

Section 52 (MFMA) Quarterly Performance Assessment Report

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

2023/2024

Quarter 4 (01 April – 30 June 2024)



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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 4th 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 fourth quarter (01 April – 30 June 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 10th to the 15th 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 fourth Quarter (01 April – 30 June 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 fourth quarter of the financial year 2023/2024 is provided for in section 7 of this report.

6. George Performance per Municipal SO (01 April – 30 June 2024)

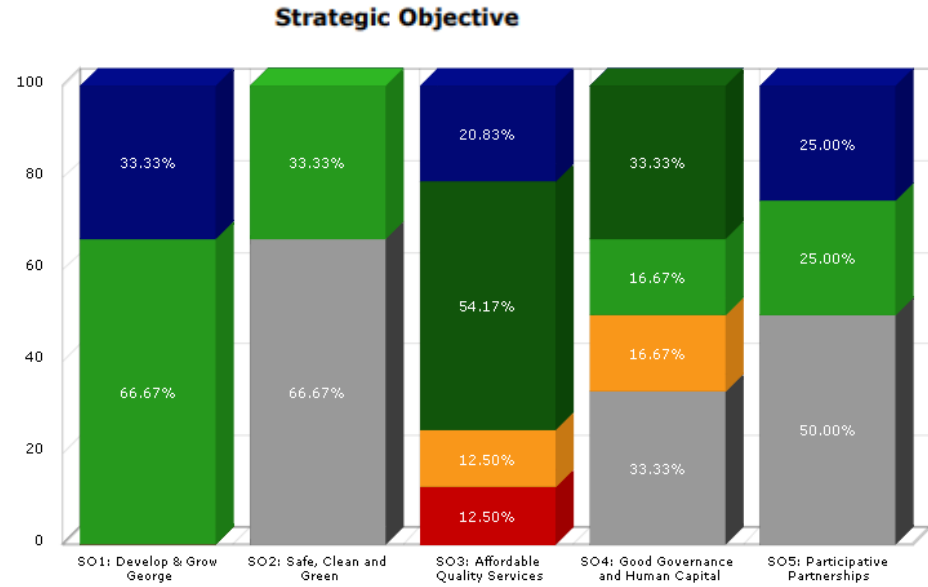
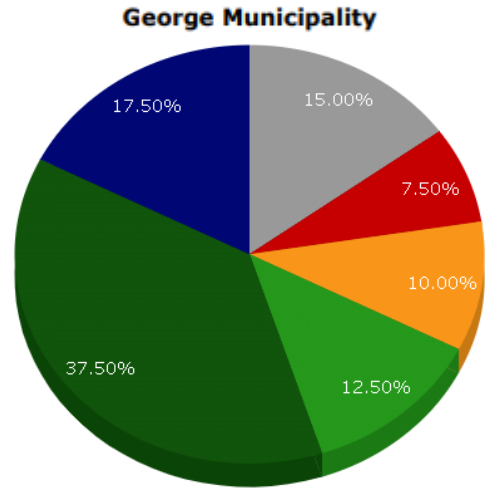


Table 2: Overall Performance per SO (01 April – 30 June 2024)

| | | Municipal SO | | | | |
|--------------------------|---------------------|----------------------------------|--------------------------------|--------------------------------------|-------------------------------------|---|
| | | SO 1: Develop and Grow George | SO 2: Safe, Clean and Green | SO 3: Affordable Quality Services | SO 4: Participative Partnerships | SO5: Good Governance and Human Capital |
| Not yet Applicable | 6 (15.00%) | - | 2 (66.67%) | - | 2 (50.00%) | 2 (33.33%) |
| Unacceptable Performance | 3 (7.50%) | - | - | 3 (12.50%) | - | - |
| Not Fully Effective | 4 (10.00%) | - | - | 3 (12.50%) | - | 1 (16.67%) |
| Fully Effective | 5 (12.50%) | 2 (66.67%) | 1 (33.33%) | - | 1 (25.00%) | 1 (16.67%) |
| Above Expectation | 15 (37.50%) | - | - | 13 (54.17%) | - | 2 (33.33%) |
| Outstanding Performance | 7 (17.50%) | 1 (33.33%) | - | 5 (20.83%) | 1 (25.00%) | - |
| Total: | 40 (100.00%) | 3 (7.50%) | 3 (7.50%) | 24 (60.00%) | 4 (10.00%) | 6 (15.00%) |

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 April – 30 June 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 | 825 | 1400 | 450 | 50 | 89 | B | 598 | |
| 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 | 1 | 1 | G | 1 | |
| 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 | 1 | 1 | 1 | G | 1 | |

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

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

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 April – 30 June 2024 | | | |
| | | | | | | | | Target | Actual | R | YTD Actual |
| 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 | 2 | 2 | G2 | 6 |
| 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 | 3 | 3 | 3 | 0 | 0 | N/A | 3 |
| 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 | 1 | 1 | 0 | 0 | N/A | 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. | 2 |
| | Unacceptable Performance | 0% >= Actual/Target < 75% | 0 |
| | Not Fully Effective | 75% >= Actual/Target < 100% | 0 |
| | Fully Effective | Actual/Target = 100% | 1 |
| | Above Expectation | 100% > Actual/Target < 150% | 0 |
| | Outstanding Performance | Actual/Target >= 150% | 0 |
| Total KPIs | | | 3 |

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 April – 30 June 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 | 97% | 95% | 95% | 95% | 54% | G2 | |
| Performance Comment | | <p>National Treasury allocated additional grant funding to George Municipality in March 2024, that was approved by Council during April 2024, being very late in the financial year to spend these funds by June 2024. An R505 million grant was allocated for the Public Transport Network Grant (PTNG). There was delays in the spending of the Municipal Disaster Recovery Grant (MDRG) and relates to major storm damage that George suffered on 21 December 2021. This grant covers a total of 34 different projects of which some is quite complex. Delays with obtaining of tree permits from DFFE, lengthy environmental approval processes before construction can commence is some of the challenges experienced.</p> <p>As a result 54% of the adjusted capital expenditure budget was spend by 30 June 2024. By excluding the additional funding, the spending percentage increases to 74%.</p> | | | | | | | | | |
| Corrective Action | | The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2025. | | | | | | | | | |
| 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 | 36 000 | 37 250 | 37 250 | 37 250 | 38 293 | G2 | 38 293 |
| 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 by 30 June 2024 | Whole Municipal Area: All | 47 000 | 44 467 | 48 580 | 48 580 | 48 388 | O | 48 388 |

AFFORDABLE QUALITY SERVICES (SO 3)

| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 2024 | | | |
|----------------------------|---|---|---|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|----|------------|
| | | | | | | | | Target | Actual | R | YTD Actual |
| Performance Comment | | Due to an administrative error, the revised target is incorrectly reflected as 48 580, which was in fact the actual achievement as at end of Quarter 2. The correct target is 44 467 as reflected in the initially approved IDP and SDBIP for 2023/2024. | | | | | | | | | |
| Corrective Action | | Actual performance of 48 388 against the correct target of 44 467 is an overachievement of the annual target. Additional internal control measures will be implemented to prevent similar administrative errors in future. A reduction in the number of residential electrical meters connected to the municipal infrastructure network is expected in the next financial year. | | | | | | | | | |
| 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 by 30 June 2024 | Whole Municipal Area: All | 38 000 | 38 085 | 38 085 | 38 085 | 39 790 | G2 | 39 790 |
| 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 by 30 June 2024 | Whole Municipal Area: All | 39 000 | 37 137 | 37 137 | 37 137 | 41 368 | G2 | 41 368 |
| TL7 | 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 indigent account holders receiving free basic water | Whole Municipal Area: All | 11 000 | 11 500 | 11 000 | 11 000 | 11 306 | G2 | 11 306 |
| 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 | 16 000 | 16 500 | 14 000 | 14 000 | 17 018 | G2 | 17 018 |
| 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 | 11 000 | 11 500 | 11 000 | 11 000 | 11 089 | G2 | 11 089 |

AFFORDABLE QUALITY SERVICES (SO 3)

| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 2024 | | | |
|------|---|--|---|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|----|------------|
| | | | | | | | | Target | Actual | R | YTD Actual |
| TL10 | To provide integrated waste management services for the entire municipal area | Provide free basic refuse removal to indigent account holders | Number of indigent account holders receiving free basic refuse removal | Whole Municipal Area: All | 11 000 | 11 500 | 11 000 | 11 000 | 11 174 | G2 | 11 174 |
| 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 | 14% | 45% | 45% | 45% | 37% | B | 37% |
| TL12 | To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate | 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 | 22% | 16% | 16% | 16% | 29% | B | 29% |
| 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 | 3.15 | 2 | 2 | 2 | 3 | B | 3 |

AFFORDABLE QUALITY SERVICES (SO 3)

| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 2024 | | | |
|----------------------------|---|--|--|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|----|------------|
| | | | | | | | | Target | Actual | R | YTD Actual |
| 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 | 97% | 95% | 95% | 95% | 93.67% | O | 93.67% |
| Performance Comment | | The Collection rate for the year to date is below target mainly due to the impact of the rising cost of living due to the underperforming national economy. The impact of load-shedding on the economy has significantly impacted on job-losses resulting in increased unemployment and decreased income levels. As seen below there are a number of mitigating measures being undertaken to take corrective action. | | | | | | | | | |
| Corrective Action | | Debt older than 120 days are currently being analysed and investigated. Various credit control actions are being implemented, including the collection of arrear debts through prepaid meters up to 50%. The municipality is finalising the co-sourcing of the credit control function to complement the existing staff and improve overall effectiveness of credit control and debt collection actions. Smart water meters are being installed to improve the efficiency water meter readings and detect water leakages, this will reduce the number of queries relating to estimates and prevent debt from escalating due to water leakages. | | | | | | | | | |
| TL20 | To provide world class water services in George to promote development and fulfil basic needs | Limit water network losses to 24% or less by 30 June 2024(limit unaccounted for water to less than 20% 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 network losses limited to less than 24% by 30 June 2024 | Whole Municipal Area: All | 25.05% | 24% | 24% | 24% | 18% | B | 18% |
| TL21 | To provide world class water services in George to promote development and fulfil basic needs | Achieve 95% water quality compliance as per SANS 241:2015 by 30 June 2024 | Percentage of water quality compliance achieved as measured against the SANS 241:2015 by 30 June 2024 | Whole Municipal Area: All | 97.01% | 95% | 95% | 95% | 99.02% | G2 | 99.02% |
| TL22 | To endeavor to improve the reseal of roads such as an extent that potholes are prevented altogether | 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 | 97.99% | 95% | 95% | 95% | 100% | G2 | 100% |

AFFORDABLE QUALITY SERVICES (SO 3)

| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 2024 | | | |
|----------------------------|---|---|--|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|----|------------|
| | | | | | | | | Target | Actual | R | YTD Actual |
| 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 | 99.99% | 95% | 95% | 95% | 100% | G2 | 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 | 91.67% | 95% | 95% | 95% | 100% | G2 | 100% |
| 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 | 96.27% | 95% | 95% | 95% | 100% | G2 | 100% |
| 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 | 94.83% | 95% | 95% | 95% | 65.61% | R | 65.61% |
| Performance Comment | | The following factors contributed to budget not being spent: Issuing of tree permits delaying process, Delayed in Environmental approvals, Poor performance of consultants and approval of contractual documents by legal delayed | | | | | | | | | |
| Corrective Action | | The reasons of delays are due to legislation, these external uncontrollable factors | | | | | | | | | |

AFFORDABLE QUALITY SERVICES (SO 3)

| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 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 | 96.28% | 95% | 95% | 95% | 100% | G2 | 100% |
| TL28 | To provide sufficient electricity for basic needs | Limit electricity losses to less than 10% by 30 June 2024(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 electricity losses limited to less than 10%by 30 June 2024 | Whole Municipal Area: All | 9% | 10% | 10% | 10% | 9.97% | B | 9.97% |
| TL29 | To provide sufficient electricity for basic needs | Complete Phase 2 of the MV Master Plan and submit to Council by 31 March 2024 | Number of MV master plans submitted by 30 June 2024 | Whole Municipal Area: All | 1 | 1 | 1 | 1 | 0 | R | 0 |
| Performance Comment | | The target is not met, due to the scope of phase two of the master plan, the scope has been reduced to meet the resource and capacity constraints. | | | | | | | | | |
| Corrective Action | | An amended Mv master Plan is in progress and to be finalised in the new financial year. | | | | | | | | | |
| TL30 | To provide sufficient electricity for basic needs | 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 | 99% | 95% | 95% | 95% | 83% | O | 83% |
| Performance Comment | | There were project delays due to external legislative processes such as Health & Safety and Environmental. The department also has key positions vacant within the Directorate. | | | | | | | | | |
| Corrective Action | | The frequency of follow ups with external governmental agencies is to be increased and key positions are to be advertised. | | | | | | | | | |

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

| | | |
|--------------------------|---|-----------|
| Not Applicable Yet | KPIs with no targets or actuals in the selected period. | 0 |
| Unacceptable Performance | 0% >= Actual/Target < 75% | 3 |
| Not Fully Effective | 75% >= Actual/Target < 100% | 3 |
| Fully Effective | Actual/Target = 100% | 0 |
| Above Expectation | 100% > Actual/Target < 150% | 13 |
| Outstanding Performance | Actual/Target >= 150% | 5 |
| Total KPIs | | 24 |

7.4 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 April – 30 June 2024 | | | |
| | | | | | | | | Target | Actual | R | YTD Actual |
| 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 | RBAP (Risk Based Audit Plan) reviewed and submitted to Audit Committee | Whole Municipal Area: All | 1 | 1 | 1 | 1 | 1 | G | 1 |
| TL16 | To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified | Spend 95% 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 by 30 June 2024 | 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 by 30 June 2024 | Whole Municipal Area: All | 0% | 95% | 95% | 95% | 93.98% | O | 93.98% |
| Performance Comment | | Target just not met, due to legislative delays such as approval of contractual documentation by legal. Target not met due to the following reasons: Issuing of tree permits delaying process, delayed in Environmental approvals, Poor performance of consultants and approval of contractual documents by legal delayed | | | | | | | | | |
| Corrective Action | | The reasons of delays are due to legislation, these external uncontrollable factors | | | | | | | | | |
| 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% | 1% | 70% | 70% | 75% | G2 | 0% |

| GOOD GOVERNANCE AND HUMAN CAPITAL (SO5) | | | | | | | | | | | |
|---|--|---|--|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|-----|------------|
| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 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 municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 | Whole Municipal Area: All | 0.51% | 95% | 95% | 95% | 107% | G2 | 0% |
| TL37 | To undertake strategic planning in order to address service delivery challenges in 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 | 0 | 0 | N/A | 0 |
| TL38 | To undertake strategic planning in order to address service delivery challenges in coordinated manner | Submit the Final Annual Report and Oversight Report to Council by 31 March 2024 | Number of Final Annual Reports and Oversight Report submitted by 31 March 2024 | Whole Municipal Area: All | 1 | 1 | 1 | 0 | 0 | N/A | 0 |






Table 6: Summary of Results: Good Governance (SO 4)

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

7.5 PARTICIPATIVE PARTNERSHIPS

| PARTICIPATIVE PARTNERSHIPS(SO4) | | | | | | | | | | | |
|---------------------------------|---|---|---|---------------------------|----------|------------------------|-----------------------|-------------------------|--------|-----|------------|
| Ref | Predetermined Objective | KPI Name | Unit of Measurement | Area | Baseline | Original Annual Target | Revised Annual Target | 01 April – 30 June 2024 | | | |
| | | | | | | | | Target | Actual | R | YTD Actual |
| TL32 | To undertake strategic planning in order to address service delivery challenges in coordinated manner | Develop a Sports Master Plan and submit to Council by 31 March 2024 | Number of Sports Master Plans submitted to Council by 31 March 2024 | Whole Municipal Area: All | New KPI | 1 | 1 | 0 | 0 | N/A | 0 |
| TL33 | To undertake strategic planning in order to address service delivery challenges in coordinated manner | 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 | 0 | 1 | B | 1 |
| TL34 | To undertake strategic planning in order to address service delivery challenges in coordinated manner | Submit a Cemetery Masterplan to Council by 31 March 2024 | Number of Cemetery Masterplan by 31 March 2024 | Whole Municipal Area: All | New KPI | 1 | 1 | 0 | 0 | N/A | 0 |
| TL39 | To undertake strategic planning in order to address service delivery challenges in 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 | 1 | 1 | G | 1 |

Table 7: Summary of Results: Participative Partnerships (SO 5)

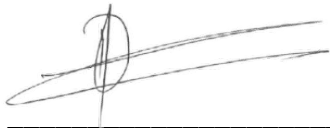
| | | | |
|---|--------------------------|---|----------|
|  | Unacceptable Performance | 0% >= Actual/Target < 75% 0% >= Actual/Target < 75% | 2 |
|  | Not Fully Effective | 75% >= Actual/Target < 100% | 0 |
|  | Fully Effective | Actual/Target = 100% | 1 |
|  | Above Expectation | 100% > Actual/Target < 150% | 0 |
|  | Outstanding Performance | Actual/Target >= 150% | 1 |
| Total KPIs | | | 4 |

8. Conclusion

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

Table 8: Performance for the fourth Quarter

| | |
|----------------------------|-----------|
| No KPI Target This Quarter | 6 |
| Unacceptable Performance | 3 |
| Not Fully Effective | 4 |
| Fully Effective | 5 |
| Above Expectation | 15 |
| Outstanding Performance | 7 |
| Total KPIs | 40 |



MR D ADONIS
ACTING MUNICIPAL MANAGER

DATE: 16 JULY 2024