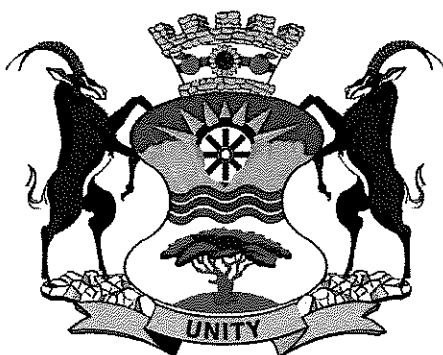


RUSTENBURG LOCAL MUNICIPALITY



ANNEXURE A

PERFORMANCE PLAN

FOR

Mr. Godfrey Mahlangu

**Acting Director: Technical and Infrastructure
Services**

M.M.D.

G. M. S.M.

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S.M. sum

1. BACKGROUND

This Plan defines the council's expectations of the Director: Technical and Infrastructure Services in accordance with the director's performance agreement to which this document is attached. Section 57(5) of the Municipal System Act and the Performance Regulations gazette in Notice No 805, published on 1 August 2006, which provides the performance objectives and targets must be on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined by the Mayor (as represented of Council).

There are 5 parts to this plan:

1. A statement about the purpose of the position
2. Performance review procedure
3. Top Layer Scorecard detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates
4. Competency Requirements
5. Consolidated scorecard (Performance Assessment Calculator)

2. DURATION AND CONDITIONS

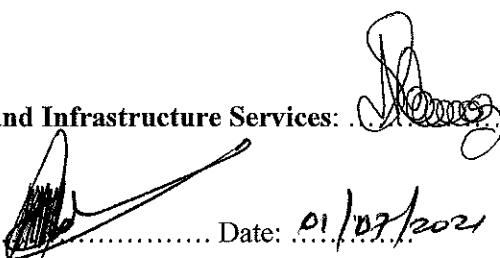
2.1. The period of this **Performance Plan** is from 01 July 2021 to 30 June 2022.

2.2. There are no pre-and/or current Employment conditions attached to this Performance Plan

Signed and accepted by the **Acting Director: Technical and Infrastructure Services:**

Date: 01.July.2021

Signed by the **Municipal Manager** on behalf of Council:


Date: 01/07/2021

3. POSITION PURPOSE

The Director Technical and Infrastructure Services is required to:

- (i) Lead and direct the administration of the Municipality through effective strategies to fulfil the objects of local government provided for in the Constitution, 1996 and any other legislative framework that govern the local government
- (ii) Fostering relationships between the Municipal Council and the administrative arm of the municipality as well other key stakeholders; and
- (iii) Creating an environment that defines the purpose and role of local government to involve people in shaping the future of communities

As the head of the Directorate of the municipality, the Director is responsible for and performs the following functions:

- (i) Good governance and public participation
- (ii) Sustainable infrastructure and basic service delivery
- (iii) Local development
- (iv) Municipal transformation and organisation development and;
- (v) Municipal financial viability and management

4. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory
2. The Mayor may request input from agendas, minutes and “customers” on the Municipal Manager’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the Municipal Manager’s performance since they have worked closely with him on some or all aspects of his job.
3. The Municipal Manager to prepare for quarterly performance evaluation by providing a brief description of achievements, including the reference to evidence, supporting documentation, (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA) score card below). Achievement to be reported on cumulatively)
4. The Municipal Manager to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The Municipal Manager and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i,e give the Municipal Manager scores and allow him time to consider them before final agreement. In the event of disagreement, the evaluation panel has the final say with regard to the final score that is given.

6. The evaluation panel to provide ratings of the Municipal Manager's performance against agreed objectives as a result of portfolio of evidence and/or comments and customer input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the Municipal Manager will be based on the following rating scale for KPA's:

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

10. Only those items relevant for the review period in question should be scored
11. The assessment of the performance of the Municipal Manager on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Mayor and Municipal Manager to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The mayor and Municipal Manager to set new objectives, targets, performance indicators, weighting and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance gazetted in Notice No 805, Published on 1 August 2006.

5. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTERGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION.

The integrated Development Plan (IDP) 2020/2021 of the Rustenburg Local municipality is aligned to the prescribed National Key Performance Areas, viz:

- 1) Basic Service delivery and Infrastructure Development
- 2) Local Economic Development
- 3) Municipal Financial Viability and Management
- 4) Good Governance and Public Participation
- 5) Municipal Institutional Development and Transformation
- 6) Spatial Rationale

All Directorates within the Organisation are accountable for the successful fulfilment of the IDP's specific programmes as espoused under each of the above National Key Performance Areas.

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6. KEY PERFORMANCE AREA SCORECARD

Key Performance Area: Municipal Financial Viability and Management (9)

Key Focus Area/Goal	Strategies	Area/Localit y (Ward/Area)	KPI No.	Key Performance Indicator	Base Line Evidence (POE)	Portfolio of Annual Target	2021/22 Performance Targets per Quarter				Weighting					
							Quarter 1	Quarter 2	Quarter 3	Quarter 4						
MUNICIPAL STRATEGIC PRIORITY: Ensure sustainable municipal financial viability and management																
Municipal Strategic Objective: Implement sound and sustainable financial management and compliance controls																
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	1	Percentage of the 50% Directorate's capital budget spent by 30 June 2022	Certified budget spreadsheet by BTO	95%	R	20% - 25%	45% - 50%	70% - 75%	90-95%					
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	2	Percentage expenditure on overtime not exceeding approved budget by 30 June 2022	Certified budget spreadsheet by BTO	0%	R	0%	0%	0%	0%					
TOTAL WEIGHTING											9					

Key Performance Area: Good Governance and Public Participation (21)

Key Focus Area/Goal	Strategies	Area/Location (Ward/Area)	KPI No.	Key Performance Indicator	Baseline	Portfolio of Evidence (POE)	2021/22 Annual Target	Annual Budget	2021/22 Performance Targets per Quarter			Weighting
									Q1	Q2	Q3	
MUNICIPAL STRATEGIC PRIORITY: Uphold Good Governance, Public Participation Principles												
An Efficient, Effective and Well Governed City	Ensure efficient, effective, accountable, and transparent Governance Culture	Institutional	3	Number of formal performance review sessions with direct reportees by 30 June 2022	4 x Head Performance Plans (Water, Sanitation, Electricity & Mechanical)	Signed agreements	4 x formal review sessions	-	1	1	1	1
An Efficient, Effective and Well Governed City	Ensure inclusive and participatory integrated planning	Institutional	4	Number of Directorate's risks mitigated by 30 June 2022	3	Operational Risk Register verified and signed by Risk Officer	4	-	1	1	1	1
An Efficient, Effective and Well Governed City	Ensure inclusive and participatory integrated planning	Institutional	5	% implementation PAAP by 30 June 2022	90%	PAAP 2019/2020 register signed off by BTO	90%	-	90%	90%	90%	3
An Efficient, Effective and Well Governed City	Inculcate a culture of quality performance	Institutional	6	% of 2021/22 Council Resolutions responded to per quarter	80%	Updated Council resolution register signed by DCSS	80%	-	80%	80%	80%	5
An Efficient, Effective and Well Governed City	Inculcate a culture of quality performance	Institutional	7	% management and monitoring of contracts by 30 June 2022	New	Directorate contract register	100%			100%	100%	3
TOTAL WEIGHTING												21

Key Performance Area (KPA 4): Local Economic Development (5)

Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator (KPI)	POE	Baseline 2020/21	2021/22 Annual Target	Annual Budget 2020/21 R'000	2021/22 Performance Targets per Quarter				Weighting								
									Q1	Q2	Q3	Q4									
Municipal Strategic Objective: Develop vibrant and diversified world class local economy through high value adding economic sector																					
WATER SERVICES																					
Service Delivery: Sustainable Livelihoods and Resilient Infrastructure	Partnership with key stakeholder for local contractor development, SMME's and cooperatives, business support and informal trading support	All Wards	8	Number of jobs created through municipality's Local Economic Development initiatives including capital projects by 30 June 2022	List of employed people with identity numbers	200	200	-	50	150	200	5									

Key Performance Area (KPA 5): Basic Services and Infrastructure Development (65)

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator (KPI)	POE	Baseline 2020/21	2021/22 Annual Target		Annual Budget 2021/22 R'000		2021/22 Performance Targets per Quarter		Weighting
							Q1	Q2	Q3	Q4			
Municipal Strategic Objective: Develop and implement integrated internal systems and processes													
WATER SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the quality of water supplied	All Wards	9	Percentage of drinking water samples complying to SANS241	Laboratory Reports	97%	98% Compliance	R0.00			98%	98%	98%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce the distribution & Non-revenue water losses	All Wards	10	Percentage reduction of non-revenue water	IWA Balance report	46.5%	5%	R0.00	-	2.5%	-	-	5%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Sustainable livelihoods and resilient infrastructure	All Wards	11	Number of Electrical substations constructed in Boitekong by 30 June 2022.	Phase 2 Close out Report	Design previous year.	Phase 2 Civil Construction	R15m	-	-	-	-	20
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Carryout awareness campaigns to communities about water saving	All Wards	12	No. of awareness campaigns on water and sanitation conducted by 30 June 2022	Attendance register And Programs of the campaigns	8	10	R0.00	2	5	7	10	10
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the Green Drop status rating	All Wards	13	Number of permits issued for effluent monitoring	Copies of Permits	50	55	Opex	-	-	30	55	10

ACTING DIRECTOR: TECHNICAL & INFRASTRUCTURE SERVICES PERFORMANCE PLAN FOR THE PERIOD 01 JULY 2021 – 30 JUNE 2022

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Key Focus Area Strategic Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	Key Performance Indicator (KPI)	POE	Baseline 2020/21	2021/22 Performance Targets per Quarter				Weighting
							Q1	Q2	Q3	Q4	
Infrastructure				compliance by 30 June 2022							65
Total Weighting											100
TOTAL WEIGHTING											

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7. COMPETENCY REQUIREMENTS

7.1 Competency Description: CORE MANAGERIAL COMPETENCIES

Cluster	Leading Competencies	Weight
Competency Name	Strategic Direction and Leadership	10
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> • Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 		
Cluster	Leading Competencies	Weight
Competency Name	People Management	
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build mature relationships in order to achieve institutional objectives	10
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> • Identify ineffective team and work processes and recommend remedial interventions • Recognize and reward effective and desired behavior • 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 behavior 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 		

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Cluster	Leading Competencies	Weight
Competency Name	Program and Project Management ³	10
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 - ADVANCED	
	<ul style="list-style-type: none"> • 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 	

Cluster	Leading Competencies	Weight
Competency Name	Financial Management	5
Competency Definition	Able to compile, and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner	
	ACHIEVEMENT LEVELS - ADVANCED	
	<ul style="list-style-type: none"> • Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management 	

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Cluster	Leading Competencies	Weight
Competency Name	Change Leadership	5
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 - ADVANCED	
	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation 	

Cluster	Leading Competencies	Weight
Competency Name	Governance Leadership	10
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 conceptualization of relevant policies and enhance cooperative governance relationships	
	ACHIEVEMENT LEVELS - ADVANCED	
	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers • Identify, analyses and measure risk, create valid risk forecast, 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 an implement comprehensive risk management systems and processes • Implement and monitor and formulation of policies, identify and analyses constraints and challenges with implementations and provide recommendations for improvement 	

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a. Competency Description: CORE OCCUPATIONAL COMPETENCIES

Cluster	Core Competencies	Weight
Competency Name	Moral Competence	10
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> • Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendation 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 • Take 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 		

Cluster	Core Competencies	Weight
Competency Name	Planning and Organising	10
Competency Definition	Able to plan, prioritize and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance 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 considering changing circumstances • Prioritize tasks and projects according to their relevant urgency and importance 		

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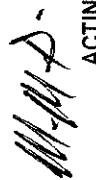
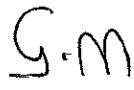
Cluster	Core Competencies	Weight
Competency Name	Analysis and Innovation	10
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> • Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analyzing 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 		

Cluster	Core Competencies	Weight
Competency Name	Knowledge and Information Management	10
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 - ADVANCED		
<ul style="list-style-type: none"> • Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 		

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Cluster	Core Competencies	Weight
Competency Name	Communication	5
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 - ADVANCED	
<ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline 		

Cluster	Core Competencies	Weight
Competency Name	Results and Quality Focus	5
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 - ADVANCED	
<ul style="list-style-type: none"> • Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution 		


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8. CONSOLIDATED SCORESHEET (PERFORMANCE ASSESSMENT CALCULATOR): DIRECTOR: TECHNICAL AND INFRASTRUCTURE SERVICES

In terms of Regulations 805 of 2006, the Employee will be scored on a ratio of 80% for Key Performance Areas (KPAs) and 20% for Core Competency Requirements (CCRs). It is also required that the KPAs relevant to the Employees Functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weighting amongst KPI's and Projects where applicable. A Summary of total weightings are indicated below.

Key Performance Areas (KPAs)	KPA	Assess	Weighted	Panel
	Weightings	Weightings	Score	Score
Basic Service and Infrastructure Development	65			
Municipal Institutional Development and Transformation	0			
Local Economic Development (LED)	5			
Municipal Financial Viability and Management	9			
Good Governance and Public Participation	21			
Spatial Rationale	0			
Total KPAs = (KPAs Weighted Score/100%) x 80%	100			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%				
TOTAL WEIGHTED SCORE (KPAs + CCRs)				
TOTAL WEIGHTED SCORE CONVERTED TO % = (TOTAL WEIGHTED SCORE/3) x 100%				

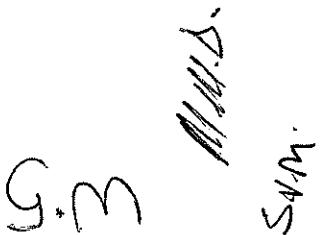
N.B. The consolidated Performance Evaluation Results will be attached separately in the assessment report for the incumbent.

ANNEXURE B

PERSONAL DEVELOPMENT ACTION PLAN AFTER THE PERFORMANCE REVIEWS

After concluding the performance reviews for the Director: Technical and Infrastructure Services, the outcome of the performance reviews influences the amendment of the Personal Development Action Plan. The personal growth and the development needs identified during the performance review session must be documented in the revised Personal Development Plan to accommodate the new needs as identified during the performance review discussions. The new Personal Development Plan shall amongst others include the actions agreed to and the implementation must take place within the set time frames. Below is the Personal Development Plan Action Plan.

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Delivery	Suggested Mode of Delivery	Suggested Time Frames	Support Person
<i>Strategic Management</i>	<i>Completion of a short course on Strategic Management</i>	<i>Attendance of class</i>	<i>Attendance of classes for a week</i>	<i>July 2021 – June 2022</i>	<i>N/A</i>

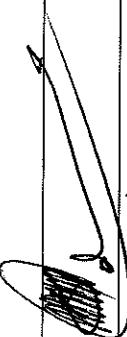
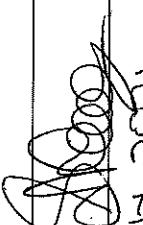


S. M.

SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF COUNCIL

SIGNED AND ACCEPTED BY THE EMPLOYEE

NAME: MR. SELLO VICTOR MAKONA	NAME: MR. GODFREY MAHLANGU
SIGNATURE: 	SIGNATURE: 
DATE: 01/07/2021	DATE: 01 July 2021