

Section 52 (MFMA) Quarterly Performance Assessment Report

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

2023/2024

Quarter 1 (01 July– 30 September 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 First Quarter (01 July – 30 September 2023)	4
6. George Performance per Municipal SO (01 July – 30 September 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.....	19
7.5 GOOD GOVERNANCE AND HUMAN CAPITAL	21
8. Conclusion.....	25

LIST OF TABLES

Table 1: Explanation of Colour Codes	3
Table 2: Overall Performance per SO (01 July- 30 September 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)	18
Table 6: Summary of Results: Safe, Clean and Green (SO4)	20
Table 7: Summary of Results: Good Governance (SO5)	24
Table 8: Performance for the First Quarter	25

© George Municipality
71 York Street
PO Box 19
George
6530

Phone: 044 801 9111 • Email: gmun@george.gov.za

Disclaimer

This Quarterly Performance Assessment Report is based on reported information only and is un-audited. This report is subject to change on finalisation of the internal Performance Audit Report for the 1st Quarter of the 2023/2024 financial year.

1. Purpose

The purpose of this report is to inform Council of the progress made with the implementation of the Key Performance Indicators (KPIs) in the realisation of the development priorities and objectives as determined in the Municipality's Integrated Development Plan (IDP) as well as in the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the first quarter (1 July – 30 September 2023) of the 2023/2024 financial year.

2. Legislative Requirements

2.1 The SDBIP is defined in terms of Section 1 of the Local Government: Municipal Finance Management Act, 56 (Act 56 of 2003) (MFMA), and the format of the SDBIP is prescribed by the MFMA Circular 13.

2.2 Section 41(1)(e) of the Local Government: Municipal Systems Act, 32 (Act 32 of 2000) (MSA), prescribes that a process must be established of regular reporting to Council.

2.3 This report is a requirement in terms of Section 52 of the MFMA which provides for:

2.3.1 The Executive Mayor, to submit to council within 30 days of the end of each quarter, a report on the implementation of the budget and financial state of affairs of the municipality.

2.3.2 The Accounting Officer, while conducting the above, must consider:

a. Section 71 Reports; and the

b. Performance in line with the SDBIP.

3. Performance Assessment Process

3.1 The SDBIP consists of a TL as well as a Departmental Plan for each department.

3.2 For purposes of reporting, the TL SDBIP is used to report on the organisational performance of the Municipality to Council and the Community.

- 3.3 The TL SDBIP measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of the Local Government Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and Strategic Objectives as detailed in the IDP of the Municipality. The TL SDBIP 2023/2024 was approved by the Executive Mayor on 12 June 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 First Quarter (01 July – 30 September 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 first quarter of the financial year 2023/2024 is provided for in section 7 of this report.

6. George Performance per Municipal SO (01 July – 30 September 2023)

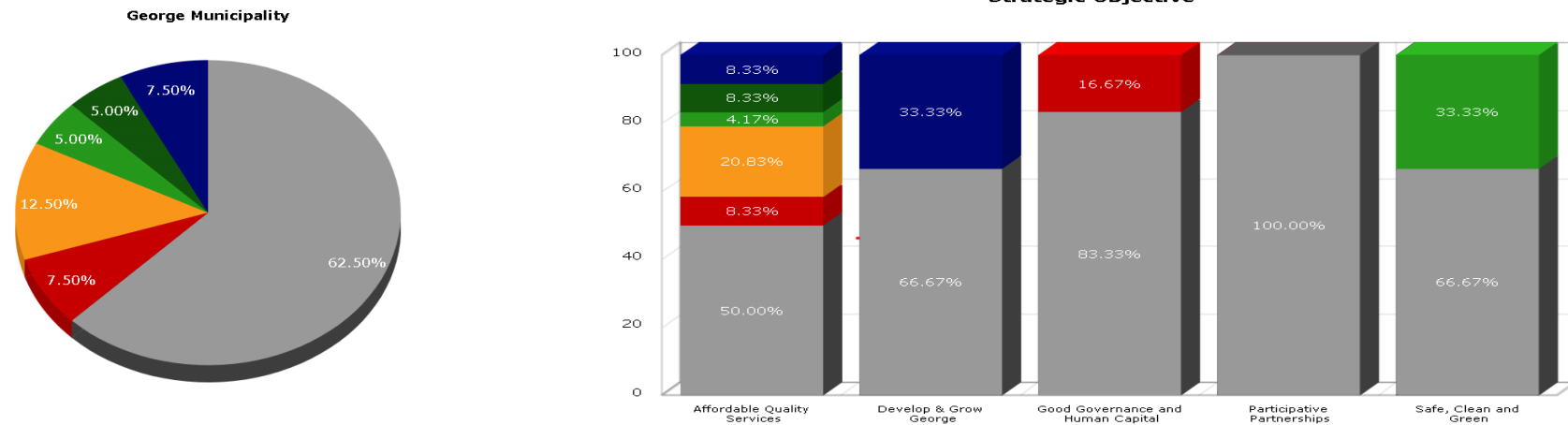


Table 2: Overall Performance per SO (01 July – 30 September 2023)

		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	25 (62.50%)	2 (66.67%)	2 (66.67%)	12 (50.00%)	4 (100.00%)	5 (88.83%)
Unacceptable Performance	3 (7.45%)	-	-	2 (8.33%)	-	1 (16.67%)
Not Fully Effective	5 (12.50%)	-	-	5 (20.83%)	-	-
Fully Effective	2 (5.00%)	-	1 (33.33%)	1 (4.17%)	-	-
Above Expectation	2 (5.00%)	-	-	2 (8.33%)	-	-
Outstanding Performance	3 (7.50%)	1 (33.33%)	-	2 (8.33%)	-	-
Total:	40	3	3	24	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL17	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	823	200	200	200	309	B	309
TL35	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop a Draft Integrated Economic Development Strategy by 31 March 2024	Number of Draft Integrated Economic Development Strategies developed by 31 March 2024	Whole Municipal Area: All	New KPI	1	1	0	0	N/A	0
TL36	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Establish One-Stop-Shop Information Receptacle by 30 June 2024	Number of One-Stop-Shop Information Receptacles established by 30 June 2024	Whole Municipal Area: All	New KPI	1	1	0	0	N/A	0

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

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	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%	0
	Above Expectation	100% > Actual/Target < 150%	0
	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL40	To revitalise the current community facilities to increase the access to services for the public	Obtain Blue Flag status for at least 3 beaches by 30 November 2023	Number of Blue Flag status beaches obtained	Whole Municipal Area: All	2	0	0	0	0	N/A	0
TL41	To provide an effective and efficient law-enforcement and emergency services to all the communities of George in our quest to protect and promote the fundamental rights of life	Review and submit a Disaster Management Plan to Council by 31 March 2024	Number of Disaster Management Plans Reviewed and submitted to Council by 31 March 2024	Whole Municipal Area: All	1	0	0	0	0	N/A	0
TL31	To revitalise the current community facilities to increase the access to services for the public	Implement renewable energy projects by 30 June 2024	Number of renewable energy projects submitted by 30 June 2024	Whole Municipal Area: All	NEW KPI	1	1	1	1	G	1

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

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

7.3 AFFORDABLE QUALITY SERVICES

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL1	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2024 {(Actual amount spent on projects/Total amount budgeted for capital projects less savings)X100}	Percentage of the municipal capital budget actually spent on capital projects by 30 June 2024	Whole Municipal Area: All	97%	0%	0%	0%	0%	N/A	0%
TL3	To provide world class water services in George to promote development and fulfil basic needs	Number of residential water meters connected to the municipal water infrastructure network by 30 June 2024	Number of residential water meters which are connected to the municipal water infrastructure network by 30 June 2024	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL4	To provide sufficient electricity for basic needs	Number of residential electricity meters connected to the municipal electrical infrastructure network by 30 June 2024	Number of residential electricity meters connected to the municipal electrical infrastructure network by 30 June 2024	Whole Municipal Area: All	New KPI	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL5	To provide and maintain safe and sustainable sanitation management and infrastructure	Number of residential account holders connected to the municipal waste water (sanitation/sewerage) network for sewerage service, irrespective of the number of water closets (toilets), and billed for these services by 30 June 2024	Number of residential account holders which are billed for sewerage by 30 June 2024	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL6	To provide integrated waste management services for the entire municipal area	Number of residential account holders for which refuse is removed at least once per week and billed for these services by 30 June 2024	Number of residential account holders which are billed for refuse removal by 30 June 2024	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL7	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	11 284	0	11 284
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. 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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL8	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	15 964	O	15 964
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. 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.									
TL9	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	11 074	O	11 074
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. 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.									
TL10	To provide integrated waste management services for the entire municipal area	Provide free basic refuse removal to indigent account holders	Number of indigent account holders receiving free basic refuse removal	Whole Municipal Area: All	11 291	11 500	11 500	11 500	11 170	O	11 170

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
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. 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.									
TL11	To develop mechanisms to ensure viable financial management and control	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2024 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) X 100}	Percentage Debt to Revenue obligations met as at 30 June 2024	Whole Municipal Area: All	13.83%	45%	45%	0	0	N/A	0
TL12	To maintain effective credit control in the Municipality and enhance and maximise revenue base through improved collection rate	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 [(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2024	Whole Municipal Area: All	22.00%	16%	16%	0	0	N/A	0
TL13	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment)/Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2024	Whole Municipal Area: All	3.15	2	2	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL14	To manage the municipal finances according to the Municipal Management Act in an effective and efficient manner	Achieve a payment percentage of 95% by 30 June 2024 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100}	Percentage of payment achieved by 30 June 2024	Whole Municipal Area: All	96.69%	97%	97%	0	0	N/A	0
TL20	To provide world class water services in George to promote development and fulfil basic needs	Limit water network losses to 24% or less by 30 June 2024(limit unaccounted for water to less than 20% by 30 June 2024 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	Percentage of water network losses limited to less than 24% by 30 June 2024	Whole Municipal Area: All	25.05%	<24%	<24%	0	0	N/A	0
TL21	To provide world class water services in George to promote development and fulfil basic needs	Achieve 95% water quality compliance as per SANS 241:2015 by 30 June 2024	Percentage of water quality compliance achieved as measured against the SANS 241:2015 by 30 June 2024	Whole Municipal Area: All	97.01%	95%	95%	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL22	To endeavor to improve the reseal of roads such as an extent that potholes are prevented altogether	Spend 95% of the approved capital budget on the rehabilitation and upgrade of streets and storm water by 30 June 2024{(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of streets and storm water by 30 June 2024	Whole Municipal Area: All	97.99%	10%	10%	10%	10%	G	10%
TL23	To implement an Integrated Public Transport Network that will serve the communities of George	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the public transport infrastructure by 30 June 2024	Whole Municipal Area: All	99.99%	10%	10%	10%	9%	O	9%
Performance Comment		Projects are already in the construction phases. Expenditure is 1% behind target. Construction programs were scheduled to align with the available budget (future rollover approvals) to avoid contractor standing costs									
Corrective Action		pending will align with cashflow forecasts and budget is planned to be expended in full. Contractor expenditure to be monitored actively and expedited where feasible.									
TL24	To provide world-class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water - Networks by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of Water - Networks by 30 June 2024	Whole Municipal Area: All	91.67%	10%	10%	10%	13%	G2	13%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL25	To provide world class water services in George to promote development and fulfil basic needs	Spend 95% of the approved capital budget on the rehabilitation and upgrade of Water-Purification by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of Water-Purification by 30 June 2024	Whole Municipal Area: All	96.27%	10%	10%	10%	11%	G2	11%
TL26	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the Sewerage Networks by 30 June 2024	Whole Municipal Area: All	94.83%	10%	10%	10%	2%	R	2%
Performance Comment		As a result of under-expenditure on the bigger sewer pump stations including Meul, Schaapkop, Eden and Thembaletu pump station 6. Most of these projects are currently in the design phases.									
Corrective Action		The bulk of the expenditure will be during the construction stages of the projects which will be in the latter part financial year.									
TL27	To provide and maintain safe and sustainable sanitation management and infrastructure	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024 {(Actual expenditure divided by the total approved budget less savings) x 100}	Percentage of the approved capital budget spent on the rehabilitation and upgrade of the Sewerage Treatment Works by 30 June 2024	Whole Municipal Area: All	94.83%	10%	10%	10%	19%	B	19%

AFFORDABLE QUALITY SERVICES (SO 3)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL28	To provide sufficient electricity for basic needs	Limit electricity losses to less than 10% by 30 June 2024(Limit unaccounted for electricity to less than 10% as at 30 June 2024{(Number of units purchased - Number of units Sold (incl. free basic electricity) / Number of units purchased) X100})	Percentage electricity losses limited to less than 10%by 30 June 2024	Whole Municipal Area: All	8.98%	<10%	<10%	<10%	8.35%	B	8.35%
TL29	To provide sufficient electricity for basic needs	Complete Phase 2 of the MV Master Plan and submit to Council by 30 June 2024	Number of MV master plans submitted by 30 June 2024	Whole Municipal Area: All	1	1	1	0	0	N/A	0
TL30	To provide sufficient electricity for basic needs	Spend 95% of the electricity capital budget by 30 June 2024 (Actual capital expenditure divided by the total approved capital budget less savings)x100}	Percentage of the electricity capital budget spent by 30 June 2024	Whole Municipal Area: All	99%	10%	10%	10%	5%	G	5%

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

	Not Applicable Yet	KPIs with no targets or actuals in the selected period.	12
	Unacceptable Performance	0% \geq Actual/Target < 75% 0% \geq Actual/Target < 75%	2
	Not Fully Effective	75% \geq Actual/Target < 100%	5
	Fully Effective	Actual/Target = 100%	1
	Above Expectation	100% > Actual/Target < 150%	2
	Outstanding Performance	Actual/Target \geq 150%	2
Total KPIs			24

7.4 PARTICIPATIVE PARTNERSHIPS

PARTICIPATIVE PARTNERSHIPS(SO4)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
T39	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
TL32	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop a Sports Master Plan and submit to Council by 31 March 2024	Number of Sports Master Plans submitted to Council by 31 March 2024	Whole Municipal Area: All	New KPI	0	0	0	0	N/A	0
TL33	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Develop a Pauper Burial Policy Masterplan by 31 March 2024	Number of Pauper Burial Policies submitted by 31 March 2024	Whole Municipal Area: All	New KPI	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL34	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit a Cemetery Masterplan to Council by 31 March 2024	Number of Cemetery Masterplan by 31 March 2024	Whole Municipal Area: All	New KPI	0	0	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%	0
	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL2	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Review the 3-year Internal Audit Plan based on the risk assessment and submit to Audit Committee by 30 June 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
TL16	To evaluate the effectiveness of risk management, control and governance processes and develop actions to address key risks identified	Spend 95% of RBIG funding allocated to George Municipality for BFI Projects in line with the conditions set out in the DoRA and the tranche schedule submitted to DWS by 30 June 2024	The percentage expenditure achieved in terms of the RBIG funding allocated to George Municipality for BFI Projects in line with the conditions set out in the DoRA and the tranche schedule submitted to DWS by 30 June 2024	Whole Municipal Area: All	New KPI	20%	20%	20%	11.30%	R	11.30%
Performance Comment		The expenditure is lagging the projected timeline due to the fact that the cash flows for the fiscal year 2023/24 were determined using preliminary estimations, which were made prior to the initiation of the bidding process.									
Corrective Action		Cash flows for 2023/24 were based on preliminary estimates, and prior to requesting Bids. With the closing of tenders more accurate cashflow forecast based on actual construction programs becomes available. It will require that cashflows are amended during the next Adjustment Budget process. Longer lead times than anticipated for imported items have also had a significant impact on expenditure. Material deliveries between September and October will increase expenditure on these items.									

GOOD GOVERNANCE AND HUMAN CAPITAL (SO5)											
Ref	Predetermined Objective	KPI Name	Unit of Measurement	Area	Baseline	Original Annual Target	Revised Annual Target	01 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL18	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	The number of people from previously disadvantaged groups employed in three highest levels of management in compliance with the municipality's approved employment equity plan	Number of EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager by 30 November 2023 and 30 June 2024	Whole Municipal Area: All	70%	0	0	0	0	N/A	0
TL19	To undertake regular human resource audits to determine skills gaps, staff diversity and develop skills programmes	Spend 95% of operational budget on training by 30 June 2024 {(Actual total training expenditure divided by total operational budget)x100}	Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024	Whole Municipal Area: All	1	0	0	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 July -30 September 2023			
								Target	Actual	R	YTD Actual
TL37	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the Draft IDP to Council by 31 March 2024	Number of Draft IDPs submitted to Council by 31 March 2024	Whole Municipal Area: All	1	0	0	0	0	N/A	0
TL38	To undertake strategic planning in order to address service delivery challenges in coordinated manner	Submit the Final Annual Report and Oversight Report to Council by 31 March 2024	Number of Final Annual Reports and Oversight Report submitted by 31 March 2024	Whole Municipal Area: All	1	0	0	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.	5
	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%	0
	Outstanding Performance	Actual/Target \geq 150%	0
Total KPIs			6

8. Conclusion

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

Table 8: Performance for the First Quarter

	No KPI Target This Quarter	25
	Unacceptable Performance	3
	Not Fully Effective	5
	Fully Effective	2
	Above Expectation	2
	Outstanding Performance	3
Total KPIs		40



DR. MICHELE GRATZ
MUNICIPAL MANAGER

DATE: 17/10/2023