

Section 52 (MFMA) Quarterly Performance Assessment Report

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

2022/2023

Quarter4 (1 April– 30 June 2023)



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Disclaimer

This Quarterly Performance Assessment Report is based on reported information only and is un-audited. This report is subject to change on finalisation of the internal Performance Audit Report for the 4th Quarter of the 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 fourth quarter (1 April – 30 June 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 10th to the 15th day for updates of the previous month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis. No access is available to a month's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes place. Departments must motivate to the City Manager should they require the system to be re-opened once the system is closed.
- 4.3 The system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.
- 4.4 The system requires KPI owners to update performance comments for each actual result captured, which provides a clear indication of how the actual was calculated/reached and serves as part of the Portfolio of Evidence (PoE) for auditing purposes.
- 4.5 In terms of Section 46(1)(a)(iii) of the MSA, the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The system utilised requires corrective actions to be captured for targets not achieved.

5. Actual Performance for the Fourth Quarter (01 April – 30 June 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 April – 30 June 2023)

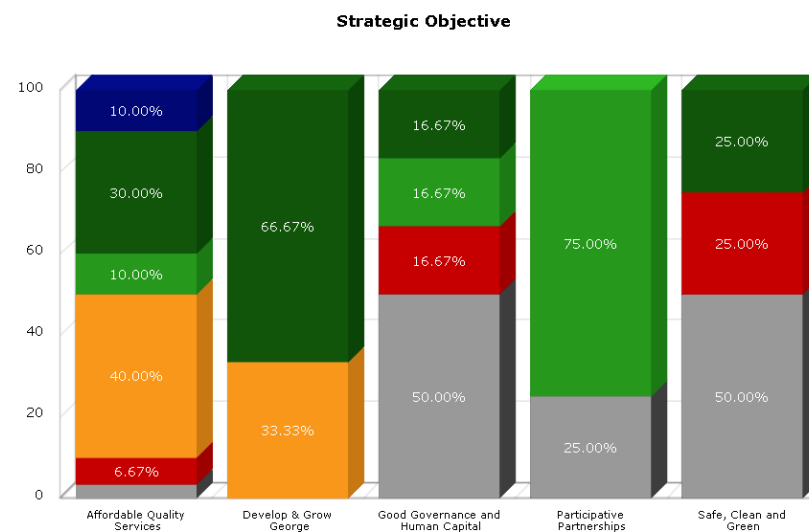
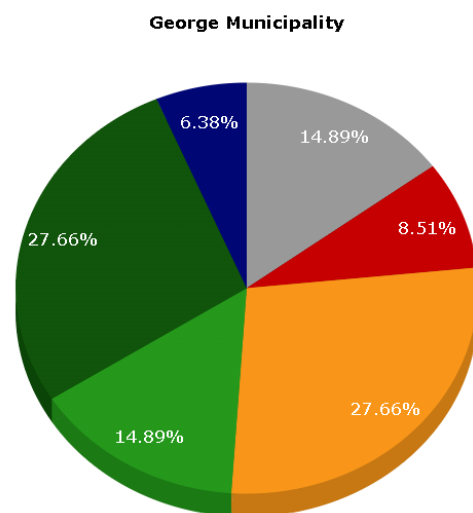


Table 2: Overall Performance per SO (01 April- 30 June 2023)

		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	7 (17.89%)	-	2 (50.00%)	1 (33.33%)	1 (25.00%)	3 (50.00%)
Unacceptable Performance	4 (8.51%)	-	1 (25.00%)	2 (6.67%)	-	1 (16.67%)
Not Fully Effective	13 (27.66%)	1 (33.33%)	-	12 (40.00%)	-	-
Fully Effective	7 (14.89%)	-	-	3 (10.00%)	3 (75.00%)	1 (16.67%)
Above Expectation	13 (27.66%)	2 (66.67%)	1 (25.00%)	9 (30.00%)	-	1 (16.67%)
Outstanding Performance	3 (6.38%)	-	-	3 (10.00%)	-	-
Total:	47	3	4	30	4	6

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

7.1 DEVELOP AND GROW GEORGE

DEVELOP AND GROW GEORGE (SO1)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								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	65	G 2	625
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	95%	65%	65%	95%	71.42%	O	71.42%
Performance Comment		Due to non-responsiveness and legals appeals lodged several projects experienced delays									
Corrective Action		All contracts have been awarded									
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%	95%	100%	G 2	100%

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% \geq Actual/Target < 75% 0% \geq Actual/Target < 75%	0
	Not Fully Effective	75% \geq Actual/Target < 100%	1
	Fully Effective	Actual/Target = 100%	0
	Above Expectation	100% > Actual/Target < 150%	2
	Outstanding Performance	Actual/Target \geq 150%	0
Total KPIs			3

7.2 SAFE, CLEAN AND GREEN

SAFE, CLEAN AND GREEN (SO2)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 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	0	0	N/A	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%	95%	100%	G2	100%

SAFE, CLEAN AND GREEN (SO2)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 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	R	0
Performance Comment		Due to operational reasons the item could not be concluded.									
Corrective Action		The item will serve during August 2023.									

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% \geq Actual/Target < 75% 0% \geq Actual/Target < 75%	1
	Not Fully Effective	75% \geq Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	0
	Above Expectation	100% > Actual/Target < 150%	1
	Outstanding Performance	Actual/Target \geq 150%	0
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 April-30 June 2023			
								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	27.30%	20%	20%	20%	25.10%	R	25.10%
Performance Comment		More flow meters are installed at critical points at water treatment plants for proper flow measurement. Water balances will then be optimized									
Corrective Action		Several network improvement projects are currently in progress. Projects include the creation of pressure zones and installation of Smart water meters, bulk water meters, pressure reducing valves, bursts control valves, and replacing of critical pipes using the pipe replacing model. The results will only be seen within the next 3 to 5 years.									
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%	96%	G2	96%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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	95.40%
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%	95%	92.99%	O	92.99%
Performance Comment		National Treasury allocated additional grant funding of R206,5 million to George Municipality (R195 million to CES) in March 2023, being very late in the financial year. As a result, 31.16% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 92.99%									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year									
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%	100%	G2	100%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								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%	95%	84.19%	O	84.19%
Performance Comment		As per the approved adjustment budget as at February 2023, the budget are spend 100%. By the end of April 2023 an additional grant of R45 690 000 was received which will be spend over multi years. As a result, 64.38% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 84.19%									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year.									
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%	95%	90.60%	O	90.60%
Performance Comment		National Treasury allocated additional grant funding of R375 million to George Municipality in March 2023, being very late in the financial year. As a result 61.91% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 99.07% Additional funding obtained (BFI; Loadshedding Relief Grants and Municipal Disaster Recovery Grant)									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								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%	95%	99.07%	G2	99.07%
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%	95%	89.90%	O	89.90%
Performance Comment		National Treasury allocated additional grant funding of R375 million to George Municipality in March 2023, being very late in the financial year. As a result 77.65% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 89.9% Additional funding obtained (Loadshedding Relief Grants and Municipal Disaster Recovery Grant)									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year.									
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%	95%	82.80%	O	82.80%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
Performance Comment		National Treasury allocated additional grant funding of R12,365 million to George Municipality in 2023, being very late in the financial year. As a result 70.98% of the adjusted capital expenditure budget was expenses by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 82.8% Additional funding obtained (Loadshedding Relief Grants and Municipal Disaster Recovery Grant)									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year.									
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%	95%	99.00%	G2	99.00%
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%	95%	29.65%	R	29.65%
Performance Comment		S24G on Gwaing Caravan Park still in progress Grant funding for the rehabilitation of the Wall at Garden Route Botanical Gardens received April 2023. Tender COM011/2023 closed on 02 June 2023 and SCM process in progress project could not be completed by 30 June									
Corrective Action		Rollover of the funds requested to complete the projects in 2022/23									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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%	8.52%	B	8.52%
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	1	1	1	1	G	1
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%	95%	86.61%	O	86.61%
Performance Comment		Significant delays on some of the solar projects as well as being unable to find a successful tender on fir advert for some tenders were amongst the reason for not meeting target. Substandard submission of some tender documents as well as construction activities lead to further delays of project schedules, where consultants and contractor has to re-done and re-submit their work. Rainy and stormy conditions further negatively impacts the completion on some of the projects leading to lower than expected expenditure on the planned projections. Disaster grant fund was provided late in the financial year, and was impossible to spend.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
Corrective Action		The ongoing oversight meeting and dedicated official managed to move the performance from around 30 percent in March to close to 90% by year end. Grant funding cannot be rejected, however the expected expenditure of disaster allocation was impossible so late in financial year. Instituting continuous project management meetings for better monitoring as well as reducing spending at the very end of the financial year.									
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 30June 2023	Number of Fleet management replacement plans developed and submitted to Council by 30 June 2023	Whole Municipal Area: All	New KPI	1	1	1	1	G	1
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	37 250	37 250	37 250	37 586	G2	37 586
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	44 467	44 467	44 467	47 555	G2	47 555

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								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	38 085	38 085	38 085	39 014	G2	39 014
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	37 137	37 137	37 137	40 452	G2	40 452
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	10 488	O	10 488
Performance Comment		The department is conducting 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. During the 2022/23 financial year roadshows were done to assist consumers and to solicit applications, and this will continue in the 2023/24 financial year.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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	15 439	O	15 439
Performance Comment		The department is conducting 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. During the 2022/23 financial year roadshows were done to assist consumers and to solicit applications, and this will continue in the 2023/24 financial year.									
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	10 228	O	10 228
Performance Comment		The department is conducting 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. During the 2022/23 financial year roadshows were done to assist consumers and to solicit applications, and this will continue in the 2023/24 financial year.									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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	10 318	O	10 318
Performance Comment		The department is conducting 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. During the 2022/23 financial year roadshows were done to assist consumers and to solicit applications, and this will continue in the 2023/24 financial year.									
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%	45%	10.19%	B	10.19%
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%	16%	32.61%	B	32.61%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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	2	2	G	2
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%	91.87%	O	91.87%
Performance Comment		Collection rate for the year to date is below target mainly due to the impact of the rising cost of living due to the underperforming national economy. The impact of load-shedding on the economy has significantly impacted on job-losses resulting in increased unemployment and decreased income levels. As seen below there are a number of mitigating measures being undertaken to take corrective action.									
Corrective Action		Debt older than 120 days are currently being analyzed and investigated. Various credit control actions are being implemented, including the collection of arrear debts through prepaid meters up to 50%. The municipality is finalizing 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									

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 2023			
								Target	Actual	R	YTD Actual
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	0	0	N/A	0
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%	95%	91.43%	O	91.43%
Performance Comment		National Treasury allocated additional grant funding of R431 million to George Municipality in March 2023, being very late in the financial year. As a result, 62.92% of the adjusted capital expenditure budget was expenses by year-end of 30 June 2023. By excluding the additional funding, the spending percentage increases to 91.43%									
Corrective Action		The unspent portion of these additional grants will be spent in the next financial year.									

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

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	1
	Unacceptable Performance	0% >= Actual/Target < 75%0% >= Actual/Target < 75%	2
	Not Fully Effective	75% >= Actual/Target < 100%	12
	Fully Effective	Actual/Target = 100%	3
	Above Expectation	100% > Actual/Target < 150%	9
	Outstanding Performance	Actual/Target >= 150%	9
Total KPIs			30

7.4 PARTICIPATIVE PARTNERSHIPS

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 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	1	1	G	1
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	0	0	N/A	0
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	1	1	G	1

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 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%	95%	95%	G	95%

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

	Unacceptable Performance	0% >= Actual/Target < 75%	0
	Not Fully Effective	75% >= Actual/Target < 100%	0
	Fully Effective	Actual/Target = 100%	3
	Above Expectation	100% > Actual/Target < 150%	0
	Outstanding Performance	Actual/Target >= 150%	0
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 April-30 June 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%	70%	85%	G2	85%
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%	0.16%	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 April-30 June 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	1	1	G	1
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	0	0	N/A	0

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 April-30 June 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	0	0	N/A	0

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%	1
	Above Expectation	100% > Actual/Target < 150%	1
	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 fourth quarter:

Table 8: Performance for the fourth Quarter

	No KPI Target This Quarter	7
	Unacceptable Performance	4
	Not Fully Effective	13
	Fully Effective	7
	Above Expectation	13
	Outstanding Performance	3
Total KPIs		47



DR. MICHELE GRATZ
MUNICIPAL MANAGER

DATE: 19/07/2023