

Section 72 Mid- Year Performance Assessment Report

2024/2025

01 July – 31 December 2024

This report is compiled in terms Section 72 of the Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003 and is unaudited

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This Reports report is compiled in terms Section 72 of the Local Government: Municipal Finance Management Act (MFMA), Act. 56 of 2003 unaudited

This 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 s72 Performance Assessment Report of the 2024/2025 financial year.

QUALITY CERTIFICATE

I, Godfrey Louw, the Acting Municipal Manager of George Municipality, hereby certify that the Mid-year Performance Assessment Report for the period 1 July 2024 to 31 December 2024 has been prepared in accordance with Sections 72(1)(a) and 52(d) of the Local Government: Municipal Finance Management Act No. 56 of 2003 (MFMA) and regulations made under the Act and accordingly submit the required progress made with the achievement of expenditure targets, key performance indicators, development priorities and targets as determined in the 2023/2024 Budget and 2023/2024 Top Layer Service Delivery and Budget Implementation Plan (SDBIP).

Signature: _____



Mr Godfrey Louw

Municipal Manager of George Municipality

25 January 2025

2024/2025 MID-YEAR PERFORMANCE ASSESSMENT (SECTION 72(1) OF THE LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT NO. 56 OF 2003 (1 JULY 2024 TO 31 DECEMBER 2024))

To Council

In accordance with Section 72(1)(a) and 52(d) of the Local Government: Municipal Finance Management Act No. 56 of 2003 (MFMA) and regulations made under the Act, I hereby submit the Mid-year Performance Report for the 1st six months of the municipal financial year (1 July 2024 to 31 December 2024) reflecting the progress made with the achievement of expenditure targets, key performance indicators, development priorities and targets as determined in the 2024/2025 Budget and 2024/25 Top Layer Service Delivery and Budget Implementation Plan (SDBIP).

Signature: 
Alderman Jacquique Von Brandis
Executive Mayor of George Municipality
25 January 2025

1. Introduction

In terms of Section 72(1)(a) and 52(d) of the Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003 the Accounting Officer must by 25 January of each year assess the performance of the municipality during the first half of the financial year. A report on such an assessment must, in terms of Section 72(1)(b) of the MFMA, be submitted to the Mayor, Provincial and National Treasury.

Once the Mayor has considered the report, it must be submitted to Council by 31 January in terms of Section 54 of the MFMA.

The Mid-year Performance Assessment Report and supporting tables of George Municipality is prepared in accordance with MFMA Circular 13 and the Municipal Budget and Reporting Regulations.

2. Financial Performance

A report assessing the Municipality's financial performance for the period 01 July- 31 December 2024 will be submitted to Council as a separate item.

3. Service Delivery Performance Analysis

3.1 Creating a Culture of Performance

(i) Performance Framework

Performance management is prescribed by Chapter 6 of the Municipal Systems Act (MSA), Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7(1) of the aforementioned regulation states that *"A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the responsibilities of the different role players."* This framework, *inter alia*, reflects the linkage between the Integrated Development Plan (IDP), Budget, Service Delivery and Budget Implementation Plan (SDBIP) and individual and service provider performance.

The George Municipality recently revised its Performance Management Policy. Said policy was approved by Council on 18 April 2024.

(ii) Implementation of Performance Management

The IDP second review 2022-2027 was compiled and approved by Council on 31 May 2024. Performance is evaluated by means of a municipal scorecard (the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP)) at organisational level and through the Departmental SDBIP at departmental level.

The SDBIP is a plan that converts the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the Municipality is implemented. It also allocates responsibilities to Departments to deliver services in terms of the IDP and Budget.

The TL SDBIP was prepared and approved by the Executive Mayor on 03 June 2024.

(iii) Monitoring Performance

The SDBIP is loaded on an electronic web-based system (after approval). The web-based system sent automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against Key Performance Indicator (KPI) Targets for the previous month’s performance. The actual results against monthly targets set, are discussed at Top Management level to determine early warning indicators as well as to discuss corrective measures if needed. The scoring requirements and colour coding is set out below.

Table 1: Performance Assessment Criteria

Category	Colour	Explanation
KPI's Not Met	Red	0% >= Actual/Target < 75%
KPI's Almost Met	Orange	75% >= Actual/Target < 100%
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Grey	100% > Actual/Target < 150%
KPI's Extremely Well Met	Dark Blue	Actual/Target >= 150%

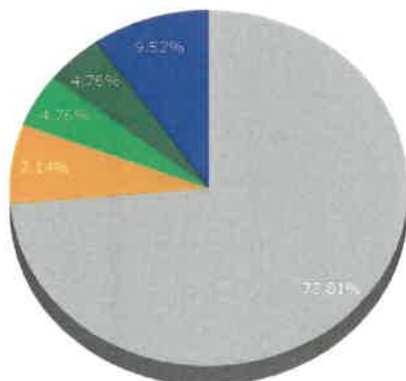
The first Quarterly Performance Assessment Report (01 July- 30 September 2024) was submitted to the Internal Audit Unit for auditing the and thereafter to Council.

3.2 Overall Service Delivery Performance

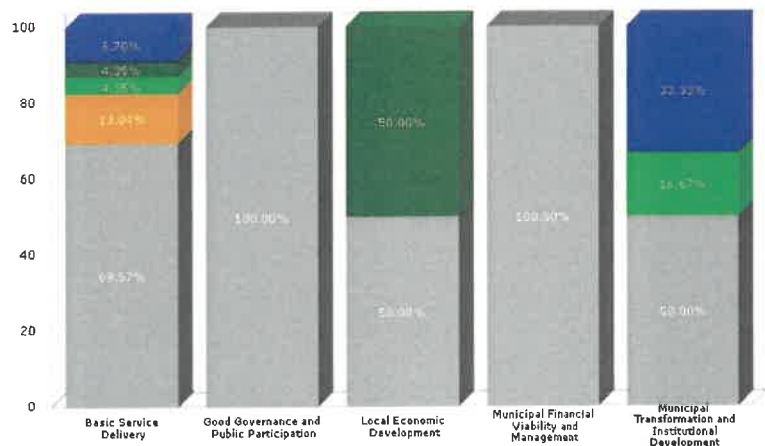
(i) Summary Performance against the National KPA'S

The graph below illustrates the performance of the George Municipality against the National Key Performance Areas (NKPAs) for the period 01 July- 31 December 2024.

George Municipality



National KPA



George Municipality	National KPA					
	Basic Service Delivery	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development	
Not Yet Applicable	31 (73.81%)	16 (69.57%)	4 (100.00%)	1 (50.00%)	7 (100.00%)	3 (50.00%)
Not Met	-	-	-	-	-	-
Almost Met	3 (7.14%)	3 (13.04%)	-	-	-	-
Met	2 (4.76%)	1(4.35%)	-	-	-	1(16.67%)
Well Met	2 (4.76%)	1 (4.35%)	-	1 (50.00%)	-	-
Extremely Well Met	4 (9.52%)	2 (8.70%)	-	-	-	2 (33.33%)
Total:	42 (100%)	23 (54.76%)	4 (9.52%)	2 (4.76%)	7 (16.67%)	6 (14.29%)

Table 2: Summary performance against the NKPIs

(ii) Performance against the National Key Performance Indicators (NKPIs)

The following tables indicate the Municipality's performance in terms of the National Key Performance Indicators (NKPI's) required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the Municipal Systems Act (MSA), Act 32 of 2000. These key performance indicators are linked to the National Strategic Objectives.

(iii) Municipal Transformation and Institutional Development

Table 3: Municipal Transformation and Institutional Development

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2024	December 2024
Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	2 reports	1	4
Spend 95% of operational budget on training by 30 June 2025 ((Actual total training expenditure divided by total operational budget) x100	95%	N/A	N/A

a) Basic Service Delivery

Table 4: Basic Service Delivery

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2024	December 2024
Number of residential water meters which are connected to the municipal water infrastructure network by 30 June 2025	37 600	N/A	N/A
Number of residential electricity meters connected to the municipal electrical infrastructure network by 30 June 2025	44 500	N/A	N/A
Number of residential account holders which are billed for sewerage by 30 June 2025	39 100	N/A	N/A
Number of residential account holders which are billed for refuse removal by 30 June 2025	40 500	N/A	N/A
Number of indigent account holders receiving free basic water	10 500	10 500	8 245
Number of indigent account holders receiving free basic electricity	14 000	14 000	14 665
Provide free basic sanitation to indigent account holders	10 500	10 500	8 949
Provide free basic refuse removal to indigent account holders	10 500	10 500	9 001

b) Local Economic Development

Table 5: Local Economic Development

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2024	December 2024
Create 1400 job opportunities in terms of the EPWP by 30 June 2025	1400	700	720

c) Municipal Financial Viability and Management

Table 6: Municipal Financial Viability and Management

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2024	December 2024
Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2025 $\{(Short\ Term\ Borrowing + Bank\ Overdraft + Short\ Term\ Lease + Long\ Term\ Borrowing + Long\ Term\ Lease) / (Total\ Operating\ Revenue - Operating\ Conditional\ Grant) \times 100\}$	≤45%	N/A	N/A
Financial viability measured in terms of the outstanding service debtors as at 30 June 2025 $\{(Total\ outstanding\ service\ debtors / revenue\ received\ for\ services) \times 100\}$	16%	N/A	N/A
Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2025 $\{(Cash\ and\ Cash\ Equivalents - Unspent\ Conditional\ Grants - Overdraft) + Short\ Term\ Investment\} / Monthly\ Fixed\ Operational\ Expenditure\ excluding\ (Depreciation, Amortisation, and Provision\ for\ Bad\ Debts, Impairment\ and\ Loss\ on\ Disposal\ of\ Assets)\}$	2	N/A	N/A

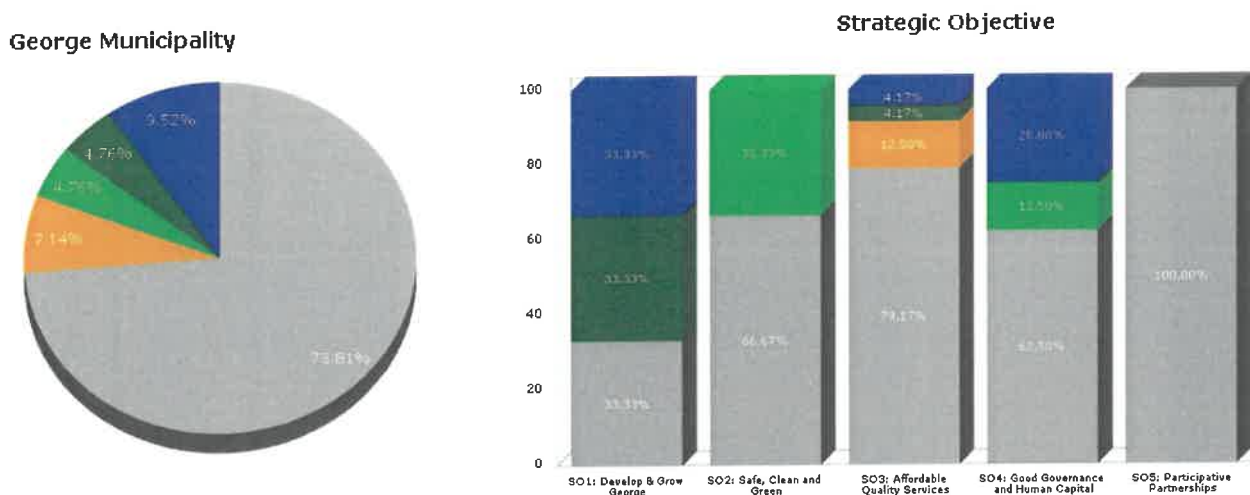
d) Good Governance and Public Participation

Table 7: Good Governance and Public Participation

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2024	December 2024
The percentage of the municipal capital budget actually spent on capital projects by 30 June 2025 $\{(Actual\ amount\ spent\ on\ projects / Total\ amount\ budgeted\ for\ capital\ projects\ less\ savings) \times 100\}$	95%	N/A	N/A

(iv) Summary Performance against the Municipal Strategic Objectives

The graph below illustrates the performance of the George Municipality against the Municipality’s Strategic Objectives (SOs), for the period 01 July- 31 December 2024, as derived from the Municipality Integrated Development Plan (IDP).



George Municipality		Municipal SOs				
		SO 1: Develop and Grow George	SO 2: Safe, Clean and Green	SO 3: Affordable Quality Services Good	SO 4: Governance and Human Capital	SO5: Participative Partnerships
Not Yet Applicable	31 (73.81%)	1 (33.33%)	2 (66.67%)	19 (79.17%)	5 (62.50%)	4 (100.00%)
Not Met	-	-	-	-	-	-
Almost Met	3 (7.14%)	-	-	3 (12.50%)	-	-
Met	2 (4.76%)	-	1 (33.33%)	-	1 (12.50%)	-
Well Met	2 (4.76%)	1(33.33%)	-	1 (4.17%)	-	-
Extremely Well Met	4 (9.52%)	1(33.33%)	-	1 (4.17%)	2 (25.00%)	-
Total:	42 100%	3 7.14%	3 7.14%	24 57.14%	8 19.05%	4 9.52%

Table 8: Summary performance against the MSOs

4. Adjustment Budget

Regulation 23 of the Municipal Budget and Reporting Regulations provides, *inter alia*, for the following:

“An adjustment budget may be tabled in the Municipal Council at any time after the Mid-year Budget and Performance Assessment has been tabled in the Council, but not later than 28 February of each year. Furthermore, except under certain circumstances only one adjustment budget may be tabled in Council during a financial year.”

A revised Top Layer SDBIP will be submitted with the Adjustments Budget to Council, with the necessary motivation where key performance indicators require adjustment/ amendment(s) as a result of the Adjustments Budget.

5. OUTSTANDING MATTERS ON THE PAST YEAR'S ANNUAL REPORT (2023/2024)

As prescribed in section 72(1)(a)(iii) of the MFMA the Accounting Officer must assess the performance of the municipality in the first 6 months considering the past year's Annual Report, and progress on resolving the problems identified in the Annual Report. Please refer to **Annexure B** for detail regarding progress made with the implementation of corrective measures to address the KPIs which have not been met in the TL SDBIP 2023/2024.

6. SUMMARY AND CHALLENGES

Annexure A is the unaudited Top Layer SDBIP for the first half of the financial year 2024/2025 ending 31 December 2024, which measures the George Municipality's overall performance per SO. The report, furthermore, includes the performance comments and corrective measures indicated for targets not achieved.



MR GODFREY LOUW
ACTING MUNICIPAL MANAGER

DATE: 25/01/2025

ANNEXURES

Annexure A — Top Layer SDBIP 2024/2025 per Municipal SO and assessment of targets achieved (Mid-year Assessment)

Annexure B — Progress made with the implementation of corrective measures of KPIs not met in the Top Layer SDBIP for 2023/2024

ANNEXURE A — TOP LAYER SDBIP 2024/2025 PER MUNICIPAL SO AND ASSESSMENT OF TARGETS ACHIEVED (MID-YEAR ASSESSMENT)

7.1 Develop and Grow George

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	Develop and Grow George (SO 1)								
								01 July – 30 September 2024		01 October – 31 December 2024		Overall Performance 01 July – 31 December 2024				
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual
TL10	To promote George as a sports tourism and business destination	Complete phase 1 of the Rosemoore Tartan Track project by 30 June 2025	Percentage of Phase 1 of the project completed by 30 June 2025	Whole Municipal Area: All	Signed approved progress report and signed minutes	95%	95%	20%	20.04%	G2	40%	85%	B	40%	85%	B
TL14	To maximise job creation opportunities through government expenditure	Job creation through the Municipality's EPWP Projects (NKPI Proxy – MFMA, Reg.S10(d))	Number of EPWP job opportunities created by 30 June 2025	Whole Municipal Area: All	Signed appointment contracts and statistical reports to province	1400	1400	200	423	B	700	720	G2	700	720	G2
TL35	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Complete the final Integrated Economic Development Strategy by 30 June 2025	Final Integrated Economic Development Strategy completed by 30 June 2025	Whole Municipal Area: All	Proof of item to committee of Council with final IEDS attached, uploaded to collaborator	1	1	0	0	N/A	0	0	N/A	0	0	N/A

Summary of Results: Develop and Grow George (SO 1)

Not Yet Applicable	KPIs with no targets or actuals in the selected period.	1
Unacceptable Performance	0% >= Actual/Target < 75%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%	1
Outstanding Performance	Actual/Target >= 150%	1
Total KPIs		3

7.2 Safe, Clean and Green

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	Safe, Clean and Green (SO 2)								
								01 July – 30 September 2024			01 October – 31 December 2024			Overall Performance 01 July – 31 December 2024		
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual
TL11	To revitalise the current community facilities to increase the access to services for the public	Obtain Blue Flag and Green Flag status for at least 4 beaches by 30 November 2024	Number of Blue and Green Flag status beaches obtained by 30 November 2024	Whole Municipal Area: All	Blue Flag Award Certificates and Green Coast Award Certificate	4	4	N/A	4	4	G	4	4	4	G	
TL12	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 the Disaster Management Plan and submit to Council by 31 March 2025	Disaster Management Plan reviewed and submitted to Council by 31 March 2025	Whole Municipal Area: All	Proof of submission on collab/ Minutes of meeting	1	1	N/A	0	0	N/A	0	0	0	N/A	
TL13	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Develop a landfill rehabilitation plan by 30 June 2025	Landfill rehabilitation plan developed by 30 June 2025	Whole Municipal Area: All	Section 24G application with necessary studies	1	1	N/A	0	0	N/A	0	0	0	N/A	

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

Not Yet Applicable	KPIs with no targets or actuals in the selected period.	2
Unacceptable Performance	0% >= Actual/Target < 75%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	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2024		01 October - 31 December 2024		Overall Performance 01 July - 31 December 2024		
								Target	Actual	R	Target	Actual	R	Original Target
TL1	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	Report on compliance results	95%	95%	0%	0%	0%	0%	0%	0%	N/A
TL2	To provide world class water services in George to promote development and fulfil basic needs	Limit water network losses to less than 24% measured annually(limit unaccounted for water to less than 24% by 30 June 2025){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	Water Balance Report submitted to the DWS	<24%	<24%	0	0	0	0	0	0	N/A
TL3	To implement an Integrated Public Transport Network that will serve the communities of George	Complete the construction of the Public Transfer Station (York Hostel) by 30 June 2025(Public Transport Infrastructure)	Project completed by 30 June 2025	Whole Municipal Area: All	Practical Completion Certificate	1	1	0	0	0	0	0	0	N/A
TL4	To implement an Integrated Public Transport Network that will serve the communities of George	Complete Phase 3 of the upgrade of Rooidraai Road by 30 June 2025(Roads Streets and stormwater)	Project completed by 30 June 2025	Whole Municipal Area: All	Practical Completion Certificate	1	1	0	0	0	0	0	0	N/A

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2024			01 October - 31 December 2024			Overall Performance 01 July - 31 December 2024			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
TL5	To provide world class water services in George to promote development and fulfil basic needs	Complete the mechanical and electrical upgrade of the 20ML water extension by 30 June 2025 (Water Purification)	Project completed by 30 June 2025	Whole Municipal Area: All	Taking over Certificate	1	1	0	0	N/A	0	0	0	0	0	0	N/A
TL6	To provide world class water services in George to promote development and fulfil basic needs	Complete the upgrade of the Parkdene water reticulation network by 30 June 2025 (Water Network)	Project completed by 30 June 2025	Whole Municipal Area: All	Practical Completion Certificate	1	1	0	0	N/A	0	0	0	0	0	0	N/A
TL7	To provide and maintain safe and sustainable sanitation management and infrastructure	Complete the upgrade of the Kleinkrantz/Wilderness bulk sewerage gravity main by 30 June 2025 (Sewerage)	Project completed by 30 June 2025	Whole Municipal Area: All	Practical Completion Certificate	1	1	0	0	N/A	0	0	0	0	0	0	N/A
TL8	To provide and maintain safe and sustainable sanitation management and infrastructure	Submit the Gwaing wastewater treatment works masterplan by 28 February 2025 (Sewage treatment works)	Gwaing wastewater treatment works masterplan submitted by 28 February 2025	Whole Municipal Area: All	Submission of the Masterplan to the Civil Engineering Section 80 Committee meeting	1	1	0	0	N/A	0	0	0	0	0	0	N/A
TL18	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 2025((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	Reports from the SAMRAS Financial system	<10%	<10%	<10%	14.31%	R	<10%	9.90%	<10%	9.90%	<10%	9.90%	B

Affordable Quality Services (SO 3)

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	01 July - 30 September 2024			01 October - 31 December 2024			Overall Performance 01 July - 31 December 2024				
							Revised Annual Target	Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
TL19	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Complete Phase 1 of the Schaapkop 2nd 132/66KV transformer by 30 June 2025	Project completed by 30 June 2025	Whole Municipal Area: All	Practical completion certificate	1	1	0	0	N/A	0	0	0	0	0	N/A	
TL20	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Complete Phase 1 of the 12MW PV Solar Plant by 30 June 2025	Project completed by 30 June 2025	Whole Municipal Area: All	Practical completion certificate	1	1	0	0	N/A	0	0	0	0	0	N/A	
TL21	To provide world-class water services in George to promote development and fulfill 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	Reports from the SAMRAS Financial system	37 600	37 600	0	0	N/A	0	0	0	0	0	N/A	
TL22	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	Reports from the SAMRAS Financial system	44 500	44 500	0	0	N/A	0	0	0	0	0	N/A	

Affordable Quality Services (SO 3)

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2024			01 October - 31 December 2024			Overall Performance 01 July - 31 December 2024			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
TL23	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	Reports from the SAMRAS Financial system	39 100	39 100	0	0	N/A	0	0	0	0	0	0	N/A
TL24	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	Reports from the SAMRAS Financial system	40 500	40 500	0	0	N/A	0	0	0	0	0	0	N/A
TL25	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	Reports from the SAMRAS Financial system	10 500	10 500	10 500	10 293	0	10 500	8 245	10 500	10 500	8 245	0	0
<p>Performance Comment Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.</p> <p>Corrective Action Indigents must reapply annually to retain their indigent status; the municipality follows a phased in approach over the financial years to implement the revised definitions of the indigent policy since approval. During the 2023/24 financial year indigent roadshows were done to assist consumers and to solicit applications, and this continued in the 2024/25 financial year. As an additional measure, an indigent validation project has also commenced that will involve indigent household visits and validation</p>																	
TL26	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	Reports from the SAMRAS Financial system	14 000	14 000	14 000	16 955	G2	14 000	14 665	14 000	14 000	14 665	G2	G2
TL27	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	Reports from the SAMRAS Financial system	10 500	10 500	10 500	11 135	G2	10 500	8 949	10 500	10 500	8 949	0	0

Affordable Quality Services (SO 3)													
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2024		01 October - 31 December 2024		Overall Performance 01 July - 31 December 2024	
								Target	Actual	R	Target	Actual	R

	Performance Comment	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.															
	Corrective Action	Indigents must reapply annually to retain their indigent status; the municipality follows a phased in approach over the financial years to implement the revised definitions of the indigent policy since approval. During the 2023/24 financial year indigent roadshows were done to assist consumers and to solicit applications, and this continued in the 2024/25 financial year. As an additional measure, an indigent validation project has also commenced that will involve indigent household visits and validation															
TL28	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	Reports from the SAMRAS Financial system	10 500	10 500	10 500	10 500	9 001	9 001	10 500	10 500	9 001	0		
	Performance Comment	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.															
	Corrective Action	Indigents must reapply annually to retain their indigent status; the municipality follows a phased in approach over the financial years to implement the revised definitions of the indigent policy since approval. During the 2023/24 financial year indigent roadshows were done to assist consumers and to solicit applications, and this continued in the 2024/25 financial year. As an additional measure, an indigent validation project has also commenced that will involve indigent household visits and validation															
TL29	To develop mechanisms to ensure viable financial management and control	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2025{(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 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	≤45%	≤45%	0	0	0	0	0	0	0	0	N/A	
TL30	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 2025 [(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	16%	16%	0	0%	0	0	0	0	0	0	0	N/A

Affordable Quality Services (SO 3)

Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2024		01 October - 31 December 2024		Overall Performance 01 July - 31 December 2024			
								Target	Actual	R	Target	Actual	R	Original Target	Target
TL31	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 2025 ((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 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	2	2	0	0	N/A	0	0	0	0	N/A
TL32	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 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	95%	95%	0	0%	N/A	0	0	0	0	N/A
TL39	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 2025 ((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 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	95%	95%	0	0%	N/A	0	0	0	0	N/A

Summary of Results: Affordable Quality Services (SO 3)

Not Yet Applicable	KPIs with no targets or actuals in the selected period.	19
Unacceptable Performance	0% >= Actual/Target < 75%0% >= Actual/Target < 75%	0
Not Fully Effective	75% >= Actual/Target < 100%	3
Fully Effective	Actual/Target = 100%	0
Above Expectation	100% > Actual/Target < 150%	1
Outstanding Performance	Actual/Target >= 150%	1
Total KPIs		24

7.4 Good Governance and Human Capital

Good Governance and Human Capital (SO 4)														
Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	01 July-30 September 2024		01 October –31 December 2024		Overall Performance 01 July – 31 December 2024			
							Target	Actual	R	Target	Actual	Target	Actual	R
TL9	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 Projects line 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	CAPEX from Finance Department APPROVAL	95%	0	38%	B	40%	48%	40%	48%	B
TL15	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number of reports on the EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager by 30 November 2024 and 30 June 2025	Whole Municipal Area: All	Submission of EE Stats to Section 80 Committee and MIM	2	0	1	G	1	3	1	4	B

Good Governance and Human Capital (SO 4)

Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July-30 September 2024		01 October – 31 December 2024		Overall Performance 01 July – 31 December 2024			
								Target	Actual	R	Target	Actual	Original Target	Target	Actual
TL16	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 2025 {(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 2025	Whole Municipal Area: All	Section 71 Report Annual Financial Statements at year-end	95%	95%	0	0	N/A	0	0	0	0	N/A
TL17	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Implement 4 Bylaws through the Municipal Court by 31 December 2024	Number of Bylaws implemented through the municipal court by 31 December 2024	Whole Municipal Area: All		4	4	0	0	N/A	4	4	4	4	G
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 2025	Number of Draft IDPs submitted to Council by 31 March 2025	Whole Municipal Area: All	Proof of submission of Draft IDP on Council Agenda	0	0	0	0	N/A	0	0	0	0	N/A

Good Governance and Human Capital (SO 4)

Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July-30 September 2024		01 October – 31 December 2024		Overall Performance 01 July – 31 December 2024			
								Target	Actual	R	Target	Actual	R	Original Target	Target
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 2025	Number of Final Annual Reports and Oversight Report submitted by 31 March 2025	Whole Municipal Area: All	Proof of submission of approved Annual Report and Oversight Report onto Council Agenda	1	1	0	0	N/A	0	0	0	0	N/A
TL41	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 2025	Number of RBAP (Risk Based Audit Plan) reviewed and submitted to Audit Committee by 30 June 2025	Whole Municipal Area: All	Approved RBAP supported by the Audit Committee Minutes	1	1	0	0	N/A	0	0	0	0	N/A
TL42	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Develop a Municipal Audit Action Plan (MAAP) by 31 January 2025	Municipal Audit Action Plan (MAAP) developed by 31 January 2025	Whole Municipal Area: All	Developed MAAP supported by the Audit Committee Minutes	1	1	0	0	N/A	0	0	0	0	N/A

Summary of Results: Good Governance and Human Capital (SO 4)

Not Yet Applicable	KPIs with no targets or actuals in the selected period.	5
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%	2
Total KPIs		8

7.5 Participative Partnerships

Participative Partnerships (SO 5)																
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July – 30 September 2024			01 October – 31 December 2024			Overall Performance 01 July – 31 December 2024		
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual
TL33	To improve communication with citizens on plans, achievements, successes and actions	Review the Information and Communication Technology (ICT) Strategic Plan by 31 March 2025	ICT Strategic Plan reviewed by 31 March	Whole Municipal Area: All	Submission to the Section 80 Committee meeting	1	1	0	0	N/A	0	0	0	0	0	N/A
TL34	To improve communication with citizens on plans, achievements, successes and actions	Review identified standard operating procedures (SOPs) of Information and Communication Technology (ICT) by 30 June 2025	Percentage of the identified ICT SOPs reviewed by 30 June	Whole Municipal Area: All	Collab Report	1	1	0	0	N/A	0	0	0	0	0	N/A
TL36	To undertake strategic planning in order to address service delivery challenges in a coordinated manner	Submit the revised MSDF to Council by 31 May 2025	Number of revised MSDF to Council by 31 May 2025	Whole Municipal Area: All	Council agenda confirming submission of MSDF revision by 31 May 2025	1	1	0	0	N/A	0	0	0	0	0	N/A
TL40	To improve communication with citizens on plans, achievements, successes and actions	Implement George Naturally Tourism Branding and Marketing Strategy	Number of George Naturally Branding and Marketing Strategies implemented by 31 March 2025	Whole Municipal Area: All	Mayco resolution, approved by 31 March 2025, authorizing the launch of the brand and strategy	1	1	0	0	N/A	0	0	0	0	0	N/A

Summary of Results: Participative Partnerships (SO 5)

Not Yet Applicable	KPIs with no targets or actuals in the selected period.	4
Unacceptable Performance	0% >= Actual/Target < 75% 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
Total KPIs		4

8. Conclusion

The TL SDBIP 2024/2025 comprises of 42 KPIs. The table below depicts the performance:

No KPI Target This Quarter	31
Unacceptable Performance	0
Not Fully Effective	3
Fully Effective	2
Above Expectation	2
Outstanding Performance	4
Total KPIs	42

**ANNEXURE B –
PROGRESS MADE WITH THE IMPLEMENTATION OF CORRECTIVE MEASURES OF KPIS NOT MET
IN THE TOP LAYER SDBIP FOR 2023/2024**

ANNEXURE B — PROGRESS MADE WITH THE IMPLEMENTATION OF CORRECTIVE MEASURES OF KPIS NOT MET IN THE TOP LAYER SDBIP FOR 2023/2024

a) Affordable Quality Services

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	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	64.05%	95%	95%	95%	55.72%	<p>National Treasury allocated substantial additional grant funding to George Municipality over the past two financial years. In the 2022/23 year, George Municipality received R431.6 million in March 2023, which was quite late in the fiscal year to utilize these funds by 30 June 2023. As a result, the original capital expenditure budget was augmented from R548.6 million to R893.3 million for the 2023 financial year due to this extra funding. The R431.6 million received in March 2023 comprised:</p> <ul style="list-style-type: none"> Public Transport Network Grant (PTNG) of R45.69 million, 	<p>The KPI measuring capital expenditure will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received during the financial year.</p>	<p>Change to be KPI to be made during the mid-year adjustment budget process in February 2025.</p>

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024	
							Target	Actual			
									<ul style="list-style-type: none"> Regional Bulk Infrastructure Grant (RBIG) of R134.2 million, Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and Emergency Municipal Loadshedding Relief Grant of R14.2 million. <p>The RBIG allocation followed a request to National Treasury for a R134.2 million modification to annual cashflows over three years for BFI projects. This adjustment did not affect the overall RBIG grant total. However, as no response was received from National Treasury, the Civil Engineering Services (CES) directorate had to decelerate some project aspects in 2022 to remain within the available funding. The R134.2 million for adjusted cashflows was</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>gazetted and transferred in March 2023, necessitating an Adjustment Budget process to incorporate it into the capital budget, enabling acceleration of the affected BFI projects.</p> <p>The MDRG relates to the significant storm damage experienced by George on 21 November and 6 December 2021. Covering 34 different projects, the grant application took considerable time to finalise before the National Disaster Management Centre transferred the funds to the municipality on 31 March 2023. Following an April 2023 Adjustment Budget, CES proceeded with consultant appointments concluded in May 2023. It was impractical to complete these 34 projects by 30 June 2023. Unspent 2022/23 funds were rolled over to the 2023/24 financial year; however, lengthy</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>statutory approvals delayed certain projects, affecting their completion by 30 June 2024. The included project programs, linked to the disaster grant application and Business Plan approved by the National Disaster Management Committee, extended implementation timelines to 2025/26. Despite CES's efforts to expedite all projects, the anticipated full completion is now projected for 30 June 2025. Similarly, the Electrotechnical Services Directorate faced challenges meeting expenditure targets for their MDRG portion, leading to project completions scheduled for 2024/25. These difficulties— including obtaining necessary approvals— were frequently communicated to NDMC and discussed in various meetings with NT, COGTA, DEADP, DWS, SALGA, etc.</p>		

Affordable Quality Services										
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual		
								<p>The funds for PTNG and Loadshedding Relief Grants were fully expended within the 2023/24 fiscal year. Of the additional R134.2 million RBIG funding, R19.2 million was utilised, while R115 million was added to the 2023/24 expenditures for the BFI projects. Of the R237.5 million MDRG, R229 million was rolled over for use in the 2023/24 and subsequent financial years after extensive motivation to National Treasury.</p> <p>In the 2023/24 year, George Municipality received R439 million (excluding VAT) on 29 March 2024, again late in the fiscal year. Consequently, the original capital expenditure budget increased from R636.5 million to R1 437.4 million due in part to prior year rollovers and additional funding received.</p> <p>The R439 million</p>		

Affordable Quality Services										
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual		
									<p>allocated in March 2024 was for the Public Transport Network Grant (PTNG). Furthermore, George faced heavy rains in 2023, accumulating over 1200mm. Severe weather in April 2024 caused rainfall between 100mm and 220mm, resulting in delays across various projects. Despite this, by 30 June 2024, 110.63% of the original budget and 48.98% of the adjusted capital expenditure budget had been spent. Notably, the Civil Engineering Services (CES) Directorate achieved an unprecedented capital project expenditure of R704 million in the 2023/24 fiscal year—a staggering 606% increase since 2019/20, when only R99.6 million was spent. This upsurge in funding facilitated numerous large-scale complex projects despite minimal increases in project management resources.</p>	

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024	
							Target	Actual	R			
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	47 555	44 467	48 580	48 580	45 881	○	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.	Actual performance of 45 881 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.	Target for 2024/25 year set at 44 500 meters
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	91.87%	95%	95%	95%	92.89%	○	The Collection rate for the year to date is below target mainly due to the impact of the rising cost of living caused by the underperforming national economy. The impact of load-shedding on the economy have resulted in significantly losses, contributing to increased unemployment and decreased household income levels. A number of mitigating measures are being undertaken to take mitigate this reality	Various credit control actions are being strengthened, including the collection of arrear debts through prepaid meters by recovering up to 50% of electricity sales to settle outstanding account debt. 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	Actions in progress. Year to date collection rate for first 6 months of financial year 2024/25 is 92.27%
											Revisions to Policies to incorporate upgrade to financial management system will be done during draft budget 2025/26 process.	

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									and to improve the collection rate		
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 $\left\{ \frac{\text{Actual expenditure divided by the total approved budget less savings}}{100} \right\}$	Percentage of the approved capital budget spent on the rehabilitation and upgrade of streets and storm water by 30 June 2024	31.77%	95%	95%	26.62%	Target not met due to the R505m received from the Department of Transport in March 2024. Unrealistic expectation to have the entire amount spent within 4 months. National Treasury has allocated substantial additional grant funding to George Municipality over the past two financial years. In the 2022/23-year, George Municipality received R431.6 million in March 2023, which was quite late in the fiscal year to utilize these funds by 30 June 2023. As a result, the original capital expenditure budget was augmented from R548.6 million to R893.3 million for the 2023 financial year due to this extra funding. The R431.6	The actual expenditure against the original approved budget would have reflected as 200.89%. The KPI measuring capital expenditure will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received during the financial year.	Change to be KPI to be made during the mid-year adjustment budget process in February 2025	

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>million received in March 2023 comprised: Public Transport Network Grant (PTNG) of R45.69 million, Regional Bulk Infrastructure Grant (RBIG) of R134.2 million, Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and Emergency Municipal Loadshedding Relief Grant of R14.2 million. The RBIG allocation followed a request to National Treasury for a R134.2 million modification to annual cashflows over three years for BFI projects. This adjustment did not affect the overall RBIG grant total. However, as no response was received from National Treasury, the Civil Engineering Services (CES) directorate had to decelerate some project aspects in 2022 to remain within</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>the available funding. The R134.2 million for adjusted cashflows was gazetted and transferred in March 2023, necessitating an Adjustment Budget process to incorporate it into the capital budget, enabling acceleration of the affected BFI projects. The MDRG relates to the significant storm damage experienced by George on 21 November and 6 December 2021. Covering 34 different projects, the grant application took considerable time to finalise before the National Disaster Management Centre transferred the funds to the municipality on 31 March 2023. Following an April 2023 Adjustment Budget, CES proceeded with consultant appointments concluded in May 2023. It was</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>impractical to complete these 34 projects by 30 June 2023. Unspent 2022/23 funds were rolled over to the 2023/24 financial year; however, lengthy statutory approvals delayed certain projects, affecting their completion by 30 June 2024. The included project programs, linked to the disaster grant application and Business Plan approved by the National Disaster Management Committee, extended implementation timelines to 2025/26. Despite CES's efforts to expedite all projects, the anticipated full completion is now projected for 30 June 2025. Similarly, the Electrotechnical Services Directorate faced challenges meeting expenditure targets for their</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>MDRGG portion, leading to project completions scheduled for 2024/25. These difficulties including obtaining necessary approvals were frequently communicated to NDMC and discussed in various meetings with NT, COGTA, DEADP, DWS, SALGA, etc. The funds for PTNG and Loadshedding Relief Grants were fully expended within the 2023/24 fiscal year. Of the additional R134.2 million RBIG funding, R19.2 million was utilised, while R115 million was added to the 2023/24 expenditures for the BFI projects. Of the R237.5 million MDRGG, R229 million was rolled over for use in the 2023/24 and subsequent financial years after extensive motivation to National Treasury. In the 2023/24-year,</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>George Municipality received R439 million (excluding VAT) on 29 March 2024, again late in the fiscal year. Consequently, the original capital expenditure budget increased from R636.5 million to R1 437.4 million due in part to prior year rollovers and additional funding received. The R439 million allocated in March 2024 was for the Public Transport Network Grant (PTNG). Furthermore, George faced heavy rains in 2023, accumulating over 1200mm. Severe weather in April 2024 caused rainfall between 100mm and 220mm, resulting in delays across various projects. Despite this, by 30 June 2024, 110.63% of the original budget and 48.98% of the adjusted capital expenditure budget had been spent.</p>		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									Notably, CES achieved an unprecedented capital project expenditure of R704 million in the 2023/24 fiscal year a staggering 606% increase since 2019/20, when only R99.6 million was spent. This upsurge in funding facilitated numerous large-scale complex projects despite minimal increases in project management resources		
									Target not met due to an additional R505 million Rand received from the Department of Transport very late in the financial year at March 2024. National Treasury has allocated substantial additional grant funding to George Municipality over the past two financial years. In the 2022/23-year, George Municipality received R431.6 million in March 2023, which was quite late in the fiscal year to utilize these funds by 30 June		Change to be KPI to be made during the mid-year adjustment budget process in February 2025
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	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2024	62.34%	95%	95%	95%	95%	Target not met due to an additional R505 million Rand received from the Department of Transport very late in the financial year at March 2024. National Treasury has allocated substantial additional grant funding to George Municipality over the past two financial years. In the 2022/23-year, George Municipality received R431.6 million in March 2023, which was quite late in the fiscal year to utilize these funds by 30 June		

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									<p>2023. As a result, the original capital expenditure budget was augmented from R548.6 million to R893.3 million for the 2023 financial year due to this extra funding. The R431.6 million received in March 2023 comprised: Public Transport Network Grant (PTNG) of R45.69 million, Regional Bulk Infrastructure Grant (RBIG) of R134.2 million, Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and Emergency Municipal Loadshedding Relief Grant of R14.2 million. The RBIG allocation followed a request to National Treasury for a R134.2 million modification to annual cashflows over three years for BFI projects. This adjustment did not affect the overall RBIG grant total. However, as no response was received from National Treasury, the Civil Engineering Services (CES) directorate had to</p>		

Affordable Quality Services											
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							Target	Actual			
									<p>decelerate some project aspects in 2022 to remain within the available funding. The R134.2 million for adjusted cashflows was gazetted and transferred in March 2023, necessitating an Adjustment Budget process to incorporate it into the capital budget, enabling acceleration of the affected BFI projects. The MDRG relates to the significant storm damage experienced by George on 21 November and 6 December 2021. Covering 34 different projects, the grant application took considerable time to finalise before the National Disaster Management Centre transferred the funds to the municipality on 31 March 2023. Following an April 2023 Adjustment Budget, CES proceeded with consultant appointments concluded in May 2023. It was impractical to</p>		

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							Target	Actual			
									complete these 34 projects by 30 June 2023. Unspent 2022/23 funds were rolled over to the 2023/24 financial year; however, lengthy statutory approvals delayed certain projects, affecting their completion by 30 June 2024. The included project programs, linked to the disaster grant application and Business Plan approved by the National Disaster Management Committee, extended implementation timelines to 2025/26. Despite CES's efforts to expedite all projects, the anticipated full completion is now projected for 30 June 2025. Similarly, the Electrotechnical Services Directorate faced challenges meeting expenditure targets for their MDRG portion, leading to project completions scheduled for 2024/25. These difficulties including obtaining necessary approvals		

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							Target	Actual			
									<p>"were frequently communicated to NDMC and discussed in various meetings with NT, COGTA, DEADP, DWS, SALGA, etc. The funds for PTNG and Loadshedding Relief Grants were fully expended within the 2023/24 fiscal year. Of the additional R134.2 million RBIG funding, R19.2 million was utilised, while R115 million was added to the 2023/24 expenditures for the BFI projects. Of the R237.5 million MDRG, R229 million was rolled over for use in the 2023/24 and subsequent financial years after extensive motivation to National Treasury. In the 2023/24-year, George Municipality received R439 million (excluding VAT) on 29 March 2024, again late in the fiscal year. Consequently, the original capital expenditure budget increased from R636.5 million to R1 437.4</p>		

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							Target	Actual			
									<p>million due in part to prior year rollovers and additional funding received. The R439 million allocated in March 2024 was for the Public Transport Network Grant (PTNG). Furthermore, George faced heavy rains in 2023, accumulating over 1200mm. Severe weather in April 2024 caused rainfall between 100mm and 220mm, resulting in delays across various projects. Despite this, by 30 June 2024, 110.63% of the original budget and 48.98% of the adjusted capital expenditure budget had been spent. Notably, CES achieved an unprecedented capital project expenditure of R704 million in the 2023/24 fiscal year a staggering 606% increase since 2019/20, when only R99.6 million was spent. This upsurge in funding facilitated numerous large-scale complex projects despite minimal increases in</p>		

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							Target	Actual	R		
									project management resources.		
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	73.32%	95%	95%	95%	91.41%	Target not met and due to significant rainfall in April that subsequently caused construction delays. Termination of the contract for the industrial pipeline impacted directly on expenditure on this project.	Construction rain delays were on multi-year projects which has an impact on the program. These projects conclude in the 2024/25 financial year. CES in the process of appointing a second Contractor for the completion of the industrial pipeline. The KPI measuring capital expenditure will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received during the financial year. The actual expenditure against the original approved budget would have reflected as 107.3%.	Change to be KPI to be made during the mid-year adjustment budget process in February 2025
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 - Networks by 30 June 2024 ((Actual expenditure divided by the total approved budget	Percentage of the approved capital budget spent on the rehabilitation and upgrade of Water - Purification by 30 June 2024	62.07%	95%	95%	95%	76.73%	Target just not met, due to legislative and other delays. Legal Services introduced new requirements for the vetting of contract documentation that required adaptation by the legal service	The actual expenditure against the original approved budget would have reflected as 97.44%. The KPI will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant	Change to be KPI to be made during the mid-year adjustment budget process in February 2025

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024	
							Target	Actual			
		less savings} x 100}							<p>provider, and numerous iterations to resolve on a final procedure and documentation list. Issuing of tree permits by the DFFE has been an ongoing challenge with the DFFE not adhering to their approval timelines. This had a significant impact on the Eden Sewer P/S upgrade with the Contractor incurring standing time. Delays in Environmental approval and the issue of a Water Use Licences delayed construction implementation. The Dir: CES has been through 6 recruitment processes for the appointment of an additional Project Manager for the BFI/RBIG projects. The management of consultants and projects for these large and complex projects is a significant challenge,</p>	additional funding received during the financial year	

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	Actual			
									and with the general poor performance of consultants this has also had an impact on ensuring that internal processes can be executed within the condensed timeframe that the BFI grant expenditure timeframe allows. Spend R298M, original budget was R326M. This amount is more than any other department in George Municipality/ The CES total expenditure in 2021/22 was R368M BFI Achieved 94% expenditure - which is excellent.		
TL26	To provide and maintain safe and sustainable sanitation manage nt 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	76.92%	95%	95%	95%	62.63%	Target not met due to the following reasons: Position has been vacant for 4 months; Issuing of tree permits delaying process; Delayed in Environmental and Water Use License Approvals; Poor performance of consultants and Approval of contractual	The reasons of delays are due to legislation, these external uncontrollable factors. The actual expenditure against the original approved budget would have reflected as 70,61%. The KPI will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received	Change to be KPI to be made during the mid-year adjustment budget process in February 2025

Affordable Quality Services										
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target Actual			
TL27	To provide and maintain safe and sustainable sanitation manage infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024 $\{(\text{Actual expenditure divided by the total approved budget less savings}) \times 100\}$	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024	70.86%	95%	95%	95% 73.43%	Target not met due to environmental, and water use license approval requirements and delays. These are legislative requirements beyond the control of CES.	The actual expenditure against the original approved budget is 132.70%. The KPI will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received during the financial year.	Change to be KPI to be made during the mid-year adjustment budget process in February 2025.
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	New KPI	1	1	1 0	The department has encountered capacity and human resource constraints. In the initial submission of the masterplan, the scope was established for George in particular. However, the project had to be phased in two sections due to resource constraints and the complexity of the details. The first phase has been finalised, and the second phase will be implemented in the upcoming fiscal year.	An amended MV master Plan is in progress and to be finalised in the new financial year.	The problems were addressed and mainly caused by bad judgement on the duration to complete the vast scope of works with the resources available. The draft report was received and will be submitted to council for approval within the next month or 2 complying with the proposed corrective action.

Affordable Quality Services											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024	
							Target	Actual			
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	91.77%	95%	95%	95%	88.87%	<p>There were project delays due to external legislative processes such as Health & Safety and Environmental processes that are outside the control of the Municipality. The department also has key positions vacant within the Directorate that contributed to create a challenge for the directorate to reach 95% actual expenditure</p> <p>The frequency of follow ups with external governmental agencies and delays will be escalated to political leadership for assistance where needed.</p> <p>Action was taken to mitigate the issue of the shacks under the lines with Council approval which is currently being implemented. This will unlock the works.</p> <p>The other issue was various own generation PV plants that was planned by the Municipality. The focus of the Municipality shifted to Independent Power Producers and these projects will be removed from the budgets.</p> <p>A Director was also appointed, which will restore focus.</p>	<p>The challenges with the capital spending continues due to the following:</p> <p>The shacks under the 66kV overhead line prevents the energizing of the Thembalethu Substation. The domino effect is delaying 4 other major 66kV substation upgrades and various electrification projects.</p>	Progress as at 31 December 2024

b) Develop and Grow George

Develop and Grow George											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	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	625	1400	400	400	354.52	Target was not met due to delays with appointments as a result of delays with Programmes starting late.	Appointments to be monitored on a monthly basis and starting EPWP programmes earlier.	720 Work Opportunities (WO) have already been created for the year to date. This while a vacancy still exists for a Manager of the EPWP section. The new organogram should result in a better opportunity to fill this vacancy and then it is expected the function will enhance its success rate substantially.

c) Good Governance and Human Capital

Good Governance and Human Capital							
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	
				Overall Performance for 01 July 2023 to 30 June 2024	Performance comments / Reason(s) for deviation from target (under and over performance)		
				Target	Actual	Improvement Plan(s) to correct deviation from target (under performance)	
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 Projects in line 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	New KPI	95%	95%	<p>Target just not met, due to legislative and other delays. Legal Services introduced new requirements for the vetting of contract documentation that required adaptation by the legal service provider, and numerous iterations to resolve on a final procedure and documentation list. Issuing of tree permits by the DFFE has been an ongoing challenge with the DFFE not adhering to their approval timelines. This had a significant impact on the Eden Sewer P/S upgrade with the Contractor incurring Delays in Environmental approval and the issue of a Water Use Licenses delayed construction implementation. The Dir: CES has been through 6 recruitment processes for the</p> <p>An SOP was created with a workflow and tracker system for the approval of legal documents. This has positively impacted on the process of legal contractual process and significantly reduced the initial delays experienced. The Directorate meets regularly with DEADP to monitor approvals and resolve all matters that may impact on the delay in issuing of Environmental Approvals. The late issue of Tree Permits by the DFFE was escalated to the provincial Minister of Environmental Affairs and coordination meetings are continuing and action lists are being closely monitored.</p> <p>The amendment of the KPI to be done in the adjustment budget however the DFFE delays process. The new KPI for significant additional funding received during the financial year will be held with consultants introduced in the next financial year.</p> <p>Monthly Performance Evaluations are also shared with</p>
				Target	Actual	Progress as at 31 December 2024	

Good Governance and Human Capital											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024	Performance comments/ Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024	
							Target	Actual			
									<p>appointment of an additional Project Manager for the BFI/RBIG projects. The management of consultants and projects for these large and complex projects is a significant challenge, and with the general poor performance of consultants this has also had an impact on ensuring that internal processes can be executed within the condensed timeframe that the BFI grant expenditure timeframe allows.</p> <p>Spend R298M, original budget was R326M. This amount is more than any other department in George Municipality/ The CES total expenditure in 2021/22 was R368M BFI Achieved 94% expenditure - which is excellent.</p>	where consultants necessary to alert harm to poor reports. Actual expenditure 93.81% on original budget. The KPI measuring capital expenditure will be revised to redefine its scope more realistically. A new target will be established for the original annual budget spend, and a separate KPI will be introduced to account for significant additional funding received during the financial year.	

Good Governance and Human Capital											
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2023 to 30 June 2024		Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2024
							Target	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	0.24%	98%	95%	95%	87.36%	<p>Target not achieved due to amendments that needed to be made to the training budget during the mid-year adjustment budget process to accommodate delays experienced in the supply chain management process when the tender for training service providers was done. Challenges were resolved but delayed the actual expenditure.</p> <p>The expenditure for the year is only at 43.22% as there is strained capacity in that section as well as a vacancy for a Manager for Training. We trust to resolve this matter post organogramme approval. Training slows down towards December and will rack up speed again in the year from January 2025.</p>	<p>Training expenditure for the 2024/25 financial year will be expedited to ensure the full budget is utilised, now that the tender is awarded.</p>	