

# Section 52 (MFMA) Quarterly Performance Assessment Report

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

2023/2024

Quarter 3 (01 January – 31 March 2024)





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© George Municipality  
71 York Street  
PO Box 19  
George  
6530

Phone: 044 801 9111 • Email: [gmun@george.gov.za](mailto:gmun@george.gov.za)

### 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 3<sup>rd</sup> Quarter of the 2023/2024 financial year.*

## **1. Purpose**

The purpose of this report is to inform Council of 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 Revised Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the third quarter (01 January – 31 March 2024) of the 2023/2024 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 provides 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 IDP of the Municipality. The Revised TL SDBIP 2023/2024 was approved by the Executive Mayor on 19 February 2024.
- 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 Municipal Manager.
- 3.5 The Quarterly Performance Assessment Report is structured to report on the following five (5) Strategic Objectives (SOs):
- Develop and Grow George (SO 1);
  - Safe, Clean and Green (SO 2);
  - Affordable Quality Services (SO 3);
  - Participative Partnerships (SO 4); and
  - Good Governance and Human Capital(SO 5)
- 3.6 The overall assessment of actual performance against targets set for the KPIs as documented in the SDBIP are illustrated in terms of the following assessment methodology:

**Table 1: Explanation of Colour Codes**

Colour	Rating	Category	Percentage/Score
	1	Unacceptable Performance	0% >= Actual/Target < 75%
	2	Not fully Effective	75% >= Actual/Target < 100%
	3	Fully Effective	Actual/Target = 100%
	4	Above Expectation	100% > Actual/Target < 150%
	5	Outstanding Performance	Actual/Target >= 150%

- 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 SDBIPs.
- 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 Municipal 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 Third Quarter (01 January – 31 March 2024)**

- 5.1 The Revised 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 third quarter of the financial year 2023/2024 is provided for in section 7 of this report.

6. George Performance per Municipal SO (01 January – 31 March 2024)

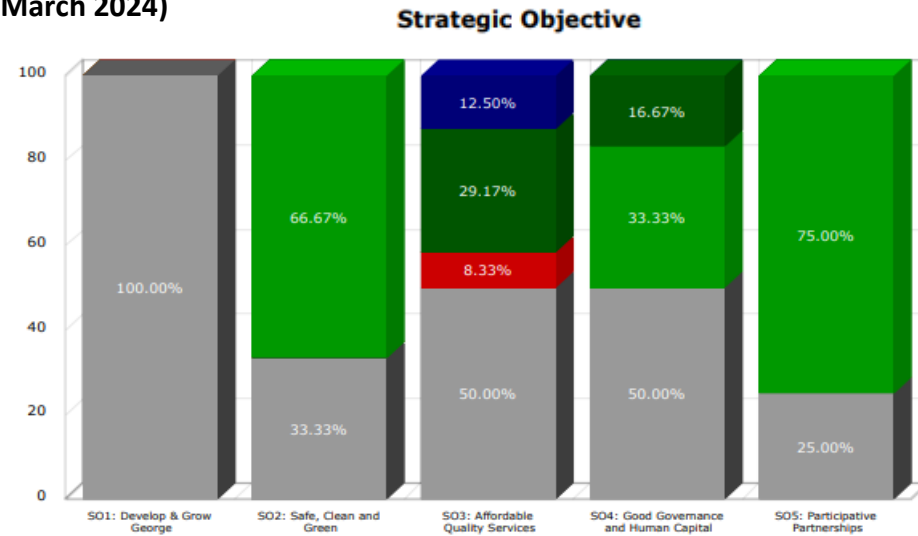
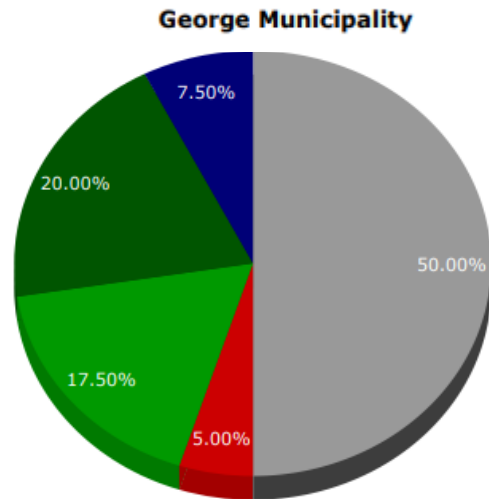


Table 2: Overall Performance per SO (01 January – 31 March 2024)

		Municipal SO				
		SO 1: Develop and Grow George	SO 2: Safe, Clean and Green	SO 3: Affordable Quality Services	SO 4: Participative Partnerships	SO 5: Good Governance and Human Capital
Not yet Applicable	20 (50.00%)	3 (100.00%)	1 (33.33%)	12 (50.00%)	4 (100.00%)	3 (50.00%)
Unacceptable Performance	2 (5.00%)	-	-	2 (8.33%)	-	-
Not Fully Effective	-	-	-	-	-	-
Fully Effective	7 (17.50%)	-	2 (66.67%)	-	-	2 (33.33%)
Above Expectation	8 (20.00%)	-	-	7 (29.17%)	-	1 (16.67%)
Outstanding Performance	3 (7.50%)	-	-	3 (12.50%)	-	-
<b>Total:</b>	<b>40 (100.00%)</b>	<b>3 (7.50%)</b>	<b>3 (7.50%)</b>	<b>24 (60.00%)</b>	<b>4 (10.00%)</b>	<b>6 (15.00%)</b>

## 7. Actual Strategic Performance and Corrective Measures That Will Be Implemented

### 7.1 DEVELOP AND GROW GEORGE

DEVELOP AND GROW GEORGE (SO1)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL17	To maximise job creation opportunities through government expenditure	Create Full Time Equivalents (FTE's) through government expenditure by 30 June 2024	Create Full-Time Equivalents (FTE's) created through government expenditure by 30 June 2024	Whole Municipal Area: All	625	1400	400	N/A	N/A	N/A	N/A
TL35	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop a draft Integrated Economic Development Strategy by 30 June 2024	Number of Draft Integrated Economic Development Strategies developed by 30 June 2024	Whole Municipal Area: All	New KPI	1	1	N/A	N/A	N/A	N/A
TL36	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Establish One-Stop-Shop Information Receptacle by 30 June 2024	Number of One-Stop-Shop Information Receptacles established by 30 June 2024	Whole Municipal Area: All	New KPI	1	n./a	N/A	N/A	N/A	0

**Table 3: Summary of Results: Develop and Grow George (SO1)**

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	3
	Unacceptable Performance	0% >= Actual/Target < 75%	0
	Not Fully Effective	75% >= Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	0
	Above Expectation	100% > Actual/Target < 150%	0
	Outstanding Performance	Actual/Target >= 150%	0
<b>Total KPIs</b>			<b>3</b>



## 7.2 SAFE, CLEAN AND GREEN

SAFE, CLEAN AND GREEN (SO2)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL40	To revitalise the current community facilities to increase the access to services for the public	Obtain Blue Flag status for at least 3 beaches by 30 November 2023	Number of Blue Flag status beaches obtained	Whole Municipal Area: All	2	0	2	0	0	N/A	0
TL41	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Review and submit a Disaster Management Plan to Council by 31 March 2024	Number of Disaster Management Plans Reviewed and submitted to Council by 31 March 2024	Whole Municipal Area: All	1	0	1	0	1	G	1
TL31	To ensure Infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Implement renewable energy projects by 30 June 2024	Number of renewable energy projects submitted by 30 June 2024	Whole Municipal Area: All	NEW KPI	5	5	1	1	G	1

**Table 4: Summary of Results: Safe, Clean and Green (SO 2)**

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	1
	Unacceptable Performance	0% $\geq$ Actual/Target < 75%	0
	Not Fully Effective	75% $\geq$ Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	2
	Above Expectation	100% > Actual/Target < 150%	0
	Outstanding Performance	Actual/Target $\geq$ 150%	0
<b>Total KPIs</b>			<b>3</b>

### 7.3 AFFORDABLE QUALITY SERVICES

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL24	To provide world-class water services in George to promote development and fulfil basic needs	Achieve water quality compliance as per SANS 241:2015 by 30 June 2025	Percentage water quality compliance achieved as measured against the SANS 241:2015	Whole Municipal Area: All	97.42%	95%	95%	N/A	0	N/A	0
TL20	To explore and implement measures to preserve resources and ensure sustainable development	Limit water network losses to less than 24% measured annually (limit unaccounted for water to less than 24% by 30 June 2024 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100})	Percentage of water losses at 30 June 2025	Whole Municipal Area: All	27.22%	<24%	<24%	N/A	0	N/A	0
TL28	To explore and implement measures to preserve resources and ensure sustainable development	Limit the electricity losses to less than 10% annually (Limit unaccounted for electricity to less than 10% as at 30 June 2024{(Number of units purchased - Number of units Sold (incl. free basic electricity) / Number of units purchased) X100})	Percentage of electricity losses as at 30 June 2025	Whole Municipal Area: All	8.25%	<10%	<10%	<10%	9.68%	B	9.68%

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL3	To provide world-class water services in George to promote development and fulfil basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential water meters which are connected to the municipal water infrastructure network	Whole Municipal Area: All	37 586	37 250	37 250	N/A	0	N/A	0
TL4	To provide sufficient electricity for basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential electricity meters connected to the municipal electrical infrastructure network	Whole Municipal Area: All	47 555	48 580	44 580	N/A	0	N/A	0
TL5	To provide and maintain safe and sustainable sanitation management and infrastructure	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for sewerage	Whole Municipal Area: All	39 041	38 085	38 085	0	0	N/A	0



**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL6	To provide integrated waste management services for the entire municipal area	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for refuse removal	Whole Municipal Area: All	40 452	37 173	37 137	0	0	N/A	0
TL7	To provide world class eater services in George to promote development and fulfil basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic water	Whole Municipal Area: All	10 488	11 500	11000	11 000	12 021	G2	12 021
TL8	To provide sufficient electricity for basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic electricity	Whole Municipal Area: All	15 439	16 500	14 000	14 000	16 625	G2	16 625

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL9	To provide and maintain safe and sustainable sanitation management and infrastructure	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic sanitation	Whole Municipal Area: All	10 228	11 500	11 000	11 100	11 797	G2	11 797
TL10	To provide integrated waste management services for the entire municipal area	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic refuse removal	Whole Municipal Area: All	10 318	11 500	11 000	11 100	11 896	G2	11 896
TL29	To provide sufficient electricity for basic needs	Submit Phase 2 of the MV Master Plan and submit to Council by 30 June 2024	Number of Phase 2 MV master plans submitted by 30 June 2024	Whole Municipal Area: All	1	1	1	N/A	0	N/A	0

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL22	To implement an Integrated Public Transport Network that will serve the communities of George	Spend 95% of the approved capital budget on the rehabilitation and upgrade of streets and storm water by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of streets and storm water by 30 June 2024	Whole Municipal Area: All	31.77%	95%	95%	60%	90.17%	B	90.17%
TL23	To implement an Integrated Public Transport Network that will serve the communities of George	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2024{(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2024	Whole Municipal Area: All	62.34%	95%	95%	60%	100%	B	100%
TL24	To provide world class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water - Networks by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of Water - Networks by 30 June 2024	Whole Municipal Area: All	73.32%	95%	95%	60%	65.36%	G2	65.36%

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL25	To provide world class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water-Purification by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of Water-Purification by 30 June 2024	Whole Municipal Area: All	62.07%	95%	95%	60%	64.51%	G2	64.51%
TL26	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2024	Whole Municipal Area: All	76.92%	95%	95%	60%	31.41%	R	31.41%
Performance Comment		There were delays with the Schaapkop PS Portion 1 (M&E). The tender/contract went through three BEC's and BAC's due to functionality issues and tender evaluation queries from a tenderer caused a further delay. Schaapkop PS Portion 2: the environmental authorisation process is still ongoing and the final approval is expected in July 2024 at the latest. The Thembalethu PS 6 external electrical ringfeed component is nearing completion. The civil, mechanical and electrical tender offers for the pumpstation upgrade component came in significantly higher than the consultant's estimated costs which will delay the appointment of the contractor, and the contract will be implemented over a longer period to align with budget availability. Savings on the works are being investigated as well as cost efficiencies. Eden PS: DFFE tree permit has delayed the project substantially and the delay is ongoing. Kleinkrantz Sewer Pipe: DFFE permit delayed the project commencement of the works by months.									
Corrective Action		The Schaapkop PS Portion 2 delay in the pipeline contract appointment will not delay the project to be completed by June 2025. Thembalethu project funding to be readjusted to allow appointment of the contractor and commencement to align with the available budget. This requires some project reprioritisation. The contract is also being scrutinised for cost efficiencies and possible savings. Eden PS: DFFE issue has already been escalated to Minister Creasy and no response received. We will escalate the matter to Department of Local Government to intervene, as the contractor is ready to commence as soon as permit is received. Kleinkrantz Sewer: DFFE permit received, contractor is on site working hard to make up some of the lost time. An item was submitted to Council to sensitize Council to these delays and the costs associated with the conditions in the DFFE permit eventually issued.									



**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL27	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024	Whole Municipal Area: All	70.86%	95%	95%	60%	86.11%	G2	86.11%
TL30	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Spend 95% of the electricity capital budget by 30 June 2024 {(Actual capital expenditure divided by the total approved capital budget less savings) x100}	Percentage of the electricity capital budget spent by 30 June 2024	Whole Municipal Area: All	91.77%	95%	95%	60%	34.32%		34.32%
Performance Comment		Currently the complete budget spending is at approximately 38%. The delays with the substation projects are primarily due to the relocation of 15/20MVA transformers from Glenwood to Protea Substation, which is causing delays in the upgrade of existing 10MVA capacity at Protea Substation. We have ordered the 2 x 20MVA transformers for installation at Glenwood but due to delays on site the transformers cannot be delivered. This domino effect also impacts the Proefplaas Substation where a new 10MW transformer need to be installed. One of the delays was caused by the supplier of the 11kV switchgear, without which we could not energise the first 20MVA transformer, which was installed almost 12 months ago. Herold’s Bay Substation, was delayed due to access issues with construction vehicles but this was addressed. The Thembalethu Substation is not ready to be energized as the 66kV overhead lines supplying the substation cannot be energised due to safety concerns as there are houses erected under the line inside the servitude. This will have a further domino effect delaying various projects as we cannot transfer load to Thembalethu and release Protea SS for the required upgrades. Engagements are under way to resolve. The DMRE allocated funds to the Municipality for Area 1 in Thembalethu, but civil works delays have hindered electrification. Some materials were bought in the meantime. The high mast lighting project is also a large portion of the budget. This project is ongoing and we are waiting for material delivery.									
Corrective Action		Reallocating some funds to projects where there are no delays, specifically the BESS tender and expediting programmes where ever possible. The 12 MWp project is out on tender in parallel with the last amendments required from the Department of Environmental Affairs and Department Planning (DeadP).									

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL1	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2024 {(Actual amount spent on projects/Total amount budgeted for capital projects less savings) X100}	Percentage of the municipal capital budget actually spent on capital projects by 30 June 2024	Whole Municipal Area: All	64.05%	95%	95%	N/A	0	N/A	0
TL11	To develop mechanisms to ensure viable financial management and control	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2024{(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) X 100}	Percentage Debt to Revenue obligations met as at 30 June 2024	Whole Municipal Area: All	10.19%	45%	95%	N/A	0	N/A	0
TL12	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 [(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2024	Whole Municipal Area: All	13.72%	16%	16%	N/A	0	N/A	0

**AFFORDABLE QUALITY SERVICES (SO 3)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL13	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment)/Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2024	Whole Municipal Area: All	2.19	2	2	N/A	0	N/A	0
TL14	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Achieve a payment percentage of 95% by 30 June 2024 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Percentage of payment achieved by 30 June 2024	Whole Municipal Area: All	91.87%	95% of payment achieved by 30 June 2024	95%	N/A	0	N/A	0

**Table 5: Summary of Results: Affordable Quality Services (SO 3)**

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	12
	Unacceptable Performance	0% $\geq$ Actual/Target < 75%	2
	Not Fully Effective	75% $\geq$ Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	0
	Above Expectation	100% > Actual/Target < 150%	7
	Outstanding Performance	Actual/Target $\geq$ 150%	3
<b>Total KPIs</b>			<b>24</b>








## 7.4 PARTICIPATIVE PARTNERSHIPS

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL39	To undertake strategic planning in order to address service delivery challenges in a coordinated manner	Submit the revised MSDF to Council by 31 May 2024	Number of revised MSDF to Council by 31 May 2024	Whole Municipal Area: All	1	1	1	N/A	0	N/A	0
TL32	To increase different partnerships with different stakeholders to strengthen the public private partnerships in George	Develop a Sports Masterplan and submit to Council by 31 March 2024	Number of Sports Masterplans submitted to Council by 31 March 2024	Whole Municipal Area: All	New KPI	1	1	1	1	G	1
TL33	To increase different partnerships with different stakeholders to strengthen the public private partnerships in George	Develop a Pauper Burial Policy Masterplan by 31 March 2024	Number of Pauper Burial Policies submitted by 31 March 2024	Whole Municipal Area: All	New KPI	1	1	1	1	G	1

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL34	To increase different partnerships with different stakeholders to strengthen the public private partnerships in George	Submit a Cemetery Masterplan to Council by 31 March 2024	Number of Cemetery Masterplans submitted to Council by 31 March 2024	Whole Municipal Area: All	New KPI	1	1	1	1	G	1

**Table 6: Summary of Results: Participative Partnerships (SO 4)**

	Unacceptable Performance	0% >= Actual/Target < 75%	0
	Not Fully Effective	75% >= Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	3
	Above Expectation	100% > Actual/Target < 150%	0
	Outstanding Performance	Actual/Target >= 150%	0
<b>Total KPIs</b>			<b>4</b>

## 7.5 GOOD GOVERNANCE AND HUMAN CAPITAL

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL37	To undertake strategic planning in order to address service delivery challenges in a coordinated manner	Submit the Draft IDP to Council by 31 March 2024	Number of Draft IDPs submitted to Council by 31 March 2024	Whole Municipal Area: All	1	1	1	1	1	G	1
TL18	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	The percentage of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2024	The percentage of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2024	Whole Municipal Area: All	70%	2	70% per annum	N/A	0	N/A	0

**GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL19	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Spend 95% of operational budget on training by 30 June 2024 {(Actual total training expenditure divided by total operational budget)x100}	Percentage of the Municipality’s approved workplace skills budget actually spent on implementing its Workplace Skills Plan by 30 June 2024	Whole Municipal Area: All	0.29	98% per annum	95%	0	0	N/A	0
TL2	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 June 2024	Number of RBAP (Risk Based Audit Plan) reviewed and submitted to Audit Committee by 30 June 2024	Whole Municipal Area: All	1	1	1	0	0	N/A	0



**GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)**

Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2024			
								Target	Actual	R	YTD Actual
TL38	To undertake strategic planning in order to address service delivery challenges in a coordinated manner	Submit the Final Annual Report and Oversight Report to Council by 31 March 2024	Number of Final Annual Report and Oversight Report submitted to Council by 31 March 2024		1	1	1	1	1	G	1
TL16	To manage the municipal finances according to the Municipal Finance Management Act in an effective and efficient manner	Spend 95% RBIG funding allocated to George Municipality for BFI Projectsline with the conditions set out in the DoRA and the tranche schedule submitted to DWS	The percentage expenditure achieved in terms of the RBIG funding allocated to George Municipality for BFI Projects, in line with the conditions set out in the DoRA and the tranche schedule submitted to DWS	Whole Municipal Area: All	New KPI	95%	95%	50%	58%	G2	58%

**Table 7: Summary of Results: Good Governance (SO 5)**

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	3
	Unacceptable Performance	0% $\geq$ Actual/Target < 75%	0
	Not Fully Effective	75% $\geq$ Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	2
	Above Expectation	100% > Actual/Target < 150%	1
	Outstanding Performance	Actual/Target $\geq$ 150%	0
<b>Total KPIs</b>			<b>6</b>

**8. Conclusion**

The Revised TL SDBIP 2023/2024 comprises of 40 KPIs. The table below depicts the performance for the third quarter:

**Table 8: Performance for the Third Quarter**

No KPI Target This Quarter	20
Unacceptable Performance	2
Not Fully Effective	0
Fully Effective	7
Above Expectation	8
Outstanding Performance	3
<b>Total KPIs</b>	<b>40</b>



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**LAUREN WARING**  
**ACTING MUNICIPAL MANAGER**

**DATE: 16 APRIL 2024**