

**FRANCES BAARD DISTRICT MUNICIPALITY**



**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**FRANCES BAARD DISTRICT MUNICIPALITY,  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

***Ms. Ziphorah Mantsha Bogatsu***

.....

**(FULL NAMES)**

**AND**

***Mrs. Kealeboga Gaborone***

.....

**THE DIRECTOR: ADMINISTRATION**

**FRANCES BAARD DISTRICT MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2019 - 30 JUNE 2020**



*KG DM B*

**PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN:**

The FRANCES BAARD DISTRICT MUNICIPALITY, herein represented by Ms. Ziphora Mantsha Bogatsu, in her capacity as *Municipal Manager* (hereinafter referred to as the Employer or Supervisor)

and

Ms. Kealeboga Gaborone, in her capacity as *Director: Administration* of the FRANCES BAARD DISTRICT 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 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 Systems Act as well as the Contract of Employment entered into between the parties;

2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

2.3 specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 monitor and measure performance against set targeted outputs;

2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and relationship with the Employee in attaining equitable and improved service delivery.

**3. COMMENCEMENT AND DURATION OF AGREEMENT**

3.1 This Agreement will commence on the 1<sup>st</sup> of July 2019 and will remain in force until the 30<sup>th</sup> of June 2020, whereafter 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 that replaces this Agreement at least once a year by not later than the beginning of each 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 abovementioned 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 "Appendix A" were set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

#### 5. PERFORMANCE MANAGEMENT SYSTEM

5.1 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 standards required.

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.

#### 6. PERFORMANCE AGREEMENT

6. The Employee agrees to sign and adhere to the performance conditions and criteria set out in the Performance Agreement and the Performance Plan (Appendices A, B and C).

**6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's and KPI's (including special projects relevant to the employee's responsibilities) within the local government framework.**

**6.2 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 Plan (Appendices A and B).**

**6.2.1 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 Managerial Requirements (CCR's) respectively.**

**6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.**

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

**6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan ( Appendix 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:**

<b>APPENDIX A: KEY PERFORMANCE AREAS (KPA's)</b>	<b>Weighting</b>
<b>Municipal Institutional Development and Transformation</b>	<b>70</b>
<b>Municipal Financial Viability and Management</b>	<b>20</b>
<b>Good Governance and Public Participation</b>	<b>10</b>
<b>Total</b>	<b>100</b>

**6.4 The CCR's will constitute the other 20% of the Employee's assessment score. CCR's 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:**

<b>APPENDIX B: CORE COMPETENCY REQUIREMENTS (CCR's)</b>		
<b>1. Core Managerial Competencies (CMC's)</b>	<b>v</b>	<b>Weight</b>
Strategic Capability	v	10
Programme and Project Management	v	10
Financial Management	v	10
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analytical Thinking		
People and Diversity Management		
Client Orientation and Customer Focus	v	10
Communication	v	10
<b>2. Core Occupational Competencies (COC's)</b>		
Accountability and Ethical Conduct	v	10
Policy conceptualisation	v	10
Policy implementation	v	10
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and Stakeholder Relations	v	10
Supply Chain Management	v	10
<b>TOTAL</b>		<b>100</b>

## 7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Appendices A and B) to this Agreement sets out –

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

7.1.2 the intervals for the evaluation of 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 to be identified during any performance review discussion and must be documented in a "Personal Development Plan" (Appendix C) as well as the actions agreed upon and implementation must take place within set time frames.

**7.4** The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

**7.5** The annual performance appraisal will involve:

**7.5.1** 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.

**7.5.2** Assessment of the CCR's (CMC's and COC's)

(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.

(c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

**7.5.3** Overall rating

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

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

Level	Terminology	Description	Rating: 1 - 5
5.0	Outstanding performance	Performance exceeds by far the standard expected of the 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 Performance Plan and maintained this in all areas of responsibility throughout the year.	
4.0 to 4.9	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	

Level	Terminology	Description	Rating: 1 - 5
3.0 to 3.9	Fully effective	Fully effective Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	
2.0 to 2.9	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1.0 to 1.9	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 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.	

7.7 For purposes of evaluating the performance of the Director: Administration, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager;

7.7.2 Chairperson/member of the Audit Committee;

7.7.3 Member of the Mayoral Committee; and

7.7.4 Municipal Manager from another Municipality.

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

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

(Appraisals will be done during the first two weeks of each new quarter.)

First quarter	:	July – September 2019
Second quarter	:	October – December 2019
Third quarter	:	January – March 2020
Fourth quarter	:	April – June 2020

8.2 The Employer shall keep record of the mid-year review and annual assessment.

8.3 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of “Appendices A and B” from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of “Appendices A and B” 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.

**9. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Appendix C.

**10. OBLIGATIONS OF THE EMPLOYER**

10.1 The Employer shall –

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

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

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

**11. CONSULTATION**

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee’s functions;

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DM  
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11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment, only if such a remuneration band exists within the remuneration system of the municipality for the particular post level.

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

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

12.4.2 after appropriate performance counseling 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 Any disputes about the nature of the *Director: Administration's* performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

13.1.1 the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Director: Administration.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.


## 14. GENERAL



14.1 The contents of this agreement and the outcome of any review conducted in terms of "Appendices A and B" may be made available to the public by the Employer.

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

Thus done and signed at KIMBERLEY on this 28  
day of June 2019.

AS WITNESSES:

1.   
2. \_\_\_\_\_

  
DIRECTOR: ADMINISTRATION  
  
MUNICIPAL MANAGER

PERFORMANCE MANAGEMENT SYSTEM (PMS)

PERFORMANCE PLAN for 2019/20 - DIRECTORATE: AMINISTRATION

KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's) = 80%

APPENDIX A:

Purpose: The performance plan defines Council's expectations of the Director: Administration's performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on key performance indicators(KPI's) as set in the Municipality's Integrated Development Plan(IDP) as reviewed annually.

Key responsibilities:

1. Provide effective Office Support services.
2. Ensure effective Human Resource Management.
3. Maintain an effective Information Technology System.
4. Promote a Safe and Healthy Environment.
5. Maintain and promote good governance and public participation.
6. Maintain an effective Disaster Management Function.
7. Maintain sound financial viability and management.

Key Performance Area		Key Performance Indicators				Annual Targets				Quarterly Projections										
No.	Key Performance Area (KPA's) Objective	IDP	100	No.	KPI's	SDBIP	Weight	Baseline information	Time Frame		Quantity		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
											Number Amount	%	Number Amount	%	Number Amount	%	Number Amount	%	Number Amount	%

KPA 1: Municipal Institutional Development and Transformation

ENVIRONMENTAL HEALTH MANAGEMENT

1.1	To monitor and enforce national environmental health norms and standards in the Frances Baard District.	13	1	Number of water samples collected and analysed	13	1	460 samples collected in 2018/19	01/07/2019 - 30/06/2020	460	100,00%	115	100,00%	115	100,00%	115	100,00%	115	100,00%
			2	Number of inspections at food premises to determine food safety	13	1	400 inspections conducted in 2018/19	01/07/2019 - 30/06/2020	450	100,00%	115	100,00%	115	100,00%	110	100,00%	110	100,00%
			3	Number of Surface swabs collected to analyse for diseases and other health risks	13	1	120 swabs collected in 2018/19	01/07/2019 - 30/06/2020	150	100,00%	37	100,00%	37	100,00%	38	100,00%	38	100,00%
			4	Number of food handlers trained on health environmental requirements	13	1	242 food handlers trained in 2018/19	01/07/2019 - 30/06/2020	180	100,00%	45	100,00%	45	100,00%	45	100,00%	45	100,00%
			5	Number of inspections at non-food premises	13	2	155 inspections conducted in 2018/19	01/07/2019 - 30/06/2020	180	100,00%	45	100,00%	45	100,00%	45	100,00%	45	100,00%
1.2	To implement and monitor environmental planning and management in the Frances Baard district	13	6	Number of awareness campaigns implemented	14	1	60 awareness campaigns hosted in 2018/19	01/07/2019 - 30/06/2020	72	100,00%	18	100,00%	18	100,00%	18	100,00%	18	100,00%
			7	Number of environmental calendar days celebrated	14	1	5 environmental calendar days celebrated	01/07/2019 - 30/06/2020	5	100,00%	1	100,00%	-	-	2	100,00%	2	100,00%
			8	Number of atmospheric emissions inventory updates performed	14	1	100% updated atmospheric emissions inventory	01/07/2019 - 30/06/2020	4	100,00%	1	100,00%	1	100,00%	1	100,00%	1	100,00%
			9	Number of ambient air quality monitoring reports	14	2	4	01/07/2019 - 30/06/2020	4	100,00%	1	100,00%	1	100,00%	1	100,00%	1	100,00%
			10	Percentage progress in the review of the Environmental Management Framework (EMF)	14	2	Adopted EMF (2011)	01/10/2019 - 30/12/2019	-	100,00%	-	-	-	100,00%	-	-	-	-

Disaster Management

2.1	To support local municipalities with the implementation of Disaster Management Legislation	13	11	Number of volunteers trained on disaster risk management.	15	3	30 Volunteers trained	01/10/2019 - 30/12/2019	20	100,00%	-	-	20	100,00%	-	-	-	-
			12	Number of disaster management plans reviewed	15	2	0	01/04/2020 - 30/06/2020	4	100,00%	-	-	-	-	-	-	4	100,00%
2.2	To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework	13	13	Percentage response to requests on disastrous incidents in the local municipalities.	16	2	100% response to all requests received	01/07/2019 - 30/06/2020	-	100,00%	-	100,00%	-	100,00%	-	100,00%	-	100,00%
2.3	To develop Institutional capacity and acquire resources for fire fighting services for 3 LMs		14	Percentage maintenance of fire fighting equipment in the 3LMs	17	2	Maintained fire fighting equipment in 2018/19	01/07/2019 - 30/06/2020	-	100,00%	-	100,00%	-	100,00%	-	100,00%	-	100,00%
			15	Percentage establishment of the fire fighting satellite station	17	2	Identified building for the fire station	01/04/2020 - 30/06/2020	-	100,00%	-	-	-	-	-	-	-	100,00%
2.4	To ensure effective internal security measures	16	Percentage maintenance and securing of Council's security systems	18	2	100% maintenance in 2018/2019	01/07/2019 - 30/06/2020	-	100,00%	-	100,00%	-	100,00%	-	100,00%	-	100,00%	

Human Resource Management

3.1	To comply with legislative requirements relating to human resource management and development	13	17	Percentage compliance with HRM & D reporting requirements	19	9	2007 Approved HR Strategy	01/07/2019 - 30/06/2020	-	100,00%	-	100,00%	-	100,00%	-	100,00%	-	100,00%
3.2	To provide support on HR management and development function to LMs		18	Number of reports on the support provided to LMs	20	4	100% Implemented planned programmes in 2017/2018	01/07/2019 - 30/06/2020	4	100,00%	1	100,00%	1	100,00%	1	100,00%	1	100,00%

**PERFORMANCE MANAGEMENT SYSTEM (PMS)**  
**PERFORMANCE PLAN for 2019/20 - DIRECTORATE: AMINISTRATION**

**APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS (KPI's) = 80%**

**Purpose:** The performance plan defines Council's expectations of the Director: Administration's performance agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on key performance indicators(KPI's) as set in the Municipality's Integrated Development Plan(IDP) as reviewed annually.

**Key responsibilities:**

1. Provide effective Office Support services.
2. Ensure effective Human Resource Management.
3. Maintain an effective Information Technology System.
4. Promote a Safe and Healthy Environment.
5. Maintain and promote good governance and public participation.
6. Maintain an effective Disaster Management Function.
7. Maintain sound financial viability and management.

Key Performance Area		Key Performance Indicators					Baseline Information	Annual Targets		Quarterly Projections								
No.	Key Performance Area (KPA's) IDP Objective	100	No.	KPI's	SDBIP	Weight 100		Time Frame	Quantity		1st Quarter		2nd Quarter		3rd Quarter		4th Quarter	
									Number Amount	%	Number Amount	%	Number Amount	%	Number Amount	%		
<b>Records Management</b>																		
4.1	To comply with the provincial archives act at FBDM and support the LMs towards compliance by 2022	13	19	Percentage compliance with the provincial archives act in FBDM	21	4	100% Compliance	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
			20	Number of reports on the support provided to LMs	21	3	100% Support	01/07/2019 - 30/06/2020	4	100%	1	100%	1	100%	1	100%	1	100%
4.2	To provide effective and efficient office support functions	13	21	Number of progress reports on office support functions	22	3	100% Office support rendered for 2018/19	01/07/2019 - 30/06/2020	12	100%	3	100%	3	100%	3	100%	3	100%
4.3	To provide effective and cost efficient office support services		22	Percentage Maintenance of municipal buildings	23	3	2018/19 Maintenance projects complete	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
<b>Information Communication Technology ( ICT )</b>																		
5.1	To implement and maintain a sharable ICT environment within the district	13	23	Percentage Implementation of ICT systems within the district.	24	7	100%	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
5.2	To support the improvement of ICT in three LMs		24	Number of reports on support provided to LMs towards the establishment of ICT governance structure	25	3	Status report	01/07/2019 - 30/06/2020	4	100%	1	100%	1	100%	1	100%	1	100%
			25	Number of reports produced on the technical support provided to LMs	25	3	4 reports	01/07/2019 - 30/06/2020	4	100%	1	100%	1	100%	1	100%	1	100%
<b>Performance Management System</b>																		
6	To maintain a functional performance management system in FBDM	5	26	Percentage compliance with performance management system within the Department: Administration	31	5	100%	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
<b>KPA 4: Good Governance and Public Participation</b>																		
7	To improve internal communication through the implementation of the internal communication strategy	10	27	Percentage Implementation of a internal communication plan within the Department: Administration	34	10	100%	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
<b>KPA 5: Municipal Financial Viability and Management</b>																		
8	To ensure compliance to all accounting and legislative reporting requirements.	20	28	Percentage compliance to budgeting and reporting requirements within the Department: Administration.	43	20	100%	01/07/2019 - 30/06/2020	-	100%	-	100%	-	100%	-	100%	-	100%
		<b>100</b>				<b>100</b>												

THIS PERFORMANCE PLAN COVERS THE PERIOD: 01 JULY 2019 - 30 JUNE 2020

DATE SIGNED: 25 JUNE 2019

MUNICIPAL MANAGER: \_\_\_\_\_

HOD: ADMINISTRATION: \_\_\_\_\_