

Section 72 Mid- Year Performance Assessment Report

2023/2024

01 July – 31 December 2023

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



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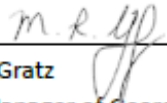
Disclaimer

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

This Performance Assessment Report is based on reported information only and is un-audited. This report is subject to change on finalisation of the internal Performance Audit Report for the s72 Performance Assessment Report of the 2023/2024 financial year.

QUALITY CERTIFICATE

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

Signature:  _____
Dr. Michele Gratz
Municipal Manager of George Municipality
25 January 2024

2023/2024 MID-YEAR PERFORMANCE ASSESSMENT (SECTION 72(1) OF THE LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT NO. 56 OF 2003 (1 JULY 2023 TO 31 DECEMBER 2023))

To Council

In accordance with Section 72(1)(a) and 52(d) of the Local Government: Municipal Finance Management Act No. 56 of 2003 (MFMA) and regulations made under the Act, I hereby submit the Mid-year Performance Report for the 1st six months of the municipal financial year (1 July 2023 to 31 December 2023) reflecting the progress made with the achievement of expenditure targets, key performance indicators, development priorities and targets as determined in the 2023/2024 Budget and 2023/24 Top Layer Service Delivery and Budget Implementation Plan (SDBIP).



Signature: _____

Alderman Leon van Wyk

Executive Mayor of George Municipality

25 January 2024

1. Introduction

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

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

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

2. Financial Performance

A report assessing the Municipality's financial performance for the period 01 July- 31 December 2023 will be submitted to Council as a separate item.

3. Service Delivery Performance Analysis

3.1 Creating a Culture of Performance

(i) Performance Framework

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

The George Municipality recently revised its Performance Management Policy. Said policy was approved by Council on 30 May 2022.

(ii) Implementation of Performance Management

The IDP 22/2023 was compiled and approved by Council on 30 May 2022. Performance is evaluated by means of a municipal scorecard (the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP)) at organisational level and through the Departmental SDBIP at departmental level.

The SDBIP is a plan that converts the IDP and Budget into measurable criteria on how, where and

when the strategies, objectives and normal business processes of the Municipality is implemented. It also allocates responsibilities to Departments to deliver services in terms of the IDP and Budget.

The TL SDBIP was prepared and approved by the Executive Mayor on 13 June 2022.

(iii) Monitoring Performance

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

Table 1: Performance Assessment Criteria

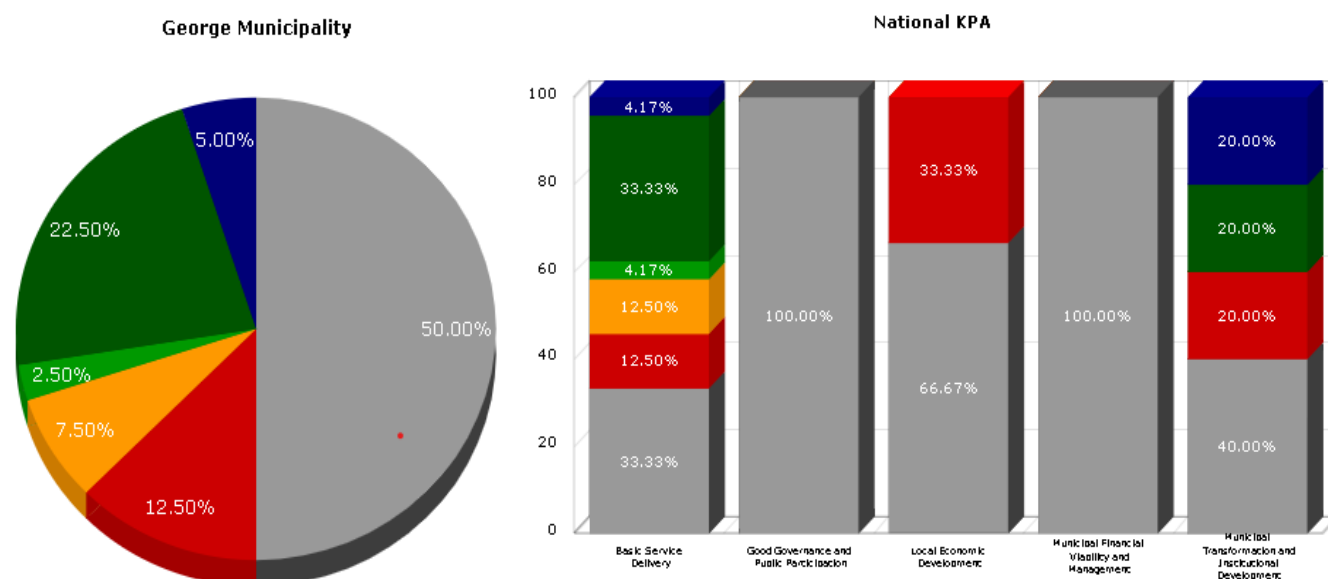
Category	Colour	Explanation
KPI's Not Met	Red	0% >= Actual/Target < 75%
KPI's Almost Met	Orange	75% >= Actual/Target < 100%
KPI's Met	Green	Actual/Target = 100%
KPI's Well Met	Dark Green	100% > Actual/Target < 150%
KPI's Extremely Well Met	Dark Blue	Actual/Target >= 150%

The first Quarterly Performance Assessment Report (01 July- 30 September 2023) was submitted to the Internal Audit Unit for auditing the and thereafter to Council.

3.2 Overall Service Delivery Performance

(i) Summary Performance against the National KPA'S

The graph below illustrates the performance of the George Municipality against the National Key Performance Areas (NKPAs) for the period 01 July- 31 December 2023.



George Municipality		National KPA				
		Basic Service Delivery	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development
KPI Not Yet Measured	20 (50.00%)	8 (33.33%)	3 (100%)	2 (66.67%)	5 (100.00%)	2 (40.00%)
KPI Not Met	4 (10.00%)	3 (12.50%)	-	1 (33.33%)	-	-
KPI Almost Met	3 (7.50%)	3 (12.50%)	-	-	-	-
KPI Met	2 (5.00%)	1 (4.17%)	-	-	-	1 (20.00%)
KPI Well Met	9 (22.50%)	8 (33.33%)	-	-	-	1 (20.00%)
KPI Extremely Well Met	2 (5.00%)	1 (4.17%)	-	-	-	1 (20.00%)
Total:	40 (100%)	24 (60%)	3 (7.50%)	3 (7.50%)	5 (12.50%)	5 (12.50%)

Table 2: Summary performance against the NKPA's

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

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

(iii) Municipal Transformation and Institutional Development

Table 3: Municipal Transformation and Institutional Development

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2023	December 2023
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	2 reports	1	1
Spend 95% of operational budget on training by 30 June 2024 {(Actual total training expenditure divided by total operational budget) x100	95%	N/A	N/A

a) Basic Service Delivery

Table 4: Basic Service Delivery

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2023	December 2023
Number of residential water meters which are connected to the municipal water infrastructure network by 30 June 2024	37 250	N/A	N/A
Number of residential electricity meters connected to the municipal electrical infrastructure network by 30 June 2024	44 467	44 580	44 580
Number of residential account holders which are billed for sewerage by 30 June 2024	38 085	39 489	38 532
Number of residential account holders which are billed for refuse removal by 30 June 2024	37 137	37 137	41 085
Number of indigent account holders receiving free basic water	11 500	11 500	11 284
Number of indigent account holders receiving free basic electricity	16 500	16 500	15 964
Provide free basic sanitation to indigent account holders	11 500	11 500	11 656
Provide free basic refuse removal to indigent account holders	11 500	12 500	11 753

b) Local Economic Development

Table 5: Local Economic Development

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2023	December 2023
Create 1400 job opportunities in terms of the EPWP by 30 June 2024	1400	700	589

c) Municipal Financial Viability and Management

Table 6: Municipal Financial Viability and Management

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2023	December 2023
Financial viability measured in terms of the municipality's ability to meet its 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}	45%	N/A	N/A
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]	16%	N/A	N/A
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))	2	N/A	N/A

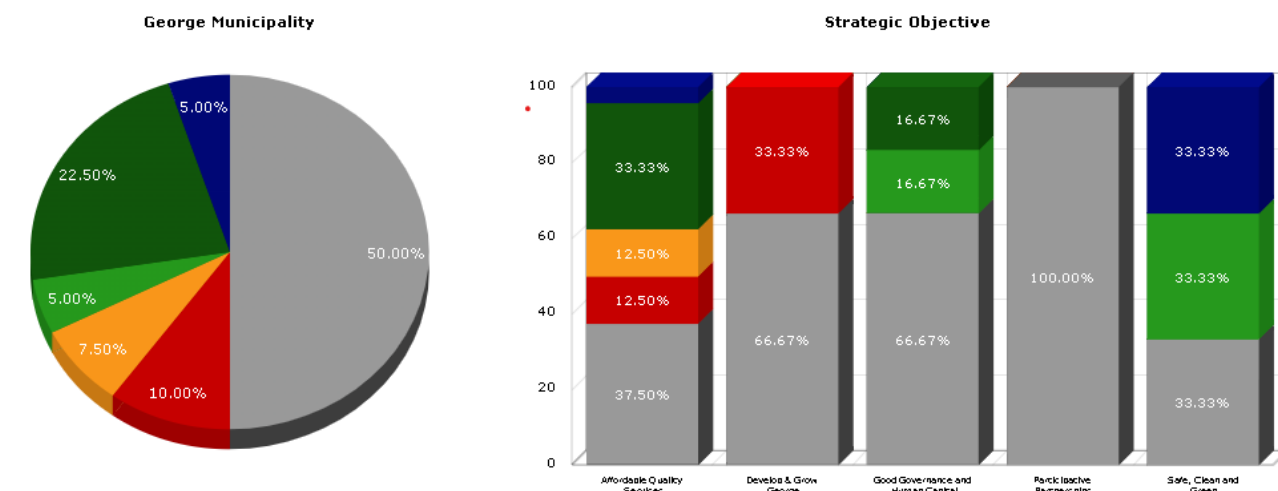
d) Good Governance and Public Participation

Table 7: Good Governance and Public Participation

Indicator	Annual Target	Municipal Target	Municipal Achievement
		December 2023	December 2023
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}	95%	N/A	N/A

(iv) Summary Performance against the Municipal Strategic Objectives

The graph below illustrates the performance of the George Municipality against the Municipality's Strategic Objectives (SOs), for the period 01 July- 31 December 2023, as derived from the Municipality Integrated Development Plan (IDP).



George Municipality		Municipal SOs				
		SO 1: <i>Affordable Quality Services</i>	SO 2: <i>Develop and Grow George</i>	SO 3: <i>Good Governance and Human Capital</i>	SO 4: <i>Safe, Clean and Green</i>	SO5: <i>Participative Partnerships</i>
Not Yet Applicable	20 (50.00%)	9 (37.50%)	2 (66.67%)	4 (66.67%)	1 (33.33%)	4 (100.00%)
Not Met	4 (10.00%)	3 (12.50%)	1 (33.33%)	-	-	-
Almost Met	3 (7.50%)	3 (12.50%)	-	-	-	-
Met	2 (5.00%)	-	-	1 (16.67%)	1 (33.33%)	-
Well Met	9 (22.50%)	8 (33.33%)	-	1 (16.67%)	-	-
Extremely Well Met	2 (5.00%)	1 (4.17%)	-	-	1 (33.33%)	-
Total:	40	24	3	6	3	4
	100%	60.00%	7.50%	15.00%	7.50%	10.00%

Table 8: Summary performance against the MSOs

4. Adjustment Budget

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

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

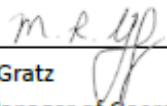
A revised Top Layer SDBIP will be submitted with the Adjustments Budget to Council, with the necessary motivation where key performance indicators require adjustment/ amendment(s) as a result of the Adjustments Budget.

5. OUTSTANDING MATTERS ON THE PAST YEAR'S ANNUAL REPORT (2022/2023)

As prescribed in section 72(1)(a)(iii) of the MFMA the Accounting Officer must assess the performance of the municipality in the first 6 months considering the past year's Annual Report, and progress on resolving the problems identified in the Annual Report. Please refer to **Annexure B** for detail regarding progress made with the implementation of corrective measures to address the KPIs which have not been met in the TL SDBIP 2022/2023.

6. SUMMARY AND CHALLENGES

Annexure A is the unaudited Top Layer SDBIP for the first half of the financial year 2022/2024 ending 31 December 2023, which measures the George Municipality's overall performance per SO. The report, furthermore, includes the performance comments and corrective measures indicated for targets not achieved.

Signature: 
Dr. Michele Gratz
Municipal Manager of George Municipality
25 January 2024

ANNEXURES

Annexure A — Top Layer SDBIP 2023/2024 per Municipal SO and assessment of targets achieved (Mid-year Assessment)

Annexure B — Progress made with the implementation of corrective measures of KPIs not met in the Top Layer SDBIP for 2022/2023

ANNEXURE A — TOP LAYER SDBIP 2023/2024 PER MUNICIPAL SO AND ASSESSMENT OF TARGETS ACHIEVED (MID-YEAR ASSESSMENT)

7.1 Develop and Grow George

Develop and Grow George (SO 1)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July – 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
TL17	To maximise job creation opportunities through government expenditure	Create 1400 job opportunities in terms of the EPWP by 30 June 2024	Number of EPWP job opportunities created by 30 June	Whole Municipal Area: All	Signed appointment contracts and statistical reports to province	1400	1400	200	389	B	500	200	R	700	700	589	R
Performance Comment		Number of Job Opportunities are in in the reporting on EPWPRS system. Report to Province is done on the EPWPRS System															
Corrective Action		Corrective Action not provided															
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	Draft Integrated Economic Development Strategy signed and dated by Director	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Completion Certificate	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A

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

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

7.2 Safe, Clean and Green

Safe, Clean and Green (SO 2)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July – 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Blue Flag Award Certificates	3	3	0	0	N/A	3	3	G	3	3	3	G
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	Proof of submission on collab/ Minutes of meeting	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Metering data signed off by Engineer confirming compliance	5	5	1	4	B	1	4	R	1	2	4	B

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

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

7.3 Affordable Quality Services

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A
TL3	To provide world class water services in George to promote development and fulfil basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential water meters which are connected to the municipal water infrastructure network by 30 June 2024	Whole Municipal Area: All	Reports from the SAMRAS Financial system	37 250	37 250	0	0	N/A	0	0	N/A	0	0	0	N/A
TL4	To provide sufficient electricity for basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential electricity meters connected to the municipal electrical infrastructure network by 30 June 2024	Whole Municipal Area: All	Reports from the SAMRAS Financial system	44 467	44 467	0	0	N/A	44 467	48 580	G2	44 467	44 467	44 580	G2
TL5	To provide and maintain safe and sustainable sanitation management and infrastructure	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for sewerage	Whole Municipal Area: All	Reports from the SAMRAS Financial system	38 085	38 085	0	0	N/A	38 085	39 489	G2	38 085	38 085	39 489	G2

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
TL6	To provide integrated waste management services for the entire municipal area	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of residential account holders which are billed for refuse	Whole Municipal Area: All	Reports from the SAMRAS Financial system	37 137	37 137	0	0	N/A	37 137	41 085	G2	37 173	37 137	41 085	G2
TL7	To provide world class water services in George to promote development and fulfil basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic water	Whole Municipal Area: All	Reports from the SAMRAS Financial system	11 500	11 500	11 500	11 284	O	11 500	11 881	G2	11 500	11 500	11 881	G2
TL8	To provide sufficient electricity for basic needs	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic electricity	Whole Municipal Area: All	Reports from the SAMRAS Financial system	16 500	16 500	16 500	15 964	O	16 500	16 487	O	16 500	16 500	16 487	O
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	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic sanitation	Whole Municipal Area: All	Reports from the SAMRAS Financial system	11 500	11 500	11 500	11 074	O	11 500	11 656	G2	11 500	11 500	11 656	G2
TL10	To provide integrated waste management services for the entire municipal area	Provision of basic service delivery to George Residents (NKPI Proxy – MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic refuse removal	Whole Municipal Area: All	Reports from the SAMRAS Financial system	11 500	11 500	11 500	11 170	O	11 500	11 753	G2	11 500	11 500	11 753	G2

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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 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 2024	Whole Municipal Area: All	Reports from the SAMRAS Financial system	45%	45%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A
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	Reports from the SAMRAS Financial system	16%	16%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A
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	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2024	Whole Municipal Area: All	Reports from the SAMRAS Financial system	2	2	0	0	N/A	0	0	N/A	0	0	0	N/A

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
		Debts, Impairment and Loss on Disposal of Assets))															
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	Reports from the SAMRAS Financial system	95%	95%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A
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	Water Balance Report submitted to the DWS	<24%	<24%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A
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	Percentage of water quality compliance achieved as measured against the SANS 241:2015 by 30 June 2024	Whole Municipal Area: All	Report on compliance results	95%	95%	0%	0%	N/A	0%	0%	N/A	0%	0%	0%	N/A

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	10%	G	40%	23%	R	40%	40%	23%	R
Performance Comment		Delays with certain large project implementation that impact on the overall budget expenditure. Included in the adjusted budget are the significant rollover amounts for the MDRG and the BFI as well as additional funding for the GIPTN infrastructure. Statutory requirements for MDRG projects (environmental authorisations and water use licenses) have caused delays in project implementation, and a R 17m amount that is subject to the finalisation of an MOU with the SANRAL. The issue of a DFFE permit caused a substantial delay to the Rooidraai project. Contractual issues with the contractor caused delays on the Ngcakani Street project.															
Corrective Action		Adjustments will be made during the Adjustment Budget process to correct under expenditure on Ngcakani Street. The MOU has been submitted to the SANRAL for the R17m allocated to Peters Road (MDRG). George South, Rebuilding and Resealing of Streets contractors have been appointed to commence works in Jan 2024. Additional funding is being sought to enable to the contractor for the rebuilding of a portion of PW Botha Boulevard to commence. The construction of roads with the additional GIPTN infrastructure funding received can now proceed (finalisation of planning for implementation could not proceed until the funds had been included via an Adjustment Budget process that was concluded in November 23) All MDRG projects receive priority attention even though internal resources are constrained to project manage these additional projects. The 40% expenditure target was based on the original 2023/24 budget and the additional funding has the effect of reducing the actual expenditure against the original budget amount. The 40% expenditure target was based on the original 2023/24 budget and the significant additional funding (rollovers and additional GIPTN) has the effect of reducing the actual expenditure against the original budget amount.															
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	9%	O	40%	33%	O	40%	40%	33%	O
Performance Comment		Projects could not proceed to construction until the -2022/23 rollover application request had been approved by National Treasury. Additional GIPTN infrastructure funding was also secured. This funding was brought into the budget during an Adjustment Budget in November 2023.															
Corrective Action		Construction Projects are now being rolled out and the expenditure target will now be met. The 40% expenditure target was based on the original 2023/24 budget and the additional funding has the effect of reducing the actual expenditure against the original budget amount.															

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	13%	G2	40%	45%	G2	40%	40%	45%	G2
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	11%	G2	40%	32%	O	40%	40%	32%	O
Performance Comment		Under expenditure is mainly attributed to the BFI funded projects. Long lead times on the delivery of the stainless pipes for the GRDam pipework caused a delay in the construction works (contractor appointed). The funding allocated for the filter sand at the WTW must be re-evaluated to meet final volumes required and budget prioritisation. Statutory processes and approvals delayed the procurement processes for the Pacaltsdorp East and West and Thembaletu West reservoirs and pumpstations and the new 40MI balancing dam.															
Corrective Action		The stainless steel pipework has been delivered and installation at the GRDam will proceed early in 2024 with the other works. Large BFI projects will proceed to construction early in 2024 and contractors have been appointed . All water purification projects are being expedited as priority. Expenditure targets will be achieved. The 40% expenditure target was based on the original 2023/24 budget and the significant additional funding (rollovers) has the effect of reducing the actual expenditure against the original budget amount															
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	2%	R	40%	15%	R	40%	40%	15%	R
Performance Comment		Thembaletu Pumpstation 6 has been delayed due to consultant under performance. Contractor appointments for the three large BFI/RBIG funded sewer pumpstation upgrades (and the largest capital projects) have been made (Schaapkop imminent) for commencement of construction in early 2024. Commencement of construction of the Kleinkrantz Sewer Upgrade has															

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
		been delayed by the DFFE issue of a tree permit that is long past the due date. The Super Sucker tender had to be readvertised resulting in a delay on this project.															
Corrective Action		Adjustments will be made in the February 2023/24 Adjustment Budget for the Thembalethu Bulk Sewer. Regular engagements are held with the consultant to monitor improved performance. The Thembalethu P/S 6 electrical tender has been awarded and construction commences in early 2024. The BFI/RBIG projects are still on track to achieve expenditure. All capital projects are being expedited to achieve full expenditure by June 2023.															
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	19%	B	40%	41%	G2	40%	40%	41%	G2
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	Approved calculation supported by Eskom accounts, SAMRAS Report, Ontec report, bulk meter report	<10%	<10%	<10%	8.35%	B	<10%	9.25%	B	<10%	<10%	9.25%	B
TL29	To provide sufficient electricity for basic needs	Submit Phase 2 of the MV Master Plan and submit to Council by 30 June 2024	Number of Phase 2 MV Master Plans submitted by 30 June 2024	Whole Municipal Area: All	Minutes / Agenda of Section 80 committee meeting	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A

Affordable Quality Services (SO 3)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July - 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July - 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	10%	5%	G	40%	10.82%	R	40%	40%	10.82%	R
Performance Comment		<p>The project delays are primarily due to the relocation of 15/20MVA transformers from Glenwood to Protea Substation, which is causing delays in the upgrade of existing 10MVA capacity. The project is also causing delays in the Herolds Bay Substation appointment, which was delayed due to access issues with construction vehicles. Some tenders need to be readvertised due to no response from bidders, and the DMRE allocated funds to the Municipality for Area 1 in Thembaletu, but civil works delays have hindered electrification.</p> <p>Vehicle delivery lead times also cause spending concerns. The current budget for PV installations is R134m, which needs to be reduced due to various delays. The PV installations of various pumpstations, which are not feasible due to vandalism and theft, need to be removed. The Municipality has embarked on a feasibility study, but the professional fees quotes are lower than the allocation. The 9MWp PV plant faces difficulties with environmental approval, requiring a significant reduction in the budget of R42m. This process could take 4-6 months before an appointment can be made.</p>															
Corrective Action		Funding will be reduced during the adjustment budget process.															

Summary of Results: Affordable Quality Services (SO 3)

	Not Yet Applicable	KPIs with no targets or actuals in the selected period.	9
	Unacceptable Performance	0% >= Actual/Target < 75%0% >= Actual/Target < 75%	3
	Not Fully Effective	75% >= Actual/Target < 100%	3
	Fully Effective	Actual/Target = 100%	0
	Above Expectation	100% > Actual/Target < 150%	8
	Outstanding Performance	Actual/Target >= 150%	1
Total KPIs			24

7.4 Participative Partnerships

Participative Partnerships (SO 4)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July – 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Council agenda with MSDF revisions submitted to Council by 31 May 2024	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Proof of submission on collaborator/ Council agenda	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Proof of submission on collaborator /Council agenda	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A

Participative Partnerships (SO 4)																	
Ref	Pre-determined Objective	KPI Name	Unit of Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July – 30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Proof of submission on collaborator /Council agenda	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A

Summary of Results: Participative Partnerships (SO 4)

	Not Yet Applicable	KPIs with no targets or actuals in the selected period.	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 (SO 5)																	
Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July-30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Approved RBAP supported by the Audit Committee Minutes	1	1	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	20%	11.30%	R	25%	34.86%	G2	25%	25%	34.86%	G2

Good Governance and Human Capital (SO 5)																	
Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July-30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Submission of EE Stats to Section 80 Committee and MM Approval Designation Date Signature Director Municipal Manager 24/11/	2	2	0	0	N/A	1	1	G	1	1	1	G
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	Section 71 Report Annual Financial Statements at year-end	95%	95%	0	0	N/A	0	0	N/A	0	0	0	N/A
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	Proof of Submission of Draft IDP on Council Agenda	0	0	0	0	N/A	0	0	N/A	0	0	0	N/A

Good Governance and Human Capital (SO 5)																	
Ref	Pre-determined Objective	KPI Name	Measurement	Area	Source of Evidence	Original Annual Target	Revised Annual Target	01 July-30 September 2023			01 October – 31 December 2023			Overall Performance 01 July – 31 December 2023			
								Target	Actual	R	Target	Actual	R	Original Target	Target	Actual	R
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	Proof of submission of approved Annual Report and Oversight Report onto Council Agenda	0	0	0	0	N/A	0	0	N/A	0	0	0	N/A

Summary of Results: Good Governance and Human Capital (SO 5)

	Not Yet Applicable	KPIs with no targets or actuals in the selected period.	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%	1
	Outstanding Performance	Actual/Target >= 150%	1
Total KPIs			6

8. Conclusion

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

	No KPI Target This Quarter	20
	Unacceptable Performance	4
	Not Fully Effective	3
	Fully Effective	2
	Above Expectation	9
	Outstanding Performance	2
Total KPIs		40

ANNEXURE B –
PROGRESS MADE WITH THE IMPLEMENTATION OF CORRECTIVE MEASURES OF KPIS NOT MET
IN THE TOP LAYER SDBIP FOR 2022/2023

ANNEXURE B — PROGRESS MADE WITH THE IMPLEMENTATION OF CORRECTIVE MEASURES OF KPIS NOT MET IN THE TOP LAYER SDBIP FOR 2022/2023

a) Affordable Quality Services

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	25.05%	20%	20%	20%	27.22%	R	Target not met but continuous improvements are being made to networks that will only be seen within the next 3 to 5 years.	Implementation of pressure management initiatives to assist with water losses and more accurate flow readings. Baseline to be re-assessed to ensure target is achievable and realistic in context of the Western Cape Province.	Numerous bulk meters were installed in 2022/23 that have provided significantly more accurate readings in the network. It has become evident that the previous old meters were inaccurate. The installation of smart meters continues over a number of financial years. Challenges with the new smart meters have resulted in meter failures and water losses and extensive investigations have been carried out, and are still underway, to address potential causes of failures. A pressure management study and a Zone metering study are being concluded to identify the positioning of meters on the network to further improve metering accuracy and pressure management (to reduce pipe failures) Telemetry and SCADA upgrades and extensions continue

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	97.99%	95%	95%	95%	31.77%	R	<p>National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June.</p> <p>The additional grant finding allocated in March 2023 consist of:</p> <p>1. Public Transport Network Grant (PTNG) of R45.69 million,</p> <p>2. Regional Bulk Infrastructure Grant (RBIG) of R134.2 million,</p> <p>3. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and</p> <p>4. Emergency Municipal Loadshedding Relief Grant of R14.2 million.</p> <p>The MDRG relates to the major storm damage suffered by</p>	<p>The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.</p>	<p>The 2022/23 rollover funding was approved by the NT for the MDRG and the GIPTN capital, and additional GIPTN funding allocated. These funds have been included in the 2023/24 capital budget during an Adjustment Budget in November 2023. Construction of various infrastructure will commence in January 2024 with the funding available, and to meet amended expenditure targets by 30 June 2024. A MOU has been submitted to SANRAL for review wrt the Peters Road Stormwater Upgrade (R17m). MDRG projects are subject to certain statutory requirements (Environmental authorisations, Water Use Licenses, DFFE tree permits) that cause a delay in construction implementation. The DFFE issue of tree permits is a considerable delay. Continual engagements and communication takes place with other</p>

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete these 34 projects before June 2023, but most projects have already commenced.</p> <p>The funds for the PTNG and Loadshedding Relief Grants are fully committed and will be fully expensed within the next financial year. Of the R237.5 million MDRG, R229 million will be rolled over for spending during the next and subsequent financial year.</p> <p>George has</p>		authorities.

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects. As a result, 31.77% 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 93.50%		
TL5	To endeavor to improve the reseal of roads such as an extent that potholes are prevented	Spend 95% of the approved operational budget on the rehabilitation and upgrade of the proclaimed roads by 30 June 2023 {(Actual expenditure divided	Percentage of the approved operational budget spent on the rehabilitation and upgrade of the	100%	95%	95%	95%	86.23%	0	The proclaimed roads capital expenditure was slightly delayed by heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded	Project procurement plans will be adjusted to expedite project programs to ensure that work progress is accelerated and that all grant funding is fully spent by June 2024.	Project implementation and expenditure is aligned to meet the 30 June 2024 full expenditure target

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
	altogether	by the total approved budget less savings) x100}	proclaimed roads by 30 June 2023							by the persistent high levels of loadshedding in South Africa, these external factors have contributed to causing delays to capital projects. As a result 86.23% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023.		
TL6	To implement an Integrated Public Transport Network that twill serve the communitie s 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 rehabilitatio n and upgrade of the public transport infrastruc ture by 30 June 2023	99.99%	95%	95%	95%	62.34%	R	National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The additional grant finding allocated in March 2023 includes the Public Transport Network Grant (PTNG) of R45.69 million. Due to the late allocation by NT, it was obviously not possible to complete these projects before June 2023, but most projects have already	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024	The 2022/23 rollover request was approved by National Treasury, and additional grant funding was allocated for public transport infrastructure. These additional amounts have been brought into the current 2023/24 capital budget (November 2023 Adj Budget) and roads projects can now proceed to construction. The current funding available will be fully spent by 30 June 2024

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>commenced. The funds for the PTNG are fully committed and will be fully expensed within the next financial year. R38.8 million will be rolled over for spending during the next financial year.</p> <p>George has experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects.</p> <p>As a result, 62.34% 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 83.76%</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	91.67%	95%	95%	95%	73.32%	O	National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The additional grant finding allocated in March 2023 included: 1. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and 2. Emergency Municipal Loadshedding Relief Grant of R14.2 million. The MDRG relates to the major storm damage suffered by George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete these 34 projects before June	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	The 2022/23 rollover application was approved by the National Treasury and the funds brought into the 2023/24 capital budget in November 2023. 2022/23 multi-year projects are in process and MDRG project spending is advanced.

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>2023, but most projects have already commenced.</p> <p>The funds for the Loadshedding Relief Grant is fully committed and will be fully expensed within the next financial year. R23.1 million will be rolled-over for spending during the next and subsequent financial year.</p> <p>George has experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects</p> <p>As a result, 73.32% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										excluding the additional funding, the spending percentage increases to 90.46% Additional funding obtained (Loadshedding Relief Grants and Municipal Disaster Recovery Grant)		
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	96.27%	95%	95%	95%	62.07%	R	National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The additional grant finding allocated in March 2023 included: 1. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and 2. Emergency Municipal Loadshedding Relief Grant of R14.2 million. The MDRG relates to the major storm damage suffered by	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	National Treasury approved the rollover application and the funds have been included in the 2023/24 capital budget during an Adjustment Budget in November 2023. The rollover amounts together with the approved 2023/24 capital budget are scheduled for full expenditure by 30 June 2024. Contractor awards have been made, or are in process for the large BFI/RBIG funded projects (40MI balancing dam, the reservoirs and pumpstations in Thembaletu East Pacaltsdorp East and West, the Thembaletu West bulk water pipeline replacement and the Thembaletu Wes

Affordable Quality Services												
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							Target	Actual	R			
										<p>George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete these 34 projects before June 2023, but most projects have already commenced.</p> <p>The funds for the Loadshedding Relief Grant is fully committed and will be fully expensed within the next financial year. R118.5 million will be rolled over for spending during the next and subsequent financial year.</p> <p>George has experienced heavier than normal rainfalls since January 2023.</p>		pumpstation building

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects As a result 62.07% 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 99.50% Additional funding obtained (BFI; Loadshedding Relief Grants and Municipal Disaster Recovery Grant)		
TL9	To provide and maintain safe and sustainable sanitation	Spend 95% of the approved capital budget on the rehabilitation and upgrade of the Sewerage Networks	Percentage of the approved capital budget spent on the rehabilitation and upgrade	94.83%	95%	95%	95%	76.92%	O	National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds.	The National Treasury approved the 2022/23 rollover application, and the additional funding was included in the 2023/24 capital budget in

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
	management and infrastructure	by 30 June 2023 {(Actual expenditure divided by the total approved budget less savings) x 100}	of the Sewerage Networks by 30 June 2023							<p>spend these funds by June.</p> <p>The additional grant finding allocated in March 2023 included: 1. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and 2. Emergency Municipal Loadshedding Relief Grant of R14.2 million.</p> <p>The MDRG relates to the major storm damage suffered by George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete these 34 projects before June 2023, but most projects have already commenced.</p> <p>The funds for the Loadshedding Relief</p>	Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	and Adjustment Budget that was approved in November 2023. MDRG projects are being prioritised but are being delayed by the necessary statutory requirements (environmental authorisations, Water Use Licenses and DFFE tree permits). Frequent engagements and communication with other authorities continues. All projects are prioritised to achieve full expenditure by 30 June 2024

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>Grant is fully committed and will be fully expensed within the next financial year. R19.7 million will be rolled-over for spending during the next and subsequent financial year.</p> <p>George has experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects</p> <p>As a result, 76.92% 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 88.93%</p> <p>Additional funding</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										obtained (Loadshedding Relief Grants and Municipal Disaster Recovery Grant)		
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	96.28%	95%	95%	95%	70.86%	R	National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The additional grant finding allocated in March 2023 included: 1. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and 2. Emergency Municipal Loadshedding Relief Grant of R14.2 million. The MDRG relates to the major storm damage suffered by George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	The National Treasury approved the 2022/23 rollover application, and the funding has been included in 2023/24 capital budget during an Adjustment Budget in November 2023. MDRG projects are proceeding, and the emergency energy backup projects proceeding. All multi-year projects are in process. The delays by the DFFE in issuing tree permits remains an ongoing concern and this impacts directly on project progress (Kleinkrantz Sewer)

Affordable Quality Services												
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							Target	Actual	R			
										<p>application and allocate the funding. It was obviously not possible to complete these 34 projects before June 2023, but most projects have already commenced.</p> <p>The funds for the Loadshedding Relief Grant is fully committed and will be fully expensed within the next financial year. R17.6 million will be rolled-over for spending during the next and subsequent financial year.</p> <p>George has experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										As a result 70.86% 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 82.64% Additional funding obtained (Loadshedding Relief Grants and Municipal Disaster Recovery Grant)		
TL16	To revitalise the current community facilities to increase the access to services for the public	Spend 95% of the approved 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	New KPI	95%	95%	95%	66.34%	R	National Treasury allocated additional grant funding of to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The MDRG relates to the major storm damage suffered by George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. This grant includes funding for the rehabilitation of the Wall at Garden Route Botanical Gardens. It	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	Work on the botanical gardens is now underway after some initial delays that were experienced at the start of the current financial year. Securing the roll-over of the awarded disaster management finding was clarified with National Treasury. Work is scheduled for completion before the end of the 2023/24 financial year.

Affordable Quality Services												
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							Target	Actual	R			
										took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete all of these projects before June 2023, but most projects have already commenced. Work on project S24G on the Gwaiing Caravan Park is in progress and on track for completion in the 2023/24 financial year. By excluding the above-mentioned additional grants funding received late in the financial year, the spending percentage increases to 89.90%		
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	99%	95%	95%	95%	91.77%	O	Significant delays on some of the solar projects as well as being unable to find a successful bidder for some tenders were amongst the reason for not meeting the target. Several instances were noted where bidders	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully	Factors beyond the control of the municipality have unfortunately resulted in delays to some of the major projects planned or the 2023/24 financial year. Vandalism and theft have caused a strategic rethink to avoid financial

Affordable Quality Services												
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							Target	Actual	R			
										submitted substandard tender documents.	spent by June 2024.	losses for Solar PV plants and installations.
										National Treasury allocated additional grant funding to George Municipality in March 2023, being very late in the financial year to spend these funds by June. The MDRG relates to the major storm damage suffered by George on 21 November 2021.	Instituting continuous project management meetings for better monitoring as well as reducing spending at the very end of the financial year.	Procurement for several of the major projects have to be readvertise due to unsuccessful bids. As a result the capital budget for the 2023/24 year for the directorate will have to be reduced and adjusted to compensate for these delays, whilst ensuring that the affected projects continue towards completion.
										George experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in South Africa, these external factors have further contributed to causing delays to capital projects.		
										Overall, 91.77% of the adjusted capital expenditure budget was expensed by year-end of 30 June		

Affordable Quality Services												
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							Target	Actual	R			
										2023. By excluding the above-mentioned additional grants funding received late in the financial year, the spending percentage increases to 97.35%.		
TL34	To provide sufficient electricity for basic needs	Provide free basic water to indigent account holders	Number of indigent account holders receiving free basic water	11 521	11 500	11 500	11 500	10 488	○	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.	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	Targets for the remainder of the 2023/24 financial year will need to be revised downwards to factor in the expected reduction in the equitable share allocation as communicated by National treasury. Indigents verification and re-applications are ongoing
TL35	To provide and maintain safe and sustainable sanitation management and infrastructure	Provide free basic electricity to indigent account holders	Number of indigent account holders receiving free basic electricity	16 865	16 500	16 500	16 500	15 439	○	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.	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.	Targets for the remainder of the 2023/24 financial year will need to be revised downwards to factor in the expected reduction in the equitable share allocation as communicated by National treasury. Indigents verification and re-applications are ongoing.

Affordable Quality Services												
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							Target	Actual	R			
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	11 192	11 500	11 500	11 500	10 228	O	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.	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.	Targets for the remainder of the 2023/24 financial year will need to be revised downwards to factor in the expected reduction in the equitable share allocation as communicated by National treasury. Indigents verification and re-applications are ongoing.
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	11 291	11 500	11 500	11 500	10 318	O	Actual lower due to ongoing verification of indigent account holders and data cleansing to remove non-qualifying applicants.	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.	Targets for the remainder of the 2023/24 financial year will need to be revised downwards to factor in the expected reduction in the equitable share allocation as communicated by National treasury. Indigents verification and re-applications are ongoing.
TL41	To manage the municipal finances according to the Municipal Management Act in an effective and	Achieve a payment percentage of 94% 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	96.69%	95%	95%	95%	91.87%	O	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	Debt older than 120 days are currently being analysed and investigated. Various credit control actions are being implemented, including the collection of arrear debts through prepaid meters up to 50%. The municipality is finalising the co-sourcing of the credit control function to complement the existing staff	Improvement plans are being implemented and will continue to assist in improving the collection rate. The process to write-off very old debt has already seen R47m relief approved for write off of long outstanding debt for indigent households. The co-

Affordable Quality Services												
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							Target	Actual	R			
	efficient manner									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.	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	sourced credit control function is nearly complete and will assist to strengthen implementation of the credit and debt collection policy.
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	96.56%	95%	95%	95%	64.05%	R	National Treasury allocated additional grant funding of R431.6 million to George Municipality in March 2023, being very late in the financial year to spend these funds by June. Overall the original capital expenditure budget was increased from R787.9 million to R1 147 million during the course of the year due to additional funding received. The R431.6 million allocated in March 2023 consist of: 1. Public Transport Network Grant (PTNG) of R45.69 million,	The unspent portion of the additional grants will be spent in the next financial years. Requests have been made to National Treasury to approve the roll-over of unspent funds. Expedited project programs have been agreed with contractors to ensure that work progress is accelerated to ensure grant funding is fully spent by June 2024.	Factors beyond the control of the municipality have unfortunately resulted in delays to some of the major projects planned or the 2023/24 financial year. Procurement for several of the major projects have to be readvertise due to unsuccessful bids. As a result the capital budget for the 2023/24 year for the directorate will have to be reduced and adjusted to compensate for these delays, whilst ensuring that the affected projects continue towards completion.

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>2. Regional Bulk Infrastructure Grant (RBIG) of R134.2 million,</p> <p>3. Municipal Disaster Recovery Grant (MDRG) of R237.5 million, and</p> <p>4. Emergency Municipal Loadshedding Relief Grant of R14.2 million.</p> <p>The RBIG grant allocation relates to a request made to NT for a R134.2 million change to the cashflows per year over the 3 years of the BFI projects. The revised cashflow per year has no impact on the overall RBIG grant allocation. However, no response was received from NT on the cashflow revision request, which resulted in the CES directorate having to slow down certain aspects of projects so as not to exceed the available funding. The R134.2 million</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										<p>funding for the revised cashflows were gazetted and transferred in March 2023. The affected BFI projects will be accelerated to expend the funds.</p> <p>The MDRG relates to the major storm damage suffered by George on 21 November 2021. The application for disaster grant funding covers 34 different projects, some of which are quite complex. It took some time for the National Disaster Management Centre to finalise the application and allocate the funding. It was obviously not possible to complete these 34 projects before June 2023, but most projects have already commenced.</p> <p>The funds for the PTNG and Loadshedding Relief Grants are fully committed and will</p>		

Affordable Quality Services												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										be fully expensed within the next financial year. Of the R134.2 million additional RBIG funding, R19.2 million has already been used and R115 million will be added to the 2023/24 planned expenditures for the various BFI projects. Of the R237.5 million MDRG, R229 million will be rolled-over for spending during the next and subsequent financial year as these funds cover 34 different projects for storm damage affected areas in the George Municipal area. George has experienced heavier than normal rainfalls since January 2023. Along with the international shipment and supply chain delays caused by the war in Ukraine, compounded by the persistent high levels of loadshedding in		

Affordable Quality Services												
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							Target	Actual	R			
										<p>South Africa, these external factors have further contributed to causing delays to capital projects.</p> <p>Overall, 91.74% of the original budget and 64.05% of the adjusted capital expenditure budget was expensed by year-end of 30 June 2023. By excluding the above mentioned four additional grants funding received late in the financial year, the spending percentage increases to 93.03%. Actual expenditure on capital projects has increased to R722 million, up by 364% since the 2019/20 year when actual spending was only R156 million.</p>		

b) Develop and Grow George

Develop and Grow George												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	73.45%	95%	95%	95%	71.10%	R	Several projects experienced delays due to non- responsiveness of tenderers and legal appeals lodged which has since been resolved.	Request to roll-over grant funding has been submitted to NT. All contracts have been awarded and work is in progress and will be completed in the 2023/24 financial year	Roll over of Grant funding approved and projects in progress. 1.Steel structure pavilions – partially completed 2.Thembaletu Clubhouse – partially completed 3.Tartan Track – Bid Evaluation stage

c) Good Governance and Human Capital

Good Governance and Human Capital												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	0.29%	0.51%	0.51%	0.15%	0.24%	R	The training budget was R 1748 858 and expenditure of R1699 689 was achieved equating to 97.19%. The target of 0.51% however was formulated in relation to expenditure against the total personnel budget of R695 679 718. Given that the budget was only R1748 858 which equates to 0.24% of the wage bill, the target could not have been achieved.	The target has been reformulated in the new financial year to consider workplace skills expenditure.	The target was amended to read as follows: Spend 95% of operational budget on training by 30 June 2024 {(Actual total training expenditure divided by total operational budget) x100}. Expenditure on training is in progress and final expenditure needs to be reported as at 30 June 2024
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 micro structure of the staff establishment and submit to Council for approval by 31 August 2022	Review completed and submitted for approval	New KPI	1	1	1	0	R	The completion of the evaluation of the microstructure was hindered by the need for additional advice from the Department of Cooperative Governance and Traditional Affairs (COGTA) owing to the intricate nature of the procedure. The Human Resources department was confronted with capacity challenges and made it a priority to apply the Performance	The completion of the evaluation of the microstructure will be further facilitated by the engagement of a service provider.	Agito Minds was appointed in July 2023, to conduct a review of the organizational structure. As at 30 December 2023, the draft Macro Structure was completed and consultations with all Directorates regarding the Micro Structure, was held.

Good Governance and Human Capital												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
										Management Staffing standards.		

d) Safe, Clean and Green

Safe, Clean and Green												
Ref	Pre-determined Objectives	KPI	Unit of Measurement	Previous Year Performance	Annual Target	Revised Target	Overall Performance for 01 July 2022 to 30 June 2023			Performance comments / Reason(s) for deviation from target (under and over performance)	Improvement Plan(s) to correct deviation from target (under performance)	Progress as at 31 December 2023
							Target	Actual	R			
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	1	1	1	1	0	R	Disaster Management Plan was due to serve before council by 31 March 2023. Due to operational reasons item could not be concluded for approval by 31 March 2023	Disaster Management Plan approved at Ordinary Council meeting held 29 June 2023	Disaster Management Plan approved by Council on 29 June 2023
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	New KPI	1	1	1	0	R	The item was due to serve before council by 31 May 2023, but due to operational reasons item could not be concluded for approval of Community Safety Plan on 31 May 2023,	The item will serve at the next Ordinary council - August 2023	Community Safety Plan approved by Council 25 August 2023