
CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
		BASIC	COMPETENT	ADVANCED	SUPERIOR	
8	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficiency contingency plans to manage risk.	9%	SCORE OF 1 OR 2	3	4	5
			<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> <li>• Able to follow existing plans and ensure that objectives are met.</li> <li>• Focus on short term objectives in developing plans and actions.</li> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> <li>• Recognise the urgency and importance of tasks.</li> <li>• Balance short and long-term plans and goal and incorporate into the team's performance objectives.</li> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation.</li> <li>• Identify in advance required stages and actions to complete tasks and projects.</li> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> <li>• Able to project and forecast short, medium and long term requirements of the institution and local government.</li> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>

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

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CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
10	<p>Knowledge and Information Management</p> <p>Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.</p>	<p><b>SCORE OF 1 OR 2</b></p> <ul style="list-style-type: none"> <li>• Collect, categorise and track relevant information required for specific tasks and projects.</li> <li>• Analyse and interpret information to draw conclusions.</li> <li>• Seek new sources of information to increase knowledge base.</li> <li>• Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>• Use appropriate information systems and technology to manage intuitional knowledge and information.</li> <li>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> <li>• Actively create mechanisms and structures for sharing of information.</li> <li>• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>• Effectively predict future information and knowledge management requirements and systems.</li> <li>• Develop standards and processes to meet future management needs.</li> <li>• Share and promote best practice knowledge management across various institutions.</li> <li>• Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>• Create a culture conducive of learning and knowledge sharing.</li> <li>• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<p><b>5</b></p> <ul style="list-style-type: none"> <li>• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge.</li> <li>• Establish partnerships across local government to facilitate knowledge management.</li> <li>• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach.</li> <li>• Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>
		WEIGHTING	7%		



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

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CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
		BASIC	COMPETENT	ADVANCED	SUPERIOR	
12	Results and Quality Focus	<p>Understand quality of work but requires guidance in attending to important matters.</p> <ul style="list-style-type: none"> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<p>Focus on high priority actions and does not become distracted by lower-priority activities.</p> <ul style="list-style-type: none"> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed.</li> </ul>	<p>Consistently verify own standards and outcomes to ensure quality output.</p> <ul style="list-style-type: none"> <li>Focus on the end result and avoids being distracted.</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	5	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, and communicating long- and short term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>
TOTAL PERCENTAGE		7%			100%	

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

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

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

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

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

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

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

SECTION C: ASSESSMENT RATING CALCULATOR														
NELSON MANDELA BAY MUNICIPALITY														
Name:	WARREN PRINS													
Cycle:	2022/23 FINANCIAL YEAR													
Key Performance Area	Weight		Rating		Score		Competencies	Weight		Rating		Score		
1	32%						1	9%						
2	8%						2	9%						
3	8%						3	9%						
4	28%						4	8%						
5	24%						5	9%						
							6	0%						
							7	0%						
							8	9%						
							9	7%						
							10	7%						
							11	8%						
							12	7%						
	100%							100%						
KPA weight					80%			Competency weight					20%	
KPA SCORE					0%			COMPETENCY SCORE					0%	
FINAL SCORE													0%	

Two handwritten signatures and initials are present below the table. The first is a large, stylized signature. The second consists of the initials 'bm' followed by a smaller, less legible signature.

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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.

Handwritten signatures and initials. On the left is a large, stylized signature. To its right are the initials 'DM' and another large, stylized signature.

SECTION D: PERSONAL DEVELOPMENT PLAN FOR WARREN PRINS

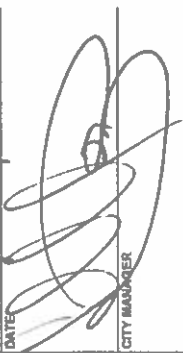
MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	TYPE OF INTERVENTION REQUIRED (i.e. skills programs/ workshops/ membership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		SUB-DIRECTORATE/ DIVISION	TRAINING PROVIDER	TRAINING PROVIDER ACCREDITATION NUMBER	TRAINING PROVIDER CONTACT DETAILS	IS THE TRAINING PROVIDER PUBLIC / PRIVATE	ESTIMATED COST OF TRAINING
								START DATE	END DATE						
	Acting Executive Director Safety and Security	Warren	Prins		Managers										
					1										
					2										
					3										
					4										

The POP will be populated, if necessary, during the 2023/24 quarterly performance reviews.



WARREN PRINS  
ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY

27/07/2023  
DATE:



CITY MANAGER

31 July 2023  
DATE:

**SECTION E**

I, Warren Prins, appointed in the position of Acting Executive Director: Safety and Security of Nelson Mandela Bay Municipality for the 2022/23 financial year, herewith accept full responsibility and accountability for the deliverables assigned to me in this contract during the period in which I assume employment.

This serves to confirm that this document is a true reflection of the deliberations held between the City Manager and myself on the required performance standards and time-lines reflected in this contract in relation to the position of 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 <sup>27</sup> JULY 2023

  
\_\_\_\_\_  
**WARREN PRINS**  
**ACTING EXECUTIVE DIRECTOR: SAFETY AND SECURITY**

27 JULY 2023  
DATE

**AS WITNESSES**

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

2.   
  
\_\_\_\_\_  
**CITY MANAGER**

31/07/ 2023  
DATE

**AS WITNESSES:**

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

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