

# Section 52 (MFMA) Quarterly Performance Assessment Report

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

2022/2023

Quarter 3 (1 January– 31 March 2023)





## TABLE OF CONTENTS

1. Purpose .....	2
2. Legislative Requirements .....	2
3. Performance Assessment Process .....	2
4. Performance Management System.....	4
5. Actual Performance for the Third Quarter (01 January – 31 March 2023) .....	4
6. George Performance per Municipal SO (01 January – 31 March 2023) .....	5
7. Actual Strategic Performance and Corrective Measures That Will Be Implemented.....	6
7.1 DEVELOP AND GROW GEORGE .....	6
7.2 SAFE, CLEAN AND GREEN .....	8
7.3 AFFORDABLE QUALITY SERVICES.....	10
7.4 PARTICIPATIVE PARTNERSHIPS.....	22
7.5 GOOD GOVERNANCE AND HUMAN CAPITAL .....	24
8. Conclusion.....	27

## LIST OF TABLES

Table 1: Explanation of Colour Codes	3
Table 2: Overall Performance per SO (01 January- 31 March 2023)	5
Table 3: Summary of Results: Develop and Grow George (SO1)	7
Table 4: Summary of Results: Safe, Clean and Green (SO2)	9
Table 5: Summary of Results: Affordable Quality Services (SO3)	21
Table 6: Summary of Results: Safe, Clean and Green (SO4)	23
Table 7: Summary of Results: Good Governance (SO5)	26
Table 8: Performance for the Third Quarter	27

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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 3<sup>rd</sup> Quarter of the 2022/2023 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 Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the third quarter (1 January – 31 March 2023) of the 2022/2023 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 TL SDBIP 2022/2023 was approved by the Executive Mayor on 13 June 2022 and the Revised TL SDBIP on 15 February 2023.
- 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% 0% >= Actual/Target < 75%
	2	Not fully Effective	75% >= Actual/Target < 100%
	3	Fully Effective	Actual/Target = 100%
	4	Above Expectation	100% > Actual/Target < 150%
	5	Outstanding Performance	Actual/Target >= 150%

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

Assessment Report) and annual basis (annual amendments to the TL SDBIP must be approved by Council following the submission of the Mid-Year Budget and Performance Assessment Report and the approval of the adjustments budget).

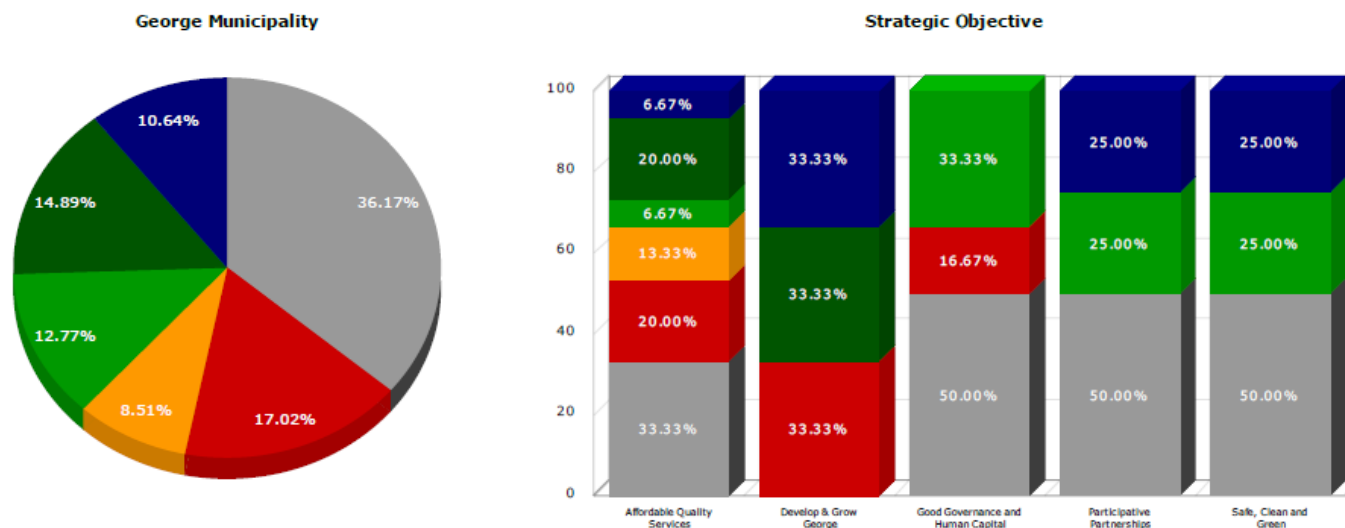
#### **4. Performance Management System**

- 4.1 The Municipality utilises an electronic web-based system that is monthly updated with actual performance.
- 4.2 The system closes every month between the 10<sup>th</sup> to the 15<sup>th</sup> day for updates of the previous month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis. No access is available to a month's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes place. Departments must motivate to the City Manager should they require the system to be re-opened once the system is closed.
- 4.3 The system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.
- 4.4 The system requires KPI owners to update performance comments for each actual result captured, which provides a clear indication of how the actual was calculated/reached and serves as part of the Portfolio of Evidence (PoE) for auditing purposes.
- 4.5 In terms of Section 46(1)(a)(iii) of the MSA, the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The system utilised requires corrective actions to be captured for targets not achieved.

#### **5. Actual Performance for the Third Quarter (01 January – 31 March 2023)**

- 5.1 The TL SDBIP contains performance indicators per KPA and comments with corrective measures with regard to targets not achieved.
- 5.2 A detailed analysis of actual performance for the third quarter of the financial year 2022/2023 is provided for in section 7 of this report.

## 6. George Performance per Municipal SO (01 January – 31 March 2023)



**Table 2: Overall Performance per SO (01 January- 31 March 2023)**

		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	17 (36.17%)	-	2 (50.00%)	10 (33.33%)	2 (50.00%)	3 (50.00%)
Unacceptable Performance	8 (17.02%)	1 (33.33%)	-	6 (20.00%)	-	1 (16.67%)
Not Fully Effective	4 (8.51%)	-	-	4 (13.33%)	-	-
Fully Effective	6 (12.77%)	-	1 (25.00%)	2 (6.67%)	1 (25.00%)	2 (33.33%)
Above Expectation	7 (14.89%)	1 (33.33%)	-	6 (20.00%)	-	-
Outstanding Performance	5 (10.64%)	1 (33.33%)	1 (25.00%)	2 (6.67%)	1 (25.00%)	-
<b>Total:</b>	<b>47</b>	<b>3</b>	<b>4</b>	<b>30</b>	<b>4</b>	<b>6</b>

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

### 7.1 DEVELOP AND GROW GEORGE

DEVELOP AND GROW GEORGE (SO1)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January-31 March			
								Target	Actual	R	YTD Actual
TL11	To maximise job creation opportunities through government expenditure	Create Full Time Equivalents (FTE's) through government expenditure with EPWP by 30 June 2023	Number of FTE's created by 30 June 2023	Whole Municipal Area: All	575	45	45	45	297	B	297
TL12	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved capital budget for all sport projects by 30 June 2023 [(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage of approved capital budget for all sport projects by 30 June 2023	Whole Municipal Area: All	73.45%	65%	65%	65%	24.40%	R	24.40%
Performance Comment		<p>Outeniqua Park Stadium – Delays due to tender COM043/2021 being cancelled. Structural report that was commissioned pointed out structural defects that needed to be rectified for facility to be compliant. Contractor started March 2023 and project will be completed end of May 2023.</p> <p>Tartan Track – Public participation process regarding the land acquisition closed on 28 Feb 2023. Report will serve at the George tribunal on 30 May 2023. Power of attorney was issued that gives Municipality right of occupation. This allows for the MIG registration to now be completed.</p> <p>Dorpsveld: DMA - Delays due to tender COM048/2021 being cancelled. After consultation with the ward councillor and the Sport fraternity, the priorities were adjusted to allow for the upgrading of other items in the clubhouse. This was done through SCM processes as well as utilisation of in-house tenders, Orders are issues, and the work is progress. The estimated completion is 31 May 2023</p> <p>Thembaletu Upgrade – tender (COM039/2022) closed on 30 September and due to it being referred at the BAC twice, appointment could not be which led to delays in the implementation of this project. Project was awarded and appeal lodged on 27 Feb 2023. Appeal was dismissed in writing on 03 April 2023 and written confirmation received on 12 April 2023 to continue with the appointment. Contract was signed and returned 17 April 2023. The budget was adjusted at the February 2023 adjustment budget to roll over the MIG component to the 2023/2024 financial year.</p> <p>Pavillion roof: Pacaltsdorp – Delays in the report from structural engineer, tender (COM061/2022) were advertised December and closed on 10 Feb 2023. Budget was adjusted at the February 2023 Adjustment budget to allow for the project to be completed over the two financial years.</p> <p>Steel Structure pavilions – Delays caused due to structural design issues to be ironed out between the appointed structural engineer, tender could only be advertised on 15 December 2023 and tender closing on 10 February 2023. Tender awarded at BAC 06 April 2023. To commence shortly once all compliance matters completed. Estimated completion 30 June 2023.</p> <p>Rosemoor Indoor Arena – COM065/2022 Advertised and closed on 10 February 2023. Tender served at BAC of 06 April 2023 and had to be cancelled due to none of the bidder meeting the minimum functionality requirements.</p>									

DEVELOP AND GROW GEORGE (SO1)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January-31 March			
								Target	Actual	R	YTD Actual
		Netball infrastructure – Project in process. Estimated to completed by May 2023. Swimming pool infrastructure – Order was issued to the service provider 09/12/2023. Legal matters regarding the bidders document were raised by SCM and the contracts department that had to be clarified. This was done in writing and the bidder indicated that he will be able to deliver the touch pads within the required time.									
Corrective Action		Cancelled tenders will be readvertised, and cash flows will need to be revised. There is a need to ensure that planning and monitoring of progress be improved. The finalization of SCM processes will be prioritized. Weekly progress and site meetings will be held in order to ensure progress is expedite and timelines and expenditure are met									
TL14	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved capital budget for all cemetery projects by 30 June 2023[(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage Budget spent of the approved capital budget for all cemetery projects	Whole Municipal Area: All	95%	60%	60%	60%	75.86%	G 2	75.86%

**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%	1
	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

SAFE, CLEAN AND GREEN (SO2)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2023			
								Target	Actual	R	YTD Actual
TL15	To revitalise the current community facilities to increase the access to services for the public	Obtain Blue Flag status for at least 2 beaches by 30 November 2022	Number of Blue Flag status beaches obtained	Whole Municipal Area: All	2	0	0	0	0	N/A	2
TL19	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 2023	Number of Disaster Management Plans Reviewed and submitted to Council by 31 March 2023	Whole Municipal Area: All	1	1	1	1	1	G	1
TL20	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	Spend 95% of the approved capital budget for the installation of additional CCTV Cameras by 30 June 2023 (Cemeteries, Tourism and Parks & Gardens cameras) [(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage of the Cemeteries, Tourism and Parks & Gardens approved capital budget spent installation of additional CCTV Cameras by 30 June 2023	Whole Municipal Area: All	95%	60%	60%	60%	100%	B	100%

SAFE, CLEAN AND GREEN (SO2)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January – 31 March 2023			
								Target	Actual	R	YTD Actual
TL21	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	Develop an Integrated Community Safety Plan for the Greater George Municipality and submit to Council by 31 May 2023	Number of Integrated Community Safety Plans developed for the Greater George Municipality submitted to Council by 31 May 2023	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0

**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%	1
Total KPIs			4

### 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 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL1	To provide world class water services in George to promote development and fulfil basic needs	Limit water network losses to 20%or less by 30 June 2023	Percentage of water network losses limited to less than 20% by 30 June 2023	Whole Municipal Area: All	25.05%	0%	0%	0%	0%	N/A	0%
TL2	To provide and maintain safe and sustainable sanitation management and infrastructure	Achieve 90 %quality compliance of the legal licensed discharge requirements at Wastewater Treatment Facilities by 30 June 2023	Percentage of-compliance achieved of the legal licensed discharge requirements at Wastewater Treatment Facilities by 30 June 2023	Whole Municipal Area: All	88%	90%	90%	90%	90%	G	90%
TL3	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 2023	Percentage of water quality compliance achieved as measured against the SANS 241:2015 by 30 June 2023	Whole Municipal Area: All	97.01%	95%	95%	95%	96.20%	G2	96.20%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL4	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 2023 {(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 2023	Whole Municipal Area: All	97.99%	60%	60%	60%	8%	R	
Performance Comment		Target not met due to additional grant funding received for flood disaster funding in the amount of R206 519 130 (excl VAT) which was only paid to the Municipality on 31 March 2023 – the last day of the third quarter. This inflated the budget significantly and is thus indicated as non-expenditure. The additional funds required an adjustment budget. Spending on any projects can only commence if the project is funded on the capital budget. Consultants will be appointed in April 2023 for the various projects to commence. Thus cash flows will be adjusted and it is expected that the expenditure will be met by year end. Also see TL 37. Streets and stormwater spending would have been at 58,59%. The only reason why the target was not met at 60% was due to two projects being Rooidraai Road and Molen Close which projects are taking effect in April 2023.									
Corrective Action		Expenditure on Grant funding will commence in April 2023 however the full grant allocation will not be able to be spent and unspent funding will be requested to be rolled over as the projects will be implemented over a period of 3 years. This will be considered in the adjusted deliverables and cash flows of the various projects.									
TL5	To endeavor to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend %of the approved operational budget on the rehabilitation and upgrade of the proclaimed roads by 30 June 2023 {(Actual expenditure divided by the total approved budget less savings) x100}	Percentage of the approved operational budget spent on the rehabilitation and upgrade of the proclaimed roads by 30 June 2023	Whole Municipal Area: All	100%	95%	95%	95%	95%	G2	95%



AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL6	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 2023 {(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 2023	Whole Municipal Area: All	99.99%	60%	60%	60%	92.36%	B	92.36%
TL7	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 2023 {(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 2023	Whole Municipal Area: All	91.67%	60%	60%	60%	33.54%	R	33.54%
Performance Comment		Certain planned projects are slightly behind program as indicated in the section 71 report. Additional grant funding received for flood disaster funding was only paid to the Municipality on 31 March 2023 – the last day of the third quarter. This inflated the budget significantly and is thus indicated as non-expenditure. The additional funds required an adjustment budget. Spending on any projects can only commence if the project is funded on the capital budget. Consultants will be appointed in April 2023 for the various projects to commence. Thus cash flows will be adjusted and it is expected that the expenditure will be met by year end. Also see TL 47. Water networks spending would have been at 42.7%. The underspending of the Smart Meter project is due to the installation of meters. The installation is now being expedited to maximize the spending over the remaining period									
Corrective Action		Expenditure on Grant funding will commence however the full grant allocation will not be able to be spent and unspent funding will be requested to be rolled over as the projects will be implemented over a period of 3 years. This will be considered in the adjusted deliverables and cash flows of the various projects.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL8	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 2023 {(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 2023	Whole Municipal Area: All	96.27%	60%	60%	60%	48.70%	O	48.70%
Performance Comment		Largest delay is with the old water treatment works, and refurbishment of the various module									
Corrective Action		This will be managed within the BFI grant and the necessary adjustments made									
TL9	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 2023 {(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 2023	Whole Municipal Area: All	94.83%	60%	60%	60%	36.92%	R	36.92%
Performance Comment		One planned project behind schedule with bulk of expenditure to be incurred toward end of June 2023. Additional disaster grand funding was received, otherwise spending would have been at 42,8%. R12,4 Million are already committed in Orders in services to be rendered and equipment to be delivered.									
Corrective Action		Additional disaster grand funding received in March 2023. Unspent funding will be rolled over in line with project planning over more than one financial year. This will be considered in the adjusted deliverables and cash flows of the various projects.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL10	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 2023 {(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 2023	Whole Municipal Area: All	96.28%	60%	60%	60%	41.74%	R	41.74%
Performance Comment		Emergency generator energy funding received in the amount of R9,4 million only in February 2023. Spending would have been at 50% if not for the additional funds.									
Corrective Action		Unspent funding will be rolled over in line with the project plan over more than one financial year. Funding only received during February 2023. This will be considered in the adjusted deliverables and cash flows of the various projects.									
TL13	To provide integrated waste management services for the entire municipal area	Spend 95% of the approved capital budget for the construction of George composting plant by 30 June 2023 [(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage of the approved capital budget spent for the construction of George composting plant by 30 June 2023	Whole Municipal Area: All	95%	85%	85%	85%	66.70%	O	66.70%
Performance Comment		Additional funds were received during the adjustment budget as requested by DFFE for co-funding of the funding to finalize the compost plant. This increased the overall budget. The finalization of the tendering process by DFFE unfortunately delayed the expenditure progress and was outside of the Directorate control. However, the project was ahead on expenditure on the initial budget. Project commenced in March 2023 and as of 18 April 2023 project is finalized									
Corrective Action		The service provider has been appointed in terms of the CES tender to proceed with the finalization of platform. It is expected that all expenditure and targets will be met									
TL16	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved CRR capital budget for parks and recreation facilities (Botanical Gardens, Gwaing Day Camp, Gwaing Caravan Site) by 30 June 2023 [(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage of the approved CRR capital budget spent for parks and recreation facilities (Botanical Gardens, Gwaing Day Camp, Gwaing Caravan Site) by 30 June 2023	Whole Municipal Area: All	New KPI	75%	75%	75%	68.28%	O	68.28%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
Performance Comment		Delays in Gwaiing Caravan project due to environmental processes but invoices are paid as per milestones achieved. The Day Park is completed. Botanical Gardens: Consulting engineers are appointed for the Botanical Garden projects. Project is underway and order was issued, and payments are done as per project plan									
Corrective Action		Tender specification has been concluded for the Gardens. The additional work, cashflows and milestones will be adjusted accordingly for the Disaster Funds to be spent. Similar adjustments will be undertaken as soon as the environmental issues are finalized on the Caravan Park									
TL26	To provide sufficient electricity for basic needs	Limit electricity losses to less than 10%by 30 June 2023 [(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or generated) x 100]	Percentage electricity losses limited to less than 10%by 30 June 2023	Whole Municipal Area: All	8.98%	<10%	<10%	<10%			
TL27	To provide sufficient electricity for basic needs	Update Phase 1 of the MV Master Plan and submit to Council by 30 June 2023	Number of MV master plans submitted by 30 June 2023	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL28	To provide sufficient electricity for basic needs	Spend 95% of the electricity capital budget by 30 June 2023 {(Actual capital expenditure divided by the total approved capital budget less savings) x100}	Percentage of the electricity capital budget spent by 30 June 2023	Whole Municipal Area: All	99%	50%	50%	50%	23.83%	R	23.83%



AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
Performance Comment		The 3x20 MVA Transformers which are due to be delivered in the next few weeks significantly impacted performance. Unfortunately, this is beyond the control of the department or municipality. The delay in material delivery for critical projects such as PV Solar projects as well as delays due to re-advertisement of projects. It is expected that the corrective action will mitigate the delays to ensure expenditure targets are met. The impact of the energy crisis on obtaining supplies, equipment and materials cannot be under-estimated as there is an abnormal demand due to the rush to mitigate the load-shedding pressures.									
Corrective Action		The directorate is having weekly budget expenditure turnaround reports and management bi-weekly tracking meetings. The planning division does continuous follow-ups with contractors and consultants on the various projects and delivery times. There are firm commitments to deliver the delayed material before end of June 2023, more especially the transformers.									
TL29	To ensure infrastructure planning and development keeps pace with growing city needs by aligning all strategic documents and efforts	Develop a fleet management replacement plan by 30 June 2023	Number of Fleet management replacement plans developed and submitted to Council by 30 June 2023	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL30	To provide world class water services in George to promote development and fulfil basic needs	Number of formal residential water meters connected to the municipal water infrastructure network	Number of formal residential water meters which are connected to the municipal water infrastructure network	Whole Municipal Area: All	36 878	0	0	0	0	N/A	0
TL31	To provide sufficient electricity for basic needs	Number of formal residential electricity meters connected to the municipal electrical infrastructure network	Number of formal residential electricity meters connected to the municipal electrical infrastructure network	Whole Municipal Area: All	47 331	0	0	0	0	N/A	0

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL32	To provide and maintain safe and sustainable sanitation management and infrastructure	Number of formal residential account holders connected to the municipal wastewater (sanitation/sewerage) network for sewerage service, irrespective of the number of water closets (toilets), and billed for these services	Number of residential account holders which are billed for sewerage	Whole Municipal Area: All	38 272	0	0	0	0	N/A	0
TL33	To provide integrated waste management services for the entire municipal area	Number of formal residential account holders for which refuse is removed at least once per week and billed for these services	Number of residential account holders which are billed for refuse removal	Whole Municipal Area: All	39 590	0	0	0	0	N/A	0
TL34	To provide world class water services in George to promote development and fulfil basic needs	Provide free basic water to indigent account holders	Number of indigent account holders receiving free basic water	Whole Municipal Area: All	11 521	11 500	11 500	11 500	11949	G2	11949
TL35	To provide sufficient electricity for basic needs	Provide free basic electricity to indigent account holders	Number of indigent account holders receiving free basic electricity	Whole Municipal Area: All	16 865	16 500	16 500	16 500	16531	G2	16531

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL36	To provide and maintain safe and sustainable sanitation management and infrastructure	Provide free basic sanitation to indigent account holders	Number of indigent account holders receiving free basic sanitation	Whole Municipal Area: All	11 192	11 500	11 500	11 500	11656	G2	11656
TL37	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	11 291	11 500	11 500	11 500	11763	G2	11763
TL38	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 2023 {(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 2023	Whole Municipal Area: All	13.83%	0%	0%	0%	0	N/A	0

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
TL39	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 2023 [(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2023	Whole Municipal Area: All	11.66%	0%	0%	0%	0	N/A	0
TL40	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 2023 ((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 2023	Whole Municipal Area: All	3.15	0	0	0	0	N/A	0
TL41	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Achieve a payment percentage of 95.5% by 30 June 2023 {(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 2023	Whole Municipal Area: All	96.69%	95%	95%	95%	91.75%	O	91.75%
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 several mitigating measures being undertaken to take corrective action									



AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 October - 31 December 2022			
								Target	Actual	R	YTD Actual
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 are also in the process of going out on tender for the outsourcing 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									
TL42	To develop mechanisms to ensure viable financial management and control	Review the Long-Term Financial Plan and submit to Council by 31 March 2023	Number of-Reviewed Long Term Financial Plans submitted to Council by 31 March 2023	Whole Municipal Area: All	1	1	1	1	1	G	1
TL47	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 2023 {(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 2023	Whole Municipal Area: All	96.56%	60%	60%	60%	38%	R	38%
Performance Comment		From the onset it is important to note that on 30 March 2023, one day before the end of the 3rd Quarter, the Municipal Disaster Recovery Grant was added to the Capital budget which increased the February 2023 Adjustment Budget by R 191 million, which negatively affected the percentage expenditure targets. Costing of Actual expenditure was behind budget by R221.4 million at March 2023 but was it not for the 30 March 2023 Adjustment Budget, the variance to the target would have been R 106 million. Orders of R128 million have been placed and once delivered this will result in actual expenditure increasing to 50%, if not for the 30 March 2023 Adjustment Budget, this percentage for total commitments would have been 62%									
Corrective Action		Directorates are encouraged to achieve 95% capital budget expenditure. It must be noted that the Civil Engineering Directorate have indicated that it will not be able to spend all the flood damage funding by the end of June 2023 and will apply for roll over of the funds to National Treasury, as it is expected that the various projects will take up to three years to be completed. The cash flows will be revised to indicate expected expenditures.									

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	10
	Unacceptable Performance	0% $\geq$ Actual/Target < 75% 0% $\geq$ Actual/Target < 75%	6
	Not Fully Effective	75% $\geq$ Actual/Target < 100%	4
	Fully Effective	Actual/Target = 100%	2
	Above Expectation	100% > Actual/Target < 150%	6
	Outstanding Performance	Actual/Target $\geq$ 150%	2
Total KPIs			30

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

## 7.4 PARTICIPATIVE PARTNERSHIPS

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January - 31 March 2023			
								Target	Actual	R	YTD Actual
TL45	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the final Municipal Spatial Development Framework (MSDF) to Council by 31 May 2023	Number of Final Municipal Spatial Development Framework (MSDFs) submitted to Council by 31 May 2023	Whole Municipal Area: All	1	0	0	0	0	N/A	0
TL46	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 Human Settlement Plan and submit to Council for approval by 31 March 2023	Number of Human Settlement Plans reviewed and submit to Council for approval by 31 March 2023	Whole Municipal Area: All	New KPI	1	1	1	1	G	1
TL17	To revitalise the current community facilities to increase the access to services for the public	Establish a Modular Library in Touwsrante by 30 June 2023	Number of Modular Library established in Touwsrante by 30 June 2023	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January - 31 March 2023			
								Target	Actual	R	YTD Actual
TL18	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved capital budget for all creche projects by 30 June 2023 [(Capital budget actually spent / Capital budgeted allocated less savings) x100]	Percentage of the approved capital budget spent for all creche projects by 30 June 2023	Whole Municipal Area: All	95%	95%	95%	0%	0%	N/A	0%

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

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



## 7.5 GOOD GOVERNANCE AND HUMAN CAPITAL

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January - 31 March 2023			
								Target	Actual	R	YTD Actual
TL22	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 2023	Percentage of newly appointed persons from equity target groups on the three highest levels of management/number of newly appointed persons on three highest levels of management by 30 June	Whole Municipal Area: All	70%	70%	70%	0%	0%	N/A	0%
TL23	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023 {(Actual total training expenditure divided by total personnel budget)x100}	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023	Whole Municipal Area: All	0.51%	0.39%	0.39%	0.15%	0%	R	0%
Performance Comment		SCM challenges resulted in contracts being issued in January 2023									
Corrective Action		Purchase orders reflected on the financials in the shadow balance indicate the proposed spend. Multiple training programs offered. As programs finish invoices as signed off for payment.									

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January - 31 March 2023			
								Target	Actual	R	YTD Actual
TL24	To realign the organisational structure to be more responsive to community needs, more service and efficiency orientated and to fulfil goals identified in the 5-year plan	Complete the review of the microstructure of the staff establishment and submit to Council for approval by 31 August 2022	Review completed and submitted for approval	Whole Municipal Area: All	New KPI	1	1	0	0	N/A	0
TL48	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 2023	Number of RBAP (Risk Based Audit Plans) reviewed and submitted to Audit Committee by 30 June 2023	Whole Municipal Area: All	1	0	0	0	0	N/A	0
TL43	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the Draft IDP to Council by 31 March 2023	Number of Draft IDP submitted to Council by 31 March 2023	Whole Municipal Area: All	1	1	1	1	1	G	1

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 January - 31 March 2023			
								Target	Actual	R	YTD Actual
TL44	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 2023	Number of Final Annual Report and Oversight Report submitted to Council by 31 March 2023	Whole Municipal Area: All	1	1	1	1	1	G	1

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

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	3
	Unacceptable Performance	0% >= Actual/Target < 75%	1
	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			6

## 8. Conclusion

The TL SDBIP 2022/2023 comprises of 47 KPIs. The table below depicts the performance for the third quarter:

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

	No KPI Target This Quarter	17
	Unacceptable Performance	8
	Not Fully Effective	4
	Fully Effective	6
	Above Expectation	7
	Outstanding Performance	5
<b>Total KPIs</b>		<b>47</b>



**DR. MICHELE GRATZ**  
**MUNICIPAL MANAGER**

**DATE:** 19/04/2023 .....