

2026/2027 Executive Director Performance Scorecard (CMC) Executive Director: Zukiswa Mandlana 1 July 2026 - 30 June 2027										
CORE MANAGEMENT COMPETENCIES ANNEXURE B										
Core Competency Requirements	Core Managerial Competencies (CMC)	Competency Definitions	CMC requirements/actions	Weighting	Quarter 1 30 Sep 2026	Quarter 2 31 Dec 2026	Quarter 3 31 Mar 2027	Quarter 4 30 Jun 2027	Rating ED	Rating Panel
	Core Management Competency: 1. Strategic Capability and Leadership	Provides institutional-level strategic leadership by setting a clear, future-focused direction for the Directorate aligned to strategy, the City's mandate, socio-economic priorities and community outcomes. Integrates strategy, governance, resources and partnerships to deliver sustainable service delivery impact. Builds institutional capability through high-performing teams, ethical leadership and inclusive practices, while navigating complexity, political dynamics and competing priorities to achieve long-term organisational and public value.	1. Strategic Direction Setting : Defines and articulates a clear, compelling long-term strategic direction for the Directorate aligned to the City's mandate, IDP and socio-economic priorities. Frames strategic choices by balancing service delivery imperatives, fiscal realities and long-term sustainability. 2. Strategic Thinking & Positioning: Interprets complex internal and external dynamics (political, economic, social, technological) to shape strategic priorities and direction. Anticipates future trends, risks and opportunities, positioning the Directorate to remain relevant, responsive and resilient. 3. Organisational/Institutional Alignment : Ensures the Directorate's strategic intent is coherent with broader City strategy and interdependent functions, avoiding fragmentation at an organisation-wide level. Resolves strategic challenges across competing priorities to achieve optimal institutional outcomes. 4. Strategic Judgement & Decision Framing: Frames and guides critical strategic decisions in conditions of ambiguity, competing interests and incomplete information. Applies systems thinking to understand second- and third-order impacts of strategic choices. 5. Political and Institutional Acumen : Navigates the political-administrative interface effectively, maintaining alignment with Council priorities while safeguarding professional and institutional integrity. Understands and anticipates the implications of decisions within the broader governance and public accountability context. 6. Strategic Influence & Direction Setting: Provides clear strategic direction and intent to senior management, enabling alignment. Influences executive peers and stakeholders to support shared strategic priorities and outcomes. 7. Value-Based Strategic Leadership: Ensures strategic choices consistently reflect public value, ethical considerations and long-term impact. Balances competing stakeholder interests to achieve equitable and sustainable outcomes. 8. Strategic Focus & Prioritisation: Maintains disciplined focus on high-impact strategic priorities, ensuring effort and attention are directed to what matters most. Eliminates or deprioritises activities that do not contribute meaningfully to strategic outcomes.	30%						
	Core Management Competency: 2. Change Management	Leads and enables large-scale organisational transformation to improve service delivery, strengthen institutional performance and respond to evolving community, legislative and organisational demands. Mobilises leadership, aligns stakeholders and embeds sustainable change across the Directorate by shaping culture, behaviours and operating models in complex and dynamic contexts.	1. Transformation Direction & Intent: Defines and articulates a clear transformation agenda aligned to institutional priorities, service delivery needs and organisational reform objectives. Positions change initiatives within a broader strategic and institutional context, ensuring coherence and purpose. 2. System Mobilisation & Alignment: Mobilises senior leadership and key stakeholders to support and drive transformation initiatives. Aligns structures, leadership priorities and organisational focus to enable coordinated and sustained change. 3. Leading Through Complexity and Resistance: Leads the Directorate through complex, uncertain and contested change environments, maintaining direction and momentum. Anticipates resistance and addresses underlying concerns to enable constructive engagement and adoption. 4. Shaping Organisational Culture and Behaviour: Drives shifts in leadership behaviour, organisational culture and ways of working to support new operating models. Reinforces accountability and ownership for change outcomes across all levels of the Directorate. 5. Embedding and Sustaining Change Ensures that transformation initiatives are embedded into institutional practices, systems and performance expectations. Monitors whether change is delivering intended outcomes and takes corrective action where required. 6. Strategic Stakeholder Enablement Engages and aligns internal and external stakeholders to enable sustainable transformation outcomes. Builds confidence and credibility in change initiatives through clear positioning and visible leadership commitment. 7. Adaptive Leadership: Adjusts leadership approach in response to shifting conditions, emerging risks and unintended consequences of change. Maintains organisational stability and performance while driving transformation. 8. Creating an Enabling Environment for Change: Establishes an environment where leaders and teams are supported, empowered and held accountable for implementing change. Ensures barriers to change are identified and removed at a systemic level.	15%						
	Core Management Competency: 3. Programme and Project Management (Planning and Organising)	Ensures the effective translation of strategic priorities into integrated programmes and projects that deliver measurable, sustainable service delivery outcomes. Provides executive oversight of planning, resourcing and performance to ensure disciplined execution, accountability and value for money across the Directorate.	1. Strategic Translation into Delivery: Translates strategic priorities into integrated programmes, projects and delivery plans with clear outcomes and timelines. Ensures alignment between strategy, budget, service delivery targets and operational plans (IDP, SDBIP, etc.). 2. Integrated Planning & Coordination Ensures coordinated planning across functions, programmes and stakeholders, avoiding duplication and fragmentation. Aligns dependencies across Directorates to enable seamless and integrated service delivery. 3. Resource Alignment & Prioritisation Ensures financial, human and operational resources are strategically allocated to priority programmes. Balances competing demands to maintain service delivery continuity and impact. 4. Execution Oversight & Delivery Assurance Provides executive oversight to ensure programmes and projects are delivered on time, within scope and within budget. Intervenes where necessary to address blockages, delays or underperformance. 5. Performance Monitoring & Accountability Establishes and oversees performance frameworks, indicators and reporting mechanisms to track delivery progress. Holds senior managers accountable for delivery outcomes. 6. Risk-Aware Delivery Ensures key delivery risks are identified, monitored and mitigated to prevent service disruption or failure. Maintains continuity of critical services in the face of operational or external challenges. 7. Value and Impact Optimisation Ensures programmes and projects deliver measurable outcomes, efficiency and value for money. Drives a focus on impact and service improvement, not just compliance or output delivery. 8. High Performance Culture Embeds a culture of execution discipline, accountability and results orientation across the Directorate. Reinforces clear expectations for performance excellence, consistent delivery and ownership of outcomes at all levels.	15%						
	Core Occupational Competency: 4. Interpretation of and implementation within the legislative and national policy frameworks) (Governance Leadership)	Provides governance leadership by ensuring that the Directorate operates within legislative, regulatory and policy frameworks while upholding the highest standards of ethics, accountability and public integrity. Exercises sound judgement in complex and high-impact situations, provides credible and independent advice, and ensures decisions are legally defensible, transparent and aligned to the City's mandate and public interest.	1. Legislative and Policy Stewardship: Ensures the Directorate's strategic and operational decisions are aligned with applicable legislation, regulations and policy frameworks. Interprets legislative and policy requirements to guide sound and context-appropriate decision-making. 2. Governance Oversight and Accountability Provides executive oversight to ensure robust governance practices, controls and accountability mechanisms are in place. Ensures decisions and actions are transparent, traceable and able to withstand audit and legal scrutiny. 3. Ethical Leadership and Integrity Models and reinforces ethical leadership, integrity and adherence to the Code of Conduct. Creates an environment where ethical considerations are actively integrated into decision-making. 4. Independent and Credible Advice Provides objective, evidence-based and independent advice to political and administrative leadership. Maintains professional integrity when advising on sensitive, complex or contested matters. 5. Decision-Making in Complex Governance Contexts Makes well-reasoned, defensible decisions in complex, high-impact or ambiguous situations. Balances legal requirements, policy intent, stakeholder interests and organisational impact. 6. Risk Governance and Assurance Ensures governance-related risks are identified, escalated and appropriately managed. Provides assurance that controls and mitigation strategies are effective and proportionate. 7. Policy Leadership Shapes and influences the development, review and refinement of policies and governance frameworks at Directorate and City-wide level. Ensures policies are practical, implementable and aligned to strategic priorities. 8. Managing Governance Complexities and Accountability Navigates competing interests, political pressures and governance constraints while maintaining fairness, accountability and institutional integrity. Leads difficult discussions and decisions with professionalism, transparency and consistency.	25%						
	Core Occupational Competency: 5. Exceptional and dynamic creativity to improve the functioning of the municipality (Innovation)	Drives innovation and continuous improvement to enhance service delivery, strengthen organisational efficiency and modernise municipal operations. Identifies and enables opportunities to improve systems, processes and service models, ensuring the Directorate remains responsive, efficient and aligned to evolving community needs and resource constraints	1. Innovation Direction and Focus Identifies and prioritises opportunities for innovation and improvement aligned to service delivery needs and institutional priorities. Ensures innovation efforts are purpose-driven and linked to measurable outcomes. 2. System and Process Improvement Drives improvements in systems, processes and service delivery models to enhance efficiency and effectiveness. Removes bottlenecks and inefficiencies that hinder service delivery and organisational performance. 3. Modernisation and Digital Enablement Champions the adoption of technology, digital solutions and new ways of working to improve service delivery and operational efficiency. Ensures the Directorate adapts to emerging tools, platforms and service models. 4. Embedding Continuous Improvement Establishes a culture of continuous improvement, where processes and services are regularly reviewed and refined. Ensures lessons learned are captured, shared and applied across the Directorate. 5. Enabling Innovation at Scale Creates an environment where innovation is supported, enabled and responsibly managed, rather than ad hoc. Ensures that successful initiatives are scaled and integrated into standard practice. 6. Evidence-Based Improvement Uses data, insights and performance information to identify improvement opportunities and guide innovation efforts. Ensures that innovation initiatives are evaluated for impact and effectiveness. 7. External Benchmarking and Learning Scans and adopts relevant best practices from other sectors and contexts. Applies learning in a way that is adapted to local realities and constraints. 8. Balancing Innovation with Stability Encourages innovation while ensuring continuity of core services and operational stability. Applies sound judgement in balancing risk, cost and potential benefit of new initiatives.	15%						

Executive Director
Zukiswa Mandlana

Date

City Manager
Lungelo Mbandazayo

Date