

REVISED PERFORMANCE AGREEMENT

IN TERMS OF THE:

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000), AS AMENDED**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006**

AND

**LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS
OF EMPLOYMENT OF SENIOR MANAGERS, 2014**

Entered into by and between

The CITY OF MATLOSANA herein represented by

THEETSI SOLOMON ROGER NKHUMISE

in his capacity as

Municipal Manager
(hereinafter referred to as the Employer)

and

BETHEL OUPA KGOETE

as the

Acting Director: Budget and Treasury (CFO)
(hereinafter referred to as the Employee)

For the Period

1 May 2021 to 30 June 2021

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by THEETSI SOLOMON ROGER NKHUMISE (ID NR. 7212265390082) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and BETHEL OUPA KGOETE (ID NR. 8204025638081) in his capacity as the ACTING DIRECTOR: BUDGET AND TREASURY (CFO) 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, as amended ("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, as amended 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 and Section 57(4c) of the Systems Amendment 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, Section 57(4c) of the Systems Amendment 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) 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 and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 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 MAY 2021** and will remain in force until **30 June 2021** 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 include a new performance agreement that replaces this agreement at least once a year not later than **31st of July** of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 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.
 - 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 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.

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.

- 5.2 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 and targets that will be included in the performance management system as applicable to the Employee.
- 5.4 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.
- 5.5 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 Competencies 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 Competencies will account for 20% of the final assessment.
- 5.6 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 (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:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	18.2%
Municipal Institutional Development and Transformation	4.5%
Local Economic Development (LED)	0.0%
Municipal Financial Viability and Management	43.2%
Good Governance and Public Participation	34.1%
Total	100%

- 5.7 In the case of Senior 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 competencies will make up the other 20% of the Employee's assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

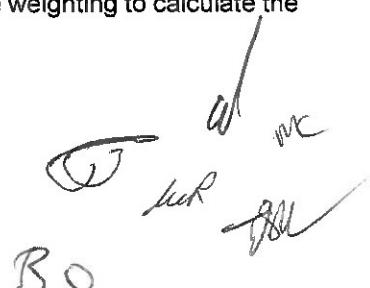
LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	8.33%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	8.33%

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Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	8.33%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	8.33%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8.33%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8.33%
CORE COMPETENCIES		WEIGHTING
Moral Competence		8.33%
Planning and Organising		8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
Results and Quality Focus		8.33%
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 Employee's 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 (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's SDBIP as described in 6.6 below.
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.
- 6.6 The annual performance appraisal will involve:
- 6.6.1 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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.


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- (c) The Employee will submit his/her self – evaluation to the Employer prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.6.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.6.3 Overall rating

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

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

Rating scale for KPA's

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	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.
3	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 PA and Performance Plan.

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Level	Terminology	Description
2	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	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.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

- 6.8 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:
- 6.8.1 Executive Mayor;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the Mayoral Committee;
 - 6.8.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.8.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.9 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:
- 6.9.1 Municipal Manager;
 - 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.9.3 Municipal Manager from another municipality.
- 6.10 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.8 and 6.9.

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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:

First quarter	:	July – September 2020
Second quarter	:	October – December 2020
Third quarter	:	January – March 2021
Fourth quarter	:	April – June 2021

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 C). Such plan may be implemented and/or amended as the case may be after each assessment.

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 him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 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.

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**; and

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10.1.3 A substantial financial effect on the Employer.

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers 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

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 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:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 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 his or her performance; and
- 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 his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
- 12.1.2 Any other person appointed by the MEC.
- 12.1.3 In the case of Senior 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.

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

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of (Annexure A) may be made available to the public by the Employer.
- 13.2 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 Employee must be submitted to the municipal council by the Employer within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

- 14.1 The Employee will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2017 Performance Management System Framework document.

15. MINIMUM COMPETENCY LEVELS

- 15.1 The Employee shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.

Thus done and signed at KLERKSDORP on this the 30 day of June 2021

AS WITNESSES:

1. 


EMPLOYEE

2. 

Thus done and signed at KLERKSDORP on this the 30 day of June 2021

AS WITNESSES:

1. 


EMPLOYER

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Revised Performance Plan

**ACTING DIRECTOR: BUDGET
AND TREASURY (CFO)
BO KGOETE**

CITY OF MATLOSANA
Period 1 March 2021 to 30 June 2021

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**DIRECTORATE
BUDGET AND TREASURY**

**ACTING DIRECTOR BUDGET AND TREASURY
MR BO KGOETE**

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%	
Service Delivery & Infrastructure Development (6)	
Municipal Institutional Development and Transformation (2)	
Local Economic Development (0)	
Municipal Financial Viability & Management (19)	
Good Governance and Public Management (15)	

OPERATIONAL										Key Performance Indicators (KPI)		Annual Performance Target		Budget		Review Target / Adjustment Budget		Quarterly Actual Achievement		Actual Expenditure / Revenue		Reason for Deviation		Planned Remedial Action		Comments		Portfolio of Evidence	
Objectives		Key Performance Indicators (KPI)		Annual Performance Target		Budget		Review Target / Adjustment Budget		Quarterly Actual Achievement		Quarterly Projected Target		Rating Key		Actual Expenditure / Revenue		Reason for Deviation		Planned Remedial Action		Comments		Portfolio of Evidence					
TL	BUD7	To approve the budget in order to comply with legislation	2021/22 Budget related policies approved	Approving this final 2021/22 budget related policies and terms by 31 May 2021	R0			1	-	1	1													Council Resolution					
TL	BUD8	To ensure the adjustment budget to comply with legislation	Number of 2020/21 budgetary adjustments approved	Approving the 2020/21 adjustment budget by 28 February 2021	R0			2	-	3	Final 2021/22 Budget policies & limits approved													Council Resolution					
BL	BUD9	To identify the grants received as revenue to better service delivery	Grants as a percentage of revenue received	Receiving 10% of grants as revenue received per DCRA by 31 March 2021	R4847-748-740	Adjustment Budget CC1772020 dated 3/10/2021	R567153-692	2020/20 Adjustment Budget CC1772020 dated 3/10/2021	1	27%	R 123 814 440	39%	R 223 254 000	R 223 254 000	103%	R 485 481 500	R 19 038 500	Additional Equitable Share Grant for COVID 19	Align SDBP & DCRA					Prints & Calculations					
BL	BUD10	To submit 71 reports to NTT	Number of section 71 report submitted to NTT	Submitting 172 electronic version of the section 71 report to the NTT database by 30 June 2021	R0			1	-	1	1	Report submitted						The SOLAR generated GS310 from which a service call has been issued with DCX, monthly budget schedules is required do not correspond to GS300 therefore strings could not be submitted.					Outstanding Service Print & Calculations						
TL	BUD11	To ensure all applicable budget related documents are published on the municipal websites as required by the NfHA	Number of budget related documents published on the municipal websites as required by the NfHA	Publishing 8 approved budget related documents on the municipal website by 30 June 2021	R0			1	-	1	1	Approved budget related documents published on the municipal websites						Budget process plan submitted	Budget Process Plan Quarterly Reports submitted.					Outstanding Service Print & Calculations					
BL	ASS1	To ensure that all municipal assets are accounted for	2019/20 Asset register completed and reported to municipality manager	Completing the 2019/20 asset count and submitting report to municipal manager by 30 June 2021	R0			1	-	1	1	1						1st Quarterly Reports submitted.	1st Quarterly Reports submitted.					Outstanding Service Print & Calculations					
BL	ASS2	To ensure that all municipal assets are accounted for	2019/20 Asset register completed and reported to municipality manager	Completing the 2019/20 asset register 100% by 30 June 2021	R0			2	-	2	1	1						2nd Quarterly Reports submitted.	2nd Quarterly Reports submitted.					Outstanding Service Print & Calculations					
TL	ASS3	To achieve a clean audit	2019/20 Asset register reconciled	Reconciling the 2019/20 asset register 100% to R0 the financial statements by 31 August 2019	R0			3	-	3	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Asset count report from Data-Base Register Digital Me. Reports AM						
BL	REV1	To comply with GR&P17	Percentage of actions outstanding as of own revenue	Ensuring that 100% of all identified assets are included in the asset register (CC1820) by 31 August 2019	R0			4	-	4	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	See report from EAS attached on file. PMSS No POE on file						
TL	REV2	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			5	-	5	1	30%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	Reconciliation calculations. Detailed list & last page						
BL	REV3	To control debt management	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			6	-	6	2	30%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	See report from EAS attached on file. PMSS No POE on file						
BL	REV4	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			7	-	7	3	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV5	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			8	-	8	4	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV6	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			9	-	9	5	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV7	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			10	-	10	6	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV8	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			11	-	11	7	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV9	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			12	-	12	8	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV10	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			13	-	13	9	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV11	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			14	-	14	10	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV12	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			15	-	15	11	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV13	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			16	-	16	12	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV14	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			17	-	17	13	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV15	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			18	-	18	14	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV16	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			19	-	19	15	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV17	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			20	-	20	16	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV18	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			21	-	21	17	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV19	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			22	-	22	18	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV20	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			23	-	23	19	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV21	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			24	-	24	20	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV22	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			25	-	25	21	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV23	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			26	-	26	22	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV24	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			27	-	27	23	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV25	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			28	-	28	24	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV26	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			29	-	29	25	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV27	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			30	-	30	26	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV28	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			31	-	31	27	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV29	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			32	-	32	28	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV30	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			33	-	33	29	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV31	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			34	-	34	30	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV32	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			35	-	35	31	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV33	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			36	-	36	32	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV34	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			37	-	37	33	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV35	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			38	-	38	34	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV36	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			39	-	39	35	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV37	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			40	-	40	36	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV38	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			41	-	41	37	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	See report from EAS attached on file. PMSS No POE on file						
BL	REV39	To ensure financial sustainability	Percentage of actions outstanding as of own revenue	Holding at the most 30% of children outstanding of own revenue by 30 June 2021	R0			42	-	42																			

Operational Performance Report - Q1 2024													
Key Performance Indicator (KPI)	Objectives	Key Performance Indicators (KPIs)	Annual Performance Target			Budget			Quarterly Performance			Comments	Portfolio of Evidence
			Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance		
Revenue & Profitability	Revenue Growth	Revenue Growth	R 100M	R 98M	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Revenue & Profitability	Profit Margin	Gross Profit Margin	30%	28%	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Customer Experience	Customer Acquisition	New Customer Acquisition	1000	950	-50	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Customer Experience	Customer Retention	Customer Retention Rate	85%	83%	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Operational Efficiency	Operational Efficiency	Operational Efficiency	90%	88%	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Operational Efficiency	Supply Chain	Supplier On-time Delivery	95%	93%	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Human Resources	Employee Satisfaction	Avg. Employee Satisfaction	4.5	4.3	-0.2	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Human Resources	Employee Turnover	Employee Turnover	10%	12%	+2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102
Total	Total	Total	R 100M	R 98M	-2%	R 100M	R 98M	-2%	R 10M	R 9.5M	-0.5M	Met target, slight variance.	Q101-Q102

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