



# QUARTERLY PERFORMANCE ASSESSMENT REPORT 2016/2017

*01 October- 31 December 2016*

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*Graph and Table 1: Overall performance per NKPA- 01 October- 31 December 2016....* **Error! Bookmark not defined.**

*Graph and Table 1: Overall performance per NKPA- 01 October- 31 December 2016.....*5

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### Disclaimer

*This Quarterly Performance Assessment Report is based on reported information only, and is un-audited. This report is subject to change on finalisation of the internal Performance Audit Report for the 2<sup>nd</sup> Quarter of the 2016/2017 financial year.*

## 1 PURPOSE

- 1.1 The purpose of this report is to inform Council regarding the progress made with the implementation of the Key Performance Indicators (KPI's) in the realisation of the development priorities and objectives as determined in the Municipality's Integrated Development Plan (IDP) as well as in the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the second quarter (01 October- 31 December 2016) of the 2016/2017 financial year.

## 2 LEGISLATIVE REQUIREMENTS

- (a) The SDBIP is defined in terms of Section 1 of the Local Government: Municipal Finance Management Act, 56 (Act 56 of 2003) (MFMA), and the format of the SDBIP is prescribed by the MFMA Circular 13.
- (b) Section 41(1)(e) of the Local Government: Municipal Systems Act, 32 (Act 32 of 2000) (MSA), prescribes that a process must be established of regular reporting to Council.
- (c) This report is a requirement in terms of Section 52 of the MFMA which provide for:
- The Executive Mayor, to submit to council within 30 days of the end of each quarter, a report on the implementation of the budget and financial state of affairs of the municipality;
  - The Accounting Officer, while conducting the above, must take into account:
    - ✓ Section 71 Reports;
    - ✓ Performance in line with the Service Delivery and Budget Implementation Plans.

## 3 BACKGROUND TO THE FORMAT AND MONITORING OF THE SDBIP

### 3.1 Format

- (a) The Municipality's SDBIP consists of a Top Layer (TL) as well as a Departmental Plan for each Department.
- (b) For purposes of reporting, the TL SDBIP is used to report to Council and the Community on the organisational performance of the Municipality.
- (c) The TL SDBIP measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of the Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and Strategic Objectives as detailed in the Integrated Development Plan (IDP) of the Drakenstein Municipality. The Top Layer SDBIP 2016/2017 was approved by the Executive Mayor on 17 June 2016.
- (d) The Departmental SDBIP measures the achievement of performance indicators that have been determined with regard to operational service delivery within each department and have been aligned with the Top Layer SDBIP. The Departmental Plans have been approved by the Municipal Manager.
- (e) The Quarterly Performance Assessment Report is structured to report on the eight (8) Municipal Key Performance Areas.

- (f) The overall assessment of actual performance against targets set for the key performance indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

| Colour | Category               | Explanation   |
|--------|------------------------|---|
|        | KPI Not Yet Measured   | KPI's with no targets or actual results for the selected period |
|        | KPI Not Met            | Actual vs. target less than 75%                                 |
|        | KPI Almost Met         | Actual vs. target between 75% and 100%                          |
|        | KPI Met                | Actual vs. target 100% achieved                                 |
|        | KPI Well Met           | Actual vs. target more than 100% and less than 150% achieved    |
|        | KPI Extremely Well Met | Actual vs. target more than 150% achieved                       |

TABLE 1: EXPLANATION OF COLOUR CODES

- (g) The Performance Management System is an internet based system and it uses, as its basis, the approved SDBIP. The SDBIP is a layered plan comprising Top Layer SDBIP and Departmental SDBIPs.
- (h) Performance reports on the Top Layer SDBIP is submitted to the Executive Mayoral Committee and Council on a quarterly, half yearly (Mid-year Budget and Performance Assessment Report) and annual basis (annual amendments to the Top Layer SDBIP must be approved by Council following the submission of the Mid-year Budget and Performance Assessment Report and the approval of the adjustments budget).
- (i) This non-financial part of the report is based on the Top Layer SDBIP 2016/2017 and comprises the following:
- Summary of the overall performance of the Municipality in terms of the National Key Performance Areas of Local Government;
  - Summary of the overall performance of the Municipality in terms of the 8 Municipal Key Performance Areas; and
  - A detailed performance review per Municipal Key Performance Area (MKPA).

### 3.2 Monitoring

- (a) The Municipality utilises an electronic web based system that is updated monthly with actual performance.
- (b) The system closes every month between the 10<sup>th</sup> and 15<sup>th</sup> day for updates of the previous month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis. No access is available to a month's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes place. Departments must motivate to the Municipal Manager should they require the system to be re-opened once the system is closed.
- (c) The system provides management information in graphs and indicates actual performance measured against targets. The graphs provide a good indication of performance progress and where corrective action is required.

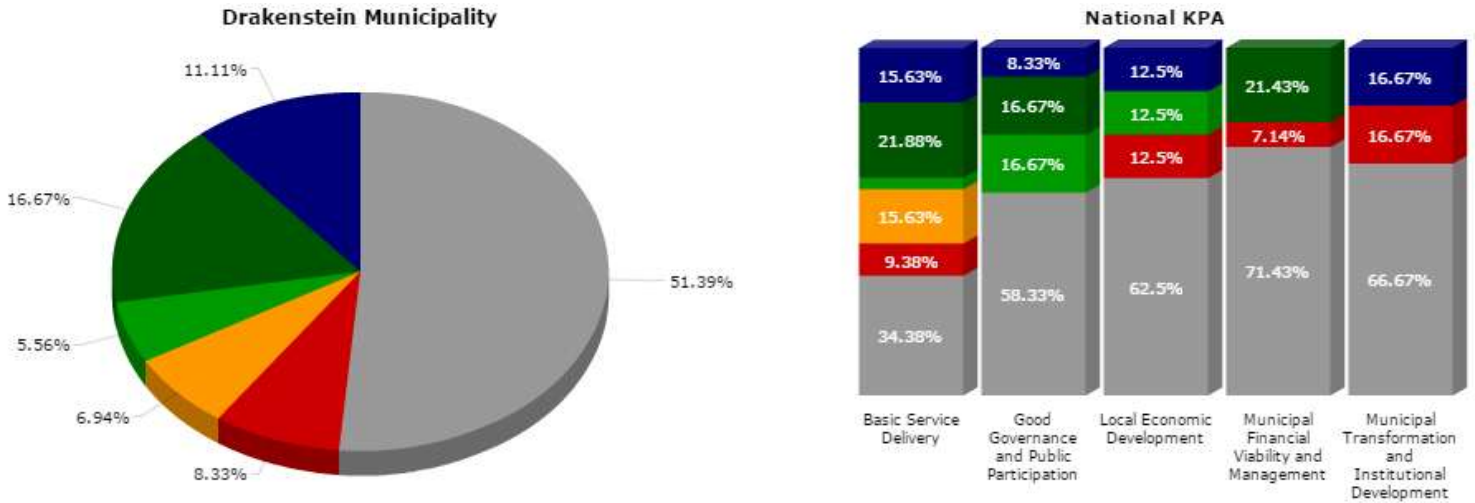
- (d) The system requires key performance indicator owners to update the **performance result comment for each actual result captured**, which provides a clear indication of how the actual was calculated/ reached and serves as part of the portfolio of evidence (POE) for auditing purposes.
- (e) In terms of Section 46(1)(a)(iii) of the MSA the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance measures, in other words targets not achieved. The system utilised requires **corrective actions** to be captured for **targets not achieved**.

#### 4 ACTUAL PERFORMANCE FOR THE FIRST QUARTER- 01 October- 31 December 2016

- 4.1 The Top Layer SDBIP contains performance indicators per Municipal Key Performance Area and comments with corrective measures with regard to targets not achieved.
- 4.2 A detailed analysis of actual performance for the first quarter of the financial year 2016/2017 is provided for in section 6 of this report.
- 4.3 Overall performance (dashboard) per National and Municipal Key Performance Areas will be provided for in section 5 of this report.

**5 OVERALL PERFORMANCE OF THE MUNICIPALITY**

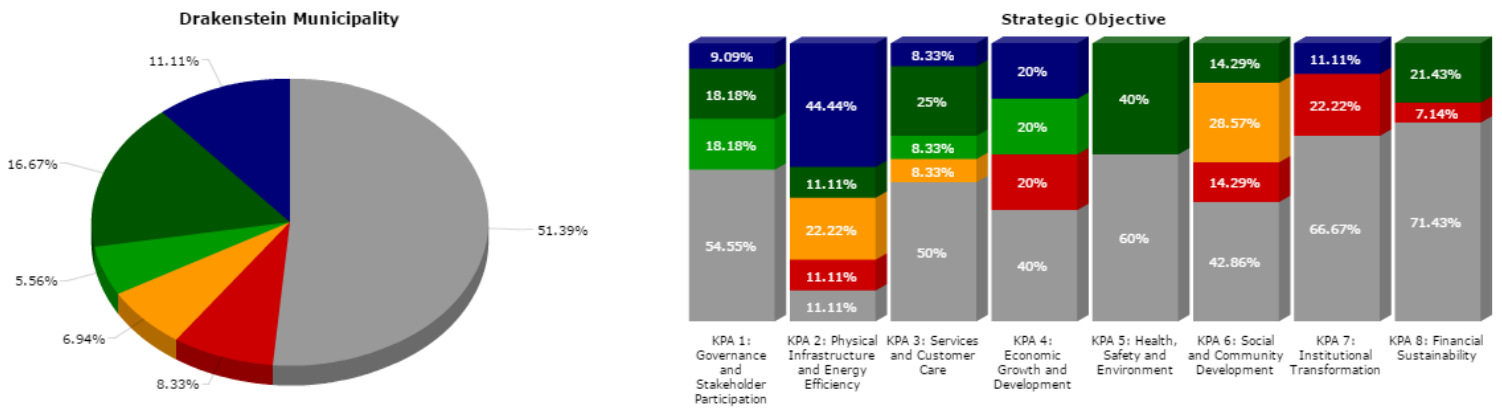
5.1 Dashboard summary per National Key Performance Area (NKPA) for the period 01 October- 31 December 2016.



| Drakenstein Municipality |            | National KPA           |  |                            |  |  |
|--------------------------|------------|------------------------|--|----------------------------|--|--|
|                          |            | Basic Service Delivery | Good Governance and Public Participation | Local Economic Development | Municipal Financial Viability and Management | Municipal Transformation and Institutional Development |
| KPI Not Yet Measured     | 37 (51.4%) | 11 (34.4%)             | 7 (58.3%)                                | 5 (62.5%)                  | 10 (71.4%)                                   | 4 (66.7%)  |
| KPI Not Met              | 6 (8.3%)   | 3 (9.4%)               | -  | 1 (12.5%)                  | 1 (7.1%)                                     | 1 (16.7%)  |
| KPI Almost Met           | 5 (6.9%)   | 5 (15.6%)              | -  | -                          | -  | -  |
| KPI Met                  | 4 (5.6%)   | 1 (3.1%)               | 2 (16.7%)                                | 1 (12.5%)                  | -  | -  |
| KPI Well Met             | 12 (16.7%) | 7 (21.9%)              | 2 (16.7%)                                | -                          | 3 (21.4%)                                    | -  |
| KPI Extremely Well Met   | 8 (11.1%)  | 5 (15.6%)              | 1 (8.3%)                                 | 1 (12.5%)                  | -  | 1 (16.7%)  |
| <b>Total:</b>            | <b>72</b>  | <b>32</b>              | <b>12</b>                                | <b>8</b>                   | <b>14</b>                                    | <b>6</b>   |

Graph and Table 1: Overall performance per NKPA- 01 October- 31 December 2016

5.2 Dashboard summary per Municipal Key Performance Area (MKPA) for the period 01 October- 31 December 2016.



| Drakenstein Municipality      | Strategic Objective                             |  |                                   |  |                                       |   |                                     |                                 |            |
|-------------------------------|---|--|-----------------------------------|--|---------------------------------------|---|-------------------------------------|---------------------------------|------------|
|                               | KPA 1: Governance and Stakeholder Participation | KPA 2: Physical Infrastructure and Energy Efficiency | KPA 3: Services and Customer Care | KPA 4: Economic Growth and Development | KPA 5: Health, Safety and Environment | KPA 6: Social and Community Development | KPA 7: Institutional Transformation | KPA 8: Financial Sustainability |            |
| <b>KPI Not Yet Measured</b>   | 37 (51.4%)                                      | 6 (54.5%)  | 1 (11.1%)                         | 6 (50%)                                | 2 (40%)                               | 3 (60%)                                 | 3 (42.9%)                           | 6 (66.7%)                       | 10 (71.4%) |
| <b>KPI Not Met</b>            | 6 (8.3%)  | -  | 1 (11.1%)                         | -                                      | 1 (20%)                               | -                                       | 1 (14.3%)                           | 2 (22.2%)                       | 1 (7.1%)   |
| <b>KPI Almost Met</b>         | 5 (6.9%)  | -  | 2 (22.2%)                         | 1 (8.3%)                               | -                                     | -                                       | 2 (28.6%)                           | -                               | -          |
| <b>KPI Met</b>                | 4 (5.6%)  | 2 (18.2%)  | -                                 | 1 (8.3%)                               | 1 (20%)                               | -                                       | -                                   | -                               | -          |
| <b>KPI Well Met</b>           | 12 (16.7%)                                      | 2 (18.2%)  | 1 (11.1%)                         | 3 (25%)                                | -                                     | 2 (40%)                                 | 1 (14.3%)                           | -                               | 3 (21.4%)  |
| <b>KPI Extremely Well Met</b> | 8 (11.1%)                                       | 1 (9.1%)   | 4 (44.4%)                         | 1 (8.3%)                               | 1 (20%)                               | -                                       | -                                   | 1 (11.1%)                       | -          |
| <b>Total:</b>                 | <b>72</b>                                       | <b>11</b>  | <b>9</b>                          | <b>12</b>                              | <b>5</b>                              | <b>5</b>                                | <b>7</b>                            | <b>9</b>                        | <b>14</b>  |

Graph and Table 2: Overall performance per MKPA- 01 October- 31 December 2016

**6 ACTUAL STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED**

**6.1 GOVERNANCE AND STAKEHOLDER PARTICIPATION**

| GOVERNANCE AND STAKEHOLDER PARTICIPATION |         |   |   |  |               |                              |        |     |                             |                                  |
|--|---------|---|---|--|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                                      | IDP Ref | Pre-determined Objectives                             | KPI   | Unit of Measurement  | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|  |         |   |   |  |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL1                                      | KPI002  | To promote proper governance and public participation | % of AC recommendations submitted and adopted by Council annually   | % of AC recommendations submitted and adopted by Council by 30 June  | 90%           | 90%                          | 100%   | G2  |                             |                                  |
| TL2                                      | KPI265  | To promote proper governance and public participation | Attend to 100% formal public complaints received  | % of complaints attended to by 30 June   | 100%          | 100%                         | 100%   | G   |                             |                                  |
| TL3                                      | KPI005  | To promote proper governance and public participation | IDP and Budget consulted with community by 30 October and 30 April  | No of community meetings held by 30 October and 30 April to consult on the IDP and Budget                                  | 66            | 33                           | 40     | G2  |                             |                                  |
| TL4                                      | KPI006  | To promote proper governance and public participation | Investigate 100% of all fraud, theft and corruption cases formally reported to the Municipality (Number of reported cases investigated for the year/ Number of cases reported for the year) | % of reported fraud, theft and corruption cases investigated by 30 June  | 100%          | 100%                         | 100%   | G   |                             |                                  |
| TL5                                      | KPI008  | To promote proper governance and public participation | Submit the IDP to Council by 31 May   | IDP submitted to Council by 31 May   | 1             | 0                            | 0      | N/A |                             |                                  |
| TL6                                      | KPI011  | To promote proper governance and public participation | Submit the compiled Top Layer SDBIP to the Executive Mayor for approval within 28 days after the approval of the Budget   | Top layer SDBIP submitted to the Executive Mayor for approval within 28 days after the Budget has been approved by Council | 1             | 0                            | 0      | N/A |                             |                                  |









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| GOVERNANCE AND STAKEHOLDER PARTICIPATION |         |   |  |  |               |                              |        |     |  |                                  |
|--|---------|---|--|--|---------------|------------------------------|--------|-----|--|----------------------------------|
| Ref                                      | IDP Ref | Pre-determined Objectives                             | KPI  | Unit of Measurement  | Annual Target | 01 October- 31 December 2016 |        |     |  |                                  |
|  |         |   |  |  |               | Target                       | Actual | R   | Departmental SDBIP Comments  | Departmental Corrective Measures |
| TL7                                      | KPI012  | To promote proper governance and public participation | Compile and submit the Draft Annual Report to Council by 31 January  | Draft Annual Report submitted to Council by 31 January       | 1             | 0                            | 0      | N/A |  |                                  |
| TL8                                      | KPI013  | To promote proper governance and public participation | Implement the MGAP developed to maintain an unqualified audit opinion (Number of MGAP actions completed / Total number of MGAP actions identified to be completed) | % of actions completed by 30 June                            | 100%          | 0%                           | 0%     | N/A | N/A: To be measured in 03/2017 (Q3) and 06/2017 (Q4).                                    |                                  |
| TL13                                     | KPI001  | To promote proper governance and public participation | Monitor Council Resolutions by submitting progress reports on the implementation of Council resolutions to Council at Council meetings                             | Number of reports submitted to Council per by 30 June        | 10            | 2                            | 3      | B   | 3 Reports was submitted to Council Agenda (26 October, 30 November and 9 December 2016). |                                  |
| TL14                                     | KPI015  | To promote proper governance and public participation | Submit Ward Committee Meeting Monitoring Reports to Council  | Number of Monitoring Reports submitted to Council by 30 June | 3             | 0                            | 0      | N/A |  |                                  |
| TL15                                     | KPI295  | To promote proper governance and public participation | Draft a Social Media Framework and submit to Council by 31 January   | Social Media Framework submitted to Council by 31 January    | 1             | 0                            | 0      | N/A |  |                                  |

**Summary of Results: KPA 1: Governance and Stakeholder Participation**

|  |           |
|--|-----------|
|  KPI Not Yet Measured   | 6         |
|  KPI Not Met            | 0         |
|  KPI Almost Met         | 0         |
|  KPI Met                | 2         |
|  KPI Well Met           | 2         |
|  KPI Extremely Well Met | 1         |
| <b>Total KPIs</b>  | <b>11</b> |

## 6.2 PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY

| PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY |         |  |   |   |               |                              |        |     |  |   |
|---|---------|--|---|---|---------------|------------------------------|--------|-----|--|---|
| Ref   | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement                           | Annual Target | 01 October- 31 December 2016 |        |     |  |   |
|   |         |  |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments  | Departmental Corrective Measures  |
| TL32  | KPI289  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Water recreation area in New Orleans Park constructed by 31 March   | Water recreation area constructed by 31 March | 1             | 0                            | 0      | N/A |  |   |
| TL45  | KPI016  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Limit the electricity losses to less than 10% annually (Preceding 11 months + Reporting month's units billed)/(Preceding 11 months + reporting month's units purchased) | % electricity losses by 30 June               | 10%           | 10%                          | 6.22%  | B   | 12 moth average for losses = 6.22%                                     |   |
| TL46  | KPI017  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Implement all the electricity capital projects measured quarterly in terms of the approved Electricity Capital Budget spent   | % of approved Capital Budget spent by 30 June | 96%           | 40%                          | 36%    | O   | Below target. Awaiting processing of tenders and adjudication process. | Awaiting tenders to be adjudicated and project planning to be completed by Consultants. |
| TL47  | KPI276  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Implement all the roads, storm water infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent                                   | % of approved Capital Budget spent by 30 June | 96%           | 40%                          | 38.22% | O   |  |   |
| TL48  | KPI292  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of   | Spend 96 % of approved Capital Budget on the resealing of streets (Actual expenditure and   | % of approved Capital Budget spent by 30 June | 96%           | 40%                          | 88.89% | B   |  |   |

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| PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY |         |  |   |   |               |                              |        |    |   |  |
|---|---------|--|---|---|---------------|------------------------------|--------|----|---|--|
| Ref   | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |    |   |  |
|   |         |  |   |   |               | Target                       | Actual | R  | Departmental SDBIP Comments   | Departmental Corrective Measures   |
|   |         | life for all citizens within Drakenstein.  | commitments divided by the approved Capital Budget)   |   |               |                              |        |    |   |  |
| TL49  | KPI277  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Implement all Water Services infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent       | % of approved Capital Budget spent by 30 June                         | 96%           | 40%                          | 47.52% | G2 |   |  |
| TL50  | KPI287  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Implement all Waste Water Services infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent | % of approved Capital Budget spent by 30 June                         | 96%           | 40%                          | 68.87% | B  |   |  |
| TL51  | KPI278  | To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Drakenstein. | Implement all Solid Waste infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent          | % of approved Capital Budget spent by 30 June                         | 96%           | 40%                          | 0.75%  | R  | The tender for the upgrading of the Waste Services depo buildings was adjudicated and are in the tender appeal period, once awarded can the funding be committed. | The tender for the administration building for the Solid Waste Management Section has been approved by the BAC on the 25th of November 2016 and the appeal period will end on the 30th of December 2016. If there is no appeals the funding will be committed which equates to 1005 expenditure. |
| TL52  | KPI230  | To ensure efficient infrastructure and energy supply that will contribute to   | Submit report annually on the available solid waste air space at existing landfill facility   | Number of reports submitted to Executive Mayoral Committee by 30 June | 1             | 0                            | 1      | B  |   |  |

| PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY |         |   |     |                     |               |                              |        |   |                             |                                  |
|---|---------|---|-----|---------------------|---------------|------------------------------|--------|---|-----------------------------|----------------------------------|
| Ref   | IDP Ref | Pre-determined Objectives   | KPI | Unit of Measurement | Annual Target | 01 October- 31 December 2016 |        |   |                             |                                  |
|   |         |   |     |                     |               | Target                       | Actual | R | Departmental SDBIP Comments | Departmental Corrective Measures |
|   |         | the improvement of quality of life for all citizens within Drakenstein. |     |                     |               |                              |        |   |                             |                                  |

**Summary of Results: Physical Infrastructure and Energy Efficiency**

|   |                        |          |
|---|------------------------|----------|
|  | KPI Not Yet Measured   | 1        |
|  | KPI Not Met            | 1        |
|  | KPI Almost Met         | 2        |
|  | KPI Met                | 0        |
|  | KPI Well Met           | 1        |
|  | KPI Extremely Well Met | 4        |
| <b>Total KPIs</b>   |                        | <b>9</b> |

### 6.3 SERVICES AND CUSTOMER CARE

| SERVICES AND CUSTOMER CARE |         |   |   |   |               |                              |        |     |   |                                  |
|----------------------------|---------|---|---|---|---------------|------------------------------|--------|-----|---|----------------------------------|
| Ref                        | IDP Ref | Pre-determined Objectives   | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |   |                                  |
|                            |         |   |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments                           | Departmental Corrective Measures |
| TL22                       | KPI296  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Review and submit to the EM the revised and improved building plan approval process by 30 June      | Building plan approval process reviewed and submitted to the EM by 30 June  | 1             | 0                            | 1      | B   |   |                                  |
| TL23                       | KPI297  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Draft Zoning Scheme (Land Use Management System) developed and submitted to MayCo by 31 May         | Draft Zoning Scheme submitted to MayCo by 31 May  | 1             | 0                            | 0      | N/A |   |                                  |
| TL24                       | KPI298  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Conduct ground truthing of identified land for cemetery purposes and submit report to EM by 30 June | Submit report on ground truthing to EM by 30 June   | 1             | 0                            | 0      | N/A |   |                                  |
| TL25                       | KPI299  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Develop a Local Spatial Development Framework for the Klein Drakenstein Rd and Lady Grey Str        | Status quo report submitted to the EM by 30 June  | 1             | 0                            | 0      | N/A |   |                                  |
| TL33                       | KPI279  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Provisioning of refuse removal services and solid waste disposal to formal households               | Number of households in formal areas where refuse is collected once a week  | 40,500        | 40,500                       | 34,793 | O   |   |                                  |
| TL34                       | KPI288  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Provisioning of refuse removal services and solid waste disposal to informal households             | Report quarterly to the Executive Manager on the number of households in informal areas where refuse is collected once a week | 4             | 1                            | 1      | G   |   |                                  |
| TL53                       | KPI023  | To improve our public relations thereby pledging that our   | Limit water network losses to less than 18% measured annually (Difference between water units       | % water losses by 30 June   | 18%           | 0%                           | 0%     | N/A | Final water losses to be calculated by end June 2017. |                                  |

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| SERVICES AND CUSTOMER CARE |         |   |   |  |               |                              |        |     |  |                                  |
|----------------------------|---------|---|---|--|---------------|------------------------------|--------|-----|--|----------------------------------|
| Ref                        | IDP Ref | Pre-determined Objectives   | KPI   | Unit of Measurement  | Annual Target | 01 October- 31 December 2016 |        |     |  |                                  |
|                            |         |   |   |  |               | Target                       | Actual | R   | Departmental SDBIP Comments  | Departmental Corrective Measures |
|                            |         | customers are serviced with dignity and care.   | supplied and water units billed as percentage of water supplied)  |  |               |                              |        |     |  |                                  |
| TL54                       | KPI024  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Water quality managed and measured quarterly ito the SANS 241 physical and micro parameters   | % water quality level as per analysis certificate measured quarterly                   | 95%           | 95%                          | 99%    | G2  |  |                                  |
| TL55                       | KPI273  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Waste water quality managed and measured quarterly ito the SANS Accreditation physical and micro parameters   | % waste water quality compliance as per analysis certificate measured quarterly        | 80%           | 80%                          | 82.56% | G2  |  |                                  |
| TL56                       | KPI026  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Connect new electricity requests within 15 days after receipt of certificate of compliance (Number of connections completed for the period/ Number of compliant requests received for the period) | % of new electricity requests connected within 15 days                                 | 95%           | 95%                          | 100%   | G2  | 41 out of 41 Connections completed within all specifications met during October 2016.<br>175 / 175 = 100% Completed within 15 days (during November 2016).<br>65/65 Connections done within 15 days of COC (during December 2016). |                                  |
| TL57                       | KPI280  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Review and submit to the Executive Mayor the Public Transport Traffic Plan by 30 June   | Public Transport Traffic Plan reviewed and submitted to the Executive Mayor by 30 June | 1             | 0                            | 0      | N/A |  |                                  |

| SERVICES AND CUSTOMER CARE |         |   |  |  |               |                              |        |     |                             |                                  |
|----------------------------|---------|---|--|--|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                        | IDP Ref | Pre-determined Objectives   | KPI  | Unit of Measurement  | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                            |         |   |  |  |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL60                       | S10(a)  | To improve our public relations thereby pledging that our customers are serviced with dignity and care. | Report on the provision of basic service delivery to Drakenstein Residents | Report to the EMT by 30 June on the % of households with access to basic level of water, sanitation, electricity and solid waste removal | 1             | 0                            | 0      | N/A |                             |                                  |

**Summary of Results: KPA 3: Services and Customer Care**

|   |                        |           |
|---|------------------------|-----------|
|  | KPI Not Yet Measured   | 6         |
|  | KPI Not Met            | 0         |
|  | KPI Almost Met         | 1         |
|  | KPI Met                | 1         |
|  | KPI Well Met           | 3         |
|  | KPI Extremely Well Met | 1         |
| <b>Total KPIs</b>   |                        | <b>12</b> |



### 6.4 ECONOMIC GROWTH AND DEVELOPMENT







| ECONOMIC GROWTH AND DEVELOPMENT |         |  |   |   |               |                              |        |     |                             |                                  |
|---------------------------------|---------|--|---|---|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                             | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                                 |         |  |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL26                            | KPI035  | To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development. | (NKPI -4) The number of jobs created through the Municipality's local economic development initiatives including capital projects | Number of job opportunities created by 30 June                          | 750           | 200                          | 835    | B   |                             |                                  |
| TL27                            | KPI300  | To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development. | Draft and submit to Council a Position Paper on investment incentives as a component of business incentives by 30 June            | Position Paper on investment incentives submitted to Council by 30 June | 1             | 0                            | 0      | N/A |                             |                                  |
| TL28                            | KPI302  | To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job                                  | Draft and submit to Council by 31 December a Position Paper on the Municipality's approach to broadband                           | Position Paper submitted to Council by 31 December                      | 1             | 1                            | 1      | G   |                             |                                  |

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| ECONOMIC GROWTH AND DEVELOPMENT |         |  |  |   |               |                              |        |     |                             |                                  |
|---------------------------------|---------|--|--|---|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                             | IDP Ref | Pre-determined Objectives  | KPI  | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                                 |         |  |  |   |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
|                                 |         | creation and skills development.   |  |   |               |                              |        |     |                             |                                  |
| TL35                            | KPI266  | To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development. | Submit quarterly progress reports to the Executive Mayor on the VPUU Programme     | Quarterly reports submitted to the Executive Mayor                                    | 4             | 1                            | 0      | R   |                             |                                  |
| TL36                            | KPI042  | To facilitate sustainable economic empowerment for all communities within Drakenstein and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development. | Compile a Rural Development Strategy and submit to the Executive Mayor by 30 April | Rural Development Strategy developed and submitted to the Executive Mayor by 30 April | 1             | 0                            | 0      | N/A |                             |                                  |






**Summary of Results: KPA 4: Economic Growth and Development**

|   |                        |          |
|---|------------------------|----------|
|  | KPI Not Yet Measured   | 2        |
|  | KPI Not Met            | 1        |
|  | KPI Almost Met         | 0        |
|  | KPI Met                | 1        |
|  | KPI Well Met           | 0        |
|  | KPI Extremely Well Met | 1        |
| <b>Total KPIs</b>   |                        | <b>5</b> |

## 6.5 HEALTH, SAFETY AND ENVIRONMENT

| HEALTH, SAFETY AND ENVIRONMENT |         |  |   |   |               |                              |        |     |                             |                                  |
|--------------------------------|---------|--|---|---|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                            | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                                |         |  |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL29                           | KPI268  | To contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks. | Finalise and submit to Council the Draft Climate Change Adaptation Plan   | Final Climate Change Adaptation Plan submitted to Council by 30 June            | 1             | 0                            | 0      | N/A |                             |                                  |
| TL37                           | KPI047  | To contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks. | Review the Disaster Risk Management Plan and submit to Council by 31 May  | Disaster Risk Management Plan reviewed and submitted to Council by 31 May       | 1             | 0                            | 0      | N/A |                             |                                  |
| TL38                           | KPI285  | To contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks. | Respond to law enforcement complaints   | % response to all law enforcement complaints within 24 hours                    | 90%           | 90%                          | 94.99% | G2  |                             |                                  |
| TL39                           | KPI283  | To contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks. | Implement the parks, cemeteries and open spaces capital projects measured quarterly in terms of the approved Capital Budget spent | % of approved Capital Budget spent by 30 June                                   | 96%           | 35%                          | 39.65% | G2  |                             |                                  |
| TL58                           | KPI269  | To contribute to the health and safety of communities in Drakenstein through the pro-active identification, prevention, mitigation and management of health including environmental health, fire and disaster risks. | Programme to implement the Air Quality Management Plan  | Number of projects implemented as identified in the Air Quality Management Plan | 1             | 0                            | 0      | N/A |                             |                                  |

**Summary of Results: KPA 5: Health, Safety and Environment**

|  |          |
|--|----------|
|  KPI Not Yet Measured   | 3        |
|  KPI Not Met            | 0        |
|  KPI Almost Met         | 0        |
|  KPI Met                | 0        |
|  KPI Well Met           | 2        |
|  KPI Extremely Well Met | 0        |
| <b>Total KPIs</b>  | <b>5</b> |

## 6.6 SOCIAL AND COMMUNITY DEVELOPMENT







| SOCIAL AND COMMUNITY DEVELOPMENT |         |   |  |  |               |                              |        |     |   |   |
|----------------------------------|---------|---|--|--|---------------|------------------------------|--------|-----|---|---|
| Ref                              | IDP Ref | Pre-determined Objectives   | KPI  | Unit of Measurement  | Annual Target | 01 October- 31 December 2016 |        |     |   |   |
|                                  |         |   |  |  |               | Target                       | Actual | R   | Departmental SDBIP Comments   | Departmental Corrective Measures  |
| TL30                             | KPI301  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | Draft and submit to Council a proposal on an Integrated Arts and Craft Route by 30 June                              | Integrated Arts and Craft Route proposal submitted to Council by 30 June | 1             | 0                            | 0      | N/A |   |   |
| TL40                             | KPI257  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | Provide houses in terms of the Integrated Human Settlement Plan  | Number of housing opportunities provided by 30 June                      | 300           | 100                          | 79     | ○   | The Lantana/Kolbe Housing project and the Fairyland/ Siyahlala projects has been delayed due to the termination of the contractor in the Lantana project because of increased costs of the units and no available vacant sites for construction. In Fairyland and Siyahlala construction has been delayed due to funding constraints to relocate informal structures situated on the construction site. | To negotiate a termination agreement with the contractor of the Lantana project and to appoint an alternative contractor to complete the project. To identify and approve land for the relocation of boarders that is presently occupying the construction site in Fairyland/ Siyahlala. To secure funding for the development of the Schoongesicht site for formal housing that can accommodate the remaining beneficiaries. |
| TL41                             | KPI284  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | Implement the Sport and Recreation capital projects measured quarterly in terms of the approved Capital Budget spent | % of Capital Budget spent by 30 June                                     | 96%           | 35%                          | 28.91% | ○   | The amount spent for the first and second quarter were R5,876,441-24.   | The amount spend during the third quarter will increase due to projects getting finished.   |
| TL42                             | KPI058  | To assist and facilitate with the development and empowerment of the poor and the most  | Submit quarterly reports to the Executive Mayor  | Quarterly reports submitted to the Executive Mayor                       | 4             | 1                            | 0      | R   |   |   |

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| SOCIAL AND COMMUNITY DEVELOPMENT |         |   |  |   |               |                              |        |     |  |                                  |
|----------------------------------|---------|---|--|---|---------------|------------------------------|--------|-----|--|----------------------------------|
| Ref                              | IDP Ref | Pre-determined Objectives   | KPI  | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |  |                                  |
|                                  |         |   |  |   |               | Target                       | Actual | R   | Departmental SDBIP Comments  | Departmental Corrective Measures |
|                                  |         | vulnerable. These include the elderly, youth and disabled.  | on the implementation of library programmes                  |   |               |                              |        |     |  |                                  |
| TL43                             | KPI200  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | Arrange 4 skills training workshops for the youth by 30 June | Number of workshops held by 30 June   | 4             | 0                            | 0      | N/A |  |                                  |
| TL61                             | KPI272  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | Update Indigent Register                                     | % of all qualifying indigent applications processed by 30 June  | 99%           | 99%                          | 100%   | G2  | Of the 2,416 indigent applications received during the second quarter of the year the Municipality has rejected / disqualified 105 applications and processed 2,311. Result is therefore $[2,311 / 2,416 (2,416 - 105 = 2,311) * 100 = 100.00\%$ |                                  |
| TL62                             | S10(b)  | To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled. | (NKPI) Provision of Free Basic Services                      | Report by 30 June on the % of households earning less than 2 x social grant plus 25% per month with access to free basic services | 1             | 0                            | 0      | N/A | N/A: To be measured in June 2017   | N/A: To be measured in June 2017 |

**Summary of Results: KPA 6: Social and Community Development**

|  |          |
|--|----------|
|  KPI Not Yet Measured   | 3        |
|  KPI Not Met            | 1        |
|  KPI Almost Met         | 2        |
|  KPI Met                | 0        |
|  KPI Well Met           | 1        |
|  KPI Extremely Well Met | 0        |
| <b>Total KPIs</b>  | <b>7</b> |



## 6.7 INSTITUTIONAL TRANSFORMATION

| INSTITUTIONAL TRANSFORMATION |         |  |   |   |               |                              |        |     |  |                                  |
|------------------------------|---------|--|---|---|---------------|------------------------------|--------|-----|--|----------------------------------|
| Ref                          | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |  |                                  |
|                              |         |  |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments                          | Departmental Corrective Measures |
| TL9                          | KPI078  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Submit the Mid-year S72 Report to the Mayor by 25 January   | Mid-year report submitted to the Mayor by 25 January  | 1             | 0                            | 0      | N/A |  |                                  |
| TL16                         | KPI074  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | (NKPI - 5) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan | Report on the number of people from employment equity groups employed in the three highest levels of management submitted to the Office of the Municipal Manager by 30 June | 1             | 0                            | 0      | N/A |  |                                  |
| TL17                         | S10(f)  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | (NKPI) The percentage of the municipality's budget actually spent on implementing its workplace skills plan   | Report on the % of the Municipality's budget actually spent submitted to the Office of the Municipal Manager by 30 June   | 1             | 0                            | 0      | N/A |  |                                  |
| TL18                         | KPI075  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Spent the training budget to develop the skills of staff (Actual amount spent on training /total budget allocated for training)   | % of approved training budget spent by 30 June  | 80%           | 40%                          | 23%    | R   |  |                                  |
| TL19                         | KPI079  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Implementation of Snr Managers (Municipal Manager and S56 Managers) PMS   | Number of performance assessments conducted by 30 June  | 2             | 0                            | 0      | N/A | The assessments were conducted on 26 September 2016. |                                  |

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| INSTITUTIONAL TRANSFORMATION |         |  |  |   |               |                              |        |     |                             |                                  |
|------------------------------|---------|--|--|---|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                          | IDP Ref | Pre-determined Objectives  | KPI  | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                              |         |  |  |   |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL20                         | KPI294  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Review and submit to Council the ICT Policies for approval by 31 March                                   | Number of policies submitted to Council for approval by 31 March                          | 4             | 0                            | 0      | N/A |                             |                                  |
| TL21                         | KPI293  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | % of land applications (rent and or selling) submitted to Mayco within 3 months from date of application | % of land applications submitted to Mayco   | 80%           | 80%                          | 46.17% | R   |                             |                                  |
| TL44                         | KPI083  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Annual Assessment of Community Facility/ Building Maintenance needs                                      | Documented maintenance plan for facilities submitted to the Executive Manager by 31 March | 1             | 0                            | 0      | N/A |                             |                                  |
| TL59                         | KPI263  | To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services. | Spend 96% of the Capital Budget for the fleet by 30 June   | % of Capital Budget spent by 30 June  | 96%           | 40%                          | 90.67% | B   |                             |                                  |

**Summary of Results: KPA 7: Institutional Transformation**

|   |                        |          |
|---|------------------------|----------|
|  | KPI Not Yet Measured   | 6        |
|  | KPI Not Met            | 2        |
|  | KPI Almost Met         | 0        |
|  | KPI Met                | 0        |
|  | KPI Well Met           | 0        |
|  | KPI Extremely Well Met | 1        |
| <b>Total KPIs</b>   |                        | <b>9</b> |

## 6.8 FINANCIAL SUSTAINABILITY

| FINANCIAL SUSTAINABILITY |         |  |  |   |               |                              |        |     |   |                                  |
|--------------------------|---------|--|--|---|---------------|------------------------------|--------|-----|---|----------------------------------|
| Ref                      | IDP Ref | Pre-determined Objectives  | KPI  | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |   |                                  |
|                          |         |  |  |   |               | Target                       | Actual | R   | Departmental SDBIP Comments   | Departmental Corrective Measures |
| TL10                     | KPI216  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Raise / collect Operating Budget revenue as per approved Budget  | % of total Operating Budget revenue raised/ received by 30 June                       | 98%           | 49%                          | 58.44% | G2  | R 1,184,548,803 / R 2,026,906,854 = 58.44%                          |                                  |
| TL11                     | KPI218  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Spend Operating Budget expenditure as per approved budget  | % of total Operating Budget expenditure spent by 30 June                              | 95%           | 40%                          | 44.22% | G2  | R 905,587,756 / R 2,047,906,494 = 44.22%                            |                                  |
| TL12                     | KPI090  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Spend at least 96% of the approved Capital Budget for the Municipality by 30 June (MFMA, S10(c))                       | % of approved Capital Budget spent for the Municipality by 30 June                    | 96%           | 40%                          | 48.61% | G2  | R 395,228,162 / R 813,022,229 = 48.61%                              |                                  |
| TL31                     | KPI303  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Compilation of the 2017 General Valuation Roll: Draft Rolls by 01 October 2016 and Certified Rolls by 31 December 2016 | Draft Rolls received by 01 October 2016, Certified Rolls received by 31 December 2016 | 2             | 2                            | 0      | R   | SLA completed with deliverable and milestone agreements in October. |                                  |
| TL63                     | KPI274  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Asset Management   | Compilation of a GRAP Compliant Fixed Asset Register as at 30 June                    | 1             | 0                            | 0      | N/A | N/A: Measured in 06/2017 (Q4).                                      |                                  |

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| FINANCIAL SUSTAINABILITY |         |  |   |   |               |                              |        |     |                             |                                  |
|--------------------------|---------|--|---|---|---------------|------------------------------|--------|-----|-----------------------------|----------------------------------|
| Ref                      | IDP Ref | Pre-determined Objectives  | KPI   | Unit of Measurement   | Annual Target | 01 October- 31 December 2016 |        |     |                             |                                  |
|                          |         |  |   |   |               | Target                       | Actual | R   | Departmental SDBIP Comments | Departmental Corrective Measures |
| TL64                     | KPI220  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Compile a Capital Project Implementation Plan and submit to the MM for approval by 30 June 2017 (2017/2018)     | Capital Project Implementation Plan developed and submitted to the MM by end June   | 1             | 0                            | 0      | N/A |                             |                                  |
| TL65                     | KPI275  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Disclose in Annual Financial Statements all deviations condoned by Council                                      | Disclose in Annual Financial Statements all monthly reported deviations condoned by Council   | 1             | 0                            | 0      | N/A |                             |                                  |
| TL66                     | KPI093  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General                        | Annual Financial Statements submitted by 31 August  | 1             | 0                            | 0      | N/A |                             |                                  |
| TL67                     | KPI097  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | (NKPI) Financial viability measured in terms of the available cash to cover fixed operating expenditure         | Report on the Cost coverage ratio ((Available cash+ investments)/ Monthly fixed operating expenditure)                                  | 1             | 0                            | 0      | N/A |                             |                                  |
| TL68                     | KPI098  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | (NKPI) Financial viability measured in terms of the Municipality's ability to meet its service debt obligations | Report on the Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) | 1             | 0                            | 0      | N/A |                             |                                  |
| TL69                     | KPI099  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | (NKPI) Financial viability measured in terms of the outstanding service debtors                                 | Report on the Service debtors to revenue ratio – (Total outstanding service debtors/ revenue received for services)                     | 1             | 0                            | 0      | N/A |                             |                                  |





| FINANCIAL SUSTAINABILITY |         |  |  |   |               |                              |        |     |   |                                  |
|--------------------------|---------|--|--|---|---------------|------------------------------|--------|-----|---|----------------------------------|
| Ref                      | IDP Ref | Pre-determined Objectives  | KPI  | Unit of Measurement                                     | Annual Target | 01 October- 31 December 2016 |        |     |   |                                  |
|                          |         |  |  |   |               | Target                       | Actual | R   | Departmental SDBIP Comments                           | Departmental Corrective Measures |
| TL70                     | KPI094  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Submit the Financial Plan for inclusion in the IDP for approval by Council by 31 March (Draft) and by 31 May (Final) | Financial Plan approved by Council by end March and May | 2             | 0                            | 0      | N/A | N/A: To be measured in 03/2017 (Q3) and 05/2017 (Q4). |                                  |
| TL71                     | KPI095  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Submit the MTREF aligned to the IDP to Council for in principle approval by 31 March and final approval by 31 May    | MTREF approved by Council by end March and end May      | 2             | 0                            | 0      | N/A | N/A: Measured in 03/2017 (Q3) and 06/2017 (Q4).       |                                  |
| TL72                     | KPI096  | To ensure the financial sustainability of the Municipality in order to fulfil the statutory requirements | Submit the Adjustments Budget to Council for approval by 28 February   | Adjustments Budget submitted to Council by 28 February  | 1             | 0                            | 0      | N/A | N/A: Measured in Q3.                                  |                                  |

**Summary of Results: KPA 8: Financial Sustainability**

|   |                        |           |
|---|------------------------|-----------|
|  | KPI Not Yet Measured   | 10        |
|  | KPI Not Met            | 1         |
|  | KPI Almost Met         | 0         |
|  | KPI Met                | 0         |
|  | KPI Well Met           | 3         |
|  | KPI Extremely Well Met | 0         |
| <b>Total KPIs</b>   |                        | <b>14</b> |

**7 CONCLUSION**

7.1 Out of the 72 Key Performance Indicators (KPI's) listed on the Top layer SDBIP 2016/2017 (for the 2nd quarter), 37 were not measured. 11 KPI's were not met and 8 were extremely well met.

|   |                        |           |
|---|------------------------|-----------|
|  | KPI Not Yet Measured   | 37        |
|  | KPI Not Met            | 6         |
|  | KPI Almost Met         | 5         |
|  | KPI Met                | 4         |
|  | KPI Well Met           | 12        |
|  | KPI Extremely Well Met | 8         |
| <b>Total KPIs</b>   |                        | <b>72</b> |

  
 LAUREN WARING  
 ACTING MUNICIPAL MANAGER

Date: 26/01/2017