

**CERTIFICATE OF QUALITY ASSURANCE**  
**2023/2024 THIRD QUARTER PERFORMANCE REPORT**

I, **APRIL NTULI**, in my capacity as the Municipal Manager of Emfuleni Local Municipality hereby certify as follows:

1. That I received the **2023/2024 Third Quarter Performance Assessment Report** of the Emfuleni Local Municipality on **23 May 2024**;
2. That I duly considered the content of the **2023/2024 Third Quarter Performance Report**; and
3. That I herewith approve the **2023/2024 Third Quarter Performance Report** for Emfuleni Local Municipality.

**A NTULI**  
**MUNICIPAL MANAGER**  
**EMFULENI LOCAL MUNICIPALITY**

# 2023/2024 THIRD QUARTER PERFORMANCE REPORT

## 1 PURPOSE

The purpose of this 2023/2024 Third Quarter Performance Report (for the period of January to March 2023/2024) is to disclose and account on the results of the assessment of the actual achievements against the quarterly projections of performance indicators and performance targets. These performance indicators and targets were identified and recorded in the Organizational Service Delivery and Budget Implementation Plan (OSDBIP) for the 2023/2024 Financial Year.

## 2. LEGISLATIVE BACKGROUND

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) defines a “service delivery and budget implementation plan” as a detailed plan approved by the mayor of a municipality for implementing the municipality’s delivery of municipal services and which must indicate service delivery targets and performance indicators for each quarter.

The performance management system described in the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) – section 38 to 49 thereof determines the monitoring, measurement, evaluation, and auditing of information recorded in terms of the Service Delivery and Budget Implementation Plan. Section 52(d) of the MFMA requires that the Executive Mayor table a report on the performance of the municipality to Council within 30 days after the end of the quarter.

In compliance with these legislative directives the 2023/2024 Third Quarter Performance Report is based on the outputs of the third Quarter performance assessment of service delivery and budget performance indicators, targets and projections that were approved by the Executive Committee, Mayoral and Council.

The organizational performance scorecard where the assessments were documented is appended to the report as “**ANNEXURE “A”**”.

## 3. THE 2023/2024 THIRD QUARTER ORGANIZATIONAL PERFORMANCE ASSESSMENT RESULTS

One of the core components of the Integrated Development Plan and the Performance Management System is the setting of appropriate performance indicators with regard to the municipality’s development priorities and objectives (s.26 and s.41, MSA). The initiation point and planning of performance management are therefore found in the Integrated Development Plan.

The 2023/2024 Integrated Development Plan was approved by the Municipal Council in May 2023. Subsequent to the approval of the IDP and Budget, the Executive

Mayor also approved the 2023/2024 Service Delivery and Budget Implementation Plan in June 2023.

#### **4. 2023/2024 THIRD QUARTER PERFORMANCE RESULTS**

##### **4.1 Finance and Revenue (Key Indicators Ref MF 01 -13)**

Financial key performance indicators are used to track, measure, and analyse the financial health position of the municipality. The municipality, during the 2023/2024 third quarter reporting period, planned to achieve 11 targets. Following the review of the performance information, 3 indicators were achieved and 8 indicators were not achieved.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Percentage adherence to the implementation of 2023/24 budget funding plan, 4% instead of 75% was realised.
- ✓ Percentage Implemented Revenue Enhancement and Protection Plan. 0% has been achieved to date
- ✓ Percentage Paid current account on bulk purchases without default (Eskom). 70% of current account has been paid
- ✓ Percentage achievement of the implementation of 2023/24 demand (Procurement) management plan. 5% of procurement plan has been achieved.
- ✓ Number of compiled Annual and midyear financial statements which are reviewed by the audit committee. 0% was recorded due to lack of preparation of midyear financial statements
- ✓ Number of Reconciled reports billing information to approved General Valuation Roll (GVR). 0% was achieved to date progress is lagging behind

Positively, the municipality was able to meet the target on adoption of the MTREF 2024/25 as per the process plan. Significant progress was achieved in addressing historical debts relating to Rand Water and the target for implementation of the cost containment plan was achieved.

## 4.2 Infrastructure Planning and Development (Grants) (Key Indicators Ref MF 14-16)

### INFRASTRUCTURE PLANNING AND DEVELOPMENT

The section serves to highlight the progress made on infrastructure projects funded through grant. The attachment of the bank accounts by Rand Water and Eskom since April 2023 until November 2023 has led to the grant spending being affected.

It should be noted that DCoG refused to transfer MIG funds into the accounts of the municipality until the accounts were released from the attachments. As a result, the funds related to the projects were only received in December 2023 leading to the municipality failing to achieve its MIG expenditure target of 45% by end of December 2023.

However, since the release of the bank account during the start of the 2024 year, projects have returned to normality. However, the attachment of the bank account remains a risk which could lead to expenditure targets not being achieved in the future.

Furthermore, the cluster has appointed additional two technicians, assistant manager and manager which has improved the capacity required to manage projects in the municipality successfully.

### Grant Performance Overview

Emfuleni Local Municipality was allocated the capital funding from the MIG and NDPG for implementation of infrastructure projects including the EPWP grant for job creation to address the social issues as provided in Table 1 below. The narrative on the performance is also addressed below.

Grant Name	2023/2024 FY Allocation	Revised Allocation	Expenditure to date	% Spent
Municipal Infrastructure Grant (MIG Schedule 5B)	R203 242 000	R149 649 000	R32 413 667.34	22%
Municipal Infrastructure Grant (MIG Schedule 6B)	R0.00	R20 000 000	R0.00	0%
Neighbourhood Development Partnership Grant	R15 000 000	R0.00	R0.00	0%
Expanded Public Works Programme	R1 242 000	R1 242 000	R1 242 000	100%

Table 1: 2023-2024 Grant Allocations

## **Municipal Infrastructure Grant**

The municipality has been allocated R203 242 000,00 of MIG for the 2023/2024 FY for implementation of infrastructure project with 5% of the allocation being utilised for the operational expenditures of the Project Management Unit as prescribed in the Division of Revenue Act. The municipality submitted a project implementation plan detailing how the MIG funding will be spent monthly. The condition of the Division of Revenue requires municipality receiving allocation of more than R100 million to spend 45% of its allocation by 31 December 2023, and as a result, the implementation plan was structured to meet the conditions.

The MIG expenditure reported to date on the MIG-MIS amounts to R32 413 667.34 equivalent to 22% of the revised allocation.

## **Attachment of Municipal Bank Account by Eskom and Rand Water**

The municipality experienced a turbulent period of its bank accounts being attached by both Eskom Holdings and Rand Water which included conditional grants (MIG). The attachment of conditional grants has negatively impacted the municipality's performance during the period the April 2023 until November 2023. The municipality came to the end of its financial year 30 June 2023 for the financial year 2022/2023 with most of its projects on hold following suspension of projects by contractors due to the municipality failing to pay for services rendered.

When the 2023/2024 financial year commenced, the municipality was still subjected to the attachment by Rand Water which lasted until November 2023. Contractors refused to return to resume with site work due to the risk of not being paid by the municipality whilst the attachment was still in place. The bank attachment is the main factor which contributed to the municipality's poor expenditure performance on grant by 31 December 2023.

## **Suspension of projects by Contractors**

Several projects were suspended from June 2023 due to bank attachment. Some contractors perceived the return to the site as a cash flow risk with the municipality unable to guarantee payments while the attachment is still active. The projects resumed in November 2023 after the attachment was uplifted. The suspension of projects is a direct result of bank attachments, and it is common cause that when contractors are not on site, no expenditure will be incurred resulting in the grant expenditure failing to perform as projected.

## **Schedule 6B Transfer**

Following the bank attachment and continued suspension of projects in the 2023/2024 financial year, the Department of Cooperative Governance resolved to reallocate some of the projects from Schedule 5B to Schedule 6B. The project called the Upgrading of existing main outfall sewer on the Northern Area (Evaton and Sebokeng) was selected for implementation through the Schedule 6B. However, the process of transferring MIG allocation from Schedule 5B to Schedule 6B for the Upgrading of the existing main outfall sewer on the Northern Area created delays.

## **Neighbourhood Development Partnership Grant**

The municipality has been allocated R15 000 000,00 of NDPG for the 2023/2024 FY for implementation of infrastructure projects. The municipality submitted a project implementation plan detailing how the NDPG funding will be spent monthly. The NDPG expenditure reported to date amounts to R0,00 equivalents to 0% of the allocation. There are various major challenges that have contributed to the lack of expenditure on the grant as discussed below.

### **Attachment of Municipal Bank Account by Rand Water and Eskom**

The municipality experienced a turbulent period of its bank accounts being attacked by both Eskom Holdings and Rand Water which included conditional grants. The attachment of conditional grants has negatively impacted the municipality's performance during the period the April 2023 until November 2023. The municipality came to the end of its financial year 30 June 2023 for the financial year 2022/2023 with most of its projects on hold following suspension of projects by contractors due to the municipality failing to pay for services rendered. When the 2023/2024 financial year commenced, the municipality was still subjected to the attachment by Rand Water which lasted until November 2023. Contractors refused to return to resume with site work due to the risk of not being paid by the municipality whilst the attachment was still in place. The bank attachment is the main factor which contributed to the municipality's poor expenditure performance on grant as at 31 December 2023.

The municipality was allocated R1 242 000,00 for 2023/2024 Financial Year. Since the municipality does not have internal budget allocated towards the implementation of EPWP, the budget allocated is limited to R1,2 million that was depleted by the end of December 2023. The performance targets on the EPWP grant have been achieved. It should be noted that the programme is currently on hold due to budget deficiencies with the municipality's inability to financially contribute towards the programme resulting in participants being released from the programme until new budget allocation in 2024-2025 financial year.

### **4.3 Public Works (Key Indicators Ref: BS 01-15)**

#### **a. Electricity**

Of the 7 key indicators, 1 indicator was partially achieved, 5 indicators were not achieved and 1 indicator had no projection. The main reason for non-achievement of these indicators was the submission of incomplete portfolio of evidence relating to Maintenance plans, project plans and implementation plans.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Percentage of electricity losses reduced from 22.3% to 20% in line with the Electricity losses reduction Plan (losses may not exceed annual target).

- ✓ Number of Electrical network refurbished / repaired/ maintained as listed on the maintenance plan
- ✓ Number of electrical projects completed as listed on the electricity projects plan
- ✓ Number of electricity prepaid meters replaced in accordance with the maintenance plan for identified areas
- ✓ Number of Large Power Users' online metering installed according to the Implementation Plan for identified users
- ✓ Number of Token identified prepaid meters rolled out in accordance with the implementation plan

**b. Roads and Storm-water**

All of the 3 key indicators were not achieved. The main reason for non-achievement of these indicators was the submission of incomplete portfolio of evidence relating to maintenance plans.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Length in metre of concrete canals, gravel canals and pipes cleaned in accordance with maintenance plan
- ✓ Square metres of potholes patched on municipal roads and streets in accordance with maintenance plan
- ✓ Length of kilometres of municipal gravel roads maintained in accordance with maintenance plan

**c. Waste Management**

Of the 3 key indicators, 1 indicator was partially achieved and 2 indicators were not. The reason for non-achievement was attributed to budget constraints, shortage of vehicles and personnel. In assessing the target on collection of mini dumps, a credible means of verification for assessing the KPI was not available. Consequently, moving forward a schedule of identified mini dumps, photos of before and after will be utilized along with log sheets of the security entrance while the process of procuring way bridges is unfolding.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Average percentage of waste collection services completed on weekly basis as per schedule. 26% of the targeted 50% was achieved.
- ✓ Total m<sup>3</sup> of waste removed from mini dumps on a weekly basis as per schedule
- ✓ Average percentage of compliance with the landfill sites operations requirements implemented. 73% of the targeted 80% was achieved.

#### 4.4 Utilities and Strategic Projects (Key Indicators Ref: BS 16-28)

##### a. Water and Sanitation

Of the 13 key indicators, 1 indicator was partially achieved, 6 indicators were not achieved and 1 indicator had no projection. The main reason for non-achievement of these indicators was the submission of incomplete portfolio of evidence relating to maintenance plans, project plans and implementation plans.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Number of new water meters installed or replaced in accordance with the maintenance /business plan for identified areas. 0% to date was achieved.
- ✓ Percentage Turnaround time taken to resolve potable water complaints within 48 hours after being reported. While progress is made and complaints are being attended to, the water management system is not capable of giving a real time data that is reliable and credible to properly measure the KPI as it dates back some outer year reporting as far as 2 years back.
- ✓ Number of Installed and replacement of additional/existing Pressure Reducing Valves (PRV's) in accordance with the maintenance plan for identified service points on the network. 0% to date was achieved
- ✓ Number of Serviced Pressure Reducing Valves (PRV's) in accordance with the maintenance plan for identified service points on the network. 0% to date was achieved
- ✓ Length of Old Water Pipes replaced in accordance with the maintenance plan for identified areas
- ✓ Percentage of water losses reduced from 64.3% to 59% in line with water losses reduction plan (water losses/water conservation and demand management plan).

#### 4.5 Community Services (Key Indicator Ref 29 -38)

Of the 11 key indicators, 6 indicators were achieved and 5 indicators were not achieved. The main reason for non-achievement of these indicators was the non submission Indigent register to council, shortage of resources for conducting inspections on health norms and standards and non procurement of cemetery management system.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Number of updated indigent register. While the register was updated, it was not submitted to Council as required.
- ✓ Number of inspections conducted to comply with national environmental health norms and standards at any period in accordance with the inspection plan for identified areas
- ✓ Percentage Procurement of new cemetery management system



- ✓ Number of inspections conducted to comply with national environmental norms and standards in accordance with the inspection plan for identified areas

#### **4.7 Infrastructure Planning and Development (Key Indicator Ref BS 39-49)**

The department managed to achieve all its targets for the period under review. This was mainly due to change of measurement implemented during midyear review whereby targets are now clearly defined in terms of measuring in kilometres and meters instead of percentages. This is in line with the SMART principle.

- ✓ Of the targeted 0.8km construction of length in kilometres of sewer pipeline (upgrading union street bulk sewer line in Vereeniging), 0.82km was constructed.
- ✓ Of the targeted 1.1km construction of length in kilometres of sewer pipeline (sewer line Houtkop and Unitaspark in north Leewkuil), 2.46km was constructed.
- ✓ Of the targeted 0.4km construction of length in kilometres of sewer pipeline (gravity sewer pipeline Boipatong/Tshepiso), 0.74km was constructed.

#### **Financial Expenditure Breakdown**

The PMU has had numerous challenges since the beginning of the financial year which affected the expenditure leading to National Treasury sending the Municipality its intention to reduce the grant allocation. The table below provides the expenditure of the MIG to date for all projects as per the IDP.

Vote number	Description	Budget	TOTAL EXPENDITURE		
			Exp ( Excl vat)	Vat	Exp ( Incl vat)
	SALARIES		R6 903 655.63	R0.00	R6 903 655.63
	OTHER				R89 545.00
	<b>TOTAL OPEX</b>	<b>R0.00</b>	<b>R6 903 655.63</b>	<b>R0.00</b>	<b>R6 993 200.63</b>
<b>MIG CAPEX</b>					
35956473520G6D45ZVZA	R:UPGRADING OF NANESCOL CEMETERY	R3 846 705.00	R0.00	R0.00	R0.00
35956473520G6D47ZVZR	R:UPGRADING OF RUSTERVAAL CEMETERY	R9 183 835.00	R0.00	R0.00	R0.00
35966159820G6G79ZZWM	DEVELOPMENT OF MASTER PLAN	R2 167 040.00	R0.00	R0.00	R0.00
35966473520G6E73ZVZA	REFURBISHMENT OF BOPHELONG STADIUM	R500 000.00	R663 701.70	R99 555.26	R763 256.96
35966473520G6E86ZVZA	R-VANDERBIJLPARK CEMETERY	R2 500 000.00	R0.00	R0.00	R0.00
35966680020G6D50ZZSB	N:BULK WATER SUPPLY-EVATON TO DADEVILLE	R23 536 579.00	R806 010.74	R120 901.61	R926 912.35
35966680020G6D98ZZSB	N:CONSTRUCTION OF LAKESIDE BLOCK A ROAD	R7 802 508.00	R384 612.57	R57 691.89	R442 304.46
35966680020G6E18ZZVR	SEWER LINE-3 RIVERS; 3 R-EAST & SOLPARK	R8 000 000.00	R0.00	R0.00	R0.00
35966680020G6E46ZZSB	CONST IRONSID ROAD&STORMW - PVD SIDEWALK	R2 400 000.00	R0.00	R0.00	R0.00
35966680020G6E53ZZVR	UPGR UNION STR BULK SEWER IN VEREENIGIN	R6 000 000.00	R3 757 082.50	R563 562.38	R4 320 644.88
35966680020G6F39ZZWM	INVESTIGATE & DEV NEW LANDFILL SITES	R10 442 950.00	R8 806.09	R1 320.91	R10 127.00
35966680020G6F51ZZSB	UPGRADING OUTFALL SEWER ON NORTHEN AREA	R30 477 057.00	R0.00	R0.00	R0.00
35966680020G6F53ZVZA	SEWERLINE FROM INDUS; BOIP /TSHEP TO PS4	R27 280 234.00	R1 985 460.48	R297 819.07	R2 283 279.55
35966680020G6H86ZZVR	SEWER LINE HOUTKOP & UNITASPARK TO PS3D	R20 000 000.00	R12 897 633.62	R1 934 645.04	R14 832 278.66
35966680020G6H87ZZVR	BULK WATER FROM TSHEPISO TO SHARPEVILLE	R27 271 502.00	R468 933.71	R70 340.06	R539 273.77
35966680020G6H88ZZVZA	WATER SUPPLY WESTERN AREARS & VAALOEWER	R7 896 190.00	R0.00	R0.00	R0.00
35966680020G6H89ZZVZA	N:CONSTRUCTION OF THOMAS NKOBI	R1 000 000.00	R0.00	R0.00	R0.00
35966680020G6J25ZZSB	CONSTRUCTION OF WATER RESERVOIR EVATON	R800 000.00	R0.00	R0.00	R0.00
35966680020G6J26ZZSB	CONSTRUCTION OF WATER RESERVOIR SEBOKENG	R800 000.00	R0.00	R0.00	R0.00
35966680020G6J27ZZSB	BULK WATER SUPPLY JOHANDEO TO EVATON	R775 300.00	R0.00	R0.00	R0.00
35966680020G6J28ZZSB	CONST PALM SPRING LANDFILL SITE(PHASE 2)	R400 000.00	R0.00	R0.00	R0.00
35966445420G6F95CVVA	COVID-19 REFURBISHMENT OF VDB RESERVOIRS	R575 394.00	R500 342.50	R75 051.38	R575 393.88
35966680020G6F52ZZWM	UPGRADING SEWER PIPELINE PS8: STILLBOX	R799 066.00	R632 169.75	R94 825.46	R726 995.21
	<b>TOTAL MIG EXPENDITURE ( OPEX &amp; CAPEX)</b>	<b>R194 454 360.00</b>	<b>R29 008 409.29</b>	<b>R3 315 713.05</b>	<b>R32 413 667.34</b>

#### 4.8 Economic Development (Key Indicator Ref LED 01 -10)

Of the 10 key indicators, 2 indicators were achieved, 1 indicator was partially achieved, 3 indicators were not achieved and 4 indicators had no projection. The main reason for non-achievement of these is attributed to lack of submission of portfolio of evidence relating to process plan for enforcement of land use and the slow or lack of progress in approving Outdoor and Informal Trading policies.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Enforcement of land use regulations/legislation
- ✓ Percentage Developed Outdoor policy
- ✓ Percentage Developed Informal Trading Policy

#### 4.8 Organizational Development (Key Indicator Ref Mt 01 -10)

Of the 10 key indicators, 2 indicators were achieved, 1 indicator was partially achieved, 5 indicators were not achieved and 2 indicators had no projection. The

targets on appointment of key positions and adherence to employment equity on appointed positions saw a significant improvement. The municipality made good progress on the implementation of the workplace skills plan and ultimately meeting the expenditure target of 70% by achieving 78%. Fleet management progress is still lagging behind mainly due to irrelevant POE submitted. Finally, the Facilities Maintenance Plan was not implemented as planned.

Unacceptable performance is recorded on the following indicators and targets

- ✓ Percentage of approved Micro Organisational Structure
- ✓ Percentage of vehicles repaired/maintained within 90 days
- ✓ Percentage reduction of labour cases / disciplinary cases in the current labour disputes register
- ✓ Percentage implementation of Facilities Maintenance Plan
- ✓ Number of monitoring reports on overtime submitted

#### **4.9 Governance and Public Participation (Key Indicators Ref GG 01-25)**

25 key indicators were planned to realise good governance, public participation and accountability. 15 were achieved, 3 were not achieved and 7 were not due for review.

- ✓ Percentage AGSA (2022/2023 OPCA) audit findings resolved.
- ✓ Number of verified reports on the project activities.

### **5 OVERALL ASSESSMENT OF PORTFOLIO OF EVIDENCE**

The performance information must be valid, accurate, useful and complete to substantiate reported and achieved performance. The completeness of information enables performance monitoring and assessment to come to an informed decision, so lack of adherence to this request, will affect the municipal overall performance.

To this end, the majority of key indicator performance information were not considered due to lack of reliable, accurate, useful and complete performance information. There is continued lack of adequate oversight and quality assurance at the Cluster level, as a result the performance evidence submitted does not demonstrate quality assurance for the work done.

### **6. ORGANIZATIONAL PERFORMANCE RESULTS IN TERMS OF THE REGULATION 805 FOR PERFORMANCE MANAGEMENT AT LOCAL GOVERNMENT LEVEL.**

***The following table specifies the Criteria for Performance Levels (aligned to Regulation 805 for management performance of senior management at local government level)***

Table 1

Rating	Score	Level of Performance
1	0 -74%	Unacceptable Performance
2	75 – 99%	Not fully Effective
3	100- 129%	Fully Effective
4	130- 149%	Exceed Expectation
5	150%	Outstanding Performance

## 7. ORGANIZATIONAL PERFORMANCE PER KEY PERFORMANCE AREA

The following table depicts the 2023/2024 Third Quarter Organizational Performance Results, as such the Municipal Performance during the 2023/2024 Third Quarter Performance is not satisfactory.

Table 2

Summary per Key Performance Area	Quarter 1 Performance	Quarter 2 Performance	Midyear Performance	Quarter 3 Performance
KPA 1	48%	26%	35%	56%
KPA 2	59%	34%	43%	57%
KPA 3	38%	57%	56%	49%
KPA 4	50%	41%	41%	62%
KPA 5	88%	101%	90%	101%
Overall Performance	57%	51%	53%	65%

## 8. 2023/2024THIRD QUARTER PERFORMANCE RESULTS PER CLUSTER

Table 3

Summary per Cluster	Quarter 1 Performance	Quarter 2 Performance	Midyear Performance	Quarter 3 Performance
Office of the Municipal Manager	88%	101%	90%	98%
Public Works	63%	42%	50%	19%
Shared Services	50%	41%	41%	62%
Economic Development and Planning	44%	45%	44%	49%
Finance	60%	31%	42%	51%

Infrastructure Planning and Development	20%	<b>24%</b>	<b>24%</b>	<b>101%</b>
Community Services	87%	<b>71%</b>	<b>69%</b>	<b>80%</b>
Utilities and Sanitation	71%	<b>0%</b>	<b>35%</b>	<b>54%</b>
Internal Audit	129%	<b>150%</b>	<b>150%</b>	<b>148%</b>

## 9. OVERALL MUNICIPAL PERFORMANCE

In line with the Municipal Performance Management Regulation 805 criteria for measuring performance, 2 out of 9 clusters performed at fully effective level. The 2023/2024 Third Quarter Organisational Performance Achievement of Emfuleni Local Municipality is calculated at **65%**. **This is a notable improvement from the Midyear result of 53%.**

The overall performance of the municipality is **UNACCEPTABLE PERFORMANCE**

The performance rating of 1/5 is recorded.

## 10. ACKNOWLEDGEMENTS:

We would like to record our appreciation for the time and co-operation management and staff provided during the course of our assessment

**Prepared by:**

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**L. Mosia**  
**Senior Performance Officer**

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**Date**

**Reviewed:**

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**N. Ntuli**  
**Performance Manager**

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**Date**

**Approved for presentation to EXCO**

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**M. Mogofe**  
**Chief Operating Officer**

.....  
**Date**