



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: 2024/25
(1 JULY 2024 - 30 JUNE 2025 SUBJECT TO MSA REGULATION
56(1)(c))**

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2024/25
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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

2/11/15
for Paul

SECTION A: PERFORMANCE PLAN

SECTION A1: SCORECARD		TARGETS FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO OF EVIDENCE		RECOMMENDED INTERPRETATION OF RATING SCALE		KPI WEIGHTING										
MFMA C88 OUTCOME	IDP MFMA C88 REF / MSA REF	SDBIP MFMA C88 REF / MSA REF	SDBIP KPI NUMBER	KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE ELEMENT (KPE)	KPI NO	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE 2022/23 ESTIMATED)	2024/25 ANNUAL PERFORMANCE TARGET	1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 DECEMBER 2024)	3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2025)	VOTE NUMBER/ PROJECT ID	DESCRIPTION	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	TOTAL BUDGET ALLOCATED	RECOMMENDED PORTFOLIO OF EVIDENCE	RECOMMENDED INTERPRETATION OF RATING SCALE	KPI WEIGHTING	TOTAL WEIGHTING

CORE MANDATED KEY PERFORMANCE INDICATORS

N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	Beaches	1	Number of beaches with lifeguards	6	6	6	6	6	6	00460021	Permanent Staff Seasonal staff	R3,711,547.5	R7,423,095	R11,134,642.5	R14,646,190	R14,646,190	Attendance Registers	5. Above 7 beaches and/or qualitative motivation 4. Above 6 up to 7 beaches and/or qualitative motivation 3. 6 beaches 2. Below 6 down to 5 beaches 1. Below 5 beaches	10%	5%
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	Arts and Culture	2	Facilitating library upgrades within NMBM area	New KPI introduced in 2024/25	Contractor appointed	Item labelled at BSC	Tender advertised	Item labelled at BEC	Item labelled at BAC	20230251	Upgrade and Restoration of Main Library Phase 2	R0	R0	R0	R5,000,000	R8,200,000	BSC minutes Tender advert BEC minutes Appointment letter	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 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	10%	5%
EE3. Improved reliability of electricity service	EE3.2	EE3.21	N/A	KPA 1: BASIC SERVICE DELIVERY	Sport and Recreation	3	Percentage of planned maintenance performed	100%	95%	95%	95%	95%	95%	2018NSRS405875	Laboratory Services: Water	R0	R72,600.00	R145,200.00	R220,000.00	R220,000.00	Planned Maintenance plan reflecting 4. Above 95% up to 98% and / or qualitative motivation 3. 95% 2. Below 95% down to 80% 1. Below 80%	7%	13%	
ENV5. Coastal and inland water resources maintained	ENV5.1	ENV5.12	11	KPA 1: BASIC SERVICE DELIVERY	Beaches	4	Number of coastal water samples taken for monitoring purposes	98 samples	96 samples	Service provider appointed to test water samples	33 samples	66 samples	96 samples	0046 6407 (OPEX)	Mandela Bay Theatre Complex	R0	R3,621,000	R7,242,000	R7,242,000	R7,242,000	Sample results	5. Above 112 samples and/or increased frequency of testing / Qualitative motivation 4. Above 96 samples up to 112 samples and/or increased frequency of testing / Qualitative motivation 3. 96 samples 2. Below 96 samples down to 80 samples 1. Below 80 samples	10%	13%
N/A	N/A	N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	Arts and Culture	5	Number of Cultural Institutions receiving grant from NMBM to contribute towards Arts, Culture and Heritage activation, preservation and development	New KPI introduced in 2024/25	1	Signed Service Level Agreement	First tranche payment	Second tranche payment	Report submitted to SRAC Standing Committee	2018NSRS405875	Mandela Bay Theatre Complex	R0	R3,621,000	R7,242,000	R7,242,000	R7,242,000	Payment certificates	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 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%	13%
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Beaches	6	Number of beaches with Blue Flag Status	New KPI introduced in 2024/25	3	New application for 2024/25 financial year submitted	Blue Flag certificates received	Blue Flag programme implemented	Development of Draft Blue Flag application for 2025/2026	0046 6407 (OPEX)	Laboratory Services: Water	R0	R0	R0	R0	R120,000	Minutes and Attendance registers WESSA Audit Report Blue Flag Status report	5. Qualitative motivation 4. Qualitative motivation 3. 3 professional teams receiving funding from MMBM by June 2025 2. 2 professional teams receiving funding from MMBM by June 2025 1. 1 professional team receiving funding from MMBM by June 2025	5%	13%
N/A	N/A	N/A	N/A	KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sport and Recreation	7	Number of professional teams receiving funding from Nelson Mandela Bay Municipality towards their development and sport tourism	Second Tranche paid to Chipipa United First Tranche EP Rugby	3	(First tranche payment to Chipipa United FC and EP Cricket)	Payment to EP Rugby	(Second tranche payment to Chipipa United FC and EP Cricket)	Chipipa United FC, EP Rugby and EP Report to SRAC Portfolio Committee	00646318 (OPEX)	Non-Profit Organisation	R5,650,000	R11,650,000	R14,650,000	R14,650,000	R14,650,000	Payment Certificates	5. Qualitative motivation 4. Qualitative motivation 3. 3 professional teams receiving funding from MMBM by June 2025 2. 2 professional teams receiving funding from MMBM by June 2025 1. 1 professional team receiving funding from MMBM by June 2025	5%	13%

Handwritten notes: 2025, 1788, and other illegible scribbles.

SECTION A: PERFORMANCE PLAN
SECTION A1: SCORECARD

SECTION A: PERFORMANCE PLAN		SECTION A1: SCORECARD	
KPA 3: LOCAL ECONOMIC DEVELOPMENT		KEY PERFORMANCE AREA (KPA)	
Events Management Services		KEY PERFORMANCE ELEMENT (KPE)	
KPI NO		KEY PERFORMANCE INDICATOR	
BASELINE (ANNUAL PERFORMANCE 2022/23 ESTIMATED)		2024/25 ANNUAL PERFORMANCE TARGET	
1ST QUARTER PLANNED TARGET (1 JULY 2024 - 30 SEPTEMBER 2024)		2ND QUARTER PLANNED TARGET (1 JULY 2024 - 31 DECEMBER 2024)	
3RD QUARTER PLANNED TARGET (1 JULY 2024 - 31 MARCH 2025)		4TH QUARTER PLANNED TARGET (1 JULY 2024 - 30 JUNE 2025)	
VOTE NUMBER/PROJECT ID		DESCRIPTION	
RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)		RECOMMENDED PORTFOLIO OR SCALE	
1st Quarter Planned Budget as Table SA 25, 29 and 30		2nd Quarter Planned Budget as Table SA 25, 29 and 30	
3rd Quarter Planned Budget as Table SA 25, 29 and 30		4th Quarter Planned Budget as Table SA 25, 29 and 30	
TOTAL BUDGET ALLOCATED		RECOMMENDED INTERPRETATION OF RATING	
RECOMMENDED PORTFOLIO OR SCALE		KPI WEIGHTING	
TOTAL WEIGHTING			
N/A	MFMA C88 OUTCOME		
N/A	IDP MFMA C88 REF / MSA REG REF		
N/A	SDBIP MFMA C88 REF / MSA REG REF		
N/A	SDBIP KPI NUMBER		
8	Number of flagship events hosted to position the NMBM as a world class destination	11	9
1	(COSAFA Women's Championships, Boxing, Eubelien Music Festival, Summer Season Festival, COSAFA Women's Golf Classic, Sundays Rivernite, Splash Festival, Liesegang SA Ironman African Championships, Nedbank Runned 50km Herold Cycle Tour)	(Eubelien Music Festival, Splash Festival, Summer Season Festival, COSAFA Women's Championship, 1 City Marathon, ASA half marathon, SA Open Surf Pro, Ironman Africa Championship, Mandela Bay Arts Festival)	(Summer Season Festival, Eubelien Music Festival, 1 City Marathon, COSAFA Women's Championship)
0	(Summer Season Festival, Eubelien Music Festival, 1 City Marathon, COSAFA Women's Championship)	(Summer Season Festival, Eubelien Music Festival, 1 City Marathon, Mandela Bay Arts Festival, Ironman Africa Championship)	(Eubelien Music Festival, Splash Festival, Summer Season Festival, COSAFA Women's Championship, 1 City Marathon, ASA half marathon, SA Open Surf Pro, Ironman Africa Championship, Mandela Bay Arts Festival)
20180124	OPERATING PROJECTS AND LEVIES	R1,122,869.02	R13,595,994.02
20182510	OPERATING PROJECTS AND LEVIES	R27,131,094.02	R35,204,478.02
20181394	OPERATING PROJECTS AND LEVIES	R35,204,478.02	R35,204,478.02
2020/21	OPERATING PROJECTS AND LEVIES	R51,579,980	R51,579,980
5	Above 12 events hosted by June 2024 and/or Qualitative motivation	4	Above 9 up to 12 events hosted by June 2025 and/or Qualitative motivation
5%	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 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	5	Above 12 events hosted by June 2024 and/or Qualitative motivation 4. Above 9 up to 12 events hosted by June 2025 and/or Qualitative motivation 3. 9 events hosted by June 2025 2. Below 9 down to 7 events hosted by June 2025 1. Below 7 events hosted by June 2025
13% continued			

TRANSVERSAL INDICATORS

KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND		KPA 3: LOCAL ECONOMIC DEVELOPMENT		KPA 4: MUNICIPAL FINANCIAL VIABILITY AND									
Administration		Administration		Administration		Administration		Administration		Administration			
Cascading a Performance Management System with SRAC Directorate		Percentage of SRAC SDBIP KPIs with a Technical Indicator and supporting Standard Operating Procedure in place		Percentage of SRAC Directorates Training Budget spent		Percentage of SRAC Directorates Training Budget spent		Percentage of SRAC Directorates Training Budget spent		Percentage of Section 32 Reports (with supporting POE) submitted to MPAC Sub-committee Secretariat for 2023/24 and 2024/25			
2022/23 third quarter performance reviews conducted for reporting managers		0% by 30 September 2023		75.00%		98%		New KPI (introduced in 2024/25)		New KPI (introduced in 2024/25)			
PMS cascaded to all senior managers		100% by 31 August 2024		95%		95%		90%		90%			
2023/24 fourth quarter performance reviews conducted for reporting managers		100% by 31 August 2024		10%		10%		N/A		N/A			
2024/25 performance plans in place for officials down to grade 14		2023/24 fourth quarter performance reviews conducted for reporting managers		2024/25 performance plans in place for officials down to grade 14		2024/25 first quarter performance reviews conducted for officials down to grade 14		2024/25 first and second quarter performance reviews conducted for officials down to grade 14		2024/25 first, second and third quarter performance reviews conducted for officials down to grade 14			
2024/25 performance plans in place for officials down to grade 14		N/A		30%		60%		95%		PMS cascaded to Grade 14			
2023/24 fourth quarter performance reviews conducted for reporting managers		2024/25 first and second quarter performance reviews conducted for officials down to grade 14		1194		R15,473,994		R30,947,988		R49,000,981			
2024/25 performance plans in place for officials down to grade 14		2024/25 first and second quarter performance reviews conducted for officials down to grade 14		Project not budgeted for the 2022/23 financial year		Project not budgeted for the 2022/23 financial year		Project not budgeted for the 2022/23 financial year		Project not budgeted for the 2022/23 financial year			
No direct budget linked to Key Performance Indicator measurement		No direct budget linked to Key Performance Indicator measurement		No direct budget linked to Key Performance Indicator measurement		No direct budget linked to Key Performance Indicator measurement		No direct budget linked to Key Performance Indicator measurement		No direct budget linked to Key Performance Indicator measurement			
Performance plans forms Attendance registers		2024/25 Technical and Motivation Process and Motivation guides		EPYP Report		Financial report		Financial report		UJFW register Proof of submission			
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 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		5. Above 350 and/or Qualitative motivation 4. Above 313 up to 350 and/or Qualitative motivation 3. 313 2. Below 313 down to 280 1. Below 280		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%		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%		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%		5. Qualitative motivation 4. Above 90% up to 100% reduction and/or qualitative motivation 3. 90% reduction 2. Below 90% down to 65% reduction 1. Below 65% reduction or increase		5. Qualitative motivation 4. Above 90% up to 100% reduction and/or qualitative motivation 3. 90% reduction 2. Below 90% down to 65% reduction 1. Below 65% reduction or increase	
3%		3%		3%		3%		3%		3%			
13% (KPA 1 continued)		13% (KPA 1 continued)		13% (KPA 1 continued)		13% (KPA 1 continued)		13% (KPA 1 continued)		13% (KPA 1 continued)			

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SECTION A: PERFORMANCE PLAN
SECTION A1: SCORECARD

MFMA C88 OUTCOME		IDP MFMA C88 REF / MSA REG REF		SOBIP MFMA C88 REF / MSA REG REF		SDBIP KPI NUMBER		KEY PERFORMANCE AREA (KPA)		KEY PERFORMANCE ELEMENT (KPE)		KPI NO		KEY PERFORMANCE INDICATOR		BASELINE PERFORMANCE (ANNUAL PERFORMANCE 2022/23 ESTIMATED)		2024/25 ANNUAL PERFORMANCE TARGET		TARGETS FOR 2024/25 PER QUARTER (ACCUMULATIVE)				VOTE NUMBER/ PROJECT ID		DESCRIPTION		RESOURCES ALLOCATED FOR 2024/25 PER QUARTER (ACCUMULATIVE)				RECOMMENDED PORTFOLIO EVIDENCE		RECOMMENDED INTERPRETATION OF RATING SCALE		KPI WEIGHTING		TOTAL WEIGHTING	
N/A		N/A		N/A		1-73		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Administration		16		Percentage of key Council structure meetings		67% (MPAC) 76% (BAC)		100% (MPAC) 100% (BAC)		100% (MPAC) 100% (BAC)		100% (MPAC) 100% (BAC)		100% (MPAC) 100% (BAC)		100% (MPAC) 100% (BAC)		100% (MPAC) 100% (BAC)		Council Calendar of Meetings Attendance registers Minutes		5: Qualitative motivation 4: Qualitative motivation 3: 100% 2: Below 80% down to 70% 1: Below 70% AND 5: Qualitative motivation 4: Qualitative motivation 3: 80% 2: Below 80% down to 70% 1: Below 70%		3%		14%			
N/A		N/A		N/A		61		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Administration		17		Percentage of invoices processed and submitted to budget and treasury within 15-days of invoice receipt date		New KPI introduced in 2024/25		100%		100%		100%		100%		100%		100%		B&T report		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 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		3%					
N/A		N/A		N/A		1-73		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Administration		18		Complying with the requirements outlined in Section A2 of the performance plan		All requirements complied with, within specified unelines		All requirements complied with, within specified unelines		All requirements complied with, within specified unelines		All requirements complied with, within specified unelines		All requirements complied with, within specified unelines		All requirements complied with, within specified unelines		No direct budget linked to Key Performance Indicator measurement		Updated baselines and targets in AZ(a) and b) Source documents, performance analysis and references for AZ(a), b, c, d) Performance Reports		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 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		3%					
N/A		N/A		N/A		1-73		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Administration		19		Reporting on the Auditor General's plans on the National Treasury website		New KPI (introduced in 2024/25)		Quarterly action plan implementation progress approved by the Executive Director		Action plans approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		Quarterly action plan implementation progress approved by the Executive Director		No direct budget linked to Key Performance Indicator measurement		Updated baselines and targets in AZ(a) and b) Source documents, performance analysis and references for AZ(a), b, c, d) Performance Reports		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 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		3%					
N/A		N/A		N/A		1-73		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Administration		20		Number of SRAC Directorate Policies reviewed		New KPI (introduced 2023/24)		Sport and Recreation Policy		Draft Sport and Recreation Policy submitted to EXCO		Sport and Recreation Policy submitted to Executive Mayoral Committee for approval		Sport and Recreation Policy submitted to Council Committee for approval		Sport and Recreation Policy		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 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		3%					

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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.

SDBIP COMPLIANCE INDICATOR REFERENCE	MFMA C88 REF	INDICATOR NO	COMPLIANCE INDICATOR	INDICATOR DEFINITION	BASELINE (ANNUAL PERFORMANCE OF 2023/24 ESTIMATED)	2024/25 QUARTERLY ACTUAL PERFORMANCE			
						1ST QUARTER ACTUAL PERFORMANCE (1 JULY 2024 - 30 SEPTEMBER 2024)	2ND QUARTER ACTUAL PERFORMANCE (1 JULY 2024 - 31 DECEMBER 2024)	3RD QUARTER ACTUAL PERFORMANCE (1 JULY 2024 - 31 MARCH 2025)	4TH QUARTER ACTUAL PERFORMANCE (1 JULY 2024 - 30 JUNE 2025)
37	CS2 (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.

IDP MFMA C88 REF / MSA REG REF	SDBIP MFMA C88 REF / MSA REG REF	KEY PERFORMANCE AREA (KPA)	KPI NO	KEY PERFORMANCE INDICATOR	2024/25 ANNUAL PERFORMANCE TARGET	RESOURCES ALLOCATED FOR 2024/25 PERFORMANCE PLAN		
						VOTE NUMBER/ PROJECT ID	DESCRIPTION	TOTAL BUDGET ALLOCATED
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	1	Number of Cultural institutions receiving grant from NMBM to contribute towards Arts, Culture and Heritage activation, preservation and development	1	2024NSRA05875	Mandela Bay Arts Festival (MBAF)	R4 950 000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	2	Implementation of exhibitions in Museums and Gallery - (Precinct without walls)	4	1675 1122	Exhibitions	R700,000
N/A	N/A	KPA 1: BASIC SERVICE DELIVERY	3	No of semi professional teams supported by NMBM	8	2024NSRA42118	Motsepe League	R763,200

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SECTION B1 - COMPETENCY FRAMEWORK

In the below Competency Framework, "core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

A person appointed as a senior manager must have the competencies as set out in this framework.

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

The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

The competencies that appear in the competency framework are detailed as follows:-

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SECTION B1 - COMPETENCY FRAMEWORK STRUCTURE

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

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
2	People management Human capital Planning and development Diversity Management Employee Relations Management Negotiation and Dispute Management	Effectively manager, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	9%	<ul style="list-style-type: none"> 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"> Seek opportunities 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 to empower 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"> 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 a 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 	<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 performance management.

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
3	Program and Project Management Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	9%	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities. Understand procedures of program and project management methodology, 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 management 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 project management methodology influence and motivate project team deliver to exceptional results. Monitor policy implementation and apply procedures to manage risks. 	<ul style="list-style-type: none"> Understand and conceptualise 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.

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
				BASIC	COMPETENT	ADVANCED	SUPERIOR	
				SCORE OF 1 OR 2	3	4	5	
4	Financial Management	<p>Budget Planning and Execution</p> <p>Financial Strategy and Delivery</p> <p>Financial Reporting and Delivery</p>	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.</p>	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. 	<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 	<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.

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LEADING COMPETENCIES		DEFINITION	WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
5	Change Leadership	<p>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.</p> <p>Change Vision and Strategy</p> <p>Process Design and Improvement</p> <p>Change Impact Monitoring and Evaluation</p>	9%	<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. 	<ul style="list-style-type: none"> Perform a 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. 	<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 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. 	<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.

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

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CORE COMPETENCIES			ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			WEIGHTING	BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
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%	<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. 	<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. 	<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. 	<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		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
8	Planning and Organising	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%	<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. 	<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. 	<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. 	<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.

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CORE COMPETENCIES			ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			WEIGHTING	BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
9	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	7%	<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. 	<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. 	<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 	<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.

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CORE COMPETENCIES			WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING			
				BASIC	COMPETENT	ADVANCED	SUPERIOR
				SCORE OF 1 OR 2	3	4	5
10	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	7%	<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. 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage intutional 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. 	<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. 	<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.

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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
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.	8%	<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 when 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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CORE COMPETENCIES		WEIGHTING	ACHIEVEMENT LEVELS AND INTERPRETATION OF RATING				
			BASIC	COMPETENT	ADVANCED	SUPERIOR	
			SCORE OF 1 OR 2	3	4	5	
12	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	7%	<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. 	<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. 	<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, tracking, monitoring and measuring success, evaluating and valuing the work of the institution. 	<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	Competent/ Not yet Competent
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	
	SAQA US ID	UNIT STANDARD TITLE
Strategic leadership and management	116338	Contribute to the strategic planning process in a South African municipality
	116361	Interpret South African legislation and policy affecting municipal financial management
	119341	Apply cost management information systems in the preparation of management reports
Operational financial management	119331	Conduct working capital management activities in accordance with sound financial management policy
	116364	Plan a municipal budgeting and reporting cycle
Governance, ethics and values in	116343	Apply the principles of ethics in a municipal environment
	116363	Prepare and analyse municipal financial reports
Financial and performance reporting	119350	Apply accounting principles and procedures in the preparation of reports and decision making
	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process
	116341	Conduct performance management to a South African municipal environment
Risk and change management	116339	Apply risk management in South African municipalities
Project management	119343	Apply operations research principles and tools in the management of project activities and resources
Legislation, policy and implementation	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment
	116361	Interpret South African legislation and policy affecting municipal financial management
Supply Chain Management	116333	Discuss the selected legislative regulatory framework governing the public sector management and administration environment
Audit and assurance	116351	Conduct auditing planning and implementation in a South African municipality

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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 NUMBER	TYPE OF INTERVENTION REQUIRED (i.e. skills programme/ workshop/ learnership/ RPL/ trade test)	NAME OF COURSE	ACTUAL COURSE DATE		NQF 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	1									
						2									
						3									
						4									
The PDP will be populated, if necessary, during the 2024/25 quarterly performance reviews.															

Ch Williams

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

DATE: 31/07/2024

[Signature]
ACTING CITY MANAGER

DATE: 31/07/2024

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SECTION E

I, Charmaine Williams, appointed on 17 June 2024, in an acting capacity to the position of Executive Director: Sport, Recreation, Arts and Culture of Nelson Mandela Bay Municipality for the 2024/25 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 31 July 2024

Charmaine Williams
CHARMAINE WILLIAMS
ACTING EXECUTIVE DIRECTOR: SPORT, RECREATION, ARTS AND CULTURE
DATE: 31 July 2024

AS WITNESSES

1. *[Signature]*
2. *[Signature]*

[Signature]
ACTING CITY MANAGER
DATE: 30 July 2024

AS WITNESSES:

1. *N. Septhile Ngwenzi*
2. *I. MUSAHE*