

2024/2025 Individual Performance Scorecard
City Manager: Lungelo Mbandazayo
1 July 2024 - 30 June 2025

No.	No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2024	Annual Target 30 June 2025 2024/2025	Quarter 1 30 Sep 2024 Target	Quarter 2 31 Dec 2024 Target	Quarter 3 31 Mar 2025 Target	Quarter 4 30 Jun 2025 Target	WEIGHTING	RESPONSIBLE DIRECTORATE
BASIC SERVICE DELIVERY											41%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											13%	
LOCAL ECONOMIC DEVELOPMENT											13%	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											16%	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION											17%	
BASIC SERVICE DELIVERY											41%	RESPONSIBLE DIRECTORATE
1	1	7. Increased supply of affordable, well located homes	Mayoral Priority Programme 7.A Well-located land parcels released to the private sector for affordable housing (number)	Measures the number of well-located land parcel released to the private sector. Land parcel refers to a single and finite immovable asset with a measurable extent. Land parcel is confirmed as released through final award notification, allowing the developer to commence with development. 'Well-located' refers to land that is in close proximity to economic opportunities, transport nodes, and social facility support. Performance rating: Target = 7 Unacceptable Performance = <4 Not fully effective 4 - 6 Fully effective = 7 Signifiacant performance = 8 - 9 Outstanding performance = >9	5	7	AT	AT	AT	7	3%	Human Settlements
2	2	10. Clean and healthy waterways and beaches	Mayoral Priority Programme 10. B Days in a year that Vleis are open (%)	Measures the percentage of days in a year that the Rietvlei, Zeekoevlei and Zandvlei are open to intermediate contact recreation excluding dredging and other management activities. Performance rating: Target = 83% Unacceptable performance = <75% Not fully effective = 75% - 82.99% Fully effective = 83% - 87% Significant performance = 87.01% - 92% Outstanding performance = >92%	75%	83%	AT	AT	AT	83%	4%	Water and Sanitation
3	3	3. End load shedding in Cape Town over time	Mayoral priority programme 3.A Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	Measures the total capacity of the approved Small Scale Embedded generation (SSEG) installations in the municipal distribution network measured in mega-volt ampere, (SSEG refers to alternative energy sources, predominantly solar and wind). Performance rating: (Target = 140MVA) Unacceptable performance = < 135 MVA Not fully effective = 135 - 139.9 MVA Fully effective =140 - 147 MVA Significant performance = 147.1 - 154.5 MVA Outstanding performance = >155 MVA	10 MVA	140 MVA	132.5 MVA	135 MVA	137.5 MVA	140 MVA	4%	Energy
4	4	5. Effective law enforcement to make communities safer Mayoral Priorities Programme	Mayoral Priority Programme 5.B Roadblocks focussed on drinking and driving offences (number)	The indicator measures the number of roadblocks held with the focus on addressing drinking and driving offenses of motorists. Performance rating: Target = 676 Unacceptable performance = <650 Not fully effective = 650 - 675 Fully effective = 676 - 690 Significant performance = 691 and 750 Outstanding performance = >750	676	676	169	338	507	676	4%	Safety and Security

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						2024/2025	Target	Target	Target	Target		
5	5	6. Strengthen partnerships for safer communities.	Mayoral Priority Programme Number of law enforcement interventions in the CBD for reducing crime	This indicator measures the number of law enforcement interventions in the Cape Town Central Business District. (CBD) Performance rating: Target = 840 Unacceptable performance = <800 Not fully effective = 800 - 839 Fully effective = 840 - 880 Significant performance = 881 to 1 000 Outstanding performance = >1 000	800	840	210	420	630	840	4%	Safety and Security
6	6	4. Well managed modernised infrastructure to support economic growth	City Manager request: Operation rate of compactors availability (%)	Measures the operation of the compactors capacity for refuse removal (%). Performance rating: Target = 95% Unacceptable performance: <90% Not fully effective: 90% - 94.99% Fully effective: 95% - 96% Significant performance: 96.1% - 97% Outstanding performance: >97%	80%	95%	95%	95%	95%	95%	3%	Urban Waste Management
7	7	4. Well managed modernised infrastructure to support economic growth	City Manager Request (Beats) Averaged planned number of formal Beats to receive a refuse collection service per quarter	Averaged planned number of formal Beats to receive a refuse collection service per quarter Performance rating: Target = 158 Unacceptable performance = <155 Not fully effective: 155 - 157 Fully effective: 158 - 163 Significant performance= 164 - 170 Outstanding performance= >170	158	158	158	158	158	158	3%	Urban Waste Management
8	8	7. Increased supply of affordable, well located homes	7.B Human Settlement Top structures (houses) provided (number) [C88, CSC & Mayoral Priority Programme]	Measures the number of Human Settlement top structures provided per housing programme. The Top structures are defined as any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of the Division of Revenue Act (DoRA) for such purpose. Definition of a human settlements opportunity per housing programme: A human settlements opportunity is incremental access to and/or delivery of one of the following housing products: (A) subsidy housing (BNG), which provides a minimum 40 m² house; (B) People's Housing Process (PHP) are beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (C) social housing is new rental units, delivered by the City's social housing partners; (D) rental housing, which is community residential units (CRUs), upgrading and redevelopment of existing rental units and hostels; and (E) GAP housing is a serviced site, or affordable unit for sale Performance rating: Target = 1860 Unacceptable Performance = <1700 Not fully effective = 1700 - 1859 Fully effective = 1860 Signifiacant performance = 1861 - 1900 outstanding performance = >1900	1 300	1860	0	350	850	1860	4%	Human Settlements

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						2024/2025	Target	Target	Target	Target		
9	9	7. Increased supply of affordable, well located homes	7.D Hectares of land acquired for human settlements in the municipal area (HS1.13) [CSC & Mayoral Priority Programme]	Hectares of land acquired for human settlements development within the municipal area. Therefore, this refers to land acquired in an agreement between at least two parties for which purchase and sales agreement or donation agreements, expropriation notices, or development rights agreements have been concluded. The land is understood to have been acquired with the intention of advancing human settlements development within the municipal area, subject to the subsequent completion of any outstanding planning and approval processes Performance rating: Target = 39HA Unacceptable Performance = <30 HA Not fully effective = 30 HA - 38 HA Fully effective = 39 HA Significant performance = 40 HA - 50 HA outstanding performance = >50 HA	140HA	39HA	AT	AT	AT	39HA	3%	Human Settlements
10	10	9. Healthy and sustainable environment	Days when air pollution exceeds RSA Ambient Air Quality Standards (number)	Any day when any one of the criteria pollutants at any one of up to a maximum of 14* air quality monitoring stations in the City exceeds RSA daily Ambient Air Quality Standards. Layman Description: The number of days where one of the identified air pollution particles or gases is above the levels set by the RSA Ambient Air Quality Standards. Performance rating: Target = ≤ 50 days Unacceptable performance = >56 Not fully effective = 51 - 56 Fully effective = 48 - 50 Significant performance = 45 - 47 Outstanding performance = <45	≤ 68	≤ 50	≤ 13	≤ 26	≤ 39	≤ 50	3%	Community Services and Health
11	11	9. Healthy and sustainable environment	9. C Severe/Moderate dehydration in children under the age of five presenting at City health facilities with diarrhoea (%)	This indicator measures the proportion of children under 5 years with diarrhea presenting to City Health facilities, that have severe or moderate dehydration. Numerator: number of children <5 with diarrhoea presenting to city health facilities, with severe or moderate dehydration Denominator: total number of children <5 with diarrhea presenting to city health facilities Performance rating: Target = <3.9% Unacceptable performance = >4.4% Not fully effective = 4.4 - 3.9% Fully effective = 3.9 - 3.85% Significant performance = 3.84 — 3.75% Outstanding performance = <3.75%	<4	<3.9%	AT	AT	AT	<3.9%	3%	Community Services and Health
12	12	12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all	Completion of construction of IRT Phase 2A project (Depot Building Works -Mitchells Plain & Khayelitsha) (%)	Refers to the construction of the Depot Building Works -Mitchells Plain & Khayelitsha work package. The 2024-25 FY year-end target is 100% completion. The quarterly targets are reflected as a percentage of contract spend at time of reporting. (MyCiti project) Performance Rating: Target = 100% Unacceptable performance = 80% Not fully effective = 90% Fully effective = 100% Significant performance = Certificate of Works Completion issued to contractor. Outstanding performance = Handover documentation to operators prepared.	65%	100%	70%	75%	85%	100%	3%	Urban Mobility

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						2024/2025	Target	Target	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											13%	
13	1	4:Well-managed and modernised infrastructure to support economic growth	Submission of the final draft of the City of Cape Town Long-Term Plan 2050 to the Executive Mayor (Number)	This indicator measures the progress on an annual basis towards the finalisation of the City of Cape Town's Long-Term Plan 2050 which will reflect the development pathways that need to be pursued in the short (3 - 5 years) to long term (10 - 20 years) in order to meet the long-term needs of the city.Q1 – Finalisation of scenarios for the LTPQ2 – Workshop with internal stakeholders on a working draftQ3 – Workshop with FPR PC on near final draftQ4 – Submission of the final draft of the CoCT Long-Term Plan to the Executive Mayor Performance rating: Target = 1 Unacceptable performance = No draft submitted Not fully effective = Submission of final draft to City Manager Fully effective =Submission of the final draft of the CoCT Long-Term Plan to the Executive Mayor Significant Performance = Final draft of the CoCT Long-Term Plan has been authorised by FPR PC for public participation. Outstanding Performance = CoCT Long-Term Plan approved by Council	New	1	N/A	N/A	N/A	1	4%	Future planning and resilience
14	2	16. A Capable and Collaborative City Government	Annual review and amendments of the IDP (%)	This indicator measures the progress towards Annual Review and amendments of the IDP and the amendments effected based on an annual review of the IDP. Q1 - 25%: Communication to PC and Mayco membersQ2 -50%: Signed memo by EDs and Mayco memberQ3 -75%: Submission to MaycoQ4 -100%: Approval by Council Performance Rating: Target = 100% Unacceptable performance = No draft annual review amendments submitted Not fully effective = Submission of draft annual review amendments submitted to CM Fully effective= Approval by Council (100%) Significant performance= Final designed product for publication completed Outstanding performance = Final designed product published on City website	100%	100%	25%	50%	75%	100%	3%	Future planning and resilience
15	3	16. A Capable and Collaborative City Government	16.I Employees from the Employee Equity (EE) designated groups in the three highest levels of management (%) (NKPI)	The indicator measures the percentage of employees from the designated groups employed in the three highest levels of management, in compliance with the City's approved EE plan. Management Level 1 – City Manager and Executive directors Management Level 2 – Portfolio managers and directors Management Level 3 – Managers Performance rating: Target = 75% - 76% Unacceptable Performance = <75% Not fully effective = 75% - 75.99% Fully effective = 76% - 76.49% Significant performance =76.5% - 77% Outstanding performance = >77%	75%	76%	76%	76%	76%	76%	1%	Future planning and resilience
16	4	16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%) (NKPI)	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. Performance rating: Target = Range between 95% - 96% Unacceptable performance = <90% Not fully effective = 90% - 94.99% Fully effective = 95% - 96% Significant performance = 96.1% - 98% Outstanding performance = >98%	90%	95%	10%	30%	60%	95%	5%	Corporate Services
LOCAL ECONOMIC DEVELOPMENT											13%	

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						2024/2025	Target	Target	Target	Target		
20	4	1. Increased Jobs and Investment in the Cape Town economy	1.E Council approved trading plans developed or revised for informal trading (number)	This indicator measures the total number of Council approved informal trading plans. Performance rating: Target = 8 Unacceptable performance = <7 New or Revised Plans approved Not fully effective = 7 New or Revised Plans approved Fully effective = All 8 New or Revised Plans approved Significant performance = 1 of the 8 New or Revised approved Plans implemented Outstanding performance = ≥2 of the 8 New or Revised approved Plans implemented	7	8	AT	AT	AT	8	4%	Economic Growth
21	5	15. A more spatially integrated and inclusive city	15.A Local neighbourhood plans approved for mixed-use development (number)	Measures the number of local neighbourhood plans approved by Council. A local neighbourhood plan could be a Local Spatial Development Framework (LSDF) or a precinct plan that identifies areas for, amongst others, mixed use development, which would facilitate integration of land uses. Performance rating: Target = 3 Unacceptable performance = <2 LSDFs approved Not fully effective = 2 LSDFs approved Fully effective: 3 LSDFs approved Significantly performance = 4 to 5 LSDFs approved Outstanding performance = ≥6 LSDFs approved	3	3	AT	AT	AT	3	2%	Spatial Planning and Environment

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						2024/2025	Target	Target	Target	Target			
MUNICIPAL FINANCIAL VIABILITY												16%	
22	1	16. A Capable and Collaborative City Government	16.C Audit Outcome (GG3.1)	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General (AG) in determining their opinion. The AG has various approved opinions and the City will be measured against these opinions based on the outcome of the audit. Source: Auditors Report in the Annual Report (IAR). The AGSA express one of the following audit opinions: CLEAN AUDIT OUTCOME: Unqualified audit opinion with no findings - "clean audit" UNQUALIFIED AUDIT OPINION: Unqualified audit opinion with findings. QUALIFIED AUDIT OPINION: The financial statements contain material misstatements in specific amounts, or there is insufficient evidence for us to conclude that specific amounts included in the financial statements are not materially misstated. ADVERSE AUDIT OPINION: The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements. DISCLAIMER OF AUDIT OPINION: The auditee provided insufficient evidence in the form of documentation on which to base an audit opinion. The lack of sufficient evidence is not confined to specific amounts, or represents a substantial portion of the information contained in the financial statements. <u>Performance rating: Target = Unqualified audit opinion</u> Unacceptable performance (0) = N/A Not fully effective (0) = N/A Fully effective (0) = N/A Significant performance (4) = Unqualified audit opinion Outstanding performance (5) = Clean audit (unqualified with no findings) <i>The weighting for the indicator will not be reallocated, the performance ratings for unacceptable, not fully effective and fully effective will be scored at zero.</i>	Unqualified audit opinion	Unqualified audit opinion	Complete 100% of the audit actions within the unique deadline set as per the Audit Action Plan	Complete 100% of the audit actions within the unique deadline set as per the Audit Action Plan	Complete 100% of the audit actions within the unique deadline set as per the Audit Action Plan	Unqualified audit opinion	6%	Finance	
23	2	16. A Capable and Collaborative City Government	Total Capital Expenditure as a percentage of Total Capital Budget less contingencies (%)	This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Less contractual contingencies on projects and insurance contingencies. Q1 – Q3 reporting: Formula: (1) YTD Actual Capital Expenditure / (2) Total Budgeted Capital Expenditure. The latest approved budget is applicable. Q4 reporting: Formula: (1) Actual Capital Expenditure / (2) Total Budgeted Capital Expenditure less contingencies. The latest approved budaet is applicable.	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	5%	Finance	

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						2024/2025	Target	Target	Target	Target		
				Performance rating: Target = 90% Unacceptable performance = < 85% or >100% (non-compliance) Not fully effective = ≥ 85% - ≤ 89.99% Fully effective = 90% - 93% Significant performance = >93% - 96% Outstanding performance = >96%								
24	3	16. A Capable and Collaborative City Government	Reduce and maintain nominal (number and value) irregular expenditure within the Directorate (year-on-year) (average %)	The objective is to reduce past on irregular expenditure by 10% and limit irregular expenditure. The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e. contravention of legislation as defined in the MFMA irregular expenditure definition and maintain lower levels of irregular expenditure. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure irregular expenditure that was incurred (transaction) during the time of employment of the Executive Director (in the position as Executive Director). This also applies if an Existing ED moves to another portfolio, i.e. previous irregular expenditure wont impact the new Executive Director. 2. Executive Director with baseline information Formula: 1) Non-compliance incidents incurred for the current year – Non-compliance incidents incurred for prior year / Non-compliance incidents incurred for prior year x 100% Target = reduction of 10% 2) Irregular expenditure amount incurred for the current year – Irregular expenditure amount incurred for the prior year/ Irregular expenditure amount incurred for the prior year X 100" Target = reduction of 10% Performance rating: Unacceptable performance = Any positive increase in incidents or amount > R2.5 million, year-on-year Not fully effective = a reduction of above 0% and less than 9.9%, for incidents and amounts, year-on-year. Fully effective = a reduction of 10% or default criteria rating (refer exception protocol) Significant performance = a reduction greater than 10% and less than 99.9%, for incidents and amount year-on-year. Outstanding performance = 0 incidents Exception protocols applicable to New Executive Directors and Executive Directors with baseline data: A default rating will apply (fully effective), if you have a zero baseline - provided that the default criteria is achieved, anything more will be unacceptable performance. A default criteria rating of fully effective will be awarded if you have 2 or less incidents and the total amount is less than R2.5 million.	10%	10%	AT	AT	AT	10%	5%	Office of City Manager
GOOD GOVERNANCE AND PUBLIC PARTICIPATION											17%	
28	1	16. A Capable and Collaborative City Government	16.A Community satisfaction City-wide survey (score 1 - 5)	Measures the average score on the Community satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City. The aim of the indicator is to improve the community's perception of the City. The measure is given against a 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 average score per Directorate. Refer to the 'Survey - Levels & Baselines' tab. 2. A score of 3 and above based on the 2023/2024 survey outcome: Performance rating: Target = 3.0 Unacceptable performance = decrease of ≥ 0.21 Not fully effective = decrease of 0.1 – 0.2 Fully effective = 0.0 (no movement) - increase of 0.1 Significant performance = increase of 0.11 - 0.2 Outstanding performance = increase of ≥0.21	2.9	3.0	AT	AT	AT	3.0	3%	Future planning and resilience

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						2024/2025	Target	Target	Target	Target		
30	3	16. A Capable and Collaborative City Government	16.B Opinion of independent rating agency	A report which reflects credit worthiness 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. Performance rating: Target = High investment rating Unacceptable performance = N/A Not fully effective = N/A Fully effective = A1 (subject to the highest sector rating at the time) Significant performance = N/A Outstanding performance = AA3 (subject to the highest sector rating at the time)	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	5%	Finance
31	4	16. A Capable and Collaborative City Government	External audit (Auditor General) audit actions completed as per audit action plan (%)	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. The unique deadline is set in consultation with the relevant ED. Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant delegated authority. Should there be no actions required for a Directorate the indicator will be 'Not Applicable. Performance rating: Target = 100% Unacceptable performance = N/A Not fully effective = <99.99% Fully effective = N/A Significant performance = N/A Outstanding =100%	100%	100%	100%	100%	100%	100%	3%	Finance
32	5	16. A Capable and Collaborative City Government	Percentage of finalised restriction decisions successfully taken on review	Percentage of finalised restriction decisions taken on review to the High Court and such application is successful on the basis that the restriction was legally non-compliant. Performance rating: Target = 9% - 10% Unacceptable: >12% Not Fully Effective: 11% - 12% Fully effective = 9% - 10% Significant performance = 4% – 8 % Outstanding performance = <4 %	0%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	3%	Legal Compliance

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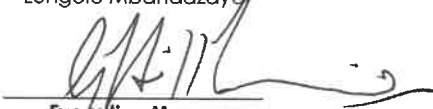
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						2024/2025	Target	Target	Target	Target		
33	6	16. A Capable and Collaborative City Government	Percentage of finalised Appeal and Objection decisions successfully taken on review	Percentage of appeal and objection decisions are taken on review to the High Court and such application is successful on the basis that the decisions are legally non-compliant. Performance rating: Target = 9% - 10% Unacceptable: >12% Not Fully Effective: 11% - 12% Fully effective = 9% - 10% Significant performance = 4% – 8 % Outstanding performance = <4 %	3%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	3%	Legal Compliance



City Manager
Lungelo Mbandazayo

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Mbandazayo
Date: 2024.07.31 11:31:42 +02'00'

31/01/2024
Date



Executive Mayor
Geordin Hill-Lewis

31/07/2024
Date

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CORE MANAGEMENT COMPETENCIES ANNEXURE C

	Core Managerial Competencies	Competency Definitions	Core Managerial Competencies Guidance	Weighting	Quarter 1 30 Sep 2024	Quarter 2 31 Dec 2024	Quarter 3 31 Mar 2025	Quarter 4 30 Jun 2025	Rating CM	Rating Panel
Core Competency Requirements	1. Strategic Direction and Leadership	Provide, direct and lead a vision for the Directorate, and inspire and deploy others to deliver on the Strategic City Mandate. Effectively manage, inspire and encourage people, respect diversity and enable inclusivity and build and nurture relationships in order to achieve institutional objectives.	Evaluates all components/activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning Align strategy and objectives across all functional areas Actively define performance measures to monitor and influence- progress and effectiveness of the Directorate Deep understanding of the institutional structures, political imperatives and the consequences of actions Empowers others to follow strategic direction and deal with complex situations Guides the Directorate through complex and ambiguous situations and issues Displays a superior level of self-discipline, resilience and integrity in actions and behaviour Provides impact and influence through building and maintaining relationships Uses understanding of competing interests to successfully achieve an integrated and mutually beneficial outcome Focuses strongly on the achievement of results, and places the same expectation on others Gives people the balance of autonomy and support they need to achieve objectives. Builds a cohesive and high performing management team that is characterised by team work, open discussion, strong morale and a focus on results Builds and interacts/ promotes active networking and collaborative relationships both within and across broad stakeholder groups. Manages conflict and negotiates outcomes without compromising the relationship. Manages challenging stakeholders with diplomacy and tact Communicates in a way that is appropriate for the situation, and that promotes trust, respect and integrity.	30%						
Core Competency Requirements	2. Change Leadership and Innovation	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	Secure buy-in and ensure sponsorship for change initiatives Actively adapt current structures/processes to enable change interventions Mentor and empower team members on the effects of change, resistance factors and how to integrate change Motivate and inspire others Build and nurture relationships with various stakeholders to establish strategic partnerships to facilitate change Take calculated risks, seek new ideas, from best practice scenarios, and evaluate the potential for implementation Encourage and empower team to constantly explore new and innovative ways of working and improve on processes Positively embracing change, ensuring self and team remain focused and productive during a transitioning period/journey.	20%						

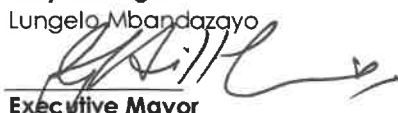
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CORE MANAGEMENT COMPETENCIES ANNEXURE C

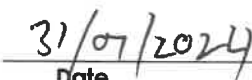
	Core Managerial Competencies	Competency Definitions	Core Managerial Competencies Guidance	Weighting	Quarter 1 30 Sep 2024	Quarter 2 31 Dec 2024	Quarter 3 31 Mar 2025	Quarter 4 30 Jun 2025	Rating CM	Rating Panel
Core Competency Requirements	3. Governance Leadership	Able to promote, direct, apply professionalism in managing risk and compliance requirements, and apply a thorough understanding of governance practices and obligations. Able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships Models ethical behaviour, even in times of crisis, and consistently applies those ethical standards to self and others	Identify and implement comprehensive risk management systems and processes Demonstrates a high level of commitment for self and team in complying with governance requirements Able to shape, direct and drive the formulation of policies on a macro level Demonstrates a thorough understanding of risk retention plans, identify, and implement the necessary risk mitigation management strategies Ensure a culture of both corrective action- as well as rewarding employees for behaviour associated with good governance Models the way for Team and Directorate staff to demonstrate the core City Values and Code of Conduct Provides frank and fearless advice, even in difficult or 'high stakes' situations (e.g. competing or vested interests; situations involving no precedent or going against precedent; advice that goes against strongly-held community views) Makes decisions that stand the test of time and are supported by a clear rationale Is prepared to make unpopular decisions and have 'difficult' conversations in a fair, considered and constructive manner Uses analysis, experience and judgement to make informed decisions.	30%						
Core Competency Requirements	4. Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure sustainable and quality service delivery, inclusive of efficient contingency plans and risk mitigation strategies.	Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for implementation. Proactively identify the required stages and actions to complete on key tasks and projects/programmes and schedule realistic timelines, objectives and milestones for achieving Ensure the necessary monitoring and evaluation systems are in place Focus on broad strategies and initiatives, focusing on forecasting the short, medium and long-term requirements and ensure these are translated into well-defined programmes and projects Consider the strengths of the team in delegating work and functions Work with team to set challenging and ambitious team goals. Focus people on critical activities that yield high impact Motivates the team and creates culture where people are motivated to go the extra mile	20%						


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City Manager
Lungelo Mbandazayo


Executive Mayor
Geordin Hill-Lewis

Date


Date