CM51663

2018/2019 Individual Performance Scorecard
City Manager: Lungelo Mbandazayo
1 July 2018-30 June 2019

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2018	Proposed Annual Target 2018/19	Quarter 1 30 Sep 2018 Target	Quarter 2 31 Dec 2018 Target	Quarter 3 31 Mar 2019 Target	Quarter 4 30 Jun 2019 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
BASIC SERVICE DELIVERY									40%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									20%	
LOCAL ECONOMIC DEVELOPMENT									5%	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									15%	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION									20%	
									100%	
		BASIC SERVICE DELIVERY							40%	
1	1.1. Positioning Cape Town as a forward - looking, globally competitive city	1.B Percentage of rates clearance certificate issued within 10 working days	New	96%	96%	96%	96%	96%	4%	FINANCE (REVENUE)
2		1.C Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	New	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%	4%	ENERGY
3		Percentage of land use applications finalised within the 90 days provided for in section 102 (1) of MPB-Law		85%	85%	85%	85%	85%	4%	TDA
4	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	Actual as at 30 June 2018	98%	98%	98%	98%	98%	5%	WATER & SANITATION
5	2.1. Safe communities	2.A Number of new areas with CCTV Surveillance camera	New	3	n/a	n/a	n/a	3	5%	SAFETY & SECURITY
6	3.1 Excellence in Basic Service delivery	SAIDI (System Average Interruption Duration Index)	Actual as at 30 June 2018	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs	3%	ENERGY
7	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.K Number of electricity subsidised connections installed - NKPI	Actual as at 30 June 2018	1 500	375	750	1 125	1 500	5%	ENERGY
8		3.N Number of deeds of sale agreements signed with identified beneficiaries per annum	Actual as at 30 June 2018	2 000	500	1 000	1 500	2 000	3%	AF&M
9	4.2 Efficient Integrated transport System	4.D Total number of passenger journeys on MyCiti	Actual as at 30 June 2018	19.5 million	4.9 million	9.6 million	14.1 million	19.5 million	3%	TDA
10	4.3. Building integrated communities	Number of clinics achieving ideal status	Actual as at 30 June 2018	12	n/a	n/a	n/a	12	4%	SOCIAL SERVICES
		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							20%	
11	1.3. Economic inclusion	1.G Percentage of WSP adopted by financial year end	Actual as at 30 June 2018	95%	95%	95%	95%	95%	5%	HUMAN RSOURCES
12	4.3. Building integrated communities	New employment equity strategy and plan presented to the Department of Labour by financial year end	Actual as at 30 June 2018	100%	100%	100%	100%	100%	3%	CORPORATE SERVICES
13		4.E Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan (EE) (NKPI)	Actual as at 30 June 2018	75%	75%	75%	75%	75%	2%	

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No.	Objective	Key Performance Indicator	Baseline as at 30 June 2018	Proposed Annual Target 2018/19	Quarter 1 30 Sep 2018 Target	Quarter 2 31 Dec 2018 Target	Quarter 3 31 Mar 2019 Target	Quarter 4 30 Jun 2019 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
14	5.1 Operational Sustainability	Percentage vacancy rate	Actual as at 30 June 2018	≤7%	≤7%	≤7%	≤7%	≤7%	5%	HUMAN RSOURCES
15	5.1 Operational Sustainability	Percentage of assets verified	Actual as at 30 June 2018	100%	N/A	N/A	60%	100%	5%	AF&M
		LOCAL ECONOMIC DEVELOPMENT							5%	
16	1.1. Positioning Cape Town as a forward - looking, globally competitive city	1.A Percentage of building plans approved within 30 - 60 days	Actual as at 30 June 2018	90%	90%	90%	90%	90%	2%	TDA
17	1.3. Economic inclusion	1.F Number of Mayoral Job Creation Programme (MJCP) opportunities created - NKPI	Actual as at 30 June 2018	35 500	8 875	17 750	26 625	35 500	2%	SOCIAL SERVICES
18		Number of industry driven job placements through outcomes based tender (cumulative)	Actual as at 30 June 2018	1 200	300	600	900	1 200	1%	ENTERPRISE & INVESTMENT
		MUNICIPAL FINANCIAL VIABILITY							15%	
19	5.1. Operational sustainability	5.C Percentage spent of the capital budget	Actual as at 30 June 2018	90%	90%	90%	90%	90%	4%	FINANCE
20		5.D Percentage spend on repairs and maintenance	Actual as at 30 June 2018	95%	95%	95%	95%	95%	4%	FINANCE
21		5.E Cash/cost coverage ratio (excluding unspent conditional grants) - NKPI	Actual as at 30 June 2018	2:1	2:1	2:1	2:1	2:1	4%	FINANCE (TREASURY)
22		5.G Debt (total borrowings) to total operating revenue - NKPI	Actual as at 30 June 2018	21,5%	21,5%	21,5%	21,5%	21,5%	3%	FINANCE (TREASURY)
		GOOD GOVERNANCE AND PUBLIC PARTICIPATION							20%	
23	2.1. Safe communities	2.B. Community satisfaction survey (Score 1 - 5) - safety and security	Actual as at 30 June 2018	2.9	2.9	2.9	2.9	2.9	2%	SAFETY & SECURITY
24	3.1. Excellence in basic service delivery	3.A Community satisfaction survey (Score 1 - 5) - city wide	Actual as at 30 June 2018	2.9	2.9	2.9	2.9	2.9	2%	CORPORATE SERVICES
25	5.1. Operational sustainability	5.A Opinion of independent rating agency	Actual as at 30 June 2018	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	1%	FINANCE (TREASURY)
26		5.B Opinion of the Auditor-General	Unqualified audit opinion	Clean audit	Submission of Annual Financial Statements and Consolidated Financial Statements for 2017/2018	Clean audit for 2017/2018	Resolve 60% of audit management issues	Clean audit	2%	FINANCE (TREASURY)

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No.	Objective	Key Performance Indicator	Baseline as at 30 June 2018	Proposed Annual Target 2018/19	Quarter 1 30 Sep 2018 Target	Quarter 2 31 Dec 2018 Target	Quarter 3 31 Mar 2019 Target	Quarter 4 30 Jun 2019 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
27	5.1. Operational sustainability	Percentage of Capex and Opex items (finance) matched to demand plan items	Actual as at 30 June 2018	75%	75%	75%	75%	75%	1%	FINANCE (SCM)
28		Average turnaround time (16 weeks) of regular tender processes in accordance with demand plan	Actual as at 30 June 2018	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	1%	FINANCE (SCM)
29		Average turnaround time (20 weeks) of complex tender processes in accordance with demand plan	Actual as at 30 June 2018	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks	1%	FINANCE (SCM)
30		Percentage reduction of SCM deviations	Actual as at 30 June 2018	20%	N/A	N/A	N/A	20%	2%	FINANCE (SCM)
31		Percentage of finalised restriction decisions successfully taken on review	New	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	2%	LEGAL COMPLIANCE
32		Percentage of reports to Council rejected or referred back on the grounds of the non-compliance thereof	New	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	2%	LEGAL COMPLIANCE
33		Percentage of Council decisions challenged due to non-compliant reports	New	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	2%	LEGAL COMPLIANCE
34		Percentage of finalised Appeal and Objection decisions successfully taken on review	New	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	2%	LEGAL COMPLIANCE

City Manager
Lungelo Mbandazayo

2018 -07- 30
Date

P de Lille.
Executive Mayor
Patricia de Lille

31 July 2018
Date

2018/2019 Individual Performance Scorecard
City Manager: Lungelo Mbandazayo
1 July 2018-30 June 2019

DEFINITIONS

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
BASIC SERVICE DELIVERY				40%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				20%	
LOCAL ECONOMIC DEVELOPMENT				5%	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT				15%	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				20%	
BASIC SERVICE DELIVERY				40%	
1	1.1. Positioning Cape Town as a forward - looking, globally competitive city	1.B Percentage of rates clearance certificate issued within 10 working days	This indicator measures the percentage of Rates Clearance certificates issued within 10 working days, only once the correct payments and required documentation have been received and verified as correct.	4%	FINANCE (REVENUE)
2		1.C Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	This indicator reflects the number of outstanding valid commercial applications (down-payments received) for electricity services (meter and prepaid) (where valid applications translate into an active account), expressed as a percentage of total number of active commercial billings for the service.	4%	ENERGY
3		Percentage of land use applications finalised within the 90 days provided for in section 102 (1) of MPB-Law	By-Law was amended to reduce the timeframe to 90 days. If an application complies with all the requirements of this By-Law and any other applicable legislation the decision-maker must decide on the application within 90 days or such other period agreed with the applicant, calculated from – [Sub-s. (1) substituted by s. 9 of City of Cape Town: Municipal Planning Amendment By-Law, 2017] (a) the date the application is complete as contemplated in section 76, in cases where no notice of the application has been given. (b) the latest closing date for the submission of comments, objections or representations, where the City does not receive any comment, objection or representation; or (c) the date that the applicant responds to comments, objections or representations or the closing date for a response if the applicant does not respond, where the City receives a comment, objection or representation. (2) The City may (without the applicant's agreement) extend the period contemplated in subsection (1) and notify the applicant of the period of the extension and the reasons for the extension – (a) in exceptional circumstances related to the nature or complexity of the application; (b) if the City is in recess; or (c) where the City Manager has taken steps contemplated in section 97(3) to ensure that the report contemplated in that subsection is provided to the decision maker.	4%	TDA
4	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	Measures the potable water sample pass rate according to the SANS 241 standard.	5%	WATER & SANITATION

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
5	2.1. Safe communities	2.A Number of new areas with CCTV Surveillance camera	This indicator measures the number of new areas identified where the City's CCTV surveillance cameras have been installed. The camera network is part of the City's crime prevention initiatives and will assist with safety in public and private spaces.	5%	SAFETY & SECURITY
6	3.1 Excellence in Basic Service delivery	SAIDI (System Average Interruption Duration Index)	Key measure from system perspective to understand how long the average customer went without electricity supply in the given time period.	3%	ENERGY
7	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.K Number of electricity subsidised connections installed - NKPI	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low-cost housing. Proxy measure for NKPI.	5%	ENERGY
8		3.N Number of deeds of sale agreements signed with identified beneficiaries per annum	The indicator refers to the number of deeds-of-sale agreements signed with identified beneficiaries based on identified qualifying criteria. Deeds-of-sale agreement: Legal document stating the terms and conditions of the sale of a rental unit to a beneficiary. Identified beneficiary: Lawful tenant with an existing lease agreement with the City. Qualifying criteria: Current lawful tenant with a lease agreement and who owns no other property.	3%	AF&M
9	4.2 Efficient Integrated transport System	4.D Total number of passenger journeys on MyCiti	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).	3%	TDA
10	4.3. Building integrated communities	Number of clinics achieving ideal status	Number of Clinics receiving Ideal Status: 12 Sites to be identified.	4%	SOCIAL SERVICES

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				20%	
11	1.3. Economic inclusion	1.G Percentage of WSP adopted by financial year end	The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI.	5%	HUMAN RSOURCES
12	4.3. Building integrated communities	New employment equity strategy and plan presented to the Department of Labour by financial year end	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the City's approved EE plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal-setting. Level 1 – Executive directors Level 2 – Portfolio managers and directors Level 3 - Managers Proxy measure for NKPI.	3%	CORPORATE SERVICES
13		4.E Percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the City's approved employment equity (EE) plan (NKPI)	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the City's approved EE plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal-setting. Level 1 – Executive directors Level 2 – Portfolio managers and directors Level 3 - Managers Proxy measure for NKPI.	2%	CORPORATE SERVICES

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
14	5.1. Operational sustainability	Percentage vacancy rate	This is measured as the number of vacant positions expressed as a percentage of the total approved positions on the structure for filling, (vacant positions not available for filling are excluded from the total number of positions). To provide a realistic and measurable vacancy rate the percentage turnover within the Department and Directorate needs to be factored in. Vacancy excludes positions where a contract was issued and the appointment accepted. This indicator will therefore be measured as a target vacancy rate of 7%, (or less), plus the percentage turnover (Turnover: number of terminations over a rolling 12 month period divided by the average number of staff over the same period]. This indicator will further be measured at a specific point in time.	5%	HUMAN RSOURCES
15	5.1. Operational sustainability	Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.	5%	AF&M

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
LOCAL ECONOMIC DEVELOPMENT				5%	
16	1.1. Positioning Cape Town as a forward - looking, globally competitive city	1.A Percentage of building plans approved within 30 - 60 days	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m2 and 60 days for structures of >500 m2. See section A7 of the National Building Regulations Act 103 of 1977.	2%	TDA
17	1.3. Economic inclusion	1.F Number of Mayoral Job Creation Programme (MJCP) opportunities created - NKPI	his indicator measures the number of work opportunities created through the Mayor's Job Creation Programme (MJCP) A work opportunity is paid work of a temporary nature, created for an individual for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes. Proxy measure for NKPI	2%	SOCIAL SERVICES
18	1.3. Economic inclusion	Number of industry driven job placements through outcomes based tender (cumulative)	The City has awarded the tender award to Lulaway Holdings (Pty) Ltd to deliver an outcomes based service on job-driven work placements. The contract has been awarded from 01 December 2017 to 30 November 2020. There is a cumulative target in place but for the purposes of measuring this indicator "job placements" is inclusive of educational placement, learnerships and apprenticeships along with employment (voluntary, temporary (< 3months/ >3<12 months) and permanent positions). Q1: 300 placements Q2: 300 placements Q3: 300 placements Q4: 300 placements	1%	ENTERPRISE & INVESTMENT
MUNICIPAL FINANCIAL VIABILITY				15%	
19	5.1. Operational sustainability	5.C Percentage spent of the capital budget	This indicator excludes projects allocated to the New Water Programme and Disaster Relief efforts, decisions of which preceded the appointment of the City Manager. Percentage reflecting year-to-date spend in relation to the total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at year-end. Proxy measure for NKPI.	4%	FINANCE

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
20	5.1. Operational sustainability	5.D Percentage spend on repairs and maintenance	The repairs and maintenance is in respect of those departments and directorates that require proactive maintenance. Percentage reflecting year-to-date spend (including second costs) in relation to the total repairs and maintenance budget. Note that 'in-year reporting' during the financial year will be indicated as a trend (year-to-date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned maintenance includes assets inspection, and measures to prevent known failure modes, and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on repairs and maintenance are considered operational expenditure. Primary repairs and maintenance costs refer to repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers. Second repairs and maintenance costs refer to repairs and maintenance incurred for labour provided in-house/internally.	4%	FINANCE
21		5.E Cash/cost coverage ratio (excluding unspent conditional grants) - NKPI	The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month. Proxy measure for NKPI.	4%	FINANCE (TREASURY)
22		5.G Debt (total borrowings) to total operating revenue - NKPI	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI.	3%	FINANCE (TREASURY)
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				20%	
23	2.1. Safe communities	2.B. Community satisfaction survey (Score 1 - 5) - safety and security	A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's safety and security services. The measure is given against the non-symmetrical Likert scale where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level.	2%	SAFETY & SECURITY

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
24	3.1. Excellence in basic service delivery	3.A Community satisfaction survey (Score 1 - 5) - city wide	A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's services. The measure is given against the non-symmetrical Likert scale where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level.	2%	CORPORATE SERVICES
25		5.A Opinion of independent rating agency	A report that reflects the creditworthiness of an institution to repay long-term and short-term liabilities. Credit ratings provide an analysis of the City's key financial data and are performed by an independent agency to assess the City's ability to meet short and long-term financial obligations. Indicator standard/norm/benchmark: The highest rating possible for local government, which is also subject to the country's sovereign rating.	1%	FINANCE (TREASURY)
26	5.1. Operational sustainability	5.B Opinion of the Auditor-General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.	2%	FINANCE (TREASURY)
27		Percentage of Capex and Opex items (finance) matched to demand plan items	Percentage of operating and capital line items created on this demand plan for MTREF plan.	1%	FINANCE (SCM)
28		Average turnaround time (16 weeks) of regular tender processes in accordance with demand plan	Average turnaround time (weeks) of regular tender processes in accordance with the demand pan. To increase the throigh-put of tenders from closing of advert to award of tenders (with fewer than 500 line items (complexity)) above R200 000.	1%	FINANCE (SCM)

No.	Objective	Key Performance Indicator	Definition	WEIGHTING	RESPONSIBLE DEPARTMENT
29	5.1. Operational sustainability	Average turnaround time (20 weeks) of complex tender processes in accordance with demand plan	Average turnaround time (weeks) of compex tender processes in accordance with the demand pan. To increase the throigh-put of tenders from closing of advert to award of tenders (with more than 500 line items (complexity)) above R200 000.	1%	FINANCE (SCM)
30		Percentage reduction of SCM deviations	The number of deviations (excluding sole single provider deviations and deviations relating to disaster such as fire, floods) reduced year on year (based on previous year's achievement). Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate.	2%	FINANCE (SCM)
31		Percentage of finalised restriction decisions successfully taken on review		2%	LEGAL COMPLIANCE
32		Percentage of reports to Council rejected or referred back on the grounds of the non-compliance thereof		2%	LEGAL COMPLIANCE
33		Percentage of Council decisions challenged due to non-compliant reports		2%	LEGAL COMPLIANCE
34		Percentage of finalised Appeal and Objection decisions successfully taken on review		2%	LEGAL COMPLIANCE

City Manager
Lungelo Mbandazayo

2018 -07- 3 0
Date

P. de Lille.
Executive Mayor
Patricia de Lille

31 ·07 ·2018
Date

2018/2019 Individual Performance Scorecard
City Manager: Lungelo Mbandazayo
1 July 2018-30 June 2019

CORE MANAGEMENT COMPETENCIES
ANNEXURE C

Core Competency Requirements	Core Managerial Competencies	Competency Definitions	Weighting	Quarter 1 30 Sep 2017	Quarter 2 31 Dec 2017	Quarter 3 31 Mar 2018	Quarter 4 30 Jun 2018	Rating CM	Rating Panel
	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	20%						
	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.	20%						
	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.	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.	20%						
	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.	10%						
	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 outcomes.	20%						

City Manager
Lungelo Mbandazayo

2018-07-30
Date

P. de Lille.
Executive Mayor
Patricia de Lille

31-07-2018.
Date