

Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

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Signed and accepted by the Municipal Manager

[Signature]

Date: _____

Signed by the Executive Mayor on behalf of the Municipality

[Signature]

Date: _____

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KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	MUNICIPAL KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the Directorate: Financial Services	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the Directorate: Infrastructure and Comm Services	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the sub-directorate: Corporate and Community Services	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the sub-directorate: HR	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the directorate	80% of the KPI's of the directorate	80%	Updated SDBIP and report	80%	80%	80%	80%	10%

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology, plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

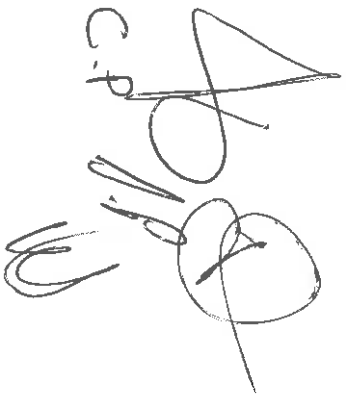
Competency	Definition	Weight
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
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.	1.67
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.	1.67
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	1.67
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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

The Performance Plan sets out:

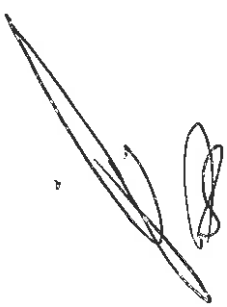
- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.



C.P.



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Competency Framework

CLUSTER :		LEADING COMPETENCIES	
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
			<ul style="list-style-type: none"> Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances
			SUPERIOR

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CLUSTER :		LEADING COMPETENCIES			
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	
<ul style="list-style-type: none">Initiate projects after approval from higher authoritiesUnderstand procedures of program and project management methodology, implications and stakeholder involvementUnderstand the rational of projects in relation to the institution's strategic objectivesDocument and communicate factors and risk associated with own workUse results and approaches of successful project implementation as guide		<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestonesDefine the roles and responsibilities of the project team and create clarity around expectationsFind a balance between project deadline and the quality of deliverablesIdentify appropriate project resources to facilitate the effective completion of the deliverablesComply with statutory requirements and apply policies in a consistent mannerMonitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation		<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goalsApply effective risk management strategies through impact assessment and resource requirementsModify project scope and budget when required without compromising the quality and objectives of the projectInvolve top-level authorities and relevant stakeholders in seeking project buy-inIdentify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional resultsMonitor policy implementation and apply procedures to manage risks	
				SUPERIOR	
				<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomesDirect a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectivesInfluence people in positions of authority to implement outcomes of projectsLead and direct translation of policy into workable action plansEnsures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

LEADING COMPETENCIES				
CLUSTER :				
COMPETENCY NAME :				
COMPETENCY DEFINITION :				
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				
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<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 	<ul style="list-style-type: none"> Sponsor change agents and create a network of change leaders who support the interventions Actively adapt current structures and processes to incorporate the change interventions Mentor and guide team members on the effects of change, resistance factors and how to integrate change Motivate and inspire others around change initiatives 	

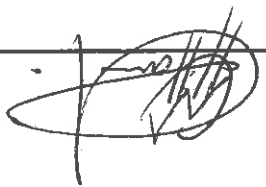
CLUSTER :		CORE COMPETENCIES			
COMPETENCY NAME :		Moral Competence			
COMPETENCY DEFINITION :		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
BASIC		COMPETENT	ACHIEVEMENT LEVELS	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principlesFollow basic rules and regulations of the institutionAble to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent		<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institutionAble to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliverActively report fraudulent activity and corruption with local governmentUnderstand and honor the confidential nature of matters without seeking personal gainAble to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">Identify, develop and apply measures of self-correctionAble to gain trust and respect through aligning actions with commitmentsMake proposals and recommendations that are transparent and gain the approval of relevant stakeholdersPresent values, beliefs and ideas that are congruent with the institution's rules and regulationsTakes an active stance against corruption and dishonesty when notedActively promote the value of the institution to internal and external stakeholdersAble to work in unity with a team and not seek personal gainApply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">Create an environment conducive of moral practicesActively develop and implement measures to combat fraud and corruptionSet integrity standards and shared accountability measures across the institution to support the objectives of local governmentTake responsibility for own actions and decisions, even if the consequences are unfavorable	


CLUSTER :				
COMPETENCY NAME :				
CORE COMPETENCIES				
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				
ACHIEVEMENT LEVELS				
BASIC		COMPETENT		ADVANCED
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking		<ul style="list-style-type: none">Demonstrate logical problem solving techniques and provide rationale for recommendationsDemonstrate objectivity, insight and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions and stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention		<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy-in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs
				SUPERIOR
				<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :		CORE COMPETENCIES			
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		
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the audience into consideration• Disseminate and convey information and knowledge adequately	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy• Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• Creates an environment conducive to transparent and productive communication and critical appreciate conversations• Able to coordinate negotiations at different levels within local government and externally		

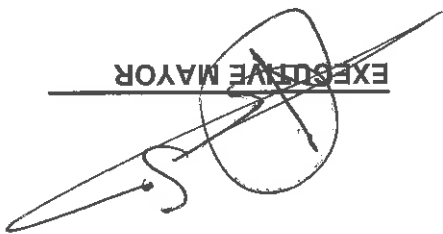
Thus done and signed at 28 LAOSIMITH on the 23 day of 08 of 2023.

AS WITNESSES:

1. 

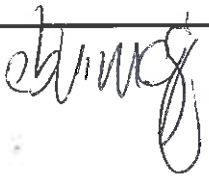
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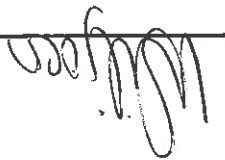
EXECUTIVE MAYOR



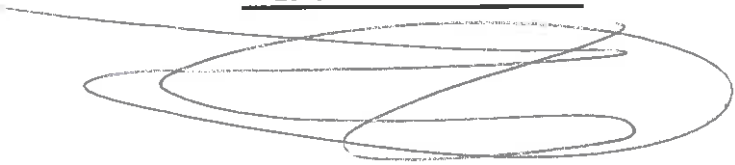
Thus done and signed at LAOSIMITH on the 23 day of 08 of 2023

AS WITNESSES:

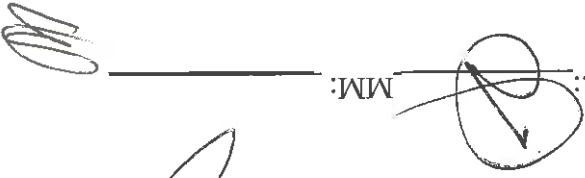
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MUNICIPAL MANAGER



Executive Mayor.: MM:





11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to 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 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 Employer 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 three (3) business 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 cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, will be appointed to resolve the matter within thirty (30) business days; and

13.3 In the instances where the matters referred to in 14.2 were not successful, the matter should be referred to the MEC for Local Government in the Province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

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

7.12 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st, 2nd, 3rd and 4th quarters and document a summary of the discussions;

7.13 The Executive Mayor will evaluate core competencies at mid-year and annual evaluations.

7.14 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Months	Review completed by
2	October - December	28 February 2024 (formal)
3	January - March	31 May 2024 (informal)
4	April - June Annual Performance Evaluations	31 August 2024 (formal)

7.15 The Employer will keep a record of the mid-year and annual assessment meetings;

7.16 Performance feedback will be based on the Employer's assessment of the Employee's performance;

7.17 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

7.18 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

8.1 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 the 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 will-

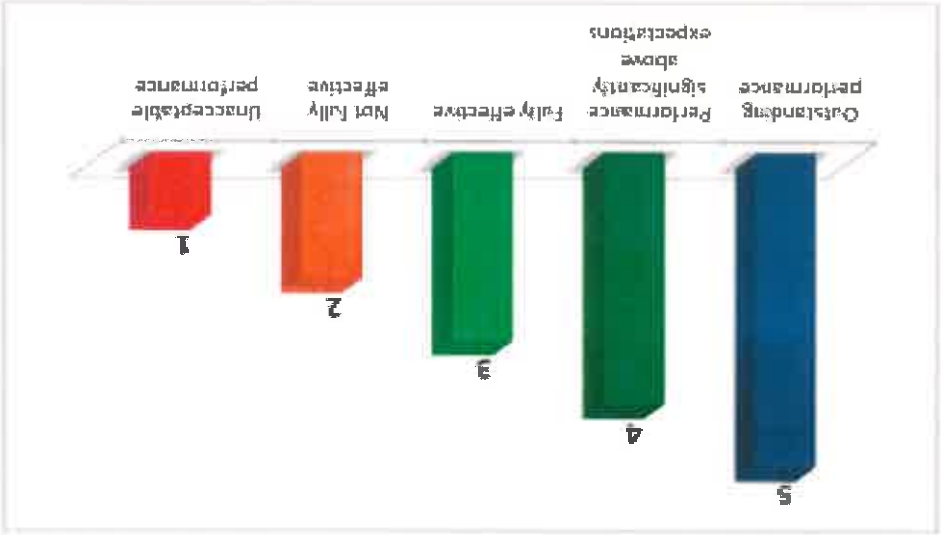
9.1.1 Create an enabling environment to facilitate effective performance by the employee;

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.

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

7.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology		Description
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.	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.
Performance significantly above expectations	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	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.
Fully effective	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.	
Not fully effective		
Unacceptable performance		

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

6.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

6.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

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

KEY PERFORMANCE AREAS
KPA 1: Reliable Infrastructure
KPA 2: Adequate Basic Service Delivery
KPA 3: Safe Communities
KPA 4: Socio and Local economic development
KPA 5: Good Governance
KPA 6: Efficient Workforce
KPA 7: Financial Viability

6.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are split into two groups, **leading** competencies that drive strategic intent and direction and **core** competencies, which drive the execution of the leading competencies (set out in Annexure B).

7. PERFORMANCE ASSESSMENT

7.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated at set intervals in terms of –

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

7.2 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;

7.3 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 frame.

3. PURPOSE OF THIS AGREEMENT

- 3.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 3.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 3.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 3.4 To monitor and measure performance against set targeted outputs and outcomes;
- 3.5 To establish a transparent and accountable working relationship;
- 3.6 To appropriately reward the employee in accordance with section 12 of this agreement; and
- 3.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

4. COMMENCEMENT AND DURATION

- 4.1 Irrespective the date of signature of this agreement, it will be effective and commence on and from 01 July 2023 and will remain in force until 30 June 2024 where-after a new Performance Agreement shall be concluded between the parties;
- 4.2 The Parties shall conclude a new Performance Agreement that replaces this Agreement;
- 4.3 This Agreement shall terminate on the termination of the Employee's contract of employment for any reason;
- 4.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and
- 4.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Executive Mayor: _____

M.M. _____

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN KANNALAND MUNICIPALITY
HEREBY REPRESENTED BY:

THE EXECUTIVE MAYOR

.....
Mr J. Dawson
(herein and after referred as Employer)

AND

MUNICIPAL MANAGER

.....
Mr M. Hoogwerf
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:
01 JULY 2023 – 30 JUNE 2024

Executive Mayor: MM:



