GOVAN MBEKI MUNICIPALITY

UTLANYELWE UKUKHULA

PERFORMANCE AGREEMENT
FY 2026-2027

MR. MAFEMANI ROBERT MASWANGANYI

DIRECTOR
ELECTRICAL & MECHANICAL ENGINEERING

Municipal Manager (MM).....1 Director Electrical & Mechanical Engineering.....

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

GOVAN MBEKI MUNICIPALITY

AS REPRESENTED BY

THE MUNICIPAL MANAGER

MR. ELLIOT NDABIKHONA MASEKO

(Herein and after referred as **Employer**)

AND

THE DIRECTOR: ELECTRICAL & MECHANICAL ENGINEERING

MR. MAFEMANI ROBERT MASWANGANYI

(Herein and after referred as **Employee**)

FOR THE FINANCIAL YEAR:
01 JULY 2026- 30 JUNE 2027

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 **"this agreement"** – means the performance agreement between the employer and the employee and the annexures thereto;

1.5.2 **"this Municipal Manager"** – means the Municipal Manager of the Municipality appointed in terms of Section 54 (A) of the Systems Act ;

1.5.3 **"the Executive Authority"** – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor;

1.5.4 **"the Employee**: means the **Director: Electrical and Mechanical Engineering appointed** in terms of Section 56 of the Systems Act;

1.5.5 **"the Employer"** means **Govan Mbeki Municipality**; and

1.5.6 **"The Parties"** means the **Employer** and **Employee.**

1.5.7 **"The Regulations"** means the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers, 2006 as published under GNR. 805 in Government Gazette 29089 dated 1 August 2006 as amended on 17 January 2014

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of 57(1)(b),(4B) and, (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 Specify accountabilities as set out in the Performance Plan, which forms an annexure to the performance agreement (Annexure A);

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the performance agreement as the basis for assessing whether the **Employee** has met the performance expectations applicable to his or her job;

2.6 In the event of outstanding performance, to appropriately reward the **Employee** in accordance with this agreement; and

2.7 Give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

3. DELIVERY

3.1 This Agreement will commence on the **01 July 2026** and will remain in force until **30 June 2027** where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan **(Annexure A)** sets out –

4.1.1 The performance objectives and targets that must be met by the **Employee;**

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.2 The performance objectives and targets reflected in **Annexure A** are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:

4.2.1 Key objectives that describe the main tasks that needs to be done;

4.2.2 Key Performance Indicators (KPI's) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the work must be achieved: and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Competency Framework as prescribed by Regulation 21 to the Municipal Systems Act of 17 January 2014 (Local Government Regulations on the Appointment and Conditions of Appointment of Senior Managers) **(Annexure B**) sets out the competencies required to operate effectively as a senior manager in the local government environment. The Core Competency requirements **(Annexure B-definitions**) as the management skills regarded as critical to the position held by the Employee.

4.4 The Personal Development Plan **(Annexure C**) sets out the **Employee's** personal development requirements in line with the objectives and targets of the **Employer**; and

4.5 The **Employee's** performance will also be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan (IDP)

5. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM.

5.1 The **Employee** agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and relevant stakeholders to perform to the standards required;

5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets that will be included in the performance management system applicable to the **Employee;**

5.4 The **Employee** undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPA's), (including special projects relevant to the **Employee's** responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement;

5.6 The **Employee's** assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee:**

KPA No	Municipal Key Performance Areas(KPA's)
1	Financial Sustainability
	Sustainable Physical Infrastructure and Improve Customer Care Services
3	Economic Growth and Development
4	Institutional Transformation
5	Spatial Integration and Safe Protected Environment
6	Governance and Stakeholder Participation
TOTAL	**80%**

5.7 The Competencies will make up the other 20% of the **Employee's** assessment score. The following Competencies will be assessed in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014):

LEADING COMPETENCIES	
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Results and Quality Focus	

6. PERFORMANCE ASSESSMENT AND EVALUATING PERFORMANCE

6.1 The Performance Plan **(Annexure A)** to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the **Employee's** performance; and

6.1.2 The intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan (IDP);

6.5 The **Employee** will submit quarterly performance reports (SDBIP), upload the relevant portfolio of evidence onto the Electronic PMS system of the municipality, and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPA (KPI or group of KPIs) shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPA(KPI or group of KPIs).

6.6.2 A rating on the five-point scale shall be provided for each KPA (KPI or group of KPIs) which will then be multiplied by the weighting to calculate the final score; and

6.6.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of Competencies:

6.7.1 Each Competency shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;

6.7.2 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.3 and 6.7.2 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the **Employee** will be based on the following rating scale for Key Performance Indicators : KPA (KPI or group of KPIs)

Level	Terminology	Description
5	**Outstanding performance**	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	**Performance significantly above expectations**	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	**Performance Not fully effective**	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	**Unacceptable performance**	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment for the performance of the **Employee** will be based on the following rating scale for Competencies:

RATING	ACHIEVEMENT LEVEL	DESCRIPTION
1	**Poor**	Do not apply the basic concepts to proof a basic understanding of local government operations and requires extensive supervision and development interventions
2	**Basic**	Applies basic concept, methods and understand of local government operations but requires supervision and development interventions
3	**Competent**	Develops and applies more progressive concepts, methods and understand. Plans and guides the work of others and executes progressive analyses
4	**Advanced**	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
5	**Superior**	Has a comprehensive understanding of local government operations, critical in shaping strategic direction ad change, develops and applies comprehensive concepts and methods

Municipal Manager (MM) ..... 9 Director Electrical & Mechanical Engineering .....

6.11 For purposes of evaluating the **Employee (Director: Electrical and Mechanical Engineering**), directly accountable to the **Municipal Manager** for the **Mid-year and Year-end Reviews**, an evaluation panel constituted of the following persons must be established –

6.11.1 Municipal Manager (Primary Assessor)

6.11.2 Member of the Mayoral Committee : Chairperson of the Portfolio Committee;

6.11.3 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

6.11.4 Municipal Manager from another municipality;

6.11.5 The Manager responsible for human resources of the municipality must provide secretariat services to the evaluation panel referred to in 6.11 above;

6.12 The Municipal Manager will formally evaluate the performance of the **Employee** as **at the end of the 2nd and 4th quarters**; and

6.13 The Municipal Manager will give performance feedback to the **Employee** after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the **first and third quarter may be verbal if performance is satisfactory:**

Quarter	Review Period	Review to be completed by
1	July 2026- September 2026	October 2026 (Informal)
2	October 2026- December 2026	March 2027 (Formal half-yearly- mid-year review)
3	January 2027 – March 2027	April 2027 (Informal performance reviews)
4	April 2027- June 2027	September 2027 (Formal year-end- annual review)

7.2 The **Employer** must keep a record of **mid-year review** and **annual assessment meetings**;

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance;

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made; and

7.5 The **Employer** may amend the provisions of **Annexure A** whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The **Personal Development Plan (PDP)** for addressing developmental gaps is attached as **Annexure C.** Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the **Employee** will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** must-

9.1.1 Create an enabling environment to facilitate effective performance by the **Employee;**

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee;**

9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

9.1.6 Make payment of performance bonuses as prescribed in accordance with Regulation 8 of Performance Regulation No. 29089, GNR 805 amended which stipulates:

*"**Performance bonus***

8. In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee, after –
(1) the annual report for the financial year under review has been tabled and adopted by the municipal council;
(2) an evaluation of performance in accordance with the provisions of regulation 23; and
(3) approval of such evaluation by the municipal council as a reward for outstanding performance."

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others-

10.1.1 A direct effect on the performance of any of the **Employee's** functions;

10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer;** and

10.1.3 A substantial financial effect on the **Employer.**

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the **Employee** to take any necessary action with delay.

11. REWARD

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted based on the following scheme:

Performance Rating	Performance Bonus Calculation:
130%-149%	Awarded a performance bonus ranging from 5% to 9%, and
150% and above	Awarded a performance bonus ranging from 10% to 14%

11.4 In the event of the **Employee's** Employment Contract terminating for any reason contemplated in Regulation 17 of the Regulations, during the validity period of this Agreement, the **Employee's** performance will be evaluated for the portion during which he was employed and for which he will be entitled (subject to clause 11.5) to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The **Employee** will forfeit his/her performance bonus should the **Employee's** Employment Contract be terminated for misconduct relating to their employment at Govan Mbeki Municipality.

11.6 The **Employer** will submit the results of the annual assessment and the scoring report of the **Employee,** to the full Council for purposes of recommending the bonus allocation.

11.7 The approved bonus, if any, will be paid to the **Employee** in accordance with Regulation 8 of the Regulations.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the **Employer** is, at any time during the **Employee's** employment, not satisfied with the manager's performance with respect to any matter dealt with in this Agreement, the **Employer** will give notice the **Employee** to attend a meeting;

12.2 The **Employee** will have the opportunity at the meeting to satisfy the **Employer** of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the **Employee** under this Agreement, the parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the **Employer** shall –

12.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the **Employee** is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the **Employee** has achieved the performance objectives and targets established in terms of this Agreement, the **Employee** may within 3 working days meet with the **Employer** with a view to resolving the issue. The **Employer** will record the outcome of the meeting in writing;

13.2 If the parties could not resolve the issues within 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of **Annexure A** must be made available to the public by the **Employer** in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

14.3 The performance assessment results of the **Employee** must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within 14 days after the conclusion of the assessment.

15. DECLARATION CLAUSE ON DISCLOSURE OF FINANCIAL INTERESTS

15.1 The disclosure of financial interest as prescribed and In line with Regulation 18 of the Municipal Staff Regulations (Staffing Regulations 805 of 2021) and Section 6(1)(e) of the Municipal Systems Act (Act 32 of 2000), **(Annexure D)** sets out what is required from the **Employee** in completing and to declare any financial interests that may create a conflict of interest in the performance of their municipal duties.

15.2 The employee commits to disclosing any direct or indirect financial interests that could reasonably conflict with the performance of their duties. This includes, but is not limited to, ownership of shares, directorships, partnerships, property ownership, or financial interests in entities contracting with the municipality.

15.3 Failure to comply, including providing false or incomplete information, may result in disciplinary action, up to and including termination of the performance agreement and/or employment, subject to applicable labour laws and municipal regulations.

15.4 The employee shall adhere to the highest standards of ethics and integrity, as outlined in the Code of Conduct for Municipal Staff Members and other relevant legislation.

15.5 This clause underpins the employee's commitment to transparency, accountability, and good governance within the municipality.

Thus, done and signed at Secunda on this 30 day of July 2026

AS WITNESSES:

1. _____

2. _____

_____

EMPLOYEE:
DIRECTOR ELECTRICAL&MECHANICAL ENGINEERING

Thus, done and signed at Secunda on this 30 day of July 2026

AS WITNESSES:

1. _____

2. _____

_____

EMPLOYER:
MUNICIPAL MANAGER

Performance Plan
FY 2026-2027

DIRECTOR: ELECTRICAL & MECHANICAL ENGINEERING
MR. MAFEMANI ROBERT MASWANGANYI

Performance Agreement: Annexure A FY 2026-2027

The Performance Plan sets out for: Director Electrical and Mechanical Engineering

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;

b) Competencies required as stipulated in the Local Government: Regulations on appointment and conditions of employment of senior

The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the Municipal KPA's and National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.

Municipal Key Performance Areas (KPA's)	Weighting		Competency Framework	Weighting
KPA 1: Financial Sustainability	30%	Leading Competencies	Strategic Direction and Leadership	10%
KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services	30%		People Management	5%
KPA 3: Economic Growth and Development	10%		Programme and Project Management	10%
KPA 4: Institutional Transformation	10%		Financial Management	10%
KPA 5: Spatial Integration and Safe Protected Environment	10%		Change Leadership	10%
KPA 6: Governance and Stakeholder Participation	10%		Governance Leadership	5%
		Core Competencies	Moral Competence	5%
			Planning and organising	10%
			Analysis and Innovation	10%
			Knowledge and Information Management	10%
			Communication	5%
			Results and Quality Focus	10%
Total	**100%**		**Total**	**100%**

Performance Agreement: Annexure A FY 2026-2027

The assessment of the performance of the Employee will be based on the following rating scale for KPA's:

RATING SCALE ON CRITERIA OF PERFORMANCE:			
RATING	COLOUR CODE	CATEGORY	EXPLANATION
1	1 UNACCEPTABLE PERFORMANCE	KPI'S NOT MET/ UNACCEPTABLE PERFORMANCE	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved **below fully effective results against almost all** of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
2	2 PERFORMANCE NOT FULLY EFFECTIVE	KPI'S ALMOST MET / NOT FULLY EFFECTIVE	Performance is below the standards expected for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved **below fully effective results against more than half** the performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
3	3 PERFORMANCE FULLY EFFECTIVE	KPI'S MET / FULLY EFFECTIVE	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that the employee has fully achieved **effective results against all** significant performance criteria and indicators as specified in the Performance Agreement and performance plan.
4	4 PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS	KPI'S WELL MET / PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS	Performance is significantly higher than the standard expected in the job. The appraisal/assessment indicates that the employee has achieved **above fully effective results against more than half** of the performance criteria and indicators as specified in the Performance Agreement and performance plan and fully achieved all others throughout the performance cycle.
5	5 OUTSTANDING PERFORMANCE	KPI'S EXTREMELY WELL MET / OUTSTANDING PERFORMANCE	Performance far exceeds the standard expected of the employee at this level. The appraisal/assessment indicates that the employee has achieved **above fully effective results against all** of the performance criteria and indicators as specified in the PA and performance plan and maintained this in all areas of responsibility throughout the performance cycle.

Performance Agreement: Annexure A FY 2026-2027

The table below illustrates the alignment between the National Key Performance Areas and the municipal Strategic (IDP) Objectives and Pre Determine Objectives:

NATIONAL AND MUNICIPAL STRATEGIC LINKAGE				
National KPA	**Municipal Key Performance Area**	**GMM Strategic objectives(SO)**	**IDP linkage**	**IDP Strategy number**
Municipal Financial Viability and Management	KPA 1: Financial Sustainability	To ensure financial sustainability.	**Fin.Sustain.**	**FINS8.1**
Basic Service Delivery	KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services	To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy.	**Physic.Infra.&Energy. Effic.**	**PI&EE2.1**
		To provide sustainable and affordable services and effective customer care.	**Serv.&Custom.Care.**	**S&CC3.1**
	KPA 5: Spatial Integration and Safe Protected Environment	To ensure safety within the community as well as a healthy and protected environment	**Safety&Env.**	**S&ENV5.1**
		To facilitate social and community development.	**Social.&Comm.Devel.**	**S&DEV6.1**
Local Economic Development	KPA 3: Economic Growth and Development	To facilitate economic growth and development.	**Econ.Grow.&Devel.**	**E&DEV4.1**
Municipal Transformation and Organisational Development	KPA 4: Institutional Transformation	To ensure institutional transformation.	**Inst.Transform.**	**INST7.1**
Good Governance and Public Participation	KPA 6: Governance and Stakeholder Participation	To ensure good governance and the participation of stakeholders.	**Govern. & Stake.Part.**	**GOV&SP1.1**

Municipal Manager (MM).....

Director Electrical & Mechanical Engineering.....

KEY PERFORMANCE INDICATORS

The Key Performance Indicators for **Director Electrical and Mechanical Engineering** are aligned to the National Key Performance Areas as well as the Six (6) Municipal Key Performance Areas which covering the main areas of work as account for **80%.**

**** Note: The detail KPIs and Targets per KPA are captured in the Approved High-level Scorecard and Departmental SDBIP for each Department in terms of financial year 2026-2027**

MUNICIPAL KEY PERFORMANCE AREA	MUNICIPAL KEY FOCUS AREA	PERFORMANCE TARGET	PERFORMANCE INDICATOR	WEIGHT %
KPA 1: FINANCIAL SUSTAINABILITY	➢ KFA 1: Revenue ➢ KFA 2: Expenditure ➢ KFA 3: Asset management ➢ KFA 4: Funding ➢ KFA 5: Supply chain management ➢ KFA 6: Cash management ➢ KFA 7: Finance policies	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**30%**
KPA 2: SUSTAINABLE PHYSICAL INFRASTRUCTURE AND IMPROVE CUSTOMER CARE SERVICES	➢ KFA 1: Energy ➢ KFA 2: Roads and storm water infrastructure ➢ KFA 3: Water and sanitation infrastructure ➢ KFA 4: Waste infrastructure ➢ KFA 5: City entrances ➢ KFA 6: Government institutions ➢ KFAs 1, 2 and 3: Water and sanitation; Electricity; Waste ➢ KFA 4: Customer relations ➢ KFA 5: Public transport ➢ KFA 6: Branding	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**30%**
KPA 3: ECONOMIC GROWTH AND DEVELOPMENT	➢ KFA 1: Demand classification ➢ KFA 2: Growth performance and diversification ➢ KFA 3: Job creation and wages ➢ KFA 4: Investment promotion ➢ KFA 5: Productivity and innovation ➢ KFA 6: Poverty and socio-economic status ➢ KFA 7: Education and skills development ➢ KFA 8: Trade and industry ➢ KFA 9: Stability and sustainability ➢ KFA 10: Urban renewal ➢ KFA 11: Rural Development	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**10%**

Performance Agreement: Annexure A FY 2026-2027

MUNICIPAL KEY PERFORMANCE AREA	MUNICIPAL KEY FOCUS AREA	PERFORMANCE TARGET	PERFORMANCE INDICATOR	WEIGHT %
KPA 4: INSTITUTIONAL TRANSFORMATION	➢ KFA 1: Organisational structure ➢ KFA 2: Human capital ➢ KFA3: Programme and Project Management ➢ KFA 4: Performance management ➢ KFA 5: Technology	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**10%**
KPA 5: SAFETY AND ENVIRONMENT	➢ KFA 1: Crime, safety and security ➢ KFA 2: Environmental management framework ➢ KFA 3: Disaster management ➢ KFA 4: Emergency services ➢ KFA 5: Traffic services ➢ KFA 1: Sustainable human settlements ➢ KFA 2: Sports and recreation ➢ KFA 3: Arts and culture ➢ KFA 4: Libraries and community halls	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**10%**
KPA 6: GOVERNANCE AND STAKEHOLDER PARTICIPATION	➢ KFA 1: Governance structures ➢ KFA 2: Stakeholder participation ➢ KFA 3: Audit Findings ➢ KFA 4: Policies and by-laws ➢ KFA 5: Monitoring and evaluation ➢ KFA 6: Communications (Internal and External)	As per approved Departmental SDBIP FY 2026/2027	As per approved Departmental SDBIP FY 2026/2027	**10%**
TOTAL				**100%**

Municipal Manager (MM).....

Director Electrical & Mechanical Engineering.....

CORE MANAGERIAL COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Competency Framework as required by the Regulations on Appointment and Conditions of Employment of Senior Managers. The competencies contained in the framework are critical in assessing the level of senior manager's performance. The assessment of these competencies will account for **twenty percent (20%)** of the total employee assessment score. **Annexure B** describes the Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

	Competency Framework	DEFINITION	Weighting
Leading Competencies	Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on strategic institutional mandate.	**10%**
	People Management	Effectively manage inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	**5%**
	Programme and Project Management	Able to understand program and project management methodology, plan,	**10%**
	Financial Management	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	**10%**
	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	**10%**
	Governance Leadership	Able to promote, direct and apply 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	**5%**

Municipal Manager (MM).....

Director Electrical & Mechanical Engineering.....

Performance Agreement: Annexure A FY 2026-2027

	Competency Framework	DEFINITION	Weighting
Core Competencies	Moral Competence	Able to identify moral, triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
	Planning and Organising	Able to plan prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	10%
	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	10%
	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	5%
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	10%
TOTAL			100%

Thus, done and signed at Secunda on this 30 day of July 2026

MUNICIPAL MANAGER

DIRECTOR: ELECTRICAL & MECHANICAL ENGINEERING

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
1	Fin.Sustain.	FINS8.1	KPA 1: Financial Sustainability	Number of Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department by 30 June 2027	Implementation of the Financial Recovery Plan (FRP) Activities related to the departement as per the phases of the FRP	Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer	12 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted	All	Operational Budget	Int	GMM	activity	#	12 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department by 30 June 2027	3 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department	3 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department	3 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department	3 X Monthly Financial Recovery Plan (FRP) Progress Reports submitted to the Municipal Manager or the Chief Operations Officer on the Financial Recovery Plan (FRP) Activities Applicable to the Department
2	Fin.Sustain.	FINS8.1	KPA 1: Financial Sustainability	Number of Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027	Progresss Reporting on Budget Funding Activities Applicable to the Department	Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department	12 Monthly Progress Reports compiled and submitted.	All	GMM	Int	Operational Budget Budget	Input	#	12 X Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027	3X Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027	3X Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027	3X Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027	3X Monthly Progress Reports submitted to the Finance Department on the Budget Funding Activities Applicable to the Department by 30 June 2027

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

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3	Fin.Sustain.	FINS8.1	KPA 1: Financial Sustainability	Overtime Hours Per Employee Not Exceeded by 30 June 2027	Control and Managing of Overtime for the Department	Monthly Report on Overtime worked/ Overtime sheet not exceeding 40 hours	16% of Employees exceeded the 40 hours of overtime.	All	Operational	Int	GMM	output	hrs	<40hrs Overtime Hours Per Employee Not Exceeded by 30 June 2027	<40hrs Overtime Hours Per Employee Not Exceeded	<40hrs Overtime Hours Per Employee Not Exceeded	<40hrs Overtime Hours Per Employee Not Exceeded	<40hrs Overtime Hours Per Employee Not Exceeded
4	Fin.Sustain.	FINS8.1	KPA 1: Financial Sustainability	Percentage % Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative) by 30 June 2027	Report on the Compliance to the Annual Procurement Plan activities listed for the Department	Proof of Procurement of Goods and Services	100% of the Annual Procurement plan was achieved.	All	Operational Budget	Int	GMM	Output	%	100% Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative) by 30 June 2027	100% Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative)	100% Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative)	100% Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative)	100% Compliance to the Annual Procurement Plan on Departmental Activities listed for Procurement (Cumulative)
5	Inst.Transform.	INST7.1	KPA 4: Institutional Transformation	Percentage % Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR) by 30 June 2027 (Cumulative)	Current Pending Job Descriptions for Employees within the Department finalised and signed in Compliance to the Municipal Staffing Regulations (MSR This Indicator is reported Cumulative	Signed Job Descriptions for employees within the Department	100% of Job Descriptions submitted to Corporate Services	All	Operational	Int	GMM	Output	#	100% Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR) by 30 June 2027 (Cumulative)	100% Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR (Cumulative)	100% Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR (Cumulative)	100% Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR (Cumulative)	100% Finalisation and Signing of Current Pending Job Descriptions for Employees within the Department in Compliance to the Municipal Staffing Regulations (MSR (Cumulative)

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GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
6	Inst.Transform.	INST7.1	KPA 4: Institutional Transformation	Percentage % of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 days by 30 June 2027	Job Description signed for the Newly Appointed Employee within the Departmenit	Signed Job Descriptions for employees within the Department	New	All	Operational	Int	GMM	Output	#	100% of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 days by 30 June 2027	100% of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 day	100% of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 day	100% of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 day	100% of Signed Job Descriptions for Newly Appointed Employee within the Department within 60 day
7	Inst.Transform.	INST7.1	KPA 6: Governance and Stakeholder Participation	Number of Signed Performance Agreements concluded for Employees directly reporting to the Director In Compliance to the Municipal Staffing Regulations (MSR) by 31 August 2026	IPMDS: Conclusion of Signed Performance Agreements concluded for Employees directly reporting to the Director In Compliance to the Municipal Staffing Regulations (MSR	Signed Performance Agreements concluded for Employees directly reporting to the Director	0 x Employees within the Department whom performance agreements have been signed and concluded	All	Operational Budget Budget	Int	GMM	Input	#	3 X Signed Performance Agreements concluded for Deputy directors directly reporting to the Director In compliance to the Municipal Staffing Regulations (MSR) by 31 August 2026	3 X Signed Performance Agreements concluded for Employees directly reporting to the Director In Compliance to the Municipal Staffing Regulations (MSR) by 31 August 2026	n/a	n/a	n/a

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GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
8	Inst.Transform.	INST7.1	KPA 6: Governance and Stakeholder Participation	Number of Formal PMS Assessments / Evaluations conducted in compliance to the Municipal Staffing Regulations (MSR) for Employees directly reporting to the Director within the Department by 30 September 2026 and 28 February 2027	Conduct Formal Assessements /Evaluations in compliance to the Municipal Staffing Regulations (MSR) for Employees directly reporting to the Director within the Department Employees formally evaluated (per cycle), who were employed for the full 6-month period under review,by 30 September 2026 and 28 February 2027	PMS evaluation report and individual score sheets	0 x Employees within the Department formally evaluated	All	Operational Budget Budget	Int	GMM	Input	#	3 X Formal PMS Assessments / Evaluations conducted in compliance to the Municipal Staffing Regulations (MSR) for Employees directly reporting to the Director within the Department by 30 September 2026 and 28 February 2027	3 X Formal PMS Assessments / Evaluations conducted in compliance to the Municipal Staffing Regulations (MSR) for Employees directly reporting to the Director within the Department by 30 September 2026	n/a	3 X Formal PMS Assessments / Evaluations conducted in compliance to the Municipal Staffing Regulations (MSR) for Employees directly reporting to the Director within the Department by and 28 February 2027	n/a
9				Percentage % of Personal Development Plans (PDPs) for Employees Completed and Signed within the Department by 31 December 2026	Facilitate the completion and signing of Personal Development Plans (PDPs) for Employees within the department.	Signed Personal Development Plans (PDPs) for Employees within the department as per requirements of Chapter 5 of the MSR	New	All	Operational Budget	Int	GMM	activity	%	100% of Personal Development Plans (PDPs) for Employees Completed and Signed within the Department by 31 December 2026	n/a	100% of Personal Development Plans (PDPs) for Employees Completed and Signed within the Department	n/a	n/a
10	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Number of Departmental Executive Meetings Facilitated Monthly by 30 June 2027	Departmental Executive Meetings Facilitated Monthly	Meeting Agendas/ Attendance Register And Meeting Minutes	New	All	Operational Budget	Int	GMM	activity	#	12 X Departmental Executive Meetings Facilitated Monthly by 30 June 2027	3 X Departmental Executive Meetings Facilitated Monthly	3 X Departmental Executive Meetings Facilitated Monthly	3 X Departmental Executive Meetings Facilitated Monthly	3 X Departmental Executive Meetings Facilitated Monthly

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GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
11	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Number of Monthly Portfolio Meetings Facilitated by 30 June 2027	Facilitate the Coordination of the Monthly Agenda Items from sub sections within the department for submission to the Portfolio committee	Meeting Agendas/ Attendance Register And Meeting Minutes	10x Monthly Portfolio Meetings facilitated	All	Operational Budget Budget	Internal	GMM	Input	#	10 X of Monthly Portfolio Meetings Facilitated by 30 June 2027	3 X of Monthly Portfolio Meetings Facilitated	2X of Monthly Portfolio Meetings Facilitated	2X of Monthly Portfolio Meetings Facilitated	3 X of Monthly Portfolio Meetings Facilitated
12	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Number of Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA) by 30 June 2027	Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per Signed Service Level Agreement (SLA) and Reporting to the Finance (SCM)	Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on performance of projects related to the Department by 30 June 2027	12 x Monthly Performance reviews conducted for Service Providers	All	Operational Budget Budget	Int	GMM	Input	#	12 X Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA) by 30 June 2027	3 X Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA)	3 X Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA)	3 X Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA)	3 X Monthly Performance Reviews/ Evaluations Conducted between the Municipally and Service Providers on Performance of Projects related to the Department as per each Service Level Agreement (SLA)
13	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentange (%) of Council Resolutions Implemented within Indicated Timeframes by 30 June 2027	Implementation of Council resolutions related to the Department	Departmental Council resolution register	100% of Council and departmental resolutions implemented	All	Operational Budget Budget	Int	GMM	Input	%	100 % of Council Resolutions Implemented within Indicated Timeframes by 30 June 2027	100 % of Council Resolutions Implemented within indicated timeframe	100 % of Council Resolutions Implemented within indicated timeframe	100 % of Council Resolutions Implemented within indicated timeframe	100 % of Council Resolutions Implemented within indicated timeframe

VB

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
14	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage % of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP) by 30 June 2027	Addressed and Resolved External Audit Findings raised by the Auditor General (AG) related to the department through the implementation of Correctives Measures as per set Due Dates	PAAP Status Report on External Audit Findings Addressed and Resolved	75% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP)	All	Operational Budget Budget	Int	GMM	Input	%	100% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP) by 30 June 2027	100% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP)	100% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP)	100% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP)	100% of External Audit Findings Addressed and Resolved Quarterly as per Post Audit Action Plan (PAAP)
15	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage % of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis by 30 June 2027	Addressed and Resolved Internal Audit Findings raised by Intenal Audit related to the Department through the implementation of Correctives Measures as per set Due Dates	Internal Audit Findings Status Report on Internal Audit Findings Addressed and Resolved	85% of Internal Audit Findings related to the Department Addressed and Resolved.	All	Operational Budget Budget	Int	GMM	Input	%	100% of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis by 30 June 2027	100% of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis	100% of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis	100% of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis	100% of Internal Audit Findings related to the Department Addressed and Resolved on a Quarterly Basis
16	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage (%) of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis by 30 June 2027	Implementation of Audit Committee Recommendations related to the Department on a Quarterly Basis	Minutes of the Audit Committee Meetings, Audit Committee Recommendations Register and Supporting Documents	100% of Audit Committee recommendations implemented related to the department of internal audit findings	All	Operational BudgetBudget	Int	GMM	Input	#	100% of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis by 30 June 2027	100% of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Audit Committee Recommendations related to the Department Implemented on a Quarterly Basis

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GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

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	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
17	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage % of Strategic Risks related to the Department Mitigated as per the Set Time Lines by 30 June 2027	Strategic Risks related to the Department Mitigated as per the Set Time Lines	Strategic Risk Mitigation Plan and Risk Register	67% of Strategic Risks related to the Department Mitigated as per the Set Time Lines	All	Operational	Int	GMM	Output	#	60% of Strategic Risks related to the Department Mitigated as per the Set Time Lines by 30 June 2027	60% of Strategic Risks related to the Department Mitigated as per the Set Time Lines	60% of Strategic Risks related to the Department Mitigated as per the Set Time Lines	60% of Strategic Risks related to the Department Mitigated as per the Set Time Lines	60% of Strategic Risks related to the Department Mitigated as per the Set Time Lines
18	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage % of Operational Risks related to the Department Mitigated as per the Set Time Lines by 30 June 2027	Operational Risks related to the Department Mitigated as per the Set Time LineS	Operational Risks Mitigation Plan and Risk Register	84 % of Operational Risks related to the Department Mitigated as per the Set Time Lines	All	operational	Int	GMM	output	#	80 % of Operational Risks related to the Department Mitigated as per the Set Time Lines by 30 June 2027	80 % of Operational Risks related to the Department Mitigated as per the Set Time Lines	80 % of Operational Risks related to the Department Mitigated as per the Set Time Lines	80 % of Operational Risks related to the Department Mitigated as per the Set Time Lines	80 % of Operational Risks related to the Department Mitigated as per the Set Time Lines
19	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Percentage (%) of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis by 30 June 2027	Implementation of Risk Committee Recommendations related to the Department on a Quarterly Basis	Minutes of Risk Committee Meetings, Risk Committee Recommendations Register and Supporting Documents	100% of Risk Committee Recommendations related to the Department Implemente	All	Operational BudgetBudget	Int	GMM	Input	#	100% of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis by 30 June 2027	100% of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis	100% of Risk Committee Recommendations related to the Department Implemented on a Quarterly Basis

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
20	Physic.Infra.&Energy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical Infrastructure and Improve Customer.	Number of Mini Substastions maintained by 30 June 2027	Electrical mini stations maintenance	Job cards, maintenance schedule , quotation, invoices and completion certificates	75x Mini Substastions maintained	All	GMM	Int	Operational Budget	Output	#	100 X Mini Substastions maintained by 30 June 2027	25x Mini Sub- Stations maintained	25x Mini Sub-Stations maintained	25x Mini Sub-Stations maintained	25x Mini Sub-Stations maintained
21	Physic.Infra.&Energy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical Infrastructure and Improve	Number of Electrical Sub stations refurbish and maintenance by 30 June 2027	Electrical Maintenance on Substation	Job cards, maintenance schedule , quotation, invoices and completion certificates	14x Substations maintained	All	GMM	Int	Operational Budget	Output	#	20 x Electrical Sub-Stastions maintained by 30 June 2027	5x Electrical Sub-Stastions maintained	5x Electrical Sub-Stastions maintained	5x Electrical Sub-Stastions maintained	5x Electrical Sub-Stastions maintained
22	Physic.Infra.&Energ y. Effic.	PI&EE2.1	KPA 2: Sustainable Physical Intrastructure and	Number of none functional electrical meters replace by 30 June 2027	Replacement of none functional electrical meters	Electricity meter commissioning sheet and mothly report	5923 X Meters replaced	All	GMM	Int	Operational Budget	Output	#	6000x None functional electrical meters replaced by 30 June 2027	1500 X None functional electrical meters replaced	1500 X None functional electrical meters replaced	1500 X None functional electrical meters replaced	1500 X None functional electrical meters replaced
23	Physic.Infra.&E nergy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical	Number of existing streetlights to be maintained 30 June2026	Maintance of existing streetlights	Monthly Reports on Street Lights Maintained	348 xStreet lights maintained	All	GMM	Int.	Operational Budget	Outcome	#	200 X Existing streetlights to be maintained 30 June2026	50 X Streetlights maintained	50 X Streetlights maintained	50 X Streetlights maintained	50 X Streetlights maintained
24	Physic.Infra.&Ener gy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical	Number of High mast Lights to be maintained by 30 June 2027	Maintenance of highmast lights	Monthly Reports on High Mast Lights Maintained	51x High mast lights maintained	All	GMM	Int.	Operational Budget	Outcome	#	20 X High mast Lights to be maintained by June2026	5 X Highmast lights maintained	5 X Highmast lights maintained	5 X Highmast lights maintained	5 X Highmast lights maintained

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
25	Physic.Infra.&Energy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical	Percentage % of Electricity complaints attended to Quarterly by 30 June 2027	Electricity service complains	Call centre reports +walk ins complaints	94 % complaints attended to	All	GMM	Int	Operational Budget	Output	%	85% of Electricity service complaints attended to quarterly	85% of Electricity service complaints attended to	85% of Electricity service complaints attended to	85% of Electricity service complaints attended to	85% of Electricity service complaints attended to
26	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder	Percentage % of Building Plans comment on within 14 days by 30 June 2027	Comments on Building Plans within 14 days as requested on by Town Planning	Control register	90% of building plans commented on within 14 days.	All	Operational Budget	Int	GMM	Output	#	100% of Building Plans comment on within 14 days by 30 June 2027	100% of Building Plans comment on within 14 days	100% of Building Plans comment on within 14 days	100% of Building Plans comment on within 14 days	100% of Building Plans comment on within 14 days
27	Govern. & Stake.Part.	GOV&SP1.1	KPA 6: Governance and Stakeholder Participation	Number of Municipal Building Inspections conducted by 30 June 2027	Building Inspections conducted on Municipal Buildings (Ofices, libraries, community halls, technical yards)	Signed Inspection Reports	new	All	Operational Budget	Int	GMM	Output	#	12 x Municipal Building Inspections conducted by 30 June 2027	3 X Municipal Building Inspections conducted	3 X Municipal Building Inspections conducted	3 X Municipal Building Inspections conducted	3 X Municipal Building Inspections conducted
28	Safety&Env.	S&ENV5.1	KPA 5: Spatial Integration and Safe Protected	Percentage % of fleet maintenance complaints attended to Monthly by 30 June 2027	Fleet maintenance/ Job cards generated as per the repair and servicing of fleet	Sign completed job cards	94% of fleet maintenance fleet maintenance complaints attended.	All	GMM	Int.	Operational Budget	Input	%	80% of fleet maintenance complaints attended to by 30 June 2027	80% of fleet maintenance complaints attended to	80% of fleet maintenance complaints attended to	80% of fleet maintenance complaints attended to	80% of fleet maintenance complaints attended to

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GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
HL8	Fin.Sustain.	FINS8.1	KPA 1: Financial Sustainability	Percentage (%) of INEP Funds Spending by 30 June 2027	CAPEX: (INEP), The Percentage of INEP Spending as determined by the {(Actual expenditure divided by the total approved budget) x 100}	Financial calculations report from financial system on the total YTD amount of actual Capital expenditure of Listed INEP projects identified in terms of INEP funds	86% of INEP spending (cumulative) by end of March 2026b	All	31085217	EXT	GMM	Outcome	%	100% of INEP Funds Spending by 30 June 2027	25 % of INEP Funds Spending (cumulative)	50% of INEP Funds Spending (cumulative)	75 % of INEP Funds Spending (cumulative)	100 % of INEP Funds Spending (cumulative)
HL30	Physic.Infra.&E nergy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical	Number of Smart Meters Installed by 30 June 2027	Electrical Smart Meter Installations/ Rollout smart meter	Installation reports	5878 X Smart Meters Installed	All	25106919	Int	GMM	Output	#	6000 X Smart Meters Installed by 30 June 2027	1500 X Smart Meters Installed	1500 X Smart Meters Installed	1500 X Smart Meters Installed	1500 X Smart Meters Installed
HL31	Physic.Infra.&Energy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical Infrastructure and Improve Customer Care	Percentage (%) reduction of Energy losses as per previous year end actual energy losses recorded by 30 June 2027	Monitoring and Implementing measures to reduce Energy Losses based on financial figures as per previous losses recorded	Invoices from Eskom and Financial year Energy Balance Report	- 10.58%x Reduction of Energy losses as per previous year end actual energy losses recorded	All	Operational Budget	Int	GMM	Outcome	%	8% X Reduction of Energy losses as per previous year end actual energy losses recorded by 30 June 2027	2% X Reduction of Energy losses as per previous year end actual energy losses recorded	2% X Reduction of Energy losses as per previous year end actual energy losses recorded	2% X Reduction of Energy losses as per previous year end actual energy losses recorded	2% X Reduction of Energy losses as per previous year end actual energy losses recorded

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VB

GOVAN MBEKI MUNICIPALITY

FY 2026/2027
ANNEXURE A_ MR. MR MASWANGANYI
ELECTRICAL AND MECHANICAL ENGINEERING

Ref No.	MUNICIPAL STRATEGY LINK		MUNICIPAL LINKAGE											Targets FY 2026/2027	FY 2026/2027 QUARTERLY TARGETS			
	IDP linkage	IDP Strategy number	Key Performance Area	Key Performance Indicator KPI	Activities, Programmes, Capital Projects	Evidence (POE)	Baseline as at 30 June 2026	Wards	Annual Budget	Delivery: Int / Ext	Funding Source	KPI Concept Input (I), Output (O) or Outcome	KPI Target Type-(#)/(%)		Quarter 1 01 July 2026 - 30 September 2026	Quarter 2 01 October 2026 - 31 December 2026	Quarter 3 01 January 2027 -31 March 2027	Quarter 4 01 April 2027 - 30 June 2027
HL34	Physic.Infra.&Energy. Effic.	PI&EE2.1	KPA 2: Sustainable Physical Infrastructure and Improve Customer Care Services	Number of Households with access to basic level of Electricity by 30 June 2027 of the financial year	Definition of a household = Residential, Business Properties, Churches, Schools, Farms, State Properties and any other property within the parameters of the municipality that requires access to the basic level of services relating to electricity, as categorised in the billing system . "Access to basic Level of electricity "= billed account in accordance to the financial system	Billing Report from the financial system/ Prepaid Meter Listing Report,	134299 X Households with access to basic Electricity	All	Operational Budget	Int	GMM	Output	#	116700 X Households with access to basic level of Electricity by 30 June 2027 of the financial year	116700 X Households with access to basic level of Electricity	116700 X Households with access to basic level of Electricity	116700 X Households with access to basic level of Electricity	116700 X Households with access to basic level of Electricity

30/07/2026
Date

Municipal Manager
Govan Mbeki Municipality

30/07/2026
Date

Director Electrical and Mechanical Engineering
Govan Mbeki Municipality

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Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1. Leading Competencies Cluster			
COMPETENCY NAME:	**Strategic Direction and Leadership**		
COMPETENCY DEFINITION	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• sUnderstand 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 a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision- makers	• Give direction to a team in realisisng 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 in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to 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	• 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 • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1.	Leading Competencies Cluster
COMPETENCY NAME	**People Management**
COMPETENCY DEFINITION	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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 and 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	• 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 • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a 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	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1. Leading Competencies Cluster

COMPETENCY NAME	**Program and Project Management**
COMPETENCY DEFINITION	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in 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	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance 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, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when 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 to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• 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 in positions of 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1. Leading Competencies Cluster			
COMPETENCY NAME	**Financial Management**		
COMPETENCY DEFINITION	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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1. Leading Competencies Cluster

COMPETENCY NAME	**Change Leadership**
COMPETENCY DEFINITION	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

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs 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	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the 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	• 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 the potential for implementation	• 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

1. Leading Competencies Cluster			
COMPETENCY NAME	**Governance Leadership**		
COMPETENCY DEFINITION	Able to promote, direct and apply 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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster			
COMPETENCY NAME	**Moral Competence**		
COMPETENCY DEFINITION	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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 unfavorable

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster

COMPETENCY NAME	Planning and Organising
COMPETENCY DEFINITION	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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 goals 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	• 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	• 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster			
COMPETENCY NAME	**Analysis and Innovation**		
COMPETENCY DEFINITION	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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand the basic operation problem solving 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 challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate Logical 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 communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas 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 process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• 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

Municipal Manager (MM)..... Director Electrical & Mechanical Engineering .....

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster			
COMPETENCY NAME	**Knowledge and Information Management**		
COMPETENCY DEFINITION	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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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 the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • 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	• 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	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions

Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)

Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster			
COMPETENCY NAME	**Communication**		
COMPETENCY DEFINITION	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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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

Performance Agreement FY 2026-2027: Annexure B Competency Descriptions
Competencies in terms of the Regulations on Appointed and Conditions of Employment of Senior Managers (17 January 2014)
Director Electrical & Mechanical Engineering: Mr. Mafemani Robert Maswanganyi

2. Core Competencies Cluster			
COMPETENCY NAME	**Results and Quality Focus**		
COMPETENCY DEFINITION	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		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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

Thus, done and signed at Secunda on this 30 day of July 2026

Municipal Manager (MM) ..... Director Electrical & Mechanical Engineering .....

Performance Development Plan (PDP)

FY 2026-2027

DIRECTOR: ELECTRICAL & MECHANICAL ENGINEERING
MR. MAFEMANI ROBERT MASWANGANYI

Municipal Manager (MM) .....

Director Electrical & Mechanical Engineering .....

D

VB

This **Personal Development Plan (PDP)** is drafted **in terms of Section 8 of the Performance Agreement** entered into between the **Parties**.

Skills Performance GAP (In order of priority	Outcomes Expected (Measurable indicators: quantity, quality and time frames)	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/ development area	Support Person

Thus, done and signed at Secunda on this 30 day of **July 2026**

EMPLOYER:
MUNICIPAL MANAGER

EMPLOYEE:
DIRECTOR: ELECTRICAL & MECHANICAL ENGINEERING