



Annexure A

**DRAKENSTEIN**

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# Section 52 Quarterly Performance Assessment Report

**Top Layer (TL) Service Delivery Budget Implementation  
Report (SDBIP)**

**2020/2021**

**Quarter 4 (1 April – 30 June 2021)**

A city of excellence

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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 4<sup>th</sup> Quarter of the 2020/2021 financial year.*

## **1. PURPOSE**

The purpose of this report is to inform Council regarding the progress made with the implementation of the Key Performance Indicators (KPIs) 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 fourth quarter (1 April – 30 June 2021) of the 2020/2021 financial year.

## **2. LEGISLATIVE REQUIREMENTS**

2.1 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.

2.2 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.

2.3 This report is a requirement in terms of Section 52 of the MFMA which provide for:

2.3.1 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;

2.3.2 The Accounting Officer, while conducting the above, must consider:

a. Section 71 Reports; and the

b. Performance in line with the SDBIP.

## **3. PERFORMANCE ASSESSMENT PROCESS**

3.1 The SDBIP consists of a TL as well as a Departmental Plan for each department.

3.2 For purposes of reporting, the TL SDBIP is used to report on the organisational performance of the Municipality to Council and the Community.

- 3.3 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 Municipality. The TL SDBIP 2020/2021 was approved by the Executive Mayor on 25 June 2020.
- 3.4 The Departmental SDBIP measures the achievement of pre-determined performance indicators that are based on operational service delivery requirements aligned to the TL SDBIP. The Departmental Plans have been approved by the City Manager.
- 3.5 The Quarterly Performance Assessment Report is structured to report on the seven (7) Key Performance Areas (KPA's).
- 3.6 The overall assessment of actual performance against targets set for the KPI's as documented in the SDBIP are illustrated in terms of the following assessment methodology:

Colour	Category	Explanation
	No KPI Target This Quarter	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

- 3.7 The Performance Management System is a web-based system and it uses, as its basis, the approved SDBIP. The SDBIP is a layered plan comprising of the TL SDBIP and Departmental SDBIP's.
- 3.8 Performance reports on the TL SDBIP are submitted to the Mayoral Committee and Council on a quarterly, half yearly (Mid-Year Budget and Performance Assessment Report) and annual basis (annual amendments to the TL 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).

#### 4. PERFORMANCE MANAGEMENT SYSTEM

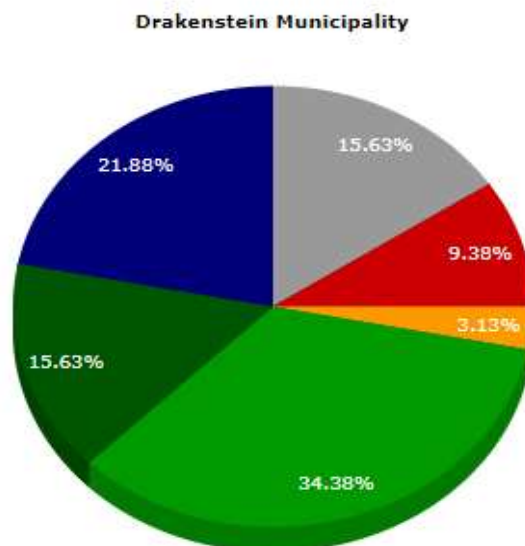
- 4.1 The Municipality utilises an electronic web-based system that is monthly updated with actual performance.
- 4.2 The system closes every month between the 10<sup>th</sup> to the 15<sup>th</sup> day for updates of the previous month's actual performance as a control measure to ensure that performance 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 City Manager should they require the system to be re-opened once the system is closed.
- 4.3 The system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.
- 4.4 The system requires KPI owners to update **performance comments 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.
- 4.5 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, in other words targets not achieved. The system utilised requires **corrective actions** to be captured for **targets not achieved**.

#### 5. ACTUAL PERFORMANCE FOR THE FOURTH QUARTER 1 APRIL – 30 JUNE 2021

- 5.1 The TL SDBIP contains performance indicators per KPA and comments with corrective measures with regard to targets not achieved.
- 5.2 A detailed analysis of actual performance for the fourth quarter of the financial year 2020/2021 is provided for in section 7 of this report.
- 5.3 Overall performance (dashboard) per KPA will be provided for in section 6 of this report.

## 6. OVERALL PERFORMANCE OF THE MUNICIPALITY

Dashboard summary per KPA for the period 1 April - 30 June 2021:



Drakenstein Municipality		Key Performance Area						
		KPA 1: Good Governance	KPA 2: Financial Sustainability	KPA 3: Institutional Transformation	KPA 4: Physical Infrastructure and Services	KPA 5: Planning and Economic Development	KPA 6: Safety and Environmental Management	KPA 7: Social and Community Development
No KPI Target This Quarter	5	1	2	1	-	-	1	-
KPI Not Met	3	-	-	-	2	-	-	1
KPI Almost Met	1	-	1	-	-	-	-	-
KPI Met	11	2	1	1	6	1	-	-
KPI Well Met	5	-	1	1	2	1	-	-
KPI Extremely Well Met	7	-	4	-	3	-	-	-
<b>Total:</b>	<b>32</b>	<b>3</b>	<b>9</b>	<b>3</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>1</b>

Graph and Table 1: Overall performance per KPA - 1 April - 30 June 2021.

## 7. ACTUAL STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED

### 7.1 GOOD GOVERNANCE

GOOD GOVERNANCE											
Ref	IDP Ref	Strategic Objective	Indicator	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL1	KPI113	To ensure good governance and the active participation of all relevant stakeholders	Submission of Audit Committee reports to Council	Number of quarterly Audit Committee reports submitted to Council	4	4	1	1	G		
TL2	KPI004	To ensure good governance and the active participation of all relevant stakeholders	Investigation of all formally reported fraud, theft and corruption cases initiated	Percentage of formally reported fraud, theft and corruption cases initiated within 30 days of receipt	100.00%	100.00%	100%	100%	G		
TL3	KPI005	To ensure good governance and the active participation of all relevant stakeholders	IDP / Budget / SDF time schedule (process plan) submitted to Mayco/Council	Number of IDP/Budget/SDF time schedules (process plan) submitted to Mayco/Council by 31 August	1	1	0	0	N/A		

### Summary of Results: Good Governance (KPA 1)

No KPI Target This Quarter	1
KPI Not Met	0
KPI Almost Met	0
KPI Met	2
KPI Well Met	0
KPI Extremely Well Met	0
<b>Total KPIs</b>	<b>3</b>



## 7.2 FINANCIAL SUSTAINABILITY

FINANCIAL SUSTAINABILITY											
Ref	IDP Ref	Strategic Objective	Indicator	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL8	KPI011	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Raise/collect Operating Budget revenue as per approved budget	Percentage of Total Annual Operating Budget revenue raised/collected by 30 June	95%	95%	95%	94.06%	O	With the finalisation of the AFS 30 June 2021 which is still in progress and adding the estimates from last meter reading date to 30 June 2021 it will push the actual over 95%.	Final results will be included in the AFS.
TL9	KPI015	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Submission of the MTREF (aligned to the IDP) to Council for approval by 31 May	Number of MTREFs submitted for approval to Council by 31 May	1	1	1	1	G		
TL10	KPI016	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Submission of the Adjustments Budget to Council for approval by 28 February	Number of Adjustments Budget submitted for approval to Council by 28 February	1	1	0	0	N/A		
TL11 NKPI	KPI017	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MFMA, Reg. S10(c))	Percentage of approved Capital Budget actually spent by 30 June	90%	90%	90%	91.44%	G2	All the planned capital projects are on track and the associated spending as well.	
TL12	KPI020	To ensure the financial sustainability of the Municipality in order to	Ratio in respect of Debtor Payment Days (Collect all billed revenue to ensure that sufficient cash is generated to	Net Debtors Days Ratio ((Gross Debtors – Bad Debt Provision)/Billed Revenue)) x	≤50	≤50	≤50	40.15	B	(Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments)	

**FINANCIAL SUSTAINABILITY**

Ref	IDP Ref	Strategic Objective	Indicator	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021					
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures	
		meet the statutory requirements	meet Drakenstein's debt and operating commitments)	365 (Target Number of days), measured quarterly							(340460224 – 126015663 / 2004482109 = 40.15	
TL13	KPI022	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Submission of the Annual Financial Statement (AFS) the Auditor-General of South Africa	Number of Annual Financial Statements (AFS) submitted to the Auditor-General of South Africa by 31 August	1	1	0	0	N/A			
TL14 NKPI	KPI023	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MFMA, Reg. S10(g)(iii))	Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure, measured annually	>1.0	>1.0	>1.0	1.6	B	96,573,972 + 42,045,537 / (57,422,391.08 + 2,591,762.18 + 10,169,404.01 + 14,966,463.80 + 1,574,319.19) =1.6		
TL15 NKPI	KPI024	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MFMA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received)/(Debt service payments due within the year)) measured annually	>6.7	>6.7	>6.7	11.35	B	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured annually (2,285,169,407 - 31,762,164) / 179,597,566 + 18,891,830 =11.35		

FINANCIAL SUSTAINABILITY											
Ref	IDP Ref	Strategic Objective	Indicator	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL16 NKPI	KPI025	To ensure the financial sustainability of the Municipality in order to meet the statutory requirements	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MFMA, Reg. S10(g)(ii))	Service debtors to revenue ratio – (Total outstanding service debtors/revenue received for services) measured annually	>0.25	>0.25	>0.25	0.17	B	Service debtors to revenue ratio – (Total outstanding service debtors/revenue received for services) measured annually  340,460,224/ (441,813,507 + 994,091,099 + 179,432,941 + 174,913,062 + 148,260,208 + 17,590,654) =0.17	

### Summary of Results: Financial Sustainability (KPA 2)

No KPI Target This Quarter	2
KPI Not Met	0
KPI Almost Met	1
KPI Met	1
KPI Well Met	1
KPI Extremely Well Met	4
<b>Total KPIs</b>	<b>9</b>

### 7.3 INSTITUTIONAL TRANSFORMATION

INSTITUTIONAL TRANSFORMATION											
Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL22 NKPI	KPI026	To ensure good governance and the active participation of all relevant stakeholders	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 reports (NKPI Proxy - MFMA, Reg. S10(e))	Number of reports on the number of people from employment equity groups employed in the three highest levels of management submitted to the City Manager by 30 November and 30 June	1	1	1	1	G		
TL19 NKPI	KPI116	To transform the municipality into an effective and efficient organization	The percentage of the municipality's budget actually spent on implementing its workplace skills plan (NKPI Proxy - MFMA, Reg. S10(f))	Percentage of the Municipality's approved workplace skills budget actually spent on implementing its Workplace Skills Plan by 30 June	98%	98%	98%	100%	G2		
TL20	KPI030	To transform the municipality into an effective and efficient organization	Submission of the Mid-Year MFMA S72 Performance Report to the Mayor	Number of the Mid-Year MFMA S72 Performance Reports submitted to the Mayor by 25 January	1	1	0	0	N/A		

### Summary of Results: Institutional Transformation (KPA 3)

No KPI Target This Quarter	1
KPI Not Met	0
KPI Almost Met	0
KPI Met	1
KPI Well Met	1
KPI Extremely Well Met	0
<b>Total KPIs</b>	<b>3</b>

## 7.4 PHYSICAL INFRASTRUCTURE AND SERVICES

PHYSICAL INFRASTRUCTURE AND SERVICES											
Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL30	KPI119	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Water quality managed and measured quarterly i.e. the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate measured quarterly	90%	90%	90%	97.40%	G2	Strict process control is implemented diligently	
TL31	KPI120	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Waste water quality managed and measured quarterly i.e. the SANS Accreditation physical and micro parameters	Percentage waste water quality compliance as per analysis certificate measured quarterly	75%	75%	75%	82.90%	G2	Strict process control is implemented diligently	
TL25	KPI047	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Submission of a Solid Waste Available Air Space Report to the Mayoral Committee	Number of Solid Waste Available Air Space Reports submitted to the Mayoral Committee by 30 June	1	1	1	1	G		
TL26	KPI037	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Limit the electricity losses to less than 10% annually (Average energy purchased to date – Average energy sold to date)/ (Average energy purchased to date) X 100 = Average energy losses for reporting period	Percentage average electricity losses by 30 June	<10%	<10%	<10%	7.53%	B	(Total kWh Purchase per Quarter – Total kWh Sold per Quarter)/ Total kWh Purchase per Quarter x 100 53448979,2/710002179 X 100 % = 7.53%	
TL27 NKPI	KPI107	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Percentage of formal households with access to basic level of electricity measured quarterly	100%	100%	100%	100%	G		

**PHYSICAL INFRASTRUCTURE AND SERVICES**

Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL28 NKPI	KPI108	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Percentage of formal households with access to basic level of sanitation measured quarterly	100%	100%	100%	100%	G		
TL32 NKPI	KPI109	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator – S10(a))	Percentage of formal households with access to basic level of water measured quarterly	100%	100%	100%	100%	G		
TL26 NKPI	KPI110	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator – S10 (a))	Percentage of formal households with access to basic level solid waste removal measured quarterly	100%	100%	100%	100%	G		
TL27 NKPI	KPI111	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of new electricity connections installed in the registered informal settlements	70	70	70	180	B		
TL28 NKPI	KPI112	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of new/upgraded sanitation service points (toilets) provided to registered informal settlements by 30 June	30	30	30	20	R	The contractor ran into financial constraints and could not complete the construction of the toilets within the 2020/2021 financial year.	The new contractor has been appointed and the allocated funds will be rolled over to the 2021/22 financial year.
TL29 NKPI	KPI113	To provide and maintain the required physical infrastructure and	Provision of basic service delivery to Drakenstein	Number of new/upgraded water service points (taps) provided to registered	6	6	6	4	R	The contractor ran into financial constraints and could not complete the construction	The new contractor has been appointed and the allocated funds will be

**PHYSICAL INFRASTRUCTURE AND SERVICES**

Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021					
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures	
		to ensure sustainable and affordable services	Residents (NKPI Proxy – MFMA, Reg. S10(a))	informal settlements by 30 June							of the toilets within the 2020/2021 financial year.	rolled over to the 2021/22 financial year.
TL30 NKPI	KPI114	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of registered informal settlements receiving a refuse collection service	41	41	41	41	G			
TL16	KPI118	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Limit water network losses to less than 19% measured annually (Difference between water units supplied and water units billed as percentage of water supplied)	Average percentage water losses by 30 June	19%	19%	19%	14.3%	B	(Difference between water units supplied and water units billed as percentage of water supplied)  (2,061,991-121,253-26,851)/1,913,887 x 100 = 14.3%		



### Summary of Results: Physical Infrastructure and Services (KPA 4)

No Target This Quarter	0
KPI Not Met	2
KPI Almost Met	0
KPI Met	6
KPI Well Met	2
KPI Extremely Well Met	3
<b>Total KPIs</b>	<b>13</b>

## 7.5 PLANNING AND ECONOMIC DEVELOPMENT

PLANNING AND ECONOMIC DEVELOPMENT											
Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021			Departmental SDBIP Comments	Departmental Corrective Measures
							Target	Actual	R		
TL34 NKPI	KPI115	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	Updated Indigent Register (NKPI Proxy - MFMA, Reg. S10(a))	Percentage of all qualifying indigent applications processed by 30 June	100%	100%	100%	100%	G		
TL33 NKPI	KPI053	To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MFMA, Reg. S10(d))	Number of EPWP job opportunities created by 30 June	1,000	1,000	400	454	G2		

### Summary of Results: Planning and Economic Development (KPA 5)

No KPI Target This Quarter	0
KPI Not Met	0
KPI Almost Met	0
KPI Met	1
KPI Well Met	1
KPI Extremely Well Met	0
<b>Total KPIs</b>	<b>2</b>

## 7.6 SAFETY AND ENVIRONMENTAL MANAGEMENT

SAFETY AND ENVIRONMENTAL MANAGEMENT											
Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL50	KPI085	To ensure a safe community and a healthy and protected environment	Submission of the Final Air Quality Bylaw to the Portfolio Committee (Planning and Development)/ Mayco	Number of Final Air Quality Air Quality Bylaw to the Portfolio Committee (Planning and Development)/ Mayco by 31 March	1	1	0	0	N/A		

### Summary of Results: Safety and Environmental Management (KPA 6)

No Target This Quarter	1
KPI Not Met	0
KPI Almost Met	0
KPI Met	0
KPI Well Met	0
KPI Extremely Well Met	0
<b>Total KPIs</b>	<b>1</b>

## 7.7 SOCIAL AND COMMUNITY DEVELOPMENT

SOCIAL AND COMMUNITY DEVELOPMENT											
Ref	IDP Ref	Strategic Objective	KPI	Unit of Measurement	Annual Target	Revised Target	1 April - 30 June 2021				
							Target	Actual	R	Departmental SDBIP Comments	Departmental Corrective Measures
TL56	KPI092	To ensure a safe community and a healthy and protected environment	Provide housing opportunities in terms of the Integrated Human Settlement Plan and in accordance with the Human Settlements Grant	Number of housing opportunities provided by 30 June	400	400	190	19	R	The contractor is appointed by the Provincial Department of Human Settlements. Due to non-performance, the contractor's services were terminated. Drakenstein Municipality awaits the appointment of the new contractor by Province.	Drakenstein Municipality is in regular contact and awaits response from the Provincial Department of Human Settlements, who is responsible for the appointment of the replacement contractor.

### Summary of Results: KPA 7: Social and Community Development

No Target This Quarter	0
KPI Not Met	1
KPI Almost Met	0
KPI Met	0
KPI Well Met	0
KPI Extremely Well Met	0
<b>Total KPIs</b>	<b>1</b>

## 8. CONCLUSION

The TL SDBIP 2020/2021 comprises of 32 KPIs. The table below depicts the performance for the fourth quarter:

No KPI Target This Quarter	5
KPI Not Met	3
KPI Almost Met	1
KPI Met	11
KPI Well Met	5
KPI Extremely Well Met	7
<b>Total KPIs</b>	<b>32</b>

See key below explaining the above results:

Colour	Category	Explanation
	No KPI Target This Quarter	KPIs 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

  
 DR. JOHAN LEIBBRANDT  
 CITY MANAGER

DATE: 23/07/2021