

Annexure A

Performance Plan 2025/26

The *main parts* to this Performance Plan are:

Greater Letaba Municipality



NAME: Mr. Lekhota MP

POSITION: Senior Manager: Corporate Services

ACCOUNTABLE TO: Municipal Manager

PLAN TIMEFRAME : 01/07/2025-30/06/2026

1. Performance Plan Overview
2. Strategy Objectives
3. Statement about the *Purpose* of the Position;
4. Performance Targets per Key Performance Area
5. Summary Scorecard
6. Rating Scales
7. Assessment Process
8. Approval of Personal Performance Plan

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GLM STRATEGY

To be a leading municipality in delivery of quality services for the promotion of socio-economic development

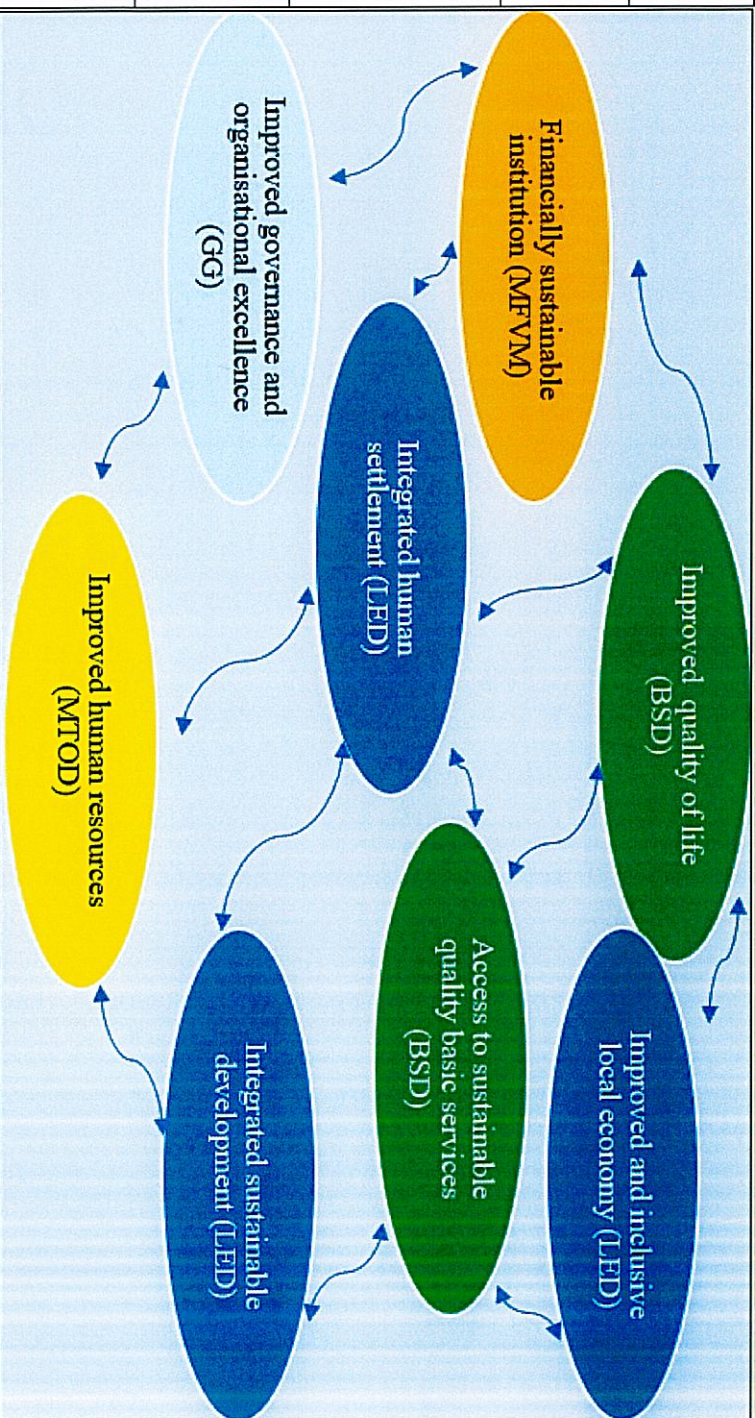
GLM STRATEGIC MISSION

To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment • Utilization of Smart Technology

KPAs

1. Municipal Transformation and Organisational Development (MTOD)
2. Basic service Delivery (BSD)
4. Local Economic Development & Spatial Rational (LED)
5. Municipal Financial Viability and Management (MFVM)
6. Good Governance and Public Participation (GG)

STRATEGIC OBJECTIVES 2025/26



JOB PURPOSE	
Position Goal	
To become an employer of choice where best human capital can be attracted for customer orientated developmental local government, where innovative systems, processes, quality services and sound governance are practiced	
Position Purpose	
To lead and direct the Directorate in human resources, administrative and management of Information Communication Technology (ICT) systems for economic, efficient, effective and customer orientated services. To ensure that Council, Councilors and Ward Committees are supported in an effective and efficient manner	
The Director Corporate Services is accountable and responsible for amongst others:	
Ø The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, including management, discipline and development of staff	
Ø The administration and promulgation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation	
Ø Rendering of swift and accurate administrative services with internal customer orientation	
Ø The effective management and coordination of council	
Ø The rendering of effective and efficient Information Communication Technology services to the municipal officials	

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (40% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 2026	Baseline / Status as of 30 June 2025	Annual Target (30/06/2026)	1st Quarter (1 Jul-30 Sept 2025)	2nd Quarter (1 Oct -31 Dec 2025)	3rd Quarter (1 Jan 31 Mar 2026)	4th Quarter (1 Apr -30 Jun 2026)	Evidence required
MITOD01	Improved governance and organisational excellence	Performance Management	Number of Departmental performance review meetings held	Number	To ensure Departmental meetings held by the Director with staff to discuss the performance of the Department	2%	Operational	12	12	3	3	3	3	Agenda, Minutes & Attendance register
MITOD02	Improved Human Resources	Occupational Health and Safety	Percentage of OHS committee recommendations implemented within a financial year	Percentage	To ensure OHS committee recommendations implemented by the department as a percentage of the Total number of OHS committee recommendations referred to the Department	1%	Operational	100%	100%	100%	100%	100%	100%	OHS Recommendation register
MITOD03	Improved governance and organisational excellence	Performance Management	Number of performance reports completed on or before the scheduled Electronic system closure date	Number	To ensure that monthly performance updates for the Department are done on or before the scheduled closing date of the electronic system	3%	Operational	12	12	3	3	3	3	Action IT System screenshots of updated indicators
MITOD04	Improved governance and organisational excellence	Performance Management	Number of Signed Performance Agreements by the Senior Manager	Number	To ensure that Performance Agreements by the Senior Manager are signed within 30 days after the beginning of the financial year	1%	Operational	1	1	1	N/A	N/A	N/A	Signed Performance Agreement by the Senior Manager
MITOD05	Improved governance and organisational excellence	Performance Management	Number of Signed Performance Agreements by all Managers	Number	To ensure that Performance Agreements by all Managers are signed within 30 days after the beginning of the financial year	1%	Operational	3	3	3	N/A	N/A	N/A	Signed Performance Agreements by all Managers
MITOD06	Improved governance and organisational excellence	Performance Management	Number of Performance Assessments conducted for Managers	Number	To ensure quarterly Assessments for Managers are conducted within 30 days after the end of the quarter	2%	Operational	1	4	1	1	1	1	Approved Assessment Report
MITOD07	Improved governance and organisational excellence	Performance Management	Annual Report information	Number	To ensure a comprehensive Annual Report information is submitted by 31 October 2025	3%	Operational	1	1	N/A	1	N/A	N/A	Annual Report Information
MITOD08	Improved human resources	Human Resource Management	Compliance with Minimum competency level	Number	Number of Senior Managers complying with the minimum competency level	2%	Operational	4	6	4	5	6	6	Competency certificates
MITOD09	Improved human resources	Human Resource Management	Number of employees trained	Number	Number of employees trained in line with the approved Workplace Skills Plan	2%	Operational	60	80	20	20	20	20	Attendance Registers and WSP
MITOD10	Improved human resources	Human Resource Management	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number	Number of people in 3 highest levels in compliance with EE Plan	2%	Operational	21	21	N/A	N/A	N/A	21	Employment Equity reports

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MTOD11	Improved human resources	Human Resource Management	Percentage of a municipality's budget actually spent on implementing its workplace skills plan	Percentage	(1) R-value of operating budget spent on training / (2) (Total Operating Budget) *100	2%	Operational	0.2%	0.2%	N/A	N/A	N/A	0.2%	Financial Report
MTOD12	Improved human resources	Human Resource Management	Number of vacant positions filled	Number	Number of vacant posts filled within the financial year in line with recruitment plan	4%	Operational	24	24	11	13	N/A	N/A	Appointment letters and recruitment plan
MTOD13	Improved governance and organisational excellence	Information Technology	ICT Domain Server Upgrade	Percentage	ICT Domain Server Upgrade	5%	R 260 000	New Project	ICT Domain Server Upgrade	Develop Specifications and submit to SCM	Tender Advertisement	Appointment of service provider	Installation of ICT Domain Server at 100%	Approved Specification /Tender Adver/Appointment letter/Progress report/Completion certificate
MTOD14	Improved governance and organisational excellence	Information Technology	Social media equipments	Percentage	Procurement of Social Media Equipments	5%	R 250 000	New Project	Procurement of Social Media Equipments	Develop Specifications and submit to SCM and Tender Advertisement	Appointment of service provider	Procurement of social media equipment - 100%	N/A	Approved Specification /Tender Adver/Appointment letter/Payment Voucher
MTOD15	Improved governance and organisational excellence	Information Technology	Office furniture	Percentage	Supply and Delivery of office furniture	5%	R 1 500 000	New Project	Supply and Delivery of office furniture	Develop Specifications and submit to SCM	Tender Advertisement	Appointment of service provider	Supply and Delivery of office furniture -100%	Approved Specification /Tender Adver/Appointment letter/Payment Voucher

KPA 2: MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (5% weight)														
KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 25/26	Baseline / Status as of 30 June 2025	Annual Target (30/06/2026)	1st Quarter (1-Jul-30 Sept 2025)	2nd Quarter (1 Oct-31 Dec 2025)	3rd Quarter (1 Jan-31 Mar 2026)	4th Quarter (1 Apr-30 Jun 2026)	Evidence required
MF.M01	Financially sustainable institution	Expenditure Management	Percentage of overtime funds spent not budgeted for	Percentage	R-value overtime spent not budgeted for as a percentage of the total R-value overtime budget for the department	3%	Operational	0	0	0	0	0	0	Financial reports
MF.M02	Financially sustainable institution	Expenditure Management	Percentage Operational and maintenance budget spent	Percentage	R-value operational expenditure for the department as a percentage of the total R-value operational budget for the department	2%	Operational	100%	100%	25%	50%	75%	100%	Financial reports

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KPA 3: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (5% weighting)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 25/26	Baseline / Status as of 30 June 2025	Annual Target (30/06/2026)	1st Quarter (1 Jul-30 Sept 2025)	2nd Quarter (1 Oct-31 Dec 2025)	3rd Quarter (1 Jan-31 Mar 2026)	4th Quarter (1 Apr-30 Jun 2026)	Evidence required
BSD01	Access to sustainable quality basic services	Customer Relations Management	Percentage of customer complaints resolved and attended to within 7 days of receipt	Percentage	Number of customer complaints resolved by the Department as a percentage of the Total number of customer complaints referred to the department	6%	Operational	100%	100%	100%	100%	100%	100%	Updated Complaints register

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (50% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 25/26	Baseline / Status as of 30 June 2025	Annual Target (30/06/2026)	1st Quarter (1 Jul-30 Sept 2025)	2nd Quarter (1 Oct-31 Dec 2025)	3rd Quarter (1 Jan 31 Mar 2026)	4th Quarter (1 Apr- 30 Jun 2026)	Evidence required
GGPP01	Improved governance and organisational excellence	Council Support	Percentage of Council resolutions implemented	Percentage	Number of Council Resolutions implemented by the Department as a percentage of the Total Number of Council Resolutions allocated to the Department	2%	Operational	100%	100%	100%	100%	100%	100%	Updated Council Resolutions Register
GGPP02	Improved governance and organisational excellence	Council Support	Percentage in implementing LLF resolutions	Percentage	Number of LLF resolutions implemented by the department as a percentage of the total number of LLF resolutions allocated to the department	2%	Operational	100%	100%	100%	100%	100%	100%	Updated LLF Resolutions Register
GGPP03	Improved governance and organisational excellence	Risk Management	Percentage of Risk Committee recommendations implemented	Percentage	Number of Risk committee recommendations implemented as a percentage of the Total number of Risk committee recommendations for the department	2%	Operational	100%	100%	100%	100%	100%	100%	Updated Risk Committee Recommendations Register
GGPP04	Improved governance and organisational excellence	Risk Management	Number of Risk Management Reports submitted to Risk Officer within 12 working days after the end of each quarter	Number	Simple Count of the number of quarterly Risk Management Reports submitted to the Risk Officer within 12 working days after the end of each quarter	2%	Operational	4	4	1	1	1	1	Quarterly Risk Management Report and dated proof of submission
GGPP05	Improved governance and organisational excellence	Audit Management	Number of Departmental Reports submitted to Internal Audit within 12 working days for consideration by Audit Committee	Number	Simple count of the number of Departmental Report submitted to Internal Audit within 12 working days for consideration by Audit Committee	2%	Operational	4	4	1	1	1	1	Quarterly Internal Audit Reports and dated proof of submission
GGPP06	Improved governance and organisational excellence	Audit Management	Percentage of internal audit findings resolved	Percentage	Number of Internal audit findings for the department resolved as a percentage of the Total number of Internal audit findings for the department	2%	Operational	100%	100%	100%	100%	100%	100%	Internal Audit Reports
GGPP07	Improved governance and organisational excellence	Audit Management	Percentage of Audit Committee resolutions implemented	Percentage	Number of Audit committee resolutions implemented as a percentage of the Total number of Audit committee resolutions for the department	2%	Operational	100%	100%	100%	100%	100%	100%	Updated Audit Committee Resolutions Register
GGPP08	Improved governance and organisational excellence	Audit Management	Percentage of AG audit findings (previous year audit) resolved	Percentage	Number of AG audit findings for the department resolved as a percentage of total number of AG audit findings for the department	2%	Operational	100%	100%	N/A	N/A	50%	100%	Updated Audit Action Plan Report

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GGPP12	Improved governance and organisational excellence	Records Management	Operational Electronic Record Management System	Percentage	Implementation of and operational Electronic File record management system required to achieve 100%	1%	Operational	0	100%	N/A	N/A	N/A	100%	Screenshots of Electronic Records System
GGPP14	Improved governance and organisational excellence	Council Support	Council Meetings	Number	Number of ordinary Council meetings held	4%	Operational	4	4	1	1	1	1	Attendance Register
GGPP15	Improved governance and organisational excellence	Council Support	Council Meetings	Number	Number of Special Council Meetings held	4%	Operational	4	4	1	N/A	2	1	Attendance Register
GGPP17	Improved governance and organisational excellence	Public Participation	Number of Community Imbizos held	Number	Simple count of the number of Imbizos held	3%	Operational	4	4	1	1	1	1	Imbizo Programme and Attendance Registers Reports
GGPP18	Improved governance and organisational excellence	LLF Functionality	LLF Meetings	Number	Number of LLF meetings held	3%	Operational	12	12	3	3	3	3	Attendance register
GGPP20	Improved governance and organisational excellence	MPAC Functionality	MPAC meetings	Number	Number of MPAC meetings held	3%	Operational	12	12	3	3	3	3	Attendance register
GGPP21	Improved governance and organisational excellence	MPAC Functionality	MPAC reports to Council	Number	Number of MPAC reports compiled and tabled in Council	4%	Operational	4	4	1	1	1	1	Council Resolution
GGPP22	Improved governance and organisational excellence	MPAC Functionality	MPAC Action Plan	Number	Approved MPAC action Plan by the end of 30 June	3%	Operational	1	1	N/A	N/A	N/A	1	Approved MPAC Action Plan and Council Resolution
GGPP23	Improved governance and organisational excellence	Ethics Functionality	Ethics Action Plan	Number	Approved Ethics Action plan	2%	Operational	1	1	N/A	N/A	N/A	1	Approved Ethics Action Plan and Council Resolution

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GGPP25	Improved governance and organisational excellence	Ward Committee Support	# of ward committee meetings held	Number	Simple count of the number of ward committee meetings held (1 meeting per ward per month)	1%	Operational	New KPI	360	90	90	90	90	90	Monthly Ward Committee Attendance Registers
GGPP26	Improved governance and organisational excellence	Ward Committee Support	# of meetings held with the broader community by the ward committee	Number	Simple count of the number of meetings held by the Ward Committee with the community of that ward (one per quarter)	1%	Operational	120	120	30	30	30	30	30	Attendance Registers
GGPP28	Improved governance and organisational excellence	ICT management	Number of ICT backups done	Number	Simple Count of the number of Server back-ups done at the end each month	3%	Operational	12	12	3	3	3	3	3	ICT Reports
GGPP29	Improved governance and organisational excellence	ICT management	Percentage of ICT committee recommendations implemented	Percentage	Number of ICT committee recommendations implemented as a percentage of the Total number of ICT committee recommendations for the period	2%	Operational	100%	100%	100%	100%	100%	100%	100%	ICT Recommendations Register and ICT Minutes

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KPA 5 : LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS (0% weight)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 25/26	Baseline / Status as of 30 June 2025	Annual Target (30/06/2026)	1st Quarter (1 Jul-30 Sept 2025)	2nd Quarter (1 Oct -31 Dec 2025)	3rd Quarter (1 Jan 31 Mar 2026)	4th Quarter (1 Apr- 30 Jun 2026)	Evidence required
none														

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Summary Scorecard		
Position Outcomes/Outputs		Weighting
Key Performance Areas		80%
Municipal Institutional Development and Transformation		40
Municipal Financial Viability and Management		5
Basic Service Delivery		5
Good Governance and Public Participation		50
Local Economic Development		0
Competencies		
Leading competencies	Components	Competency Definition
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives
Programme and Project Management	<ul style="list-style-type: none"> Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	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
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community
		10%

Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	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	10%
Core Competencies			
Moral competence	<ul style="list-style-type: none"> • Integrity • Transparency • Accountability 	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> • Time management • Forward planning • Project Management 	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	5%
Analysis and Innovation	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • Process optimisation 	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	5%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • Employee Empowerment 	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	10%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • Compile clear & concise reports 	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	5%
Results and Quality Focus	<ul style="list-style-type: none"> • Setting high standards • Results orientation • Monitoring & Evaluating progress 	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
Total			100%

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RATING SCALE				
5 (167%)	4 (133-166%)	3 (100-132%)	2 (67-99%)	1 (0-66%)
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 Performance Agreement 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 Performance Agreement 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 Performance Agreement 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.

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Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:

- 1.1. Formal assessment between will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
- 1.2. Progress against the targets will be captured in preparation for the assessments
- 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
- 1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.
- 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

- 3.1. The employee to motivate for higher ratings where applicable.
- 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
- 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
- 3.4. The panel scores are averaged to derive at a total score per KPI/CCR. Overall scores are calculated by taking weightings into account where applicable.
- 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:



% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessments.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

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Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.</p>
<p>Signed and accepted by the Supervisor on behalf of Council:</p>	<p>Signed and accepted by the Employee:</p>
	
<p>DATE: 15/07/2025</p>	<p>DATE: 15/07/2025</p>