

**Kgatelopele Local Municipality**



**PERFORMANCE AGREEMENT**

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

**Kgatelopele Local MUNICIPALITY,  
AS REPRESENTED BY:**

**ACTING CHAIRPERSON**

**CLLR. IRENE WILLIAMS**

.....  
(FULL NAMES)

**AND**

***Mr. MONDE JANUARY***

.....  
(FULL NAMES)

**MUNICIPAL MANAGER**

**FOR THE PERIOD**

**01 MARCH 2018- 30 JUNE 2018**

KGATELOPELE LOCAL MUNICIPALITY  
PERFORMANCE AGREEMENT 2017/18

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

The KGATELOPELE LOCAL MUNICIPALITY herein represented by CLLR. IRENE WILLIAMS in her capacity as ACTING CHAIRPERSON (hereinafter referred to as the Employer or Supervisor)

And

Mr. MONDE JANUARY in his capacity as MUNICIPAL MANAGER: OF THE KGATELOPELE LOCAL 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) (b) of the local Government: Municipal Systems Act 32 of 2000 (" the systems Act ") The Employer and the Employee are hereinafter referred to as " the parties "

1.3 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.

1.3 The parties wish to ensure that there is compliance with Sections 67(1) (d) of the Systems Act.

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

2.1 Comply with Section 67(1) (d) of the Systems Act;

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

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

2.4 monitor and measure performance against set targeted outputs;



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

2.6 appropriately reward/pay the employee in accordance with the employer's performance management policy in the event of outstanding performance and relationship with the employee in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION OF AGREEMENT

3.1 This agreement will commence on the 1<sup>st</sup> of March 2018 and will remain in force until the 30<sup>th</sup> of June 2018 whereupon a new Performance Agreement, Performance Plan (Annexure A & B) and Personal Development Plan (Annexure C) shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this agreement during "May /June" each year. The parties will conclude a new performance agreement and performance Plan that replaces this agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This agreement will terminate on the termination of the employee's "Contract of Employment" for any reason.

3.4 The content of this agreement may be revised at any time during the 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 (Appendix A & B) sets out-

4.1.1 The performance objectives and targets that must be met by the employee; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in "Appendix A" would be set by the employer in consultation with the employee and based on the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the employer for a particular financial year, and shall include key objectives; key performance indicators; target dates and weightings.

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

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

#### 5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The employee agrees to participate in the performance management system that the employer adopts or introduces for the employer, management and municipal staff of the employer.

5.2 The employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employer, management and municipal staff to perform to the standards required.

5.3 The employer will consult the employee about the specific performance standards that will be included in the performance management system as applicable to the employee.

#### 6. PERFORMANCE AGREEMENT

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

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

6.2 The criteria upon which the performance of the employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Plan of the Employee (Appendices A and B).

6.2.1 The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Requirements (CCR's), respectively.

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

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

6.3 The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan ( Appendix A ), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee:

<b>APPENDIX A: KEY PERFORMANCE AREAS : (KPA 4 )</b>		<b>Weighting</b>
<b>Basic Service delivery</b>		<b>20</b>
<b>Municipal Institutional Transformation and Development</b>		<b>20</b>
<b>Local Economic Development</b>		<b>20</b>
<b>Municipal Financial Stability</b>		<b>20</b>
<b>Good Governance</b>		<b>20</b>
<b>TOTAL :</b>		<b>100</b>

6.4 The CCR's will constitute the other 20% of the employee's assessment score. CCR's that are deemed to be most critical for the employee's specific job should be selected from the list below as agreed to between the employer and employee:

<b>APPENDIX B: CORE COMPETENCY REQUIREMENTS ( CCR's)</b>		
<b>1. Core Managerial Competencies (CMC's)</b>		<b>Weight</b>
<b>Financial Management</b>		<b>10</b>

Change Management		
Knowledge Management		
Honesty and Integrity		10
Problem Solving and Analytical Thinking		5
People and Diversity Management		
Client Orientation and Customer Focus		5
Communication		25
<b>2. Core Occupational Competencies (COC's)</b>		
Competence in policy conceptualisation , Analysis and implementation		10
Exceptional and dynamic creativity to improve municipality Policy conceptualisation		5
Interpretation of legislative and policy framework		10
Mediation skills		5
Advanced negotiation skills		5
Advanced influencing skills		5
Knowledge of functional municipal fields / disciplines		5
<b>TOTAL</b>		<b>100</b>

## 7. EVALUATING PERFORMANCE

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

7.1.1 The standards and procedures for evaluating the employee's performance; and

7.1.2 The intervals for the evaluation of the employee's performance.

KGATELOPELE LOCAL MUNICIPALITY  
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**7.2 Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the contract of employment remains in force.**

**7.3 Personal growth and development needs to be identified during any performance review discussion and must be documented in a "Personal Development Plan" (Appendix C) as well as the actions agreed upon and implementation must take place within set time frames.**

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

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

**7.5.1 Assessment of the achievement of results as outlined in the performance plan:**

**(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.**

**(b) An indicative rating on a five-point scale should be provided for each KPA.**

**(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) will then be used to add the scores and to calculate a final KPA score.**

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

**(a) Each CCR should be assessed according to the extent to which the specified standards have been met.**

**(b) An indicative rating on a five-point scale should be provided for each CCR.**

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

**7.5.3 Overall rating**

**An overall average rating is calculated by using the applicable assessment-rating calculator which in turn will constitute the final outcome of the performance appraisal/assessment.**

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

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

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



1.0 to 1.9	Unacceptable performance	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 all efforts to encourage improvement.	
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#### 8. SCHEDULE FOR PERFORMANCE REVIEWS

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

Appraisals/Assessments will be done during the first two weeks of the new quarter.

First quarter (July – September)  
Second quarter (October – December)  
Third quarter (January – March)  
Fourth quarter (April – June)

8.2 The employer shall keep record of the mid-year review and annual assessments.

8.3 Performance feedback shall be based on the employer's assessment of the employee's performance.

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

8.5 The employer may amend the provisions of "Appendices A and B" or any other part of the performance plan and performance agreement whenever the performance management system has been changed or amended in which instances the employee will be fully consulted before any such changes are being made.

#### 9. DEVELOPMENTAL REQUIREMENTS

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



**10. OBLIGATIONS OF THE EMPLOYER****10.1 The employer shall –****10.1.1**

Create an enabling environment to facilitate effective performance by the employee;

**10.1.2**

Provide access to skills development and capacity building opportunities

**10.1.3**

Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;

**10.1.4**

On the request of the employee delegate such powers reasonably required by the employee to enable him/her to meet the performance objectives and targets established in terms of this agreement; and

**10.1.5**

Make available to the employee such resources as the employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

**11. CONSULTATION****11.1**

The employer agrees to consult the employee timeously where the exercising of the powers will have amongst others –

**11.1.1**

A direct effect on the performance of any of the employee's functions;

**11.1.2**

Commit the employee to implement or to give effect to a decision made by the employer; and

**11.1.3**

A substantial financial effect on the employer.

**11.2**

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



## 12. MANAGEMENT OF EVALUATION OUTCOMES

### 12.1

The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance as per the approved performance policy of the municipality.

### 12.2

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

### 12.3

In the case of unacceptable performance, the employer shall –

#### 12.3.1

Provide systematic remedial or developmental support to assist the employee to improve his or her performance; and

#### 12.3.2

After appropriate performance counseling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

## 13. GRIEVANCE PROCEDURE

### 13.1

Any grievance about the nature of the MUNICIPAL MANAGER's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

13.1.1 The Acting chairperson of Kgatelopele Local Municipality within thirty (30) days of receipt of a formal dispute from the; or

13.1.2 Any other person appointed by the Municipal Manager.

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

## 14. GENERAL

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

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee as the Municipal Manager of Kgatelopele Local Municipality.

Thus done and signed at DAMIELSKUIL on this 26

Day of MARCH 2018

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
Acting Chairperson: Cllr. I. Williams

[Signature]  
MUNICIPAL MANAGER: Mr. M. JANUARY

# KGATELOPELE LOCAL MUNICIPALITY

PERFORMANCE PLAN for 2017/18 - Municipal Manager : Mr. Monde January

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

## APPENDIX A:

Key Performance Area		Key Performance Indicators											
		KPI's		Annual Target		Quarterly Projections		Annual Target		Quarterly Projections			
No.	W	No.	SDBIP	W	Baseline	Time Frame	Quantity	3rd Quarter	4th Quarter	Number	%	Number	%
					100		Number	Amount	Amount	Amount	Amount	Amount	Amount
<b>KPA 1: Basic Service Delivery</b>													
1		1		2	100%	01/03/2018 - 30/06/2018	1				100%	-	100%
		1.1	Provide clean piped water to all formal residential.	2	100%	01/03/2018 - 30/06/2018	1				100%	-	100%
		1.2	Provide free basic water in terms of the equitable share requirements to an estimated number of 1700 indigent account holders by 30 June 2018	2	100%	01/03/2018 - 30/06/2018	1				100%	-	100%
		2	Refurbishment of Water Service Infrastructure by 30 June 2018	2	100%	01/03/2018 - 30/06/2018	1				100%	-	100%
		2.1	Provide electricity to all formal residential properties	2	100%	01/07/2017 - 30/06/2018	-				100%	-	100%
		3	Provide free basic electricity to registered indigent account holders connected to the municipal electrical infrastructure network by 30 June 2018	2	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		3.1	Provide basic sanitation services to all residential properties	2	100%	01/07/2017 - 30/06/2018	-				100%	-	100%
		3.2	Provide free basic sanitation/sewerage services to an estimated 1700 registered indigent households network by 30 June 2018	2	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		4	Upgrading of the existing sewage purification works by 30 June 2018	2	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		4.1	Provision of refuse removal, refuse dumps and solid waste disposal to all residential account holders	1	100%	01/07/2017 - 30/06/2018	-				100%	-	100%
		5	Provide free basic refuse removal, refuse dumps and solid waste disposal to an estimated 1700 registered indigent account holders as at 30 June 2018	1	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		6	Formalisation and extension of Tlhakatlou and Kuisville Cemeteries	1	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		7	To enhance basic service delivery ( Link CFO 10,11,12 )	1	100%	01/03/2018 - 30/06/2018	3				100%	-	100%
		8	Soil Stability testing and Town Planning around Tlhakatlou and Kuisville by 30 June 2018.	10	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		9	2 bi-annually Environmental awareness workshop on caring for the environment by 30 June 2018	5	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		10	Facilitate one recycling activity by 30 June 2018	5	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
<b>KPA 2: Spatial Development and Transformation</b>													
2		20		13	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		20		14	100%	01/03/2018 - 30/06/2018	-				100%	-	100%
		20		15	100%	01/03/2018 - 30/06/2018	-				100%	-	100%

KPA3: Local Economic Development												
3	Local economic development	20	9	To promote a conducive environment for economic development - LED : ( Link LED.IDP Officer. 1,2,3,4,5,6 )	16-22	18	100%	01/03/2018 - 30/06/2018	-	100%	-	100%
			10			To promote a conducive environment for economic development - Tourism : ( Link LED.IDP Officer. 7 )	20	100%	01/03/2018 - 30/06/2018	-	100%	-
KPA4: Municipal Financial Stability												
4	Municipal Financial Stabi	20	11	To ensure an effective and efficient financial viable municipality CFO 5,6,7,8,9,13,14,15,16,17,18,19,20,21,22,23,24,25)	( link: 23-46	20	100%	01/03/2018 - 30/06/2018	-	100%	-	100%
		100										

# KGATELOPELE LOCAL MUNICIPALITY

## PERFORMANCE PLAN for 2017/18 - Municipal Manager : Mr. Monde January

Key Performance Area		Key Performance Indicators				Annual Target		Quarterly Projections					
		No.	wt	SD BIP	Weight			Baseline Information	Time Frame	Quantity	3rd Quarter	4th Quarter	
No.	KPI's	No.	wt	SD BIP	Weight	Baseline Information	Time Frame	Quantity	Number Amount	%	Number Amount	%	
<b>KPA 5: Municipal Institutional Transformation and development</b>													
5	Municipal Institutional Transformation and development	12			47	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		13			48	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		14			49	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		15			50	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		16			51	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		17			52	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		18			53	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		19			54	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		20			55	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		21			56	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		22			57	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		23			58	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		24			59	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		25			60	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		26			61	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		27			62	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		28			63	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		29			64	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%
		30			65	-	100%	01/03/2018 - 30/06/2018	-	100%	-	100%	100%

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# KGATELOPELE LOCAL MUNICIPALITY

## PERFORMANCE PLAN for 2017/18 - Municipal Manager : Mr.Monde January

### APPENDIX A: KEY PERFORMANCE AREAS (KPA's) and KEY PERFORMANCE INDICATORS

Key Performance Area		Key Performance Indicators			Baseline Information	Annual Target		Quarterly Projections						
		No.	KPI's	SD		Time Frame	Quantity	3rd Quarter	4th Quarter	Number	Amount	%		
No.	KPI's	wt	100	100		no.	no.	no.	no.	no.	no.	no.	no.	no.
<b>KPA 6 : Good Governance</b>														
31	4 x Quarterly Council meetings held by 31 July 2018	66	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
32	10 Special Council Meetings by 30 June 2018	67	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
33	10 Monthly sittings of Finance Committee by 30 June 2018	68	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
34	4 Quarterly sitting of MPAC Committee by 30 June 2018	69	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
35	4 Quarterly sittings of Institutional Committee by 30 June 2018	70	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
36	10 Monthly sittings of Technical Committee by 30 June 2018	71	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
27	4 Quarterly sittings of Commonage Committee by 30 June 2018	72	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
38	4 Quarterly sittings of Audit Committee by 30 June 2018	73	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
39	2 sittings of special audit committee meeting by 31 November 2017	74	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
40	Compilation of a risk based operational audit plan by 1 July 2017	75	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
41	12 Monthly report on progress of AGSA Action Plan and recommendations made by IA by 30 June 2018	76	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
42	Completion of audits as per the operational audit plan by 30 June 2018	77	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
43	4 quarterly Risk Assessments conducted by 30 June 2018	78	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
44	12 monthly reports on mitigation of risks and implementation of risk management by 30 June 2018	79	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%
45	Approval of IDP Process Plan by Council by 31 August 2017	80	-	100%	01/03/2018 - 30/06/2018	-	100%	-	-	-	100%	-	-	100%



