



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: SPORT, RECREATION, ARTS AND
CULTURE**

CHARMAINE WILLIAMS

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

**FINANCIAL YEAR: 2023/24
(1 JULY 2023 - 30 JUNE 2024)**

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PERFORMANCE CONTRACT: CHARMAINE WILLIAMS

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
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SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD

MFA C88 OUTCOME	IDP MFA C88 REF / MSA REG REF	SOBP MFA C88 REF / MSA REF	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (ANNUAL PERFORMANCE TARGET 2022/23 ESTIMATED)	2023/24 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING	
						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)			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
						CORE MANDATED KEY PERFORMANCE INDICATORS														
N/A	N/A	N/A	1 Number of NMBM with (Blue Water Bay, Wells Estate, Kings Hobie, Summerstrand Beach, Pollock, Sardinia Bay, Blue Horizon Bay and Matielana)	7	(Blue Water Bay Beach, Kings Hobie Beach, Summerstrand Beach and Pollock Beach)	(Blue Water Bay Beach, Kings Hobie Beach, Summerstrand Beach and Pollock Beach)	(Blue Water Bay Beach, Kings Hobie Beach, Summerstrand Beach and Pollock Beach)	(Blue Water Bay Beach, Kings Hobie Beach, Summerstrand Beach and Pollock Beach)	04080021 04080022 (OPEX)	Permanently Staff Seasonal staff	R3 389 437 R300 000	R8 778 865 R1 000 000	R10 168 207 R1 300 000	R13 657 730 R2 000 000	R13 557 730 R2 000 000	5 Above 6 beaches and / or qualitative motivation 4 Above 7 up to 6 beaches and / or qualitative motivation 3 7 beaches 2 Below 10 down to 9 beaches 1 Below 9 beaches	7%	5%		
N/A	N/A	N/A	2 Facilitating the upgrade of the Main Library	KPI Removed	Contractor appointed	Item presented at BSC	Tender advertised	Item presented at BEC	20230250	Upgrade and Restoration of Main Library Phase 1	R0	R0	R0	R3 500 000	5 Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4 Early delivery of any of the quarterly targets set and / or qualitative motivation 3 Below 100% of all annual targets as indicated in this contract. 2 Late or non-delivery of any of the quarterly targets set 1 Late or non-delivery of two or more of the quarterly targets set	5%	5%			
N/A	N/A	N/A	3 Facilitating the construction of the new replacement of Zebede Library	New Key Performance Indicator (Introduced 2023/24)	Contractor appointed	Item tabled at BSC	Tender advertised	Item tabled at BEC	2018156 (CAPITAL)	Upgrade and Replacement of Librarians Zebede	R0	R0	R0	R1 200 000	5 Early delivery and / or qualitative motivation 4 Early delivery and / or qualitative motivation 3 Library upgraded by June 2024 2 1 library upgraded by June 2024 with over expenditure 1 No upgrades undertaken by June 2024	5%	5%			
N/A	N/A	N/A	4 Percentage completion of the new life guard house at Sardinia Bay Beach	New Key Performance Indicator (Introduced 2023/24)	Contractor appointed	10%	20%	30%	20210217 (CAPITAL)	Construction of New Lifeguard house at Sardinia Bay Beach	R0	R0	R0	R000 000	5 Above 95% and / or qualitative motivation 4 Above 95% up to 90% and / or qualitative motivation 3 95% completed by June 2024 2 Below 95% down to 80% completed by June 2024 1 Below 80% completed by June 2024	5%	5%			
N/A	N/A	N/A	5 Percentage completion of the Urutshange Main Pavilion Rehabilitation	New Key Performance Indicator (Introduced 2022/23)	Contractor appointed	50%	85%	100%	20200233 (CAPITAL)	Rehabilitation of Main Pavilion - Urutshange Central sportsfields	R0	R750 000	R1 000 000	R2 000 000	5 Above 95% and / or qualitative motivation 4 Above 95% up to 90% and / or qualitative motivation 3 95% completed by June 2024 2 Below 95% down to 80% completed by June 2024 1 Below 80% upgrades completed by June 2024	5%	5%			
N/A	N/A	N/A	6 Percentage completion of the Wells Estate Infrastructure Upgrade	15%	(in line with project plan)	15%	25%	30%	20230756 (CAPITAL)	Wells Estate beach upgrade and replacement of corroded steel throughout the precinct	R0	R0	R0	R150 000	5 Above 95% and / or qualitative motivation 4 Above 95% up to 90% and / or qualitative motivation 3 95% completed by June 2024 2 Below 95% down to 80% completed by June 2024 1 Below 80% upgrades completed by June 2024	5%	5%			
E3 Improved reliability of electricity service	N/A	EE3 21	7 Percentage of planned maintenance performed	85%	95%	95%	96%	96%		No direct budget linked to Key Performance Indicator measurement					5 Above 98% and / or qualitative motivation 4 Above 96% up to 98% and / or qualitative motivation 3 98% 2 Below 98% down to 80% 1 Below 80%	5%	5%			

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SECTION A. PERFORMANCE PLAN
SECTION A1: SCORECARD

MFRM C88 OUTCOME	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)					VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)					RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	TOTAL WEIGHTING
									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)	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				
N/A	ENVS 12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15%	25%	30%	45%	20190154 (CAPITAL)	Happy Valley - Upgrade Infrastructure	R0	R0	R0	R400,000	R1,200,000	Project Plan Contractor report	5. Above 95% and / or qualitative motivation 4. Above 90% up to 95% and / or qualitative motivation 3. 85% completed by June 2024 2. Below 85% down to 80% completed by June 2024 1. Below 80% upgrades completed by June 2024	55% continue	
N/A	ENVS 1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Service provider appointed to test water samples	33 samples	66 samples	99 samples	0046 8407 (OPEX)	Laboratory Services Water	R50,000	R50,000	R50,000	R50,000	R200,000	Sample results	5. Above 112 samples and/or increased frequency of testing / Qualitative motivation 4. Above 98 samples up to 112 samples and/or increased frequency of testing / Qualitative motivation 3. 98 samples 2. Below 98 samples down to 80 samples 1. Below 80 samples	95	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Signed Sponsorship	4	8	11	0046516 (OPEX)	Non-Profit Organisation	R0	R12,000,000	R18,000,000	R18,000,000	R18,000,000	Payment Certificates	5. Qualitative motivation 4. Qualitative motivation 3. 3 professional teams receiving funding from NMBM by June 2024 2. 2 professional teams receiving funding from NMBM by June 2024 1. 1 professional team receiving funding from NMBM by June 2024	95	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3 EP Rugby, Chippa United and EP Cricket	3	6	9	20190134, 2018250, 20181394 (OPEX)	202021 OPERATING PROJECTS, EVENTS AND LEVIES	R250,000	R1,500,000	R1,000,000	R300,000 R3,500,000	R1,150,000	News paper articles Programme Standing SRAC Committee report	5. Above 13 events hosted by June 2024 and/or Qualitative motivation 4. Above 11 up to 13 events hosted by June 2024 and/or Qualitative motivation 3. 11 events hosted by March 2024 2. Below 11 down to 9 events hosted by June 2024 1. Below 9 events hosted by June 2024	95	

MFRM C88 OUTCOME	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	MFRM C88 REF / MSA REG REF	TRANSVERSAL INDICATORS								
									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	2022/23 fourth quarter performance reviews conducted for reporting managers				
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	PHS Calculated to all reporting managers	100% by 30 September 2023	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement	Performance plans Performance review forms Attendance registers	5. Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4. Early delivery of any of the quarterly targets set and / or qualitative motivation 3. Above 90% of quarterly targets set as reflected in this context 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	95
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Target not met	100% by 30 September 2023	N/A	N/A	N/A	No direct budget linked to Key Performance Indicator measurement	2021/22 Technical and Process Description Business guides	5. 100% by 31 July 2022 and/or Qualitative Motivation 4. 100% by 31 August 2022 and/or Qualitative Motivation 3. 100% by 30 October 2023 2. 100% by 30 October 2023 1. No guide in place by 30 September 2023	95

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SECTION A: PERFORMANCE PLAN
SECTION A1: SCORECARD

MFA C68 OUTCOME	MFA C68 REF / MSA REF	SDBIP MFA C68 REF / MSA REF	SOBIP KPI NUMBER	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	BASELINE PERFORMANCE (ANNUAL PERFORMANCE TARGET 2021/22 ESTIMATED)	2022/24 ANNUAL PERFORMANCE TARGET	TARGETS FOR 2023/24 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID	DESCRIPTION	RESOURCES ALLOCATED FOR 2023/24 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	KPI WEIGHTING
								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)			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			
N/A	FM1	N/A	50	FINANCIAL VIABILITY AND ECONOMIC DEVELOPMENT	14 Number of Work Opportunities Created	225	313	31	84	188	313		Project not budgeted for the 2022/23 financial year		EPWP Report	5 Above 300 and / or Qualitative motivation 4 Above 313 up to 300 and/or Qualitative motivation 3 313 2 Below 313 down to 246 1 Below 246	10			
N/A	FM1	N/A	11	FINANCIAL VIABILITY AND ECONOMIC DEVELOPMENT	15 Percentage of SRAC Directorate's Capital Budget actually spent	48.37%	95%	10%	30%	60%	95%	1194	(Various Project IDs)	R5 157 998	R15 473 994	R30 947 988	R51 579 880	5 Above 98% and/or Qualitative motivation 4 Above 95% up to 98% and/or Qualitative motivation 3 95% 2 Below 95% down to 92% 1 Below 92%	10	
N/A	FM1	N/A	N/A	FINANCIAL VIABILITY AND ECONOMIC DEVELOPMENT	16 Percentage of SRAC Directorate's Training Budget spent on implementing its Workplace Skills Plan	6%	95%	10%	30%	60%	95%	08650375 0141 0375	Training	R52 000	R150 000	R317 000	R520 000	5 Above 98% and/or Qualitative motivation 4 Above 95% up to 98% and/or Qualitative motivation 3 95% 2 Below 95% down to 75% 1 Below 75%	10	
N/A	FM1	N/A	17	FINANCIAL VIABILITY AND ECONOMIC DEVELOPMENT	17 Percentage of key Council structure meetings	New KPI (introduced 2022/23)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)	100% (MPAC)			No direct budget linked to Key Performance Indicator measurement	Council Calendar of Meetings MPAC Attendance register	5 Qualitative motivation 4 Qualitative motivation 3 100% 2 Below 100% down to 70% 1 Below 70%	10			
(GG) Improved municipal administration	GG 31	GG 311	40	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	18 Implementing action plans in respect of the 2021/22 financial audit findings	New KPI (introduced 2021/22)	AG dashboard action plans implemented for the period 30 September 2023 to 31 March 2024	AG dashboard action plans implemented for the period 30 September 2023 to 31 March 2024	AG dashboard action plans implemented for the period 30 September 2023 to 31 March 2024	AG dashboard action plans implemented for the period 30 September 2023 to 31 March 2024	AG dashboard action plans implemented for the period 30 September 2023 to 31 March 2024			No direct budget linked to Key Performance Indicator measurement	Independent report from Auditor General	5 Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4 Early delivery of any of the quarterly targets set and / or qualitative motivation 3 Achievement of all quarterly targets as reflected in the contract 2 Late or non-delivery of any of the quarterly targets set 1 Late or non-delivery of two or more of the quarterly targets set	10			
N/A	GG 31	GG 311	174	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	19 Complying with the requirements outlined in Section A2 of the performance plan	In Progress (Not all requirements outlined in Section A2 of the 2020/21 performance contract complied with)	All renewments complied with, within specified timelines	All renewments complied with, within specified timelines	All renewments complied with, within specified timelines	All renewments complied with, within specified timelines	All renewments complied with, within specified timelines			No direct budget linked to Key Performance Indicator measurement	Updated business and quarterly targets set and / or qualitative motivation Source documents and references for A2(a)	5 Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4 Early delivery of any of the quarterly targets set and / or qualitative motivation 3 Achievement of all quarterly targets as reflected in the contract 2 Late or non-delivery of any of the quarterly targets set 1 Late or non-delivery of two or more of the quarterly targets set	10			
N/A	N/A	N/A	174	KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	20 Number of SRAC Directorate Policies reviewed in line with Policy Development Framework	New KPI (introduced 2023/24)	(Sport and Recreation Policy)	Policy Champion appointed (assigned) and Policy Development Action Plan in place by August 2023	Draft policy submitted to Executive Management Committee for approval	Draft policy submitted to Mayoral Committee	Draft policy submitted to Council			No direct budget linked to Key Performance Indicator measurement	Agenda of the Standing Committee Minutes of the Mayoral and Council meetings Reviewed Policy	5 Early delivery of two or more of the quarterly targets set and / or qualitative motivation 4 Early delivery of any of the quarterly targets set and / or qualitative motivation 3 Achievement of all annual targets as reflected in the contract 2 Late or non-delivery of any of the quarterly targets set 1 Late or non-delivery of two or more of the quarterly targets set	10			

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SECTION A - PERFORMANCE PLAN

SECTION A2 - REPORTING SCORECARD

SECTION A2(a): COMPLIANCE INDICATORS

I herewith commit to ensure that the necessary reporting system(s) are put in place to report performance against the compliance indicators 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.

SDBP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2021/22 ESTIMATED)	2023/24 QUARTERLY ACTUAL PERFORMANCE			
						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)
37	C52 (HS)	1	Number of maintained sports fields and facilities	The number of sports fields or facilities maintained by the municipality, inclusive of those owned by the municipality and those maintained by it through agreement for public access. A sports field or facility is defined by the CSIR Guidelines (2015) as "Active recreation areas including formally provided and maintained playing fields for soccer, rugby, hockey, etc.; playing courts; indoor sports halls and stadiums. May include ablution facilities, seating, parking, tuck shop and club house."	33				

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SECTION A - PERFORMANCE PLAN

SECTION A2- REPORTING SCORECARD

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						
			ANNUAL PERFORMANCE TARGET	VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	N/A	2023/24 2 (South End Museum; Mandela Bay Theatre Complex)	2018NSRA05875 2018NSRA05873	South End Museum Mandela Bay Theatre Complex	R8,169,821 R750,000
N/A	N/A	N/A	4 Exhibitions	1571/1122 1571/3718 1432/1122 1432/3718	Exhibitions	R74 310 R609 920 R459 920 R485 030
N/A	N/A	N/A	Facilitate the rehabilitation of the Red Location Precinct Buildings	1657/5275	Stakeholder Engagement -MBDA	R400 000
N/A	N/A	N/A	No. of semi-professional teams supported by NMBM	0064/8503	Support ABC Maisepe League	R 720, 000
N/A	N/A	N/A	Blue Flag application 2023/2024	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

		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING									
		BASIC	COMPETENT	ADVANCED	SUPERIOR						
LEADING COMPETENCIES		WEIGHTING	SCORE OF 1 OR 2								
1	Strategic direction and leadership	Impact and Influence	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	9%	<p>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.</p> <p>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy.</p> <p>Has basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</p> <p>Demonstrate a basic understanding of decision key makers.</p>	3	<p>Give direction a team in realising the institution's strategic mandate and set objectives.</p> <p>Has a positive impact and influence on the morale, engagement and participation of team members.</p> <p>Develop actions plans to execute and guide strategy implementation.</p> <p>Assist defining performance measures to monitor the progress and effectiveness of the institution.</p> <p>Displays an of awareness institutional structures and political factors.</p> <p>Effectively communicate barriers of execution to relevant parties.</p> <p>Provide guidance to all stakeholders in the achievement of the strategic mandate.</p> <p>Understand the aim and objectives of the institution and relate it to own work.</p>	4	<p>Evaluate all activities to determine value and alignment to strategic intent.</p> <p>Display in-depth knowledge and understanding of strategic planning.</p> <p>Align strategy and goals across all functional areas.</p> <p>Actively define performance measures to monitor the progress and effectiveness of the institution.</p> <p>Consistently challenge strategic plans to ensure relevance.</p> <p>Understand institutional structures and political factors, and the consequences of actions.</p> <p>Empower others to follow strategic direction and deal with complex situations.</p> <p>Guide the institution through complex and ambiguous concern of.</p> <p>Use understanding power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.</p>	5	<p>Structure and position the institution to local government priorities.</p> <p>Actively use in-depth knowledge and understanding to develop and implement comprehensive and institutional framework.</p> <p>Hold self accountable for strategy execution and results.</p> <p>Provide impact and influence through building strategic relationships.</p> <p>Create an environment that facilitates loyalty and innovation</p> <p>Display a superior level of self discipline and integrity in actions.</p> <p>Integrate various systems into a collective whole to optimise institutional performance management.</p> <p>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome.</p>

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ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING					
LEADING COMPETENCIES	DEFINITION	WEIGHTING	BASIC	SUPERIOR	
			SCORE OF 1 OR 2	5	
2	People management	9%	3	4	
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.		<ul style="list-style-type: none"> Participate in team goal setting and problem solving. Interact and collaborate with people of diverse backgrounds. Aware of guidelines for employee development, but requires support in implementing development initiatives. 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions. Recognise and reward effective and desired behaviour. Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team work. Build a environment conducive to sharing, innovation, ethical behaviour and professionalism. Inspire culture of performance excellence by giving positive and constructive feedback to the team. Achieve agreement or consensus in adversarial environments. Lead and unite diverse teams across divisions to achieve institutional objectives 	
Diversity Management			<ul style="list-style-type: none"> Seek opportunities Identify to increase team contribution and responsibility. Respect and support the diverse nature of others and be aware of the benefits of a diverse approach. Effectively delegate tasks empower and others to increase contribution and execute functions optimally. Apply relevant employee legislation fairly and consistently. Facilitate team goal setting and problem solving. Effectively identify capacity requirements to fulfil the strategic mandate. 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and across the tools institution. Foster a culture of discipline, responsibility and accountability. Understand the impact of diversity performance in and actively incorporate a diversity strategy in the institution. Develop comprehensive integrated strategies and approaches to human capital development and management. Actively identify trends and predict capacity requirements to facilitate unified transition and management. 	
Employee Relations Management					
Negotiation and Dispute Management					



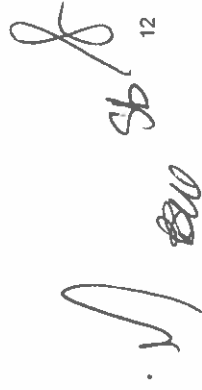
LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
3	Program and Project Management	Able to understand program and project management methodology, plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	9%	SCORE OF 1 OR 2	3	4	5
				<ul style="list-style-type: none"> Initiate projects after approval from higher authorities. Understand procedures of the program and project management and stakeholder implications and stakeholder involvement. Understand the rational of projects relation to the institution's strategic objectives. Document and communicate factors and risk associated with own work. Use results and approaches of successful project implementation as guide. 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones. Define the roles and responsibilities of the project team create and clarify around expectations balance. Find a between project deadline and the quality of deliverables. Identify appropriate project resources to facilitate the effective completion of the deliverables. Comply with statutory requirements and apply policies in a consistent manner. Monitor progress and use of resources and make needed adjustments to timelines, steps, resource and allocation. 	<ul style="list-style-type: none"> Manage multiple programs and balance priorities conflicts and according to institutional goals. Apply effective risk strategies through impact assessment and resource requirements. Modify project scope budget when and required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy in. Identify and apply contemporary management methodology Influence and motivate project team deliver to exceptional results. Monitor policy utilisation, and that implementation and apply procedures to manage risks. 	<ul style="list-style-type: none"> Understand the long-term implications of desired project outcomes. Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives. Consider and initiate projects that focus on achievement of the long-term objectives. Influence people positions of in authority to implement outcomes of projects. Lead and direct translation of policy into workable actions plans. Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.
	Service Delivery Management	<ul style="list-style-type: none"> Program and project Monitoring and Evaluation 					


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ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
LEADING COMPETENCIES		DEFINITION	WEIGHTING
BASIC		COMPETENT	ADVANCED
SCORE OF 1 OR 2		3	4
SUPERIOR		5	
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%
			<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities. Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems. Understand the importance of financial accountability. Understand the importance of asset control.
	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate. Assess, identify and manage financial risks. Assume a cost saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated. Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 		
Financial Strategy Delivery	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management 		
Financial Reporting and Delivery	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes. 		


 11

LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
5	Change Leadership	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%	<p>SCORE OF 1 OR 2</p> <ul style="list-style-type: none"> Displays an awareness of change and the benefits of transformation initiatives. Identify basic need for change. Identify gaps between the current and desired state. Identify potential risk and challenges to transformation, including resistance to change factors. Participate in change programs and piloting change interventions. Understand the impact of change interventions on the institution within the broader scope of local government. 	<p>3</p> <ul style="list-style-type: none"> Perform analysis of the change impact on social, political and economic environment. Maintain calm and focus during change. Able to assist team members during change and keep them focused on deliverables. Volunteer to lead change efforts outside of own work team. Able to gain buy-in and approval for change from relevant stakeholders. Identify change readiness levels and assist in resolving resistance to change factors. Design change interventions that are aligned with the institution's strategic objectives and goals. 	<p>4</p> <ul style="list-style-type: none"> Actively monitor change impact and results and convey progress to relevant stakeholders. Secure buy-in and sponsorship for change initiatives. Continuously evaluate change strategy and design and introduce new approaches and introduce new approaches to enhance the institution's effectiveness. Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change. Take the lead in impactful change programs. Benchmark change interventions against best change practices. Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. Take calculated risk and seek new ideas from best practice scenarios, and identify potential for implementation. 	<p>5</p> <ul style="list-style-type: none"> Sponsor change agents and create a network of change leaders who support the interventions. Actively adapt current structures and processes to incorporate the change interventions. Mentor and guide team members on the effects of change, resistance factors and how to integrate change. Motivate and inspire others around change initiatives.
	Change Vision and Strategy						
	Process Design and Improvement						
	Change Impact Monitoring and Evaluation						


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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
6	Governance Leadership	Able to promote, direct and 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%	Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles.	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.
	Policy Formulation			Understand the structure of cooperative government but requires guidance on fostering relationships between stakeholders.	Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	Able to advise Local Government on risk management strategies, best practice interventions and compliance management.
	Risk and Compliance Management			Actively drive policy formulation within the institution to ensure the achievement of objectives.	Understand the structure of cooperative government but requires guidance on fostering relationships between stakeholders.	Demonstrate a thorough understanding of risk retention plans identify and implement comprehensive risk management systems and processes.	Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.
	Cooperative Governance					Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	Able to shape, direct and drive the formulation of policies on a macro level.



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



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


 N. S. B.

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

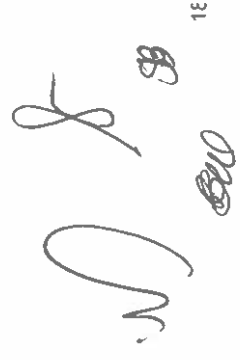


CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
10	<p>Knowledge and Information Management</p> <p>Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge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



 N. S.

CORE COMPETENCIES		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
11	Communication Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	WEIGHTING	8%		
			SCORE OF 1 OR 2	3	4
		<ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration. • Disseminate and convey information and knowledge adequately. 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Effectively communicate high risk and sensitive matters to relevant stakeholders. • Develop a well defined communication strategy. • Balance political perspectives with institutional needs and communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline. 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations. • Able to coordinate negotiations at different levels within local government and externally.



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		ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
		BASIC	COMPETENT	ADVANCED	SUPERIOR
12	Results and Quality Focus Able to maintain high quality standards, focus on achieving results while objectives consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	SCORE OF 1 OR 2 <ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters. Show a basic commitment to achieving the correct results. Produce the minimum level of results required in the role. Produce outcomes that is of a good standard. Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure. 	3 <ul style="list-style-type: none"> Focus on high priority actions and does not become distracted by lower-priority activities. Display firm commitment and pride in achieving the correct results. Set quality standards and design processes and tasks around achieving set standards. Produce output of high quality. Able to balance the quantity and quality of results in order to achieve objectives. Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed. 	4 <ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output. Focus on the end result and avoids being distracted. Demonstrate a determined and committed approach to achieving results and quality standards. Follow task and projects through to completion. Set challenging goals and objectives to self and team and display commitment to achieving expectations. Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, monitoring and measuring success, evaluating and valuing the work of the institution. 	5 <ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results. Develop challenging, client-focused goals and sets high standards for personal performance. Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. Work with team to set ambitious and challenging team goals, communicating long- and short term expectations. Take appropriate risks to accomplish goals. Overcome setbacks and adjust action plans to realise goals. Focus people on critical activities that yield a high impact.
TOTAL PERCENTAGE		100%			

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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 fulfil 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	Not yet 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

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SECTION C: ASSESSMENT RATING CALCULATOR

NELSON MANDELA BAY MUNICIPALITY

Name: CHARMAINE WILLIAMS

Cycle: 2023/24 FINANCIAL YEAR

Key Performance					Competencies			
Performance	Weight	Rating	Score		Competencies	Weight	Rating	Score
1	55%				1	9%		
2	8%				2	9%		
3	13%				3	9%		
4	10%				4	8%		
5	14%				5	9%		
					6	9%		
					7	9%		
					8	9%		
					9	7%		
					10	7%		
					11	8%		
					12	7%		
	100%		0			200%		0
KPA weight			80%		Competency weight			20%
KPA SCORE			0%		COMPETENCY SCORE			0%
FINAL SCORE								0%

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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

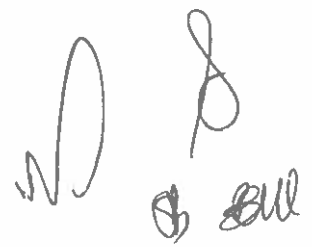
The rating can be defined as the level of achievement of the targets set for a specific key performance area. The Nelson Mandela Bay Municipality uses the five-point system for rating performance, as contained in the performance agreement (see Clause 7.6).

(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.

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SECTION D: PERSONAL DEVELOPMENT PLAN FOR CHARMAINE WILLIAMS

MAN NO	DESIGNATION	FULL NAME (NOT INITIALS)	SURNAME	ID NUMBER	OCCUPATIONAL LEVEL	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		NOF LEVEL (IF APPLICABLE)	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: Sports, Recreation, Arts and Culture	Charmaine	Williams		Managers										

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

Charmaine Williams

CHARMAINE WILLIAMS
ACTING EXECUTIVE DIRECTOR: SPORTS, RECREATION, ARTS AND CULTURE

DATE: 28 JULY 2023 

CITY MANAGER

DATE: 28 JULY 2023

SECTION E

I, Charmaine Williams, appointed in the position of Acting Executive Director: Sport, Recreation, Arts and Culture of Nelson Mandela Bay Municipality for the 2023/24 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: Sport, Recreation, Arts and Culture.

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 28 July 2023




CHARMAINE WILLIAMS
ACTING EXECUTIVE DIRECTOR: SPORT, RECREATION, ARTS AND CULTURE

28 JULY 2023
DATE

AS WITNESSES

1. 

2. 



CITY MANAGER

28 JULY 2023
DATE

AS WITNESSES:

1. _____

2. _____