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# GROTER TZANEEN MUNISIPALITEIT GREATER TZANEEN MUNICIPALITY

Tel: 015 307 8000 Fax: 015 307 8049 PO Box 24 Tzaneen, 0850



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## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

GREATER TZANEEN MUNICIPALITY

## AS REPRESENTED BY THE MUNICIPAL MANAGER

**DONALD MHANGWANA** 

AND

**BENJAMIN MAGEZI MATHEBULA** 

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2025 - 30 JUNE 2026

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#### PERFORMANCE AGREEMENT

#### ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Donald Mhangwana in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Benjamin Magezi Mathebula as the Employee of the Municipality (hereinafter referred to as the Employee).

#### WHEREBY IT IS AGREED AS FOLLOWS:

#### 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 to 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 and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract 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), the Departmental Business Plan and the Budget of the Municipality.
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 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 job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

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#### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2025 and will remain in force until 30 June 2026; thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan (see **Annexure A**) that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 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**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 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 key objectives; key performance indicators; targets that may include dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s Integrated Development Plan as developed per the Balanced Scorecard methodology.

#### 5 PERFORMANCE MANAGEMENT SYSTEM

- The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 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 **Employer**, management and municipal staff to perform to the required standards.

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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 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.
  - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), 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**:

Table 1: Weightings for Key Performance Areas (KPAs)	
Key Performance Areas	Weighting
Municipal Institutional Development and Transformation	
Spatial Rational	60%
Basic Service Delivery	
Local Economic Development (LED)	40%
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	100%

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- 5.8 The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers (see Table 2):

TABLE 2: COMPETENCY REQUIREMENT	S FOR EMPLOYEE	S
LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	<b>√</b>	10%
People Management	<b>√</b>	10%
Program and Project Management	<b>√</b>	10%
Financial Management	$\sqrt{}$	10%
Change Leadership	√	10%
Governance Leadership		10%
CORE COMPETENCIES		

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TABLE 2: COMPETENCY REQUIREMENTS I	OR EMPLOYER	ES
LEADING COMPETENCIES	WEIGHT	
Moral Competence	<b>√</b>	10%
Planning and Organising		10%
Analysis and Innovation	1	5%
Knowledge and Information Management	√	5%
Communication		5%
Results and Quality Focus	<b>√</b>	5%
Total percentage	-	100%

#### 6. 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 employees 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 agreed time frames in the Personal Development.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s IDP.
- 6.5 The bi-annual and annual performance appraisal will involve:

#### 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

#### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR (see Table 3)
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.



Table 3: Achievo	Table 3: Achievement levels for Competency Requirements	cv Requirements1		
Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
Leading competencies	tencies			
orrategic Direction	Understand institutional and	<ul> <li>Give direction to a team in realising</li> </ul>	<ul> <li>Evaluate all activities to determine value and</li> </ul>	<ul> <li>Structure and position the institution to</li> </ul>
and Leadership	departmental strategic	the institution's strategic mandate and		local government priorities
	objectives, but lacks the ability	set objectives	Display in-depth knowledge and understanding	<ul> <li>Actively use in-depth knowledge and</li> </ul>
	to inspire other to achieve set	<ul> <li>Has a positive impact and influence on</li> </ul>	of strategic planning	understanding to develop and
	mandate	the morale, engagement and	<ul> <li>Align strategy and goals across all functional</li> </ul>	implement a comprehensive institutional
	<ul> <li>Describe how specific tasks</li> </ul>	participation of team members	areas	framework
	link to institutional strategies	<ul> <li>Develop action plans to execute and</li> </ul>	<ul> <li>Actively define performance measures to</li> </ul>	<ul> <li>Hold self-accountable for strategy</li> </ul>
	but has limited influence in	guide strategy implementation	monitor the progress and effectiveness of the	execution and results
	directing strategy	<ul> <li>Assist in defining performance</li> </ul>	Institution	<ul> <li>Provide impact and influence through</li> </ul>
	<ul> <li>Has a basic understanding of</li> </ul>	measures to monitor the progress and	<ul> <li>Consistently challenge strategic plans to ensure</li> </ul>	building and maintaining strategic
	institutional performance	effectiveness of the institution	relevance	relationships
	management but lacks the	<ul> <li>Displays an awareness of institutional</li> </ul>	<ul> <li>Understand institutional structures and political</li> </ul>	<ul> <li>Create an environment that facilitates</li> </ul>
	ability to integrate systems	structures and political factors	factors, and the consequences of actions	loyalty and innovation Display a
	into a collective whole	<ul> <li>Effectively communicate barriers to</li> </ul>	<ul> <li>Empower others to follow strategic direction and</li> </ul>	superior level of self-discipline and
	•Demonstrate a basic	execution to relevant parties	deal with complex situations	integrity in actions
	docision molecularity of Key	Provide guidance to all stakeholders in	<ul> <li>Guide the institution through complex situations</li> </ul>	Integrate various systems into a
	decision-filancis	mandato	and ambiguous concern	collective whole to optimise institutional
		• I Independ the sim and objection of	dispersions and bower relationships and	performance management
		the institution and relate it to own work	communications and develop strategies	interports to manage the competing
			positions and alliances	win/win outcome
People	Participate in team goal-	<ul> <li>Seek opportunities to increase team</li> </ul>	<ul> <li>Identify ineffective team and work processes</li> </ul>	<ul> <li>Develop and incorporate best practice</li> </ul>
Management	setting and problem-solving.	contribution and responsibility. Respect	and recommend remedial interventions.	people management processes,
	Interact and collaborate with	and support the diverse nature of others	Recognise and reward effective and desired	approaches and tools across the
	people of diverse	and be aware of the benefits of a	behaviour Provide mentoring and guidance to	institution. Foster a culture of discipline,
	packgrounds• Aware of	diverse approach• Effectively delegate	others in order to increase personal	responsibility and
	guidennes ioi employee	tasks and empower others to increase	effectiveness• Identify development and learning	accountability. Understand the impact of
	aevelopment, put requires	contribution and execute functions	needs within the tam. Build a work environment	diversity in performance and actively
	development initiations	opurnally. Apply relevant employee	conducive to sharing, innovation, ethical	incorporate a diversity strategy in the
	development initiatives	Escillate team and consistently.	benaviour and professionalism• Inspire a culture	institution•Develop comprehensive
		rachiate team goar-setting and	of performance excellence by giving positive and	integrated strategies and approaches to
		problem-solving. Ellectively identify	constructive feedback to the team. Achieve	human capital development and
		capacity requirements to fulfil the	agreement or consensus in adversarial	management Actively identify trends
		sii alegic ii andale	environments. Lead and unite diverse teams	and predict capacity requirements to
			מיייסים מייימיםים גם מסיייסיים וויסיונסווסוומו סמןפטוואסס	lacilitate di illegi di alla
Programme and	Initiate projects after	Establish broad stakeholder	Manage multiple programmes and balance	Inderstand and concentralise the
Project	approval from higher	involvement and communicate the	priorities and conflicts according to institutional	long-term implications of desired project
Management	authorities	project status and key milestones	goals	outcomes

<sup>1</sup> As prescribed by Regulation 21 of 2014

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• Understand procedures of programme 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 • 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 saset control  • Display a basic awareness of risk, compliance and development in implementing such requirements • Understand the structure of risk	Competencies	Competencies Basic (2) Competent (3)	Competent (3)	(Advanced) (A)	0
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  • Understand basic financial concepts and methods as they relate to institutional processes and activities  • display awareness into the various sources of financial accountability  • Understand the importance of asset control  • Display a basic awareness of such requirements to ensure appropriate spending against to enderstand the structure of risk taking of polimising to facts the project resources to dealline and the quality of deliverables  • Comply with statutory requirements and apply policies in a consistent manner  • Comply with statutory requirements and apply policies in a consistent manner  • Comply with statutory requirements and apply policies in a consistent manner  • Comply with statutory requirements and apply policies in a consistent manner  • Comply with statutory requirements and apply policies in a consistent manner  • Comply with statutory requirements to facilitate the effective completion of the deliverables  • Comply with statutory requirements to facilitate the effective completion of the deliverables  • Comply with statutory requirements to facilitate the effective completion of the deliverables and apply policies in a consistent manner  • Comply with statutory requirements to facilitate the effective completion of the deliverables  • Comply with statutory requirements to facilitate the effective completion of the deliverables  • Comply with statutory requirements to facilitate the effective completion of timelines, steps and resources and apply policies in a consistent manner  • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate  • Assume a cost-saving approval to financial reports based on specified formats  • Consider and un		<ul> <li>Understand procedures of</li> </ul>	• Define the roles and responsibilities of	Apply effective risk management strategies	· Direct a compre
implications and stakeholder involvement  - Understand the rational of projects in relation to the institution's strategic objectives  - 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 manner with own work  - Understand basic financial concepts, planning, budgeting, and forecasting and how they interrelate oncepts, planning, budgeting, and forecasting and how they interrelate accountability of asset control  - Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budgeting, and forecasting and how they interrelate acconcepts, planning, budget accountability and management financial accountability and management		programme and project	the project team and create clarity	through impact assessment and resource	macro and micro analysis and scope
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with own work  Use results and approaches  Use results and approaches  Use results and approaches  Understand basic financial concepts and methods as they relate to institutional processes and activities  data, reporting mechanisms, financial governance, processes and systems  Understand the importance of financial accountability  Understand the importance of financial accountability  Understand the importance  See display awareness into the various sources of financial governance, processes and systems  Understand the importance of financial accountability  Understand the importance  Insure that delegation and instructions are required by National Treasury guidelines are reviewed and updated  Understand the importance  Insure that delegation and instructions are required by National Treasury guidelines are reviewed and updated  Inderstand the importance of asset control  Instructions are required by National Treasury guidelines are reviewed and updated  Inderstand the structure of the successful project timelines, steps and resources allocation timelines, steps and resources and make needed adjustments to timelines, steps and resource allocation timelines, steps and resource and manage financial excensive and processes for optimising timelines, steps and resource allocation oncoret, saving approval to financial management exc		Document and communicate	• Comply with statutory requirements	<ul> <li>Identify and apply contemporary project</li> </ul>	authority to implement outcomes of
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of successful project  Implementation as guide  Understand basic financial concepts and methods as they relate to institutional processes and activities  Understand basic financial concepts, planning, budgeting, and they relate to institutional processes and activities  Understand the inportance, processes and systems  Understand the importance of financial accountability  Understand the importance of asset control  Instructions are required by National Treasury guidelines are reviewed and updated  Understand the importance of risk, compliance and governance factors but require guidance and development in implementing such requirements  Teasure that delegation and instructions are required by National Treasury guidelines are reviewed and updated  Understand the structure of risk and compliance and development in implementing of the such requirements  Teasure that delegation and instructions are required by National Treasury guidelines are reviewed and updated  Understand the structure of risk and compliance and governance and risk and compliance of techniques and processes for optimising tisk taking decisions within the		Use requite and annroached	* Horillor progress and use of resources	exceptional results	into workable action plans
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<ul> <li>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</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> <li>Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, planning, budgeting, and forecasting and how they interrelate concepts, all proved to assert on the forecast saving approval to financial reports based on specified formats</li> <li>Consider and understand the financial insher cost-saving approval to financial reports based on specified formats</li> <li>Consider and understand the financial control instructions of decisions and understand the financial control and understand the financial control and understand the financial</li></ul>		molementation as quide	timelines, steps and resource allocation	procedures to manage risks	monitored to track progress and optimal
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<ul> <li>Assess, identify and manage financial risks</li> <li>Assume a cost-saving approval to data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> <li>Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated</li> <li>Incentify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> <li>Display a basic awareness of risk, compliance and development in implementing such requirements</li> <li>Understand the structure of risk taking decisions within the structure of risk taking decisions and suggestions and implement plans to address these</li> </ul>		ney relate to institutional	forecasting and how they interrelate	answers to queries within own responsibility	evaluating and monitoring tuture
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victure of risk taking decisions within the		quire guidance and	these	rich forecasts and man tial masters	governance requirements
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risk taking decisions within the		velopment in implementing	The second secon	Apply risk control methodology and approaches	compilative strategy to ensure
Dis unit of colored and in the	st	ch requirements	techniques and processes for optimising	<ul> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the</li> </ul>	aphionoment of institutional abitations



Concluding poteriment but standing of risk workstatic relationships workstationships and advertisement of objectives.  Planning and Planning and Shape of the policy and implementation to more interest of bodieve such management states and development in providing and washnesses and seek assistation from the search industries. Alle to deathly state control relationships with the advances with more industries of the resistance of to clearly search of the objectives and development in providing and treasonal post of interest of boal powerment with more industries of the static and development in providing and treasonal post of the search industries of the static and the process of relationship and treasonal post of the search industries of policy and implementations to the resistance and development in providing and treasonal policy in the search of the process of relationships and th	Compatancias	Competencies Rasic (2) Competent (3)	Compositority	/A diranad) //)	1 (0
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between stakeholders - Provide input into policy formulation  Actively personal adversioner in implemental and provide recommendations for implemental and monitor the formulation of policies, identify and analyse constraints and challenges with implemental donority the formulation of formitiation of formitiation of formitiation of formulation of formitiation of formulation of formitiation of formulation of formitiation of formulation of formulation of formulation of formitiation of formulation of policies, identify and analyse constraints and challenges with implement and monitor institution of policies and development in understand the process of plans of formance objectives are objectives objectives are objectives objectives are objectives objectives are objectives objectiv		workable relationshins	<ul> <li>Actively drive policy formulation within the institution to ensure the</li> </ul>	e Identify and implement comprehensive risk	risk management strategies, best
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- Able to openly admit own mistakes regulations of the institution in Able to defire when unable to deliver that are streament in providing and reasoning and development in call government with moral intent requires guidance and development in call government with moral intent seeking personal gain and personal gain the approval of relevant and she proposals and recommendations that are complete transparent and gain the approval of relevant tractions, but requires and development in providing detailed and comprehensive plans and ensure that objectives are objectives of indeed and comprehensive performance objectives efficient use of time and resources in development plans objectives are objectives in development oplans of tasks are understanding plans objectives are objectives and ensure that objectives are objectives and objectives are objectives objectives are objectives objectives are objectives objectives are objectives objec		guidance and development in	institution	Ahle to gain trust and respect through aligning	Actively develop and implement
•follow the basic rules and regulations of the institution • Actively report fraudulent activity and situations, but requires guidance and development in understanding and reasoning with moral intent • Actively report fraudulent activity and confidential nature of matters without with moral intent • Able to deal mith situations of conflict of interest of local government • Understanding and reasoning seeking personal gain • Present values, beliefs and ideas that are takeholders computing and reasoning seeking personal gain • Present values, beliefs and ideas that are compruent with the institution's rules and confidential nature of matters without seeking personal gain • Present values, beliefs and ideas that are transparent activity and stakeholders • Understand the process of planning and organise tasks around set interest of local government • Able to follow basic plans and organise tasks around set information and resources required for a belief and comprehensive plans integrate and coordinate and development in providing detailed and comprehensive plans in the process of values, beliefs and ideas that are transparent and gain the approval of relevant * Present values, beliefs and ideas that are transparent and gain the approval of relevant * Present values, beliefs and ideas that are takinhous transparent and gain the approval of relevant * Present values, beliefs and ideas that are takinhous values, beliefs and ideas that are takinhousers without seeking personal gain * Present values, beliefs and ideas that are takinhousers without seeking personal gain * Present values and conflict of interest of local government * Able to follow basic plans in the best interest of local government * Able to follow sake promptly and in the best interest of local government * Able to define institution to interest of local government * Able to define institution to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to actively promote the value of the institution to the r		implementing principles	<ul> <li>Able to openly admit own mistakes</li> </ul>	actions with commitments	measures to combat fraud and
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<ul> <li>Able to work in unity with a team and not seek personal gain</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to define institutional objectives, develop and organise tasks are universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> <li>Able to define institutional objectives, and assign appropriate resources for successful implementation</li> <li>Identify in advance required trade activities, and assign appropriate resources for successful implementation</li> <li>Identify in advance required stages and actions</li> <li>Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives and moral resources or successful implement appropriate resources or identify in advance required stages and actions</li> <li>Schedule realistic timelines, objectives and projects</li> <li>Produce clear, de</li></ul>			of interest promptly and in the best interest of local government	<ul> <li>Actively promote the value of the institution to internal and external stakeholders</li> </ul>	
<ul> <li>Able to follow basic plans and organise tasks around set objectives</li> <li>Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <li>Actively and appropriately organise information and resources required for a planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <li>Actively and appropriately organise comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>Identify in advance required stages and actions to complete tasks and projects of schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>Schedule tasks to ensure they are performance objectives</li> <li>Focus on short-term objectives in developing plans</li> <li>Actively and appropriately organise consistently to achieve moral decisions</li> <li>Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>Schedule tasks and projects</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives and milestones for tasks and projects</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives and milestones for tasks and projects</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives and milestones for tasks and projects</li> <li>Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>Actively and appropriate resources for successful implementation</li> <li>Adaptive moral decisions</li> <li>Able to define institutional objectives and entivities, and projects</li> <li>Produce clear, detailed and comprehensive plans in light of changing of the plant in the plant in the</li></ul>			•	Able to work in unity with a team and not seek	
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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 objectives and ensure that objectives are objectives in developing plans  • Adapt plans in light of changing circumstances	lanning and	Able to follow basic plans	Actively and appropriately organise	Able to define institutional objectives, develop	Focus on broad strategies and
restand the process of or tasks  Recognise the urgency and importance of tasks of tasks  Recognise the urgency and importance of tasks of tasks and projects  Recognise the urgency and importance of tasks and projects  Recognise the urgency and incomplete tasks and projects  Recognise the urgency and actions  Recognise the users of tasks and projects  Recognise the users of the u	)rganising	and organise tasks around set	information and resources required for a	comprehensive plans, integrate and coordinate	initiatives when developing plans and
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<ul> <li>*Balance short and long-term plans and projects</li> <li>*Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>*Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>*Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>*Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>Identify possible risk factors and design and incorporate into the team's milestones for tasks and projects</li> <li>*Chedule realistic timelines, objectives and milestones for tasks and projects</li> <li>*Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>*Identify possible risk factors and design and implement appropriate contingency plans</li> <li>*Adapt plans in light of changing circumstances</li> </ul>		planning and organising but	of tasks	<ul> <li>Identify in advance required stages and actions</li> </ul>	medium and long term requirements of
sign and comprehensive performance objectives  • Schedule tasks to ensure they are to follow existing plans resure that objectives are sor short-term  • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources  • Measures progress and monitor performance results  • Magure they are plans to achieve institutional objectives implement appropriate contingency plans performance objectives  • Produce clear, detailed and comprehensive plans to achieve institutional objectives  • Identify possible risk factors and design and emplement appropriate contingency plans implement appropriate contingency plans of changing circumstances		development in providing	<ul> <li>Balance snort and long-term plans and doals and incorporate into the feam's</li> </ul>	<ul> <li>Schedule realistic timelines, objectives and</li> </ul>	<ul> <li>Translate policy into relevant projects</li> </ul>
<ul> <li>Schedule tasks to ensure they are to follow existing plans performed within budget and with sure that objectives are results</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>Identify possible risk factors and design and implement appropriate contingency plans performance results</li> <li>Adapt plans in light of changing circumstances</li> </ul>		detailed and comprehensive	performance objectives	milestones for tasks and projects	to facilitate the achievement of the
performed within budget and with efficient use of time and resources • Measures progress and monitor performance results		plans	<ul> <li>Schedule tasks to ensure they are</li> </ul>	<ul> <li>Produce clear, detailed and comprehensive</li> </ul>	institutional objectives
ensure that objectives are efficient use of time and resources  • Measures progress and monitor cus on short-term performance results ctives in developing plans		<ul> <li>Able to follow existing plans</li> </ul>	performed within budget and with	plans to achieve institutional objectives	
Measures progress and monitor cutives in developing plans     Performance results		and ensure that objectives are	efficient use of time and resources		
ng plans i		met	Measures progress and monitor	implement appropriate contingency plans	
		objectives in developing plans	per officialise results	- Adapt plans in light of changing circumstances	

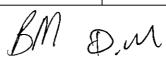




lable 3: Achieve	lable 3: Achievement levels for Competency Requirements	ncy Requirements¹	THE PARTY AND TH	The state of the s
Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	<ul> <li>Arrange information and</li> </ul>		Prioritise tasks and projects according to their relevant urgency and importance.	
	resources required for a task,		and an individual and	
	and organisation			
Analysis and	<ul> <li>Understand the basic</li> </ul>	Demonstrate logical problem solving	Coaches team members on analytical and	Demonstrate complex analytical and
Innovation	operation of analysis, but lack	techniques and approaches and provide	innovative approaches and techniques	problem solving approaches and
	detail and thoroughness	rationale for recommendations	Engage with appropriate individuals in	techniques
	Able to balance	<ul> <li>Demonstrate objectivity, insight, and</li> </ul>	analysing and resolving complex problems	Create an environment conducive to
	independent analysis with	thoroughness when analysing problems	Identify solutions on various areas areas in the	analytical and fact-based problem-
	requesting assistance from	Able to break down complex problems	institution	solving
	- Boommond name to	into manageable parts and identity	Formulate and implement new ideas	<ul> <li>Analyse, recommend solutions and</li> </ul>
	Todom tooks within own	Solutions	throughout the institution	monitor trends in key challenges to
	periori dans within own	Consult internal and external	Able to gain approval and buy-in for proposed	prevent and manage occurrence
	Droppe simple somedial	stakenoiders on opportunities to	interventions from relevant stakeholders	<ul> <li>Create an environment that fosters</li> </ul>
	interventions that marginally	Clearly communicate the benefits of	and service delivery and propose institutional	innovative thinking and follows a
	challenges the status quo	new opportunities and innovative	application	Be a thought leader on innovative
	<ul> <li>Listen to the ideas and</li> </ul>	solutions to stakeholders	Continuously engage in research to identify	customer service delivery and process
	perspectives of others and	<ul> <li>Continuously identify opportunities to</li> </ul>	client needs	optimisation
	explore opportunities to	enhance internal processes		<ul> <li>Play an active role in sharing best</li> </ul>
	enhance such innovative	<ul> <li>Identify and analyse opportunities</li> </ul>		practice solutions and engage in
	thinking	conducive to innovative approaches and		national and international local
No. de la		propose remedial intervention		government seminars and conferences
Information	Collect, categorise and	<ul> <li>Use appropriate information systems</li> </ul>	<ul> <li>Effectively predict future information and</li> </ul>	<ul> <li>Create and support a vision and</li> </ul>
Management	rack lelevant information	and technology to manage institutional	knowledge management requirements and	culture where team members are
elanayan en	projecte	· Evaluate deta from various saaring	systems	empowered to seek, gain and share
	Analyse and interpret	and use information officially to	filting learned and processes to meet	knowledge and information
	information to draw	influence decisions and provide	• Share and promote host procing translation	• Establish partnerships across local
	conclusions	solutions	management across various institutions	management
	<ul> <li>Seek new sources of</li> </ul>	<ul> <li>Actively create mechanisms and</li> </ul>	Establish accurate measures and monitoring	<ul> <li>demonstrate a mature approach to</li> </ul>
	information to increase the	structures for sharing of information	systems for knowledge and information	knowledge and information sharing with
	Dogularly chara information	Use external and internal resources to	management	an abundance and assistance approach
	and knowledge with internal	research and provide relevant and	Create a culture conducive of learning and	<ul> <li>Recognise and exploit knowledge</li> </ul>
	stakeholders and team	institutional effectiveness and efficiency	knowledge sharing	points in interactions with internal and
	members	insulation of the conveniess and efficiently	sharing sessions to elicit new ideas and share	external stakenolders
=			best practice approaches	
Communication	Demonstrate an	<ul> <li>Express ideas to individuals and</li> </ul>	<ul> <li>Effectively communicate high-risk and sensitive</li> </ul>	Regarded as a specialist in
	understanding for	groups in formal and informal settings in	matters to relevant stakeholders	negotiations and representing the
	tools appropriate for the	a manner that is interesting and	Develop a well-defined communication strategy	institution
		A CONTRACTOR OF THE CONTRACTOR	Darance bouncar berabecuses with maritumorial	Able to ilispire allo monvate others

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lable 3: Achievo	lable 3: Achievement levels for Competency Requirements	cy Requirements1		
Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
	audience, but requires	<ul> <li>Able to understand, tolerate and</li> </ul>	needs when communicating viewpoints on	through positive communication that is
	guidance in utilising such	appreciate diverse perspectives,	complex issues	impactful and relevant
	tools	attitudes and beliefs	Able to effectively direct negotiations around	-
	<ul> <li>Express ideas in a clear and</li> </ul>	<ul> <li>Adapt communication content and</li> </ul>	complex matters and arrive at a win-win situation	
	focused manner, but does not	style to suit the audience and facilitate	that promotes Batho Pele principles	
	always take the needs of the	optimal information transfer	Market and promote the institution to external	
	audience into consideration	<ul> <li>Deliver content in a manner that gains</li> </ul>	stakeholders and seek to enhance a positive	
	<ul> <li>Disseminate and convey</li> </ul>	support, commitment and agreement	image of the institution	
	information and knowledge	from relevant stakeholders	Able to communicate with the media with high	
	adequately	<ul> <li>Compile clear, focused, concise and</li> </ul>	levels of moral competence and discipline	
		well-structured written documents		
Results and	<ul> <li>Understand quality of work</li> </ul>	<ul> <li>Focus on high-priority actions and</li> </ul>	Consistently verify own standards and	Coach and guide others to exceed
Quality Focus	but requires guidance in	does not become distracted by lower-	outcomes to ensure quality output	quality standards and results
	attending to important matters	priority activities	Focus on the end result and avoids being	Develop challenging, client-focused
	<ul> <li>Show a basic commitment</li> </ul>	<ul> <li>Display firm commitment and pride in</li> </ul>	distracted	goals and sets high standards for
	to achieving the correct	achieving the correct results	Demonstrate a determined and committed	personal performance
	results	<ul> <li>Set quality standards and design</li> </ul>	approach to achieving results and quality	Commit to exceed the results and
	<ul> <li>Produce the minimum level</li> </ul>	processes and tasks around achieving	standards	quality standards, monitor own
	of results required in the role	set standards	Follow task and projects through to completion	performance and implement remedial
	<ul> <li>Produce outcomes that is of</li> </ul>	<ul> <li>Produce output of high quality</li> </ul>	V Set challenging goals and objectives to self	interventions when required
	a good standard	<ul> <li>Able to balance the quantity and</li> </ul>	and team and display commitment to achieving	Work with team to set ambitious and
	<ul> <li>Focus on the quantity of</li> </ul>	quality of results in order to achieve	expectations	challenging team goals, communicating
	output but requires	objectives	Maintain a focus on quality outputs when	long- and short-term expectations
	development in incorporating	<ul> <li>Monitors progress, quality of work,</li> </ul>	placed under pressure	<ul> <li>Take appropriate risks to accomplish</li> </ul>
	the quality of work	and use of resources; provide status	<ul> <li>Establishing institutional systems for managing</li> </ul>	goals
	<ul> <li>Produce quality work in</li> </ul>	updates, and make adjustments as	and assigning word, defining responsibilities,	<ul> <li>Overcome setbacks and adjust action</li> </ul>
	general circumstances, but	needed	tracking, monitoring and measuring success,	plans to realise goals
	fails to meet expectation when		evaluating and valuing the work of the institution	<ul> <li>Focus people on critical activities that</li> </ul>
	under pressure			yield a high impact





### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's & CCR's, (see **Table 4**):

## 1. ADENDENDUM A: Rating Scale

		Score		
5 (150%)	4 (101-149%)	3 (100%)	2 (70-99%)	1 (0-69%)
Outstanding Performance (Above and beyond what was expected)	Performance Significantly Above Expectations	Fully Effective (Implemented what was planned)	Not Fully Effective (Planned targets not fully met)	Unacceptable 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 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.	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.	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 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.

- For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -
  - 6.7.1 Municipal Manager;
  - 6.7.2 Chairperson of the Performance Audit Committee
  - 6.7.3 Member of the Executive Committee;
  - 6.7.4 Municipal Manager from another municipality

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6.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

#### 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be informal if performance is satisfactory:

First quarter : July – September 2025 (October 2025)

Second quarter : October – December 2025 (January 2026)

Third quarter : January – March 2026 (April 2026)

Fourth quarter : April – June 2026 (July 2026)

- 7.2 The **Employer** shall keep a record of the 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.
- 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 B**.

#### 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
  - 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 her to meet the performance objectives and targets established in terms of this Agreement.
  - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

#### 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**.
- 10.1.3 A substantial financial effect on the Employer.
- The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers 10.2 contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting 11.1
- 11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
  - 11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.
- 11.3 in the case of unacceptable performance, the Employer shall -
  - 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance
  - 11.3.2 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 her duties.

## 12. DISPUTE RESOLUTION

- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, 12.1 priorities, methods of assessment and/ or any other matter provided for, shall be mediated by --
  - The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the
  - 12.1.2 Any other person appointed by the MEC
  - In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

#### 13. **GENERAL**

The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be made available 13.1

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- 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.
- 13.3 The performance assessment results of the Municipal Manager 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 fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Tzaneen on this the 28 day of July 2025

AS WITNESSES:

AS WITNESSES:

EMPLOYER

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