

Polokwane Municipality

Mid-Year Budget and Performance Assessment Report

1st July 2024 – 31st December 2024



The Ultimate in Innovation and Sustainable Development



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1. Purpose of the Mid-Year Report

The purpose of this report is to comply with Section 52 (d) and Section 72 of the Municipal Finance Management Act 56 of 2003, and Section 33 of the Municipal Budget and Reporting Regulations as promulgated in the Government Gazette No 32, 141 of April 2009, which requires the municipality to assess its performance for the first half of the financial. The assessment must include financial and non-financial affairs and report be submitted to the municipal council and to sector departments.

2. Legislative Background

Section 72 of the Local Government Municipal Finance Management Act, Act No. 56 of 2003 (MFMA) provides that the Accounting Officer must by 25 January of each year assess the budget and performance of the municipality during the first half of the financial year. An assessment report in accordance with Section 72(1) (b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury. The assessment report must detail how the municipality has performed in terms of its revenue collection and budget implementation. Furthermore, the assessment needs to detail how the municipality has performed in terms of its service delivery targets as documented in the approved Service Delivery and Budget Implementation Plan. The Mayor needs to consider the report and submit the report to Council by 31 January in terms of Section 54 of the MFMA. The mayor's report to council must have recommendations on whether the budget adjustments will have to be tabled in council.

2.1. State of the Municipality's Finance

2.1.1. Short term viability and Long term viability

The National Treasury uses 13 indicators to assess long term viability. In order to be viable in the long term, the Treasury requires municipality's' to meet at least 7 indicators with meeting the norm of the two liquidity ratios at the same i.e. current ratio and cash coverage ratio. The municipality has met 10 indicators as tabulated below. The current ratio was achieved while the municipality falls short of the cash coverage ratio. The cash coverage ratio essentially measures the cash reserves available to meet fixed commitments in the event that the revenue projections do not materialise.

Therefore, it is essential that all SBUs contained their costs within the allocated budget while finding innovative measures to save costs. All relevant revenue generating SBUs will have to ensure that the revenue base is increased by eliminating the challenges preventing revenue generation. These indicators will serve as a cornerstone to our budgeting principles and will be closely monitored.

The emphasis going forward will be budgeting for a cash surplus (revenue generation and cost containment/efficiencies) to ensure that the cash coverage ratio is met within the norm as this is the only ratio that is preventing us from being categorized financial viable in the long term.

SHORT-TERM & LONG-TERM FINANCIAL SUSTAINABILITY					Status
Category	Indicator No	Indicator	Norm	2024/25	
FUNDING COMPLIANCE	1	Cash equivalent position	Positive situation	R848 024 313	Compliant
	2	Cash less applications	Funded position	R848 024 313	Compliant
	3	Cash coverage	1 to 3 months	2 months	Compliant
ASSET MANAGEMENT AND SUSTAINABILITY	4	Repairs and Maintenance	8%	2%	Non-compliant
	5	Asset renewal/rehabilitation expenditure	40% of CAPEX	21.20%	Non-compliant
	6	Asset renewal/depreciation	100%	13.10%	Non-compliant
	7	Total CAPEX as percentage of total expenditure	10%-20% of total capex	12%	Compliant
	8	Liquidity ratio	1	2.68	Compliant
	9	Debtors days	30	155days	Non-compliant
	10	Creditors days	30	30 days	Compliant
ASSET/LIABILITY RATIOS	11	Debt vs total operating revenue	45%	28%	Compliant
	12	Current ratio	1.5	2.82	Compliant
	13	Solvency ratio	1'1	0.1	Compliant

- **Compliant** 8
- **Non-compliant** 5
- **Total indicators** 13

3. Indigent Support

The municipality has made a total budget of **R 281 700 402** as part of indigent and social package alleviation programme to the community of Polokwane Municipality who are deserving. Further to the subsidy, the indigents balances prior to qualifying as indigents are written off. Indigents household meters are to be on prepaid mode to avoid over usage that cannot be paid over the subsidy.

The municipality is further reviewing the indigent register with the intention of ensuring only valid applicants receive indigent benefits. Those that don't qualify or no longer qualify will be subject to the Council approved tariffs for services rendered.

4. Budget Performance Analysis

4.1. Revenue

4.1.1. The Actual Performance against the forecast

The financial results for the period ending 31 December 2024 are summarised as follows:

Description	2023/24	Budget Year 2024/25				
	Audit Outcome	Original Budget	Adjustment Budget	Monthly Actual	Year to Date Actual	%
Total Operational Revenue	4 537 312 761	5 302 511 078	5 411 700 370	766 987 750	2 802 496 335	53%
Capital transfers recognised	774 106 889	708 358 003	674 558 003	75 672 898	295 946 650	42%
Total Revenue	5 311 419 650	6 010 869 081	6 086 258 373	842 660 648	3 098 442 985	52%
Total Expenditure	5 378 584 656	5 140 212 955	5 226 706 901	469 187 335	2 696 740 546	52%
Surplus/ (Deficit) for the year	(67 165 006)	870 656 126	859 551 472	373 473 313	401 702 439	46%

Actual revenue billed which includes grants and other direct income as at 31 December 2024 amounts to **R 3 098 442 985** of the adjustments budget of **R 6 086 258 373**. Past performance as at December 2023 (2023/24) **R 2 904 791 478 (51%)**.

Revenue by source

Description R thousands	2023/24	Budget Year 2024/25				
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	%
Revenue						
Exchange Revenue						
Service charges Electricity	1 368 903	1 984 455	1 984 455	131 490	754 830	38%
Service charges Water	298 432	382 411	382 411	24 619	129 394	34%
Service charges Waste Management	142 912	156 158	150 139	13 552	81 608	54%
Service charges Waste Water Management	170 742	150 139	156 158	15 429	91 177	58%
Sale of Goods and Rendering of Services	21 211	14 902	14 902	2 330	14 600	98%
Agency services	26 227	33 467	33 467	1 721	12 052	36%
Interest earned from Receivables	96 290	93 759	93 759	7 177	43 456	46%
Interest earned from Current and Non Current Assets	48 178	42 987	42 987	11 094	34 593	80%
Rental from Fixed Assets	40 961	13 138	13 138	3 567	15 374	117%
Licence and permits	13 597	15 263	15 263	(409)	17 035	112%
Operational Revenue	7 621	40 993	40 993	1 617	5 896	14%
NonExchange Revenue						
Property rates	602 556	641 116	641 116	56 297	354 620	55%
Fines, penalties and forfeits	40 979	44 152	44 152	2 400	16 975	38%
Licences or permits	-	3	3	-	-	0%
Transfer and subsidies - Operational	1 538 725	1 666 130	1 775 319	491 168	1 201 677	68%
Interest	55 412	23 440	23 440	4 937	29 211	125%
Gains on disposal of Assets	64 568	-	-	-	-	0%
Transfers and subsidies - capital (monetary allocations)	774 107	708 358	674 558	75 673	295 947	44%
Total Revenue	5 311 420	6 010 869	6 086 258	842 661	3 098 443	51%

The reasons for variances are tabled as follows:

Revenue Source	Reasons for variances
Service charges – Electricity	The reason for the decrease is attributable to consumers using alternative energy sources and non and low payment of electricity bills from customers resulting in termination of services which reduce the consumption by customers. Another

Revenue Source	Reasons for variances
	factor is the shortage of meters which lead to technicians to bypass faulty meters.
Service charges – Water	The variance for the month of December 2024 is at minimal as attribute to fixed charges that are billed on faulty meters and the project of installing smart water meters of which consumption for water consumed, is paid immediately when electricity is purchased.
Service charges - Waste Water Management	The increase in Service charges -Waste Water Management is due to the high amount of Sanitation billed. The increases are attributable to the work in progress as zoning on properties are being verified and adjustments made to accounts. The completeness exercise is to ensure alignment between billing and zoning.
Service charges - Waste management	This is because of the rebate that had been corrected in the month of December 2024. The normal monthly increase is attributable to the work in progress, as zoning on properties is being verified and adjustments made to accounts. The completeness exercise is continuing to ensure alignment between billing and zoning.
Property Rates	Revenue from property rates for December 2024 is ahead of planned projections. The increase is attributable to the assumptions over development and growth within the municipal jurisdiction, i.e. growth and development occur throughout the year. The completeness includes reconciling the valuation roll to land parcels and to the billing system, also ensuring the property categories on the valuation roll are the same as the category on site and that property valuation is market related as prescribed by the Local Government: Municipal Property Rates Act 6 of 2004 as amended.
Rental from Fixed Assets	There was an increase in the rental of municipal facilities due to rental of more municipal investment property. This is expected to increase due to marketing and facility commercialization.
Agency Services	The underperformance of the agency fees can be explained by a percentage of the overperformance in licences and permits. This is because the licence office receipts all licences issued under "licences and permits" irrespective of whether it meets the definition of "agency fees" or "licences and permits". This misallocation is only attributable to the December 2024 month as all previous months have been corrected. A correcting journal will be passed during January to reflect the true amounts for both "agency fees" and "licences and permits" once all verification processes for December 2024 are complete.

4.2. Expenditure

4.2.1. Actual Performance Expenditure

Operating expenditure for the period ended December 2024 amounts of **R 2 696 740 546 is (52%)** against adjustments budget of **R 5 226 706 901**. Past performance as at December 2023 (2023/24) **R2 934 504 612 (64%)**.

Description R thousands	2023/24	Budget Year 2024/25				
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	%
Expenditure						
Employee related costs	1 104 282	1 341 147	1 345 757	94 045	547 109	41%
Remuneration of councillors	43 877	47 455	47 455	34 379	52 100	110%
Bulk purchases - electricity	1 018 199	1 303 666	1 303 666	85 461	548 699	42%
Inventory consumed	275 699	328 513	328 513	18 321	144 007	44%
Debt impairment	347 769	162 447	162 447			0%
Depreciation and amortisation	1 146 713	386 920	386 920	96 812	583 398	151%
Interest	50 808	42 724	42 724	-	3 209	8%
Contracted services	961 691	978 409	1 025 047	112 745	570 157	56%
Transfers and subsidies	15 480	10 480	44 980	40	10 089	22%
Irrecoverable debts written off	-	124 473	124 473	2 314	66 372	53%
Operational costs	290 927	413 979	414 724	25 069	171 236	41%
Losses on disposal of Assets	123 138	-	-		365	0%
Total Expenditure	5 378 585	5 140 213	5 226 707	469 187	2 696 741	52%

The reasons for variances are tables as follows:

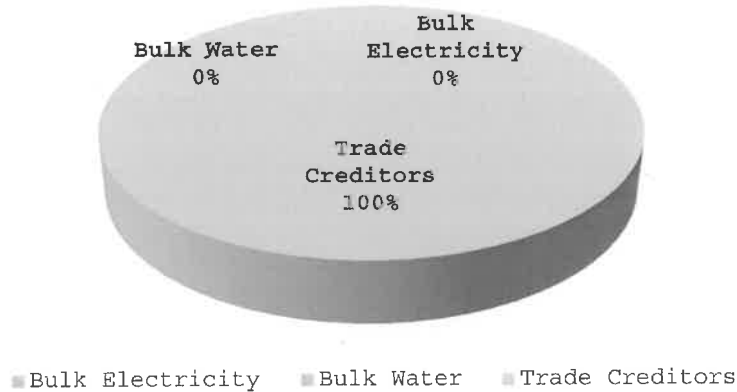
Expenditure by Type	Reasons for variance
Employee related cost	The variance is due to vacant posts that have been budgeted for and not yet filled.
Bulk Purchases	Invoices from Eskom and Lepelle Northern Water were received late resulting in some invoices not being captured.
Irrecoverable debts written off	The were more applications from indigents which qualified for debt write off as per the indigent policy.
Depreciation	The total depreciation calculation is performed and assessed at year end in line with accounting policies.
Finance charges	Loan agreements stipulate that payments are made twice a year (Bi-annually). Payments of loan is paid in July and January each year.
Grants & Subsidies Paid	This expenditure is dependent on needs and requirements of R-A Tranches are transferred on request.
Other Materials	This expenditure is dependent on needs and requirements of departments for materials.
Remuneration of Councilors	The new grading of Level 6 for the municipality resulted in high backpay packages.
Contracted Services	Contracted services remained in line with budget. All directorates have compiled a cash flow activity plan to manage contracted services and are required implement a plan to utilize more internal staff and find other cost-effective methods to contain costs e.g. a consultant reduction plan.

4.3. Expenditure Management

All creditors were current and not overdue with utilities paid on time up to the mid-year.

Description R thousands	Budget Year 2024/25									Prior year totals for chart (same period)
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	
Creditors Age Analysis By Customer Type										
Bulk Electricity	-	-	-	-	-	-	-	-	-	86 749
Bulk Water	-	-	-	-	-	-	-	-	-	20 895
PAYE deductions	-	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
Trade Creditors	10 148	-	-	-	-	-	-	-	10 148	26 289
Auditor General	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total By Customer Type	10 148	-	-	-	-	-	-	-	10 148	133 933

Creditors Age Analysis By Customer Type



The bulk electricity and water balances were excluded from the creditors' age analysis as the relevant invoices had not been received by the time the month-end process was finalized. Upon eventual receipt of the invoices, the following balances were reflected:

Eskom: R100 367 957.85

Lepelle Northern Water: R27 697 813.03

4.4 Capital Expenditure Programme

4.4.1 Actual Capital Performance

Capital expenditure for the period ended December 2024 amounts to **R 414 255 675** including VAT (**45%**) against adjustments budget of **R 925 527 912** including VAT. Past performance as at December 2023 (2023/24) R 466 236 321 (**51%**).

The capital budget funding breakdown as at 31 December 2024 is tabulated as follows:

* Detailed Capital programme (Appendix A)

MULTI YEAR CAPITAL BUDGET		Funding Source	ORIGINAL BUDGET 2024/25				SPECIAL ADJUSTMENTS BUDGET 2024/25 (WITH TRANSFER OF FUNDS)				DECEMBER				YEAR TO DATE TOTAL ACTUAL				PERCENT AGE SPENT
			TOTAL EXCL. VAT	VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT		
CAPITAL FUNDING																			
	Integrated Urban Development Grant	IUDG	241 613 842	36 242 076	277 855 918	241 613 841	36 242 076	277 855 917		38 756 252	5 813 438	44 569 690		138 440 306	20 766 046	158 459 277		57%	
	Public Transport Network Grant	PTNG	144 493 109	21 673 966	166 167 075	114 493 109	17 173 966	131 667 075		7 251 776	1 087 766	8 339 542		18 450 966	2 767 645	21 218 611		16%	
	Neighbourhood Development Grant	NDPG	39 116 521	5 867 478	44 983 999	39 116 521	5 867 478	44 983 999		2 304 651	345 698	2 650 349		21 483 020	3 222 453	24 705 474		55%	
	Water Services Infrastructure Grant	WSIG	66 086 958	9 913 044	76 000 002	66 086 958	9 913 044	76 000 002		2 344 788	351 718	2 696 506		24 692 945	3 703 942	28 396 886		37%	
	Regional Bulk Infrastructure Grant	RBIG	109 576 522	16 436 478	126 013 000	109 576 522	16 436 478	126 013 000		15 723 263	2 358 489	18 081 752		56 521 842	8 478 276	65 000 118		52%	
	Integrated National Electrification Programme Grant	INEP	10 933 044	1 639 957	12 573 001	10 933 044	1 639 957	12 573 001		-	-	-		-	-	-		0%	
	Human Settlement Development Grant	HSDG	-	-	-	608 695	91 304	699 999		-	-	-		-	-	-		0%	
	Municipal Disaster Recovery Grant	MDRG	4 143 478	621 522	4 765 000	4 143 478	621 522	4 765 000		-	-	-		288 689	43 303	331 992		7%	
	Total DoRA Allocations		615 983 474	92 394 521	708 357 995	585 572 168	87 985 825	674 557 993		66 380 730	9 957 110	76 337 840		259 877 768	38 981 665	298 112 359		44%	
	Capital Replacement Reserve	CRR	204 178 262	30 626 739	234 805 001	218 234 713	32 735 207	250 969 919		31 764 592	4 764 689	36 529 281		100 994 188	15 149 128	116 143 317		46%	
	TOTAL FUNDING		820 141 735	123 021 260	943 162 996	804 806 880	120 721 032	925 527 912		98 145 322	14 721 798	112 867 121		360 871 956	54 130 793	414 255 675		45%	
MULTI YEAR BUDGET			Budget Year 2024/23				SPECIAL ADJUSTMENTS BUDGET 2024/25				DECEMBER				YEAR TO DATE TOTAL ACTUAL				
	Description		TOTAL EXCL. VAT	VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT	TOTAL EXCL. VAT	TOTAL INCL. VAT		
	Vote 1 - CHIEF OPERATIONS OFFICE		1 196 554	179 483	1 376 037	1 196 554	179 483	1 376 037		-	-	-		-	-	-		0%	
	Vote 2- MUNICIPAL MANAGER'S OFFICE		-	-	-	-	-	-		-	-	-		-	-	-		0%	
	Vote 3- WATER AND SANITATION		306 180 923	45 927 138	352 108 061	310 431 981	46 564 797	356 996 778		23 817 140	3 572 571	27 389 711		164 029 633	24 604 445	188 634 078		53%	
	Vote 4 - ENERGY SERVICES		55 155 364	8 273 305	63 428 669	32 955 364	4 943 305	37 898 669		390 000	58 500	448 500		4 873 550	731 033	5 604 583		15%	
	Vote 5 - COMMUNITY SERVICES		100 261 546	15 039 232	115 300 778	95 917 500	14 387 625	110 305 125		6 991 258	1 048 689	8 039 946		22 855 645	3 428 347	26 283 992		24%	
	Vote 6 - PUBLIC SAFETY		30 120 699	4 518 105	34 638 803	22 280 679	3 342 102	25 622 780		851 947	127 792	979 739		3 440 805	516 121	3 956 926		15%	
	Vote 7 - CORPORATE AND SHARED SERVICES		32 260 988	4 839 145	37 100 113	36 760 968	5 514 145	42 275 113		2 828 627	424 294	3 252 921		7 210 183	1 081 527	8 291 710		20%	
	Vote 8 - PLANNING AND ECONOMIC DEVELOPMENT		17 538 614	2 630 792	20 169 406	12 038 614	1 805 792	13 844 406		8 277 275	1 241 591	9 518 866		8 277 275	1 241 591	9 518 866		69%	
	Vote 9 - BUDGET AND TREASURY OFFICE		-	-	-	-	-	-		-	-	-		-	-	-		0%	
	Vote 10 - TRANSPORT SERVICES		107 101 805	16 065 271	123 167 076	82 688 762	12 403 314	95 092 076		2 219 342	332 901	2 552 243		10 648 354	1 597 253	12 245 607		13%	
	Vote 11 - HUMAN SETTLEMENTS		-	-	-	608 695	91 304	699 999		-	-	-		-	-	-		0%	
	Vote 12 - ROADS AND STORM WATER		170 325 263	25 548 789	195 874 052	209 927 764	31 489 165	241 416 928		52 769 734	7 915 460	60 685 194		139 536 512	20 930 477	159 719 914		66%	
	TOTA CAPITAL BUDGET		820 141 735	123 021 260	943 162 996	804 806 880	120 721 032	925 527 912		98 145 322	14 721 798	112 867 121		360 871 956	54 130 793	414 255 675		45%	

5. Overall Challenges

- Poor performance of service providers leading to delays.
- Delays in approvals of technical reports.
- Disruption of projects by labourers and community
- Delays on allocation of service providers by SCM

6. Staff Expenditure

The municipality is reporting the mid-year expenditure on staff benefits in terms of section 66 of the MFMA. The expenditure includes staff salaries, wages, allowances, and benefits.

Summary of Employee and Councillor remuneration	Budget Year2024/25					
	Original Budget	Adjusted Budget	December	YTD Actual	Available Budget	%Spent
<u>Councillors (Political Office Bearers plus Other)</u>						
Basic Salaries and Wages	30 534 770	30 447 954	24 261 770	35 405 124	- 4 957 170	116%
Pension and UIF Contributions	4 346 960	4 346 960	3 293 776	4 877 309	- 530 349	112%
Medical Aid Contributions	369 656	456 472	32 903	189 571	266 901	42%
Motor Vehicle Allowance	7 251 663	7 349 367	6 423 321	9 435 985	- 2 086 618	128%
Cellphone Allowance	4 499 309	4 499 309	338 400	2 021 977	2 477 332	45%
Other benefits and allowances	452 696	354 992	28 530	169 753	185 239	48%
SubTotal-Councillors	47 455 054	47 455 054	34 378 700	52 099 718	- 4 644 664	110%
%increase						
<u>SeniorManagersoftheMunicipality</u>						
Basic Salaries and Wages	16 146 552	17 792 820	937 106	5 113 597	12 679 223	29%
Pension and UIF Contributions	3 278 174	3 551 708	161 814	902 575	2 649 133	25%
Medical Aid Contributions	700 811	743 198	26 606	143 329	599 869	19%
Performance Bonus	-	-	-	-	-	-
Motor Vehicle Allowance	3 748 056	4 127 964	208 949	1 171 349	2 956 615	28%
Housing Allowances	1 113 320	1 301 818	93 819	529 566	772 252	41%
Other benefits and allowances	157 479	157 479	-	40 420	117 059	26%
SubTotal-SeniorManagersofMunicipality	25 144 392	27 674 987	1 428 295	7 900 836	19 774 151	29%
%increase						
<u>OtherMunicipalStaff</u>						
BasicSalaries and Wages	791 723 485	786 691 002	53 668 246	311 216 354	475 474 648	40%
Pension and UIF Contributions	183 011 283	179 051 272	10 485 975	62 241 905	116 809 367	35%
Medical Aid Contributions	55 693 358	55 693 358	4 142 367	25 359 430	30 333 928	46%
Overtime	57 280 038	57 280 038	5 382 328	37 053 266	20 226 772	65%
Performance Bonus	86 436 812	21 032 840	-	-	21 032 840	0%
Motor Vehicle Allowance	76 356 659	76 556 659	6 100 376	33 547 881	43 008 778	44%
Cellphone Allowance	144 512	144 512	2 715	16 291	128 221	11%
Housing Allowances	10 414 872	10 548 045	422 704	3 033 114	7 514 931	29%
Other benefits and allowances	8 299 119	84 348 414	8 138 753	38 843 067	45 505 347	46%
Payments in lieu of leave	20 359 549	20 359 549	2 884 758	19 524 931	834 618	96%
Long service awards	10 348 726	10 348 726	168 746	949 476	9 399 250	9%
Acting And Post Related Allowance	9 433 861	9 527 492	527 350	3 344 809	6 182 683	35%
Post-retirement benefit obligations	6 500 000	6 500 000	692 667	4 078 011	2 421 989	63%
SubTotal-OtherMunicipalStaff	1 316 002 274	1 318 081 907	92 616 984	539 208 536	778 873 371	41%
TotalParentMunicipality	1 388 601 720	1 393 211 948	128 423 979	599 209 090	794 002 858	43%

7. Supply Chain Management

Awarded 297 single and multi-year bids to the value of R1 238 862 824.7 to service providers. The Municipality has awarded 297 contracts to the value of around R1 238 862 824.7 as at 31st December 2024, which are single and multi –year Projects. These awards were mainly awarded to tax compliant companies, which amounts to 100% of all awards. As at 31st December 2024, the Municipality did not enter any contract beyond three (3) years as part of Section 33 of the MFMA.

In compliance with Circular 62 and 68 of the MFMA issued by the National Treasury, the Municipality has necessary measures to appoint service providers either on unsolicited process or Section 32 of the MFMA SCM Regulations of 2005. The SCM Forward Planning in terms of Demand Management has been improved with increase in capital performance from the prior year of 45% (37% achieved in the prior mid- year). The major Projects which relate to the current year were advertised well in advance in the previous financial year. All awards were made in compliance to the SCM regulations.

8. Debtors Analysis

Description	Budget Year 2024/25								
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
R thousands									
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	25 621	9 609	11 128	5 786	5 291	4 869	4 437	260 777	327 517
Trade and Other Receivables from Exchange Transactions - Electricity	84 977	15 466	8 258	7 683	7 589	5 176	4 952	135 366	269 467
Receivables from Non-exchange Transactions - Property Rates	54 034	20 756	15 489	12 653	12 308	10 736	9 046	394 350	529 372
Receivables from Exchange Transactions - Waste Water Management	17 016	7 698	5 749	4 950	6 440	4 848	3 827	98 988	149 515
Receivables from Exchange Transactions - Waste Management	14 992	7 282	5 725	4 970	4 708	4 754	3 857	128 945	175 233
Receivables from Exchange Transactions - Property Rental Debtors	-	-	-	-	-	-	-	104	104
Interest on Arrear Debtor Accounts	12 826	12 489	12 073	11 839	11 544	11 340	11 125	382 370	465 605
Other	3 912	4 119	3 270	2 195	1 688	3 302	2 054	104 522	125 062
Total By Income Source	213 378	77 418	61 692	50 075	49 568	45 024	39 298	1 505 422	2 041 874
2023/24 - totals only	185 297	79 778	60 011	54 747	48 752	62 544	40 809	1 440 283	1 972 221
Debtors Age Analysis By Customer Group									
Organs of State	24 157	11 030	13 064	7 737	7 968	7 653	6 811	223 904	302 323
Commercial	93 826	18 760	11 077	9 149	10 379	7 154	6 966	254 836	412 148
Households	95 394	47 628	37 551	33 189	31 221	30 217	25 521	1 026 682	1 327 402
Other	-	-	-	-	-	-	-	-	-
Total By Customer Group	213 378	77 418	61 692	50 075	49 568	45 024	39 298	1 505 422	2 041 874

9. Councillors on arrears on their Municipal Accounts

Account No	Compay Rule	Payment	Current	Arrears	Total	Ageing
11823755	Councillor	R3 000	R2 808.04	R41 196.60	R44 004.64	210+ Days
11080205	Councillor	R800	R3 581.06	R11 928.81	R15 509.87	120 Days
		<u>R3 800</u>	<u>R6 389.10</u>	<u>R53 125.41</u>	<u>R59 514.51</u>	

10. Creditors, Borrowings and Finance Leases

Description R thousands	Budget Year 2024/25									Prior year totals for chart (same period)
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	
Creditors Age Analysis By Customer Type										
Bulk Electricity	-	-	-	-	-	-	-	-	-	86 749
Bulk Water	-	-	-	-	-	-	-	-	-	20 895
PAYE deductions	-	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
Trade Creditors	10 148	-	-	-	-	-	-	-	10 148	26 289
Auditor General	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total By Customer Type	10 148	-	-	-	-	-	-	-	10 148	133 933

11. Consideration of Key Ratios (Performance Indicators)

No	Description	Basis for calculation	YTD 31 st December 2024	Benchmark
1	Gearing Ratio	Borrowing/Total projected income	28%	45%
2	Current ratio	Current asset/current liabilities	2.74	1.5-2.1
3	Debtors' collection rate	Receipts/billing	90%	95%- 100% (in a good economic environment)
4	Cash coverage ratio	Cash/fixed costs	2 months	1-3 months
5	Electricity distribution losses	% volume. Units purchased and generated > Units sold/units purchased and generated	13%	7%-10%
6	Water distribution losses	% volume. Units purchased and generated > Units sold/units purchased and generated	25.9%	15%-30%

12. Gearing Ratio

The municipality has 28% gearing as compared to national benchmark of 45% which indicates that the municipality has the borrowing capacity. The projected revenue for the municipality can repay the borrowed resources.

13. Current Ratio

The municipality is currently at 2.74 as compared to the national norm of 1.5:1 which demonstrates the capacity to pay its current obligations if they fall due at any specific time.

14. Electricity distribution losses (Energy Services)

The electricity losses for the period 1st July 2024 to 31st December 2024 was 13% as reported by the Directorate Energy Services. The losses happened in two ways, technical losses and non-technical losses. Technical losses happen on during the transmission process, that is inherent resistance of conductors to conduct electricity and it happens in transformers, that is copper and iron losses. Non-technical losses happen due to bridged meters, unread meters, wrong readings, meters not on the system, loading of networks and aged networks.

15. Water distribution losses (Water Services)

The water losses for the period 1st July 2024 to 31st December 2024 was 25.9% as observed by the Directorate Water and Sanitation. There are two types of losses, that is technical losses and non-technical losses. The technical losses are caused by bulk supply breakdowns and normal pipe bursts. The non-technical losses are caused by bridged meters, unread meters and wrong readings.

16. Debtors' collection rate

The average collection rate to the mid-term is 90 %. The collection rate is within norm. This improved collection rate is a result of intensive credit control measures that are in place, together with the positive contribution from the appointment of debt collectors during the current financial year.

17. Grant Funding (Actual)

Name of Grant	Budget 2024/25					
	Division of Revenue Act	Transferred to municipality	Actual expenditure by municipality	% Expenditure against DoRA allocation	% Expenditure against transferred amount	Actual vs Receipts
R thousands						
Neighbourhood Development Partnership Grant (NDPG)	44 984	40 510	24 292	54%	60%	60%
Integrated Urban Development Grant (IUDG)	413 544	248 127	260 109	63%	105%	105%
Integrated National Electrification Programme Grant (INEP)	12 573	6 000		0%	0%	0%
Infrastructure Skills Development Grant (ISDG)	8 000	4 500	5 145	64%	114%	114%
Public Transport Network Grant (PTNG)	267 249	144 315	55 941	21%	39%	39%
Extended Public Works Programme (EPWP)	6 117	4 281	2 185	36%	51%	51%
Regional Bulk Infrastructure Grant (RBIG)	126 013	126 013	64 486	51%	51%	51%
Financial Management Grant (FMG)	2 400	2 400	1 042	43%	43%	43%
Water Services Infrastructure Grant (WSIG)	76 000	56 000	28 242	37%	50%	50%
Municipal Disaster Recovery Grant (MDRG)	4 765	953	332	7%	35%	35%
Energy Efficiency and Demand Side Management (Municipal) Grant	–	–	–	0%	0%	0%
Human Settlement Development Grant	75 389	18 953	–	0%	0%	0%
TOTAL GRANTS	1 037 034	652 052	441 775	43%	68%	68%

18. Application for Roll-Over

Application for Unspent Conditional Grant Roll-over was submitted to National Treasury on 31st August 2024 in terms of Section 22(2) of the 2018 Division of Revenue Act for the following:

- Roll-Over application: R 13 118 110

Grant Description	Rollover requested	Rollover Approved	Rollover Not Approved
Infrastructure Skills Development Grant	2 514 953	2 514 953	-
Public Transport Network Grant	4 352 349	-	4 352 349
Municipal Disaster Relief Grant	6 250 808	6 250 808	-
Total DoRA Allocations	13 118 110	8 765 761	4 352 349

The unapproved amount of R4.4 million for the Public Transport Network Grant (PTNG) is based on the following reason:

- The National Transferring Officer responsible for PTNG (Department of Transport) does not recommend the approval of the rollover because the municipality has sufficient funds in the current financial year to continue with implementation.

19. Institutional Performance Report as per the Service Delivery and Budget and Implementation Plan for the first half of the year

The Institutional Performance Management report is attached as an annexure A to the report. The Mid-Year report indicates challenges with regard to the implementation of the Capital programmes that have a negative impact on the achievement of the basic service delivery targets.

20. Summary of Mid-Year Performance per Key Performance Areas:

Key Performance Area	Total KPIs	Total KPIs Applicable Mid-Year	Achieved	Not Achieved	Not Applicable
Basic Service Delivery	21	13	11	02	08
Financial Viability	20	18	18	00	02
Good Governance and Public Participation	48	33	32	01	15
Local Economic Development	13	12	09	03	01
Municipal Transformation and Institutional Development	13	08	08	00	05
Total	115	84	78	06	31

21. Summary of Mid-Year Performance: Capital Works Plan

Name of KPA	Total Projects	Total Projects Applicable	Mid-Year Achievements	Not Achieved
Water and Sanitation	33	33	07	26
Energy Services	16	16	14	02
Roads and Stormwater	86	71	53	18
Transportation Services	11	8	02	06
Community Services	55	54	35	19
Corporate and Shared Services	11	10	10	-
Planning and Economic Development	02	01	01	-
Chief Operation Officer	01	01	01	-
Total	215	194	121	77
Total in %	100%	100%	61%	39%

Polokwane Municipality is experiencing project management challenges which have an impact on the implementation of projects. The challenges include projects that exceed their implementation timeframe. Further, challenges related to service providers not meeting their performance due to cashflow challenges and community interruptions. To mitigate against these challenges, the municipality is implementing and invoking the clauses of the signed SLAs, termination of contractors and regular progress meetings.

22. Human Resources Development

The municipality has a total of **2521** budgeted positions as per the approved organogram of which **1993** positions are filled and **528** vacant positions.

23. Past Year's Annual Report (2023/24) and Progress on Resolving Problems Identified in the Annual Report

The office of the Auditor-General has concluded the process of auditing the 2023/24 Annual Financial Statements of the municipality and the Annual Performance Report. The process was concluded on the 30th November 2024 and a signed report issued.

Auditor General raised the following issues:

Item	Issues
Emphasis of Matters	
01	Material impairments
02	Water losses
03	Electricity losses
04	Contingencies
05	Restatement of corresponding figures
Other Matters	
06	Unaudited Supplementary Schedules
Audit on Annual Performance Report	
07	Material Misstatements – material misstatements were in the reported performance information priority: Basic Service Delivery
*Detailed Audit Report is attached as an Annexure	

Polokwane Municipality is in the process of finalising the Audit Action Plan. The Audit Action Plan is now done on the National Treasury Web-Based System. The Audit Action Plan will serve in council on the 30th January 2024.

Item	Issues	Management Actions
1	The annual report of the municipality was prepared in all material aspects in terms of Circular 63, however the concern is on the high number of misalignments and omissions identified in the Annual Performance Report.	Implemented. Corrected in the 2023-24 Annual Performance Report
2	Annual report of the Municipality and its entity (PHA) was not properly reviewed, errors were identified during probing through the annual report checklist template.	Implemented. Reviews were done by management, Internal Audit and Audit Committee.
3	Reported information was not reviewed prior submission to Council hence obvious errors were detected by MPAC during probing (recurring).	Implemented. Reviews were done by management, Internal Audit and Audit Committee.
4	Grant funded projects are not completed in time and the municipality has lost Grant to the amount of R17 245 152.97 due to unapproved rollover (recurring).	On-Going. The Municipality applied for a roll-over amount of R13 118 110.00 and only R4.4 million was not approved under PTNG
5	The Municipality did not perform well in terms of service delivery, projects which were planned to be completed in 2022/23 financial year were not completed within the planned timeframe as per SDBIP targets (recurring).	On-Going. The performance as of Mid-Year has improved from the previous year's performance. The municipality is currently now at 78%. Performance is now monitored monthly by management.
8	The following findings from the Annual Performance Report were deliberated during Public Hearing and the Executive Mayor committed that the findings will be addressed through management: - Actual Performance not aligned to the planned target. - Expenditure not aligned to the actual performance, whereby completed projects and projects in progress reported R0.00 expenditures. - Challenges and Corrective Measures were not reported and others were not addressing poor performance on targets not achieved.	On-Going. Implementation of the issues raised are monitored on monthly basis by Management, Portfolio Committees and Mayoral Committee. Further more monitored by APAC.

Item	Issues	Management Actions
	- Actual project expenditure not reported - Projects expenditure exceeds the allocated budget. - The revised budget was not captured in the report portraying misalignment of the budget against reported expenditure.	

24. Polokwane Housing Association Performance Mid-Year Budget and Assessment

24.1 Revenue

Rental of fixed assets is 63% less than the budget due to the fact that Annadale extension 2 is not yet tenanted or operational as envisaged.

Operational revenue which is admin fee is less than the budget by 99% as a results of admin fee not charged due to Annadale extension 2 being not operational. New tenants are charged admin fees.

Transfers and grants are 97% due to the request to pay for contracted services particularly legal fees and Auditor General

Polokwane Entity - Table F2 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 - December

Description	Ref	2023/24	Budget Year 2024/25							
		Audited	Original	Adjusted	Monthly	YearTD actual	YearTD	YTD variance	YTD variance %	Full Year
R thousands										
Revenue	1									
Exchange Revenue										
Service charges - Electricity		-	-	-	-	-	-	-	-	-
Service charges - Water		-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management		-	-	-	-	-	-	-	-	-
Service charges - Waste Management		-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of Services		-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		155	-	-	-	-	-	-	-	-
Dividends		-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		12 120	32 051	-	983	6 009	15 025	(10 016)	-63%	32 051
Licence and permits		-	-	-	-	-	-	-	-	-
Operational Revenue		25	80	-	0	0	40	(40)	-99%	80
Non-Exchange Revenue										
Property rates		-	-	-	-	-	-	-	-	-
Surcharges and Taxes		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-
Licences or permits		-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		15 000	10 000	-	-	5 849	5 000	4 849	97%	10 000
Interest		-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and		27 385	42 131	-	984	15 858	21 065	(5 207)	-24.7%	42 131
Expenditure By Type										
Employee related costs		11 348	14 807	-	947	5 842	7 408	(1 762)	-24%	13 277
Remuneration of board members		517	1 530	-	24	523	765	(142)	-19%	1 520
Bulk purchases - electricity		-	-	-	-	-	-	-	-	-
Inventory consumed		-	10	-	-	5	5	(0)	-7%	10
Debt impairment		-	-	-	-	-	-	-	-	-
Depreciation and asset impairment		8 191	7 800	-	2 082	4 144	3 800	344	9%	7 800
Interest		-	-	-	-	-	-	-	-	-
Contracted services		7 411	11 321	-	405	3 254	5 550	(2 307)	-41%	11 321
Transfers and subsidies		-	-	-	-	-	-	-	-	-
Irrecoverable debts written off		-	5 000	-	-	-	2 500	(2 500)	-100%	5 000
Operational costs		1 997	3 733	-	580	1 882	1 857	115	6%	3 733
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-
Total Expenditure	3	27 486	44 060	-	4 022	15 748	22 000	(6 252)	-28.4%	42 471
Surplus/(Deficit)		(161)	(1 869)	-	(3 038)	110	(835)	1 045	-111.8%	(340)
Transfers and subsidies - capital (monetary allocations)		3 074	-	-	2 407	3 652	-	3 656	#DIV/0!	-
Transfers and subsidies - capital (in-kind)		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) before taxation		2 914	(1 869)	-	(631)	3 766	(935)	4 700	-503.0%	(340)
Income Tax		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		2 914	(1 869)	-	(631)	3 766	(935)	4 700	-	(340)

Polokwane Entity - Table F4 Monthly Budget Statement - Financial Position - M06 - December

Polokwane Entity - Table F4 Monthly Budget Statement - Financial Position - M06 - December						
Vote Description	Ref	2023/24	Budget Year 2024/25			
		Audited	Original	Adjusted	YearTD actual	Full Year
R thousands						
ASSETS						
Current assets						
Cash and cash equivalents		2,855	12,320	—	2,693	12,320
Trade and other receivables from exchange transactions		5,898	34,350	—	2,041	34,350
Receivables from non-exchange transactions		0	5,299	—	0	5,299
Current portion of non-current receivables		—	23	—	—	23
Inventory		—	(10)	—	—	(10)
VAT		—	—	—	—	—
Other current assets		13	21	—	—	21
Total current assets		8,566	52,004	—	4,634	52,004
Non current assets						
Investments		—	—	—	—	—
Investment property		(6,174)	—	—	0	—
Property, plant and equipment		449,646	296,326	—	435,493	296,326
Biological assets		—	—	—	—	—
Living and non-living resources		—	—	—	—	—
Heritage assets		—	—	—	—	—
Intangible assets		26	33	—	14	33
Trade and other receivables from exchange transactions		—	—	—	—	—
Non-current receivables from non-exchange transactions		—	—	—	—	—
Other non-current assets		—	—	—	—	—
Total non current assets		443,472	296,326	—	435,493	296,326
TOTAL ASSETS		452,038	348,330	—	440,127	348,330
LIABILITIES						
Current liabilities						
Bank overdraft		—	—	—	—	—
Financial liabilities		—	—	—	—	—
Consumer deposits		1,853	—	—	1,692	—
Trade and other payables from exchange transactions		13,297	33,798	—	10,815	33,798
Trade and other payables from non-exchange transactions		(3,056)	—	—	9	—
Provision		926	—	—	290	—
VAT		—	—	—	—	—
Other current liabilities		—	—	—	—	—
Total current liabilities		12,084	33,798	—	12,515	33,798
Non current liabilities						
Financial liabilities		—	—	—	—	—
Provision		760	—	—	859	—
Long term portion of trade payables		—	—	—	—	—
Other non-current liabilities		1	—	—	1	—
Total non current liabilities		761	—	—	860	—
TOTAL LIABILITIES		12,835	33,798	—	13,375	33,798
NET ASSETS	1	439,203	314,533	—	426,752	314,533
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		320,504	225,238	—	308,698	225,238
Reserves		117,789	78,318	—	117,789	78,318
Other		—	1	—	—	1
TOTAL COMMUNITY WEALTH/EQUITY	1	438,293	303,556	—	426,476	303,556

24.2 General Expenditure

Employee related cost is 24% less than the budget due to the fact that the position of CEO was only filled in October and the Company Secretary remains vacant to date.

Remuneration of board members is 19% less than the budget as a results of Board fees being reduced from SAICA rates to national Treasury rates.

Contracted Services is - 41% less than the budget because of cash flow constraints, the entity could not spend on maintenance as anticipated.

Irrecoverable debts written Off is - 100% not spend because of the expenditure being processed at year end.

24.3 Summary of PHA Mid-Year Service Delivery Performance

KPA	No of targets as per APP	No of targets applicable for mid-year	No of Targets not applicable for mid-year	# Targets achieved	# Targets not achieved
Service Delivery	5	3	2	3	0
Financial Viability	6	5	1	2	3
Governance and Transformation	18	10	8	7	3
Total	29	18	11	12	06
Total in percentage	100%	100%	38%	41%	21%

24.4 PHA Past Year's Annual Report (2023/24) and Progress on Resolving Problems Identified in the Annual report

The Office of the Auditor General completed the audit of financial statements and Annual Performance Report for the financial year 2023/24 on November 30, 2024, and the signed audit report was submitted to the entity.

The following findings were raised by the Auditor General

FINDINGS	ACTION PLAN
AFS not submitted by the legislated date	A back-up of the CaseWare file will be saved on one drive where both the parent municipality BTO and IT have access
Compliance - Expenditure Management	The entity will adopt a more proactive approach to budget planning. Ensuring that sufficient funds are allocated for creditor payments is a key priority, especially given the recent cash flow challenges that have affected the organization's ability to pay suppliers within the prescribed 30-day period. Moving forward, the finance team will implement the following measures:1. Enhanced Budget Planning2. improved Cash Flow Forecasting3. Compliance Monitoring
The number of new fire hydrants procured is not valid and accurate	Revising the Annual Performance Report
Limitation of scope	Management plans to address the credit balances by implementing the following process: Invitation to Debtors: Debtors with credit balances will be invited to claim the amounts owed to them. To initiate the claim, debtors must submit sufficient proof supporting the amounts owed. Communication Channels: The invitation will be disseminated through multiple platforms, including notice boards, the municipal website, and newspapers, to ensure broad outreach. Unclaimed Balances: For balances not claimed or where debtors fail to provide adequate support, the amounts will be written off. This action will be subject to the approval of the board. This approach ensures transparency and provides an opportunity for rightful claims, while unclaimed amounts are handled in a controlled and accountable manner.

FINDINGS	ACTION PLAN
Revenue from Exchange Transactions	To identify and address instances where the entity failed to perform credit checks on tenants and ensure that all required support documents submitted by tenants are included in the respective tenant files. 1. Identify Gaps in Credit Checks Action Steps: Review Tenant Onboarding Process: Evaluate the onboarding processes to ensure credit checks were included as a mandatory step. Analyse Tenant Records: Compile a list of all incoming tenants and verify that credit checks are performed at the time of their onboarding. Use a checklist to ensure consistency in the review. Report Findings: Document cases where credit checks were omitted and classify them by tenant or time period.
Related parties – Incomplete disclosure	Enhance financial statement disclosures to clearly outline all related party transactions, ensuring full transparency to stakeholders and auditors. Ensure that any incomplete transactions are highlighted and followed by developing a related party checklist.
Comparison of budget and actual amounts – misstatement	Management acknowledges the need to implement adequate review controls to ensure that the annual financial statements are free of material misstatements. The following corrective actions will be taken to enhance the accuracy and reliability of the financial reporting process: Strengthening Review Controls
Long service awards paid to employees who did not qualify	Management acknowledges the importance of addressing the overpayments made to employees and implementing effective recovery processes. In response, we are committed to taking the following action: Raising Staff Debt · Implementing Recovery Processes
Unauthorized Expenditure – Incomplete disclosure	Management will strengthen the review process to prevent future omissions. A more rigorous, multi-level review process will be implemented, involving both finance and internal audit teams. This will ensure that unauthorized expenditures are properly identified and accurately reported, An AFS process flow will be developed in order for all review processes to be adhered with.
Impairment loss relating to buildings	Enhanced Verification Procedures for Consultants' Output Management will implement the following measures to ensure thorough verification of consultants' work before reports are finalized and submitted for audit purposes: Request Draft Report Consultants will be required to submit draft reports for review before finalization. This step will allow management to identify and address any discrepancies or gaps early in the process. Review of Consultants' Working Management will review the underlying workings, data, and assumptions used by the consultants to ensure accuracy, completeness, and compliance with relevant standards. This review will include cross-checking key figures, methodologies, and adherence to agreed-upon deliverables. Documented Feedback Process A structured feedback process will be established, wherein management provides detailed comments and recommendations on the draft report. Consultants will be required to address all feedback before finalizing their report. Approval Before Finalization Final reports will only be approved and accepted once management has confirmed that all findings, recommendations, and calculations align with organizational requirements and policies. Audit Readiness

FINDINGS	ACTION PLAN
	Checklist checklist will be created to ensure all necessary elements are reviewed and validated before the report is finalized and submitted for audit purposes.
Non-Compliance - Procurement and contract management	Management will design and implement a standardized procurement template to facilitate compliance with the Preferential Procurement Policy Framework Act (PPPFA). This template will ensure that all procurement processes are conducted transparently, consistently, and in accordance with the act's regulations, including the correct application of the preference point system and other statutory requirements
Findings relating to Cash flow statement	The cash flow workings will be integrated into the Annual Financial Statements (AFS) process plan and review framework. This integration aims to identify and rectify any errors arising from calculations or formulas, ensuring the accuracy and reliability of financial data presented in the AFS
Monthly budget statements did not include projections of revenue and expenditure	The following Key Actions will be implemented to prevent re-occurrence: Update Procedures: Revise preparation processes to include projections and revisions. Automate Data Integration: Enhance systems to generate required projections and revisions. Internal Review: Establish a review process to ensure compliance. Timely Submission: Submit complete and compliant reports monthly.
Material loss of rental income – Annadale Extension 2	Management's strategy to tenant Annadale Extension 2 aims to resolve the issue of potential revenue loss by bringing the development into full operation. Once tenancing begins, the property is projected to generate significant rental income, contributing to an annual cash flow of approximately R15 million. This influx of revenue will help stabilize the entity's financial position, improve liquidity, and reduce the impact of the current revenue shortfall caused by the non-tenancing of the property
Impairment methodology	Management to revise impairment methodology to align with GRAP standards

24.5 PHA Recommendations

After having assessed the Financial and Non- Financial performance of the entity for the first half of the year (ended 31 December 2024 this is recommended

- That the projections as contained in this report inform the Adjustment Budget
- That the budget adjusted

25. Recommendations from the Accounting Officer

After having assessed the performance of the municipality for the first half of the year (ended 31 December 2024), the following is recommended:

- That the Executive Mayor tables the 2024/25 Mid-Year Budget and Performance Assessment Report to Council with the need to approve an adjustment budget.

- That the Revised Budget Projections as contained in this report inform the Adjustment Budget
- That 2024/25 Budget be adjusted downwards in line with the Revised Budget Projections.
- That the 2024/25 Service Delivery and Budget Implementation Plan be revised and adjusted in line with the Adjusted Budget.

Thuso Nemugumoni
THUSO NEMUGUMONI
MUNICIPAL MANAGER

23/01/2025
DATE

26. Detailed Capital Works Programme

26.1 Basic Service Delivery

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
Basic Service Delivery												
BSD_TL02	Director Energy Services	Percentage reduction of electricity losses by 30 June 2025	To ensure provision of basic and environmental services in a sustainable way	Energy	0	Percent	10%	11%	11.80%	There was an increase in purchase from Eskom but the same increase cannot be transferred to clients	Municipality consider time of use tariff for its clients	Monthly monitoring report
BSD_TL05	Director Water and Sanitation	Percentage reduction of water losses by 30 June 2025	To ensure provision of basic and environmental services in a sustainable way	Water	0	Percent	31%	31%	24.95%	N/A	N/A	Report on water losses
BSD_TL07	Director Community Services	Number of Health (Food premises and outlets) Inspections conducted by 30 June each year	To ensure provision of basic and environmental services in a sustainable way to our communities	Community Health	1 648	Number	1 550	776	779	N/A	N/A	Food premises inspection reports.
BSD_TL08	Director Community Services	Number of noise pollution monitored	To ensure provision of basic and environmental services in a sustainable way to our communities	Community Health	0	Number	10	5	9	N/A	N/A	Notices issued to offenders.
BSD_TL11	Director Community Services	Number of Disaster Management Plan Reviewed (Annual review) by 30 June each year	To ensure provision of basic and environmental services in a sustainable way to our communities	Disaster Management and Fire Services	1	Number	1	1	1	N/A	N/A	N/A

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
BSD_TL13	Director Community Services	Number of fire inspections conducted by 30 June each year	To ensure provision of basic and environmental services in a sustainable way to our communities	Disaster Management and Fire Services	1	Number	550	274	543	N/A	N/A	Number of fire inspections conducted
BSD_TL15	Director Planning and Economic Development	% of building plans received and assessed	Increased access to municipal services to all households	Building Control	100%	Percent	100%	100%	100%	N/A	N/A	Attached
BSD_TL16	Director Planning and Economic Development	% of occupation certificate application received and finalised	Increased access to municipal services to all households	Building Control	100%	Percent	100%	100%	100%	N/A	N/A	Attached
BSD_TL17	Director Planning and Economic Development	% of illegal land use/ Outdoor advertising reported and served with notices by 30 June each year	Increased access to municipal services to all households	City Planning	New	Percent	100%	100%	100%	N/A	N/A	
BSD_TL18	Director Community Services	Percentage of cemeteries maintained by 30 June 2025	To ensure provision of basic and environmental services in a sustainable way	Environmental Management	100%	Percent	100%	100%	100%	N/A	N/A	Quarterly report, job cards and pictures
BSD_TL19	Director Community Services	Percentage maintenance of municipal parks by 30 June 2025	To ensure provision of basic and environmental services in a sustainable way	Environmental Management	100%	Percent	100%	100%	100%	N/A	N/A	Quarterly Maintenance plan, job cards and pictures
BSD_TL20	Director Community Services	Number of by-law operations conducted to address public nuisance by 30 June 2025	To ensure provision of basic and environmental services in a sustainable way	Security Services	0	Percent	4	2	2	N/A	N/A	Operational plan and feedback report

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				Corrective Measures	PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges			
BSD_TL21	Director Community Services	Percentage maintenance of municipal local sports facilities	To ensure provision of basic and environmental services in a sustainable way to our communities	Sports and Recreation	100%	Percent	100%	100%	90%				Graded Sport Fields

26.2 Local Economic Development

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
Local Economic Development												
LED_TL01	Director Planning and Economic Development	Number of workshop sessions conducted for SMMEs by 30 June every year	Promotion of economic growth, job creation and Sustainable human settlement	LED	0	Number	40	20	26	N/A	N/A	Report, Attendance registers and pictures
LED_TL02	Director Planning and Economic Development	Number of exhibitions facilitated by the municipality by 30 June each year	Promotion of economic growth, job creation and sustainable human settlement	LED	0	Number	20	10	12	N/A	N/A	Report, Attendance registers and pictures
LED_TL03	Director Planning and Economic Development	Number of tourism and investment promotion trade shows held by 30 June each year	Promotion of economic growth, job creation and sustainable human settlement	LED	19	Number	9	4	8	N/A	N/A	Report, visitor comments and pictures.
LED_TL04	Director Planning and Economic Development	Number of traders opportunities created through Municipal initiatives. (Traders trade at events during soccer matches and festivals for economic beneficiation)	Promotion of economic growth, job creation and sustainable human settlement	LED	136	Number	130	65	145	N/A	N/A	Reports, Attendance Register and Pictures
LED_TL06	Director Planning and Economic Development	Number of tourism strategy reviewed by 20 June each year	Promotion of economic growth, job creation and sustainable human settlement	LED	New	Number	1	2	0	Target achieved.	The bid has been re-advertised.	Re-advert notice.

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
LED_TL07	Director Planning and Economic Development	Number of meetings held with stakeholders in Economic Development by 30 June each year	Promotion of economic growth, job creation and sustainable human settlement	LED	New	Number	20	10	23	N/A	N/A	Minutes, Attendance registers
LED_TL08	Director Planning and Economic Development	Number of trade missions participated in by 30 June each year	Promotion of economic growth, job creation and sustainable human settlement	LED	New	Number	2	1	2	N/A	N/A	Report, attendance register
LED_TL09	Planning and Economic Development - Economic Development and Tourism	Number of architectural designs of post incubation sites for Industrial Park X26 Developed by 30 June each year	Increased access to municipal services to all households	LED	0	Number	1	1	1	N/A	N/A	Designs
LED_TL10	Director Planning and Economic Development	% of low-cost housing consumer education on homeownership and care (awareness campaigns) for both rural and urban BNG home ownerships including Upgrading of Informal Settlement	Promotion of economic growth, job creation and sustainable human settlements	Human Settlement	New	Percent	100%	100%	100%	N/A	N/A	3. Public Notice on the National Housing Need Register
LED_TL11	Director Planning and Economic Development	Number of BNG houses build for the implementation of phase 3 of the upgrading programme at Ext 126 & 127	Promotion of economic growth, job creation and sustainable human settlements	Human Settlement	New	Number	150	76	0	Bid Advertised, closed and pending Bid Evaluation Committee, the first quarter tranche grant, transferred to the Municipality by CoGHSTA as	expedite the appointment of Service Providers. Developmental areas report on the Mayoral Committee Agenda for January 2025	The invoice to Coghsia and the Proof of Payment of the 1st tranche

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
										per agreed Implementation Protocol		
LED_TL12	Director Planning and Economic Development	Number of Rural Housing units (BNG) completed	Promotion of economic growth, job creation and sustainable human settlements	Human Settlement	New	Number	254	120	0	Bid advertised, closed and pending Bid Evaluation Committee, the first quarter tranche, transferred to the Municipality by CoGHSTA as per agreed Implementation Protocol	-Expedite the appointment of Service Providers. Developmental Areas report on the Mayoral Committee Agenda for January 2025	The invoice to Coghsia and the Proof of Payment of the 1st tranche
LED_TL13	Chief Operations Officer	Number of job opportunities created through EPWP by 30 June 2025 (Temporary job opportunities)	Promotion of economic growth, job creation and sustainable human settlements	EPWP	560	Number	3 600	1800	1803	N/A	N/A	EPWP WOC report

26.3 Good Governance and Public Participation

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024			PoE	
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges		
Good Governance and Public Participation												
GGPP_TL0 1	Chief Operations Officer	Draft Status Quo Analysis Report Published for Comments and Inputs before the 30 September each financial year	To ensure community confidence in the system of local government	IDP	30D	Days	1	1	1	N/A	N/A	Draft Status Quo Analysis Report Published and Council Resolution
GGPP_TL0 4	Chief Operations Officer	Approval of the current financial year IDP, Budget and PMS Schedule (Process Plan) by 30 August each year (S21 of the MFMA)	To ensure community confidence in the system of local government	IDP	1	Number	1	1	1	N/A	N/A	Approved IDP, Budget and PMS Schedule (Process Plan) and Council Resolution
GGPP_TL0 5	Chief Operations Officer	Number of IDP, Budget and PMS Steering Committee Meeting held by 30 June each financial year	To ensure community confidence in the system of local government	IDP	3	Number	3	1	1	N/A	N/A	Agenda, Minutes and Attendance Registers
GGPP_TL0 8	Chief Operations Officer	Number of Quarterly Institutional Performance Reports submitted to Council by 30 June each year	To ensure community confidence in the system of local government	PMS	4	Number	4	2	2	N/A	N/A	Council Resolution and First Quarter Institutional Performance Report.
GGPP_TL0 9	Director Corporate and Shared Services	Number of ICT Steering Committee meeting held by 30 June each year	To ensure community confidence in the system of local government	ICT	4	Number	4	2	2			ICT Steering Committee meeting report and attendance register

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Challenges	
GGPP_TL1 0	Director Corporate and Shared Services	Number of quarterly reports on the performance of ICT Service providers by 30 June each year	To ensure community confidence in the system of local government	ICT	4	Number	4	2	N/A	N/A	Service Level Management report	
GGPP_TL1 1	Director Corporate and Shared Services	% of ICT service requests attended to and resolved as per IPP by 30 June each year	To ensure community confidence in the system of local government	ICT	0	Percent	100%	100%	N/A	N/A	Incident Management Report	
GGPP_TL1 2	Chief Operations Officer	Number of Reports on the Performance Assessment of Service Providers.	To ensure community confidence in the system of local government	EPWP	0	Number	1	2	N/A	N/A	Agenda of APAC and Assessment of Service Providers Report.	
GGPP_TL1 3	Director Corporate and Shared Services	Number of EXCO Meetings convened by 30 June each year.	To ensure community confidence in the system of local government	Legislative Support	30	Number	36	20	N/A	N/A	Minutes, Agenda and Notices	
GGPP_TL1 4	Director Corporate and Shared Services	Number of EXTENDED EXCO Meetings convened by 30 June 2025	To ensure community confidence in the system of local government	Legislative Support	0	Number	12	6	N/A	N/A	Minutes, Agenda and Notices	
GGPP_TL1 5	Chief Operations Officer	Number of Mayoral Committee meetings convened by 30 June each year.	To ensure community confidence in the system of local government	Legislative Support	0	Number	11	5	N/A	N/A	Agenda and Minutes	

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Challenges	PoE
GGPP_TL1 6	Chief Operations Officer	Number of Council sittings convened by 30 June each year.	To ensure community confidence in the system of local government	Legislative Support	16	Number	6	2	8	N/A	N/A	Agenda and Minutes
GGPP_TL1 7	Chief Operations Officer	Number of Portfolio Committee meetings convened by 30 June each year.	To ensure community confidence in the system of local government	Legislative Support	127	Number	112	56	77	N/A	N/A	Agenda and Attendance Registers
GGPP_TL1 8	Chief Financial Officer	Number of GRAP compliant fixed assets register compiled and updated	To ensure efficiency and effectiveness of municipal administration	Asset Management	31	Number	1	1	1	N/A	N/A	GRAP Compliant Register
GGPP_TL1 9	Chief Operations Officer	Number of Ward AIDS Council Meetings Convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Special Focus	29	Number	41	20	19	N/A	N/A	Attendance registers
GGPP_TL2 0	Chief Operations Officer	Number of reports on the implementation of 95/95/95 Strategy for Municipalities to Reduce HIV and TB by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Special Focus	0	Number	4	2	2	N/A	N/A	Implementation of 95/95/95 Strategy Report.
GGPP_TL2 2	Chief Operations Officer	% of Municipal Events Coordination Process conducted by target date	To ensure efficiency and effectiveness of municipal administration	Communications and Marketing	New	Percent	100%	100%	100%	N/A	N/A	Festive lights event pictures

01 Jul - 31 Dec 2024												
IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Challenges	PoE
GGPP_TL2 3	Chief Operations Officer	Number of external Newsletters Developed by 30 June 2025	To ensure efficiency and effectiveness of municipal administration	Communications and Marketing	0	Number	4	2	1	N/A	N/A	Developed newsletter
GGPP_TL2 4	Chief Operations Officer	Number of internal Newsletters Developed by 30 June 2025	To ensure efficiency and effectiveness of municipal administration	Communications and Marketing	New	Number	6	2	4	N/A	N/A	Developed internal newsletters
GGPP_TL2 6	Chief Operations Officer	% of media alerts/public notices issued on municipal services by 30 June 2025.	To ensure efficiency and effectiveness of municipal administration	Communications and Marketing	New	Percent	100%	100%	100%	N/A	N/A	A list of published alerts and notices and a sample of developed alerts and notices
GGPP_TL2 8	Chief Operations Officer	Number of Internal Audit Tracking Registers developed based on Internal Audit Findings by 01 July each year.	To ensure efficiency and effectiveness of municipal administration	Internal Audit	1	Number	1	1	1	N/A	N/A	Internal Audit Tracking Register
GGPP_TL3 0	Chief Operations Officer	Percentage of internal audit projects completed by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Internal Audit	0	Percent	100%	100%	100%	N/A	N/A	Second Quarter Progress Report
GGPP_TL3 1	Chief Operations Officer	Number of Audit Committee Meetings convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Internal Audit	12	Number	4	2	5	N/A	N/A	Meeting Notice, Agenda, Attendance Registers and Draft Minutes

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Challenges	
GGPP_TL3 2	Chief Operations Officer	Percentage of selected capital projects verified (inspected) by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Internal Audit	0	Percent	100%	100%	N/A	N/A	Working Papers	
GGPP_TL3 4	Chief Operations Officer	Number of MPAC oversight visit to infrastructure projects by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	MPAC	0	Number	8	4	24	N/A	Oversight Report	
GGPP_TL3 5	Chief Operations Officer	Number of Ward Committee meetings convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Legislative Support	276	Number	540	270	270	N/A	Agenda and Attendance Registers	
GGPP_TL3 6	Chief Operations Officer	Number of Ward Committee Reports developed and submitted to Council by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Legislative Support	2	Number	4	2	2	N/A	Council resolution on submitted Ward Committee Report	
GGPP_TL3 7	Chief Operations Officer	Number of Magoshi Forums Convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Legislative Support	0	Number	3	2	2	N/A	Agenda and Attendance Registers	
GGPP_TL3 9	Chief Operations Officer	Number of Ward Committee Conference Convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Legislative Support	0	Number	1	1	1	N/A	Ward Committee Conference Report, Agenda and Attendance	

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Challenges	
GGPP_TL4 2	Chief Operations Officer	Number of Fraud Awareness Campaign held conducted by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Risk Management	4	Number	4	2	2	N/A	N/A	Attendance register, report
GGPP_TL4 4	Chief Operations Officer	Number of Risk Management Committee convened by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Risk Management	4	Number	4	2	2	N/A	N/A	Agenda, Attendance register
GGPP_TL4 6	Chief Financial Officer	Manage and maintain unauthorised, Irregular and Fruitless Expenditure at R0.00	To ensure efficiency and effectiveness of municipal administration	R (Monetary)	R 939 530 563 Unauthorised expenditure.		R0.00 UIF expenditure	R0.00	Unauthorized expenditure - Build reserves to fund depreciation by ensuring that no directorates spend within the allocated budget.	Unauthorized expenditure - Build reserves to fund depreciation by ensuring that no directorates spend within the allocated budget.	Unauthorized expenditure - Implement SCM checklist to ensure that only appointed/allocated service provider/contract comply with SCM prescripts	UIF Report
					R101 890 887 Irregular expenditure			Unauthorized expenditure - Irregular expenditure allocation/appointment of bids not in line with SCM prescripts	Unauthorized expenditure - Irregular expenditure allocation/appointment of bids not in line with SCM prescripts			
GGPP_TL4 7	Chief Operations Officer	% of drafting and vetting of SLA within 5 working days of submission by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Legal	New	Percent	100%	100%	100%	N/A	N/A	SLA Register

26.4 Financial Viability

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024			Performance Challenges	Corrective Measures	PoE
								Mid-Year Target	Mid-Year Actual Performance				
Municipal Financial Viability and Management													
FV_TL03	Chief Financial Officer	Percentage of Municipal compliance to MSCOA by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	100	Percent	100%	100%	100%	N/A	N/A	Log of Datastrings uploaded on GoMuni Portal	
FV_TL04	Chief Financial Officer	Number of MSCOA reports processed and submitted to NT by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	12	6	6	N/A	N/A	Datastrings monthly move log	
FV_TL05	Chief Financial Officer	% of creditors paid within 30 days upon receipt of invoice"	To ensure efficiency and effectiveness of municipal administration	Expenditure Management	34	Percent	98%	98%	100%	N/A	N/A	Age analysis	
FV_TL06	Chief Financial Officer	% of Households with access to free basic services to all qualifying people in the municipal's area of jurisdiction	To ensure efficiency and effectiveness of municipal administration	Revenue Management	100	Percent	100%	100%	100%	N/A	N/A	Indigent Report	
FV_TL07	Chief Financial Officer	Percentage of collection of revenue billed; total billed vs total collected.	To ensure efficiency and effectiveness of municipal administration	Revenue Management	85	Percent	87%	87.87	90.5	N/A	N/A	Billing vs Collection Report	
FV_TL08	Chief Financial Officer	Percentage of collection of government debt outstanding vs total debt collected. (Government debt)	To ensure efficiency and effectiveness of municipal administration	Revenue Management	0	Percent	60%	60.6	100%	N/A	N/A	Government debt vs debt collected.	

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
FV_TL09	Chief Financial Officer	Percentage of collection of land/property debts outstanding vs total collected. (Land and Property debts)	To ensure efficiency and effectiveness of municipal administration	Revenue Management	0	Percent	60%	60.6	128%	N/A	N/A	Land and Property debt vs debt collected.
FV_TL10	Chief Financial Officer	Percentage of service providers appointed within 90 days from the date closing date in line with the National Treasury Norm on appointment of contractors	To ensure efficiency and effectiveness of municipal administration	Supply Chain Management	0	Percent	100%	100%		N/A	N/A	List of Bids closed in the 2nd quarter still within 90 days validity
FV_TL11	Chief Financial Officer	Number of GRAP compliant inventory register compiled and maintained by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Supply Chain Management	0	Number	1	1	1	N/A	N/A	GRAP Compliant Inventory Register
FV_TL12	Chief Financial Officer	Number of payroll reconciliation prepared by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Expenditure Management	0	Number	12	6	6	N/A	N/A	Payroll Recons
FV_TL13	Chief Financial Officer	Number of investment reconciliation prepared by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	12	6	6	N/A	N/A	Number of investment reconciliation prepared.
FV_TL14	Chief Financial Officer	Number of investment meetings held by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	12	6	6	N/A	N/A	Number of investment meetings held

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				Corrective Measures	PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges			
FV_TL15	Chief Financial Officer	100% of completed infrastructure assets unbundled in accordance with the accounting framework by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Asset Management	0	Percent	100%	100%	100%	N/A	N/A	N/A	N/A
FV_TL16	Chief Financial Officer	Number of Asset Management Committees held by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Asset Management	0	Number	4	2	2	N/A	N/A	N/A	Draft Minutes and Agenda of the meeting
FV_TL17	Chief Financial Officer	Number of In-year monitoring reports submitted to Treasury within 10 days after the end of the month	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	12	6	6	N/A	N/A	N/A	Log of S71 reports loaded.
FV_TL18	Chief Financial Officer	Number of UIF reports submitted to treasury within 10 days after the end of the month	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	12	6	6	N/A	N/A	N/A	Proof of e-mail submission to Limpopo Provincial Treasury
FV_TL19	Chief Financial Officer	Number of quarterly financial statements submitted to stakeholders within 60 days after the end of the quarter	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	0	Number	4	2	2	N/A	N/A	N/A	Proof of submission

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
FV_TL20	Chief Financial Officer	Number of annual financial statements submitted to the Auditor General by 31st August each Financial Year	To ensure efficiency and effectiveness of municipal administration	Budget and Reporting	1	Number	1	1		N/A	N/A	AFS

26.5 Municipal Transformation and Organizational Development

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
Municipal Transformation and Institutional Development												

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
MTOD_TL04	Corporate and Shared Services - Human Resource Development	Number of Graduates students awarded Internships /Experimental /Learnership at Polokwane Municipality by the 30 June each year.	To ensure community confidence in the system of local government	Human Resource Development	0	Number	100	100	115	N/A	N/A	Placement Report
MTOD_TL05	Director Corporate and Shared Services	% of training session on application and understanding of code of conduct for new employees by 30 June each year	To ensure community confidence in the system of local government	Human Resources/Labour Relations	100%	Percent	100%	100%	100%	N/A	N/A	Attendance Registers
MTOD_TL06	Director Corporate and Shared Services	Number of employees trained by 30 June each Financial Year	To ensure community confidence in the system of local government	Human Resource Development	New	Number	614	306	379	N/A	N/A	Training Report
MTOD_TL07	Director Corporate and Shared Services	Number of LLF meetings held by 30 June each year.	To ensure efficiency and effectiveness of municipal administration	Human Resources/Labour Relations	6	Number	10	5	5	N/A	N/A	Attendance Registers:
MTOD_TL09	Director Corporate and Shared Services	% of employees referred for wellness interventions by 30 June each year	To ensure efficiency and effectiveness of municipal administration	Human Resource Development	0	Percent	100%	100%	100%	N/A	N/A	Referral Report
MTOD_TL11	Director Corporate and Shared Services	Number of OHS Awareness Campaigns Conducted by 30 June each financial year	To ensure community confidence in the system of local government	Human Resources/ Occupational Health and Safety	0	Number	4	2	2	N/A	N/A	OHS Awareness Attendance Registers

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Municipal Programme	Baseline 2023/24	Unit of Measurement	Original Annual Target	01 Jul - 31 Dec 2024				PoE
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
MTOD_TL12	Director Corporate and Shared Services	Percentage of individual Performance agreements signed by 30 June each Financial Year	To ensure efficiency and effectiveness of municipal administration	Human Resource Development	New	Percent	100%	100%	84%	N/A	N/A	Submission Report signed by Municipal Manager
MTOD_TL13	Corporate and Shared Services - Human Resources Development	Number of individual Performance Assessment Facilitated by 30 June each Financial Year	To ensure community confidence in the system of local government	Human Resource Development	0	Number	2	1	1	N/A	N/A	Annual Individual Performance Assessments Report

26.6 Detailed Capital Works Programme

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measurement	Original Annual Target	1 July 2024 – 31 December 2024				POE	
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges		Corrective Measures
Corporate and Shared Services - Facility Maintenance													
CWP_01	Director Corporate and Shared Services	Civic Centre refurbishment	Facilities Management	39	Refurbished Ground Floor	Percent	100%	50%	Breaking of wall to create access to new offices, Installation of access doors	65%	N/A	N/A	Progress report and invoice authorisation
CWP_02	Director Corporate and Shared Services	Refurbishment of Jack Botes Hall	Facilities Management	39	Installed and functioning Aircon Plant	Percent	100%	50%	Removal of old aircon. Installation of new aircon plant	65%	N/A	N/A	Invoice
CWP_03	Director Corporate and Shared Services	Municipal Furniture and Office Equipment's	Facilities Management	39	Delivered Furniture	Percent	100%	50%	Delivery of new furniture	65%	N/A	None	Delivery notes, purchase order
CWP_04	Director Corporate and Shared Services	Installation of Carports with Roof Sheetings at staff Parking (Bodenstein Street and Civic Centre Directors Parking)	Facilities Management	39	Installed Carports with Roof Sheetings	Percent	100%	50%	Removal of damaged structures. Installation of new carport with sheetings	65%	N/A	N/A	Invoice
Roads and Stormwater - Public Transport Infrastructure Development													
CWP_05	Director Roads and Stormwater	Refurbishment of Damaged Road signage in the City CBD	Roads and storm water	City cluster	Preliminary design	Percent	100%	50%	240	56,04%	N/A	N/A	Q2 progress report, Job cards for Oct, Nov, Dec
CWP_06	Director Roads and Stormwater	Flood Repair and Stormwater upgrade in Futura Street to Sandriver stream	Roads and storm water	City cluster	480	Percent	50%	50%	Preliminary design	65%	N/A	N/A	Preliminary design report, payment certificate
				City cluster	Construction of storm water infrastructure system				Contractor appointed, and site establishment done				

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
CWP_07	Director Roads and Stormwater	Refurbishment of Street Names in the City CBD	Roads and storm water	39, 14, 25	39 Detailed designs, 14 Detailed designs, 25 completion of 1km road	Percent	100%	50%	240	32.50%	Not Achieved. Street names are order in line with the description of the damaged sign as and when the damages occur. The procurement of service providers to supply and deliver road signage, street name board was completed towards the end of quarter 2 thus affected the immediate supply of relevant street name boards	Service providers for supply and delivery of street names were allocated with work orders. The achievement for quarter 2 will be recovered in quarter 3. Orders for supply and delivery of street names will be done to cover both quarter 2 and 3.	Progress report for Q2 street names, Job cards, and appointment letters.
CWP_08	Director Roads and Stormwater	Upgrading of storm water system in Laboria next to Jumbo	Roads and storm water	4	Completion of 1,2km road	Percent	50%	50%	Construction of storm water infrastructure system	98%	N/A	N/A	Practical completion cert, progress report Nov, register for practical; hand over
CWP_09	Director Roads and Stormwater	Paving of AKI streets in RDP section SDA1 (Luthuli)	Roads and storm water	4	Paving of 0,5km road	Percent	100%	50%	Preliminary design	100%	N/A	N/A	Detailed design report
CWP_10	Director Roads and Stormwater	Paving of internal roads to university road in Toronto	Roads and storm water	13	Paving 0,5km road	Percent	100%	50%	Preliminary design	50%	N/A	N/A	Preliminary design report

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CWP_11	Director Roads and Stormwater	Paving of internal streets in Mountain view	Roads and storm water	37	Paving 0.5km road	Percent	100%	100%	Cleaning and finishing the road reserve	100%	N/A	N/A	Practical completion certificate and progress report
CWP_12	Director Roads and Stormwater	Paving of internal streets at Mankgalle, Ga-Mokoatedi to D4040 until GaRachidi	Roads and storm water	37	completion of layer works and construction of storm water infrastructure system	Percent	100%	100%	Cleaning and finishing the road reserve	100%	N/A	N/A	Completion certificate
CWP_14	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 2	Roads and storm water	37	completion of layer works and construction of storm water infrastructure system	Percent	100%	50%	Completion of layer works and construction of storm water infrastructure system	100%	N/A	N/A	Completion certificate
CWP_15	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 3	Roads and storm water	11	Detailed design	Percent	100%	50%	Completion of layer works and construction of storm water infrastructure system	100%	N/A	N/A	Completion certificate
CWP_16	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 5	Roads and storm water	35	Detailed design	Percent	65%	40%	Construction of layer works and construction of storm water infrastructure system	77%	N/A	N/A	Progress report
CWP_17	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 6	Roads and storm water	14	Detailed design	Percent	65%	40%	Construction of layer works and construction of storm water infrastructure system	97%	N/A	N/A	Practical completion and progress report

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CWP_18	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 8	Roads and storm water	8	Detailed design	Percent	65%	40%	Construction of layer works and construction of storm water infrastructure system	95%	N/A	N/A	Practical completion certificate and progress report
CWP_19	Director Roads and Stormwater	Paving of internal street in Ga Rankhuwe	Roads and storm water	23	Detailed design	Percent	100%	50%	Preliminary design	0%	Target not achieved. awaiting allocation of consultant	Target to be adjusted during budget adjustment	memo to request for allocation of consultant
CWP_20	Director Roads and Stormwater	Paving of internal streets in Extension 75 (Ward 14)	Roads and storm water	29	Detailed design	Percent	100%	50%	Preliminary design	0%	Target not achieved. Project not yet implemented due to insufficient budget to implement the project	Project to be implemented once sufficient budget is made available	Preliminary design report, payment certificate
CWP_21	Director Roads and Stormwater	Paving of Dwaars Street Connecting Ext 40 and 78. (Ward 08)	Roads and storm water	7,24	Completion of 0,35km road	Percent	100%	50%	Preliminary design	0%	Target not achieved. Project not yet implemented due to insufficient budget to implement the project	Project to be implemented once sufficient budget is made available	Preliminary design report, payment certificate
CWP_22	Director Roads and Stormwater	Planning of Paving of internal street at Disteneng	Roads and storm water	2	Completion of 0,4km road	Percent	100%	50%	Preliminary design	100%	N/A	N/A	Preliminary and detailed design report
CWP_23	Director Roads and Stormwater	Paving of internal street at Madiga (Ward 29)	Roads and storm water	45	Surfacing 0,35km road	Percent	100%	50%	Preliminary design	100%	N/A	N/A	Detailed design report

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CWP_24	Director Roads and Stormwater	Paving of internal street from university road to Makanye primary school	Roads and storm water	29, 19	Processing of 0.35km layer works and storm water management system. Completion of 0.35km.	Percent	100%	50%	Preliminary design	0%	Target not achieved. Planning not yet started for phase 2, still busy completing phase 1.	Target description will be changed from planning to construction in the adjustment budget. The current phase extended beyond 30 June 2024.	Practically completed certificate for phase 1
CWP_25	Director Roads and Stormwater	Paving of Kopermyr internal road Ga-Maja (Ward 2)	Roads and storm water	19	Preparation and construction of roadbed of 0.8km	Percent	100%	100%	Cleaning and finishing the road reserve	100%	N/A	N/A	Completion certificate
CWP_26	Director Roads and Stormwater	Paving of internal street at Ceres (Ward 45)	Roads and storm water	8	Preparation and construction of roadbed of 0.64km	Percent	100%	100%	Cleaning and finishing the road reserve	100%	N/A	N/A	Completion certificate
CWP_27	Director Roads and Stormwater	Paving of internal street in Ga Dikgale Moshate	Roads and storm water	10	Preparation and construction of roadbed of 0.64km	Percent	100%	50%	Processing of 0.35km layer works and storm water management system	53%	N/A	N/A	Progress report
CWP_28	Director Roads and Stormwater	Upgrading of streets in Nirvana extension	Roads and storm water	25	Construction of 1.4km storm water infrastructure system	Percent	50%	50%	Processing of 0.35km layer works and storm water management system	77%	N/A	N/A	Progress report
CWP_29	Director Roads and Stormwater	Paving of streets in Westernburg RDP Section	Roads and storm water	32, 38,	Completion of 1km road. Construction of storm water infrastructure system	Percent	100%	100%	Cleaning and finishing the road reserve	90%	Target achieved. Slow progress on site to complete snag list.	Completion inspection scheduled on the 8 December 2025	Progress report and practical completion
CWP_30	Director Roads and Stormwater	Paving of streets in Benharris from Zebediela to D19(ward 08)	Roads and storm water	12	construction of 0.3km storm water	Percent	35%	35%	Preparation and construction of roadbed of 0.8km	0%	Target not achieved. Project not yet implemented due to insufficient budget	Project to be implemented once sufficient budget is made available	Progress report and payment certificate

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											Implement the project		
CWP_31	Director Roads and Stormwater	Paving of Bloodriver main road via Mulautsi high school to agriculture houses (ward 10)	Roads and storm water	8	Construction of storm water infrastructure system	Percent	35%	35%	Preparation and construction of roadbed of 0.64km	0%	Target not achieved. Project not yet implemented due to insufficient budget to implement the project	Project to be implemented once sufficient budget is made available	Progress report and payment certificate
CWP_32	Director Roads and Stormwater	Paving of internal street in Mankweng Unit A, to Pulamadibog o street from LG to Church (ward 25)	Roads and storm water	20,21, 24, 7	Detailed design (20,21), completion of 0.4km (24), completion of 0.4km (7)	Percent	35%	35%	Preparation and construction of roadbed of 0.64km	0%	Target not achieved. Project not yet implemented due to insufficient budget to implement the project.	Project to be implemented once sufficient budget is made available	Progress report and payment certificate
CWP_33	Director Roads and Stormwater	Paving of internal street from Solomondale to D3997 (ward 32)	Roads and storm water	18	Detailed design	Percent	75%	75%	Construction of storm water infrastructure system	99%	N/A	N/A	Progress report and practical completion certificate
CWP_34	Director Roads and Stormwater	Paving of internal street ring road at Ga-Makibelo to Hlahla (ward 38)	Roads and storm water	36,1	1km of road rehabilitated	Percent	100%	100%	Cleaning and finishing the road reserve	100%	N/A	N/A	Completion certificate
CWP_35	Director Roads and Stormwater	Construction of Storm Water in Ga Semenya	Roads and storm water	39	1km of road rehabilitated	Percent	50%	50%	Construction of storm water infrastructure system	0%	Target achieved	Project to be implemented once sufficient budget is made available	Progress report and payment certificate

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CWP_36	Director Roads and Stormwater	Upgrading of Storm water Channel at Thutu Street at Seshego zone 4	Roads and storm water	39	1km of road rehabilitated	Percent	50%	50%	Construction of storm water infrastructure system	0%	Detailed design completed, waiting for allocation of contractor. Budget insufficient to pay for the professional fees and contractor.	The allocation of contractor to be finalized upon budget adjustment.	2024-2025 Budget.
CWP_37	Director Roads and Stormwater	Upgrading of storm water in Polokwane ext. 76	Roads and storm water	39	1km of road rehabilitated	Percent	100%	100%	Construction of 0.3km storm water	89%	11% of storm water line was halted due to residence not consent to permit the storm water system to pass across their yards.	Concerned residence were engaged and consensus with the affected residence was reached towards end of quarter 2. The contractor was able to install the lines through the affected servitude and currently remaining with 36.5m and junction box.	Progress report, minutes and attendance register and payments.
CWP_38	Director Roads and Stormwater	Upgrading of Storm Water in Sterpark; Flora Park; and Fauna Park	Roads and storm water	39	1km of road rehabilitated. Allocation of a contractor, site establishment.	Percent	100%	50%	Construction of storm water infrastructure system	0%	Detailed design completed. Allocation of contractor pending due to inadequate budget. The budgeted amount was not adequate to enhance with the allocation of works to contractor.	Allocation of works to be reviewed upon budget adjustment	2024-2025 original budget.
CWP_39	Director Roads and Stormwater	Paving of Road from Matsiokwane Village to Ngwanalaka crossing at Mafiane Ward 24	Roads and storm water	19	Detailed design	Percent	100%	50%	Preliminary design	50%	N/A	N/A	Preliminary design report

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CWP_40	Director Roads and Stormwater	Paving of access road to Moshate wa Mothapo	Roads and storm water	6	Finishing of the road and cleaning	Percent	100%	25%	Allocation of a contractor, Site establishment and roadbed preparation	69%	N/A	N/A	Progress report
CWP_41	Director Roads and Stormwater	Paving of access road to Moshate wa Moleji	Roads and storm water	13	Completion of layerworks, Construction of NMT facilities, Installation of traffic lights,	Percent	100%	25%	Allocation of a contractor, Site establishment and roadbed preparation	92%	N/A	N/A	Progress report
CWP_42	Director Roads and Stormwater	Paving of streets in Thakgalang	Roads and storm water	13	Layer works for NMT, Installation of kerbs	Percent	100%	50%	Preliminary design	50%	N/A	N/A	Preliminary design report
CWP_43	Director Roads and Stormwater	Rehabilitation of Bodenstein from Schoeman to Oost	Roads and storm water	17	Allocation of a contractor, Construction of storm water infrastructure system	Percent	100%	25%	Allocation of a contractor, Site establishment	98%	N/A	N/A	Contractor allocation letter and progress report
CWP_44	Director Roads and Stormwater	Rehabilitation of Burger from Hospital to Suid	Roads and storm water	22,39	Milling and recycling of road	Percent	100%	25%	Allocation of a contractor, Site establishment	98%	N/A	N/A	Contractor allocation letter and progress report
CWP_45	Director Roads and Stormwater	Rehabilitation of Hans Van Rensburg from Hospital to Suid	Roads and storm water	22	Milling and recycling of road	Percent	100%	25%	Allocation of a contractor, Site establishment	0%	Target not achieved. Contractor delayed start of the project due to late payment of invoices by the municipality on other rehabilitation projects.	Contractor to fast-track commencement of the project since cashflow was boosted by payment on other rehabilitation projects.	Contractor allocation letter and progress report
CWP_46	Director Roads and Stormwater	Rehabilitation of Jorrisen from Munnik Ave to Dahl	Roads and storm water	22	Milling and recycling of road	Percent	100%	25%	Allocation of a contractor, Site establishment	98%	N/A	N/A	Contractor allocation letter and progress report.

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CWP_47	Director Roads and Stormwater	Rehabilitation of Boom from Devenish to Excelsior	Roads and storm water	39,22	Milling and recycling of road	Percent	100%	25%	Allocation of a contractor, Site establishment	50%	N/A	N/A	Contractor allocation letter and progress report
CWP_48	Director Roads and Stormwater	Rehabilitation of Rabe from Oost to Bok (From Plain)	Roads and storm water	22,39	Preliminary design	Percent	100%	25%	Allocation of a contractor, Site establishment	98%	N/A	N/A	Contractor allocation letter and progress report
CWP_49	Director Roads and Stormwater	Rehabilitation of Dorp from Hospital to Suid Street	Roads and storm water	3	Completion of layer works and construction of storm water infrastructure system	Percent	100%	25%	Allocation of a contractor, Site establishment	98%	N/A	N/A	Contractor allocation letter and progress letter
CWP_50	Director Roads and Stormwater	Completion of Beryl from Veldspaat to Manghesiet	Roads and storm water	2, 40, 42, 35	Allocation of a contractor, site establishment and roadbed preparation (2), Processing layer works (40, 42), completion of layer works and construction of storm water infrastructure system (35).	Percent	100%	25%	Allocation of a contractor, Site establishment	0%	Target not achieved. Detailed design completed. Budget not adequate to cover for the allocation of contractor.	Allocation of contractor to be reviewed upon budget adjustment,	Detailed design report.
CWP_52	Director Roads and Stormwater	Planning for construction of service road in Dalmada	Roads and storm water	05,06,7 and 27	Allocation of a contractor, site establishment and roadbed preparation	Percent	100%	50%	Preliminary design	100%	N/A	N/A	Detailed design report
CWP_53	Director Roads and Stormwater	Hospital View additional roads	Roads and storm water	7	Allocation of a contractor, site establishment and roadbed preparation	Percent	100%	75%	Completion of layer works	98%	N/A	N/A	Progress report

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CWP_54	Director Roads and Stormwater	Construction of Nelson Mandela Bokelo, Dillou Crossing	Roads and storm water	34	Surfacing 0,7km road	Percent	74%	60%	Completion of layer works	65%	N/A	N/A	Progress report
CWP_55	Director Roads and Stormwater	Construction of Storm water Canal in Seshego	Roads and storm water	33	Allocation of a contractor, site establishment and road bed preparation	Percent	50%	50%	Layer works for NMT, Installation of kerbs	88%	N/A	N/A	Progress report
CWP_57	Director Roads and Stormwater	Rehabilitation of Grobler from Biccard to Webster	Roads and storm water	2	Allocation of a contractor, site establishment and roadbed preparation	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Detailed design report and Contractor's allocation letter
CWP_58	Director Roads and Stormwater	Rehabilitation of Dorp street from Grobler to Rabe Street	Roads and storm water	9	Allocation of a contractor, site establishment and roadbed preparation	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Detailed design report
CWP_59	Director Roads and Stormwater	Rehabilitation of Grobler from Dewet to Savannah	Roads and storm water	16	Surfacing the road	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Preliminary and detailed design report
CWP_60	Director Roads and Stormwater	Rehabilitation of Thabo Mbeki from Savannah to Webster	Roads and storm water	27	Surfacing the road	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Preliminary design and Detailed design report
CWP_61	Director Roads and Stormwater	Rehabilitation of Grobler service road next to Pholosho from Dewet to Eiland	Roads and storm water	28	Detailed design	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Contractor's allocation letter
CWP_62	Director Roads and Stormwater	Rehabilitation of Eiland from Grobler to Grobler Service road	Roads and storm water	29	Allocation of a contractor, site establishment and roadbed preparation	Percent	50%	100%	Preliminary design and Detailed design,	100%	N/A	N/A	Contractor's allocation letter

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RAL ROADS													
CWP_63	Director Roads and Stormwater	Tarring of Road from Tshebela to Moshate	Roads and storm water	30	completion of layer works	Percent	75%	75%	Completion of layer works and construction of storm water infrastructure system	95%	N/A	N/A	Progress report
CWP_65	Director Roads and Stormwater	Upgrading of road from Mohlonong to Kalkspruit	Roads and storm water	34	Processing of layer works	Percent	40%	40%	Processing layer works	69,50%	N/A	N/A	Progress report
CWP_66	Director Roads and Stormwater	Upgrading of road from Monyuaneng to Lonsdale	Roads and storm water	36	Allocation of a contractor, site establishment and roadbed preparation	Percent	100%	70%	priming of the road and construction of storm water infrastructure system	98%	N/A	N/A	progress report and practical completion certificate
CWP_67	Director Roads and Stormwater	Upgrading of access road in Ga Makgoba	Roads and storm water	40	Surfacing 1,2km road	Percent	100%	50%	Completion of layer works and construction of storm water infrastructure system	97%	N/A	N/A	Progress report
CWP_70	Director Roads and Stormwater	Upgrading of road from Spitzkop to Segwasi	Roads and storm water	43	Roadbed preparation	Percent	100%	50%	Completion of layer works and construction of storm water infrastructure system	50%	N/A	N/A	Progress report
CWP_72	Director Roads and Stormwater	Upgrading of road from Matobole to Silicon	Roads and storm water	2	Allocation of a contractor, site establishment and roadbed preparation	Percent	50%	50%	Processing layer works	100%	N/A	N/A	Progress report and practical completion certificate
CWP_75	Director Roads and Stormwater	Upgrading of road D3432 from Ga-Mosi (Gilead road) via Sengatane to	Roads and storm water	City cluster	Preliminary design	Percent	75%	50%	Completion of layer works and construction of storm water infrastructure system	96%	N/A	N/A	Progress report

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		Chebeng(ward 16)											
CWP_76	Director Roads and Stormwater	Paving of road in ga Thoka from reservoir to Makanye 4034(ward 27)	Roads and storm water	City cluster, 39,14	Construction of storm water infrastructure system. Detailed design (39), detailed design (14)	Percent	75%	50%	Completion of layer works and construction of storm water infrastructure system	44,60%	Target not achieved. Community strike for 7 days, Excessive rain/slow progress.	The councillor & the client were informed to resolve the matter, we still await resolution and Notice of EOT	Progress report
CWP_77	Director Roads and Stormwater	Upgrading of Bus road from R71 to Dinokeng between Mshongoville Gashiloane to Matshele (ward 28)	Roads and storm water	25	Completion of 1km road	Percent	100%	50%	Preliminary design	50%	N/A	N/A	Preliminary design report
CWP_79	Director Roads and Stormwater	Upgrading of arterial road in Tshware from Taxi rank via Tshware village mamotshwa clinic (ward 30)	Roads and storm water	4	Paving of 0,5km road	Percent	60%	35%	Processing of layer works	89%	N/A	N/A	Progress report
CWP_80	Director Roads and Stormwater	Upgrading of arterial road D3997 from GaMokgopo to Ga Makalanyane (ward 33)	Roads and storm water	13,37	Paving 0,5km road (13), Paving of 0,5km (37), Completion of layerworks and construction of storm water infrastructure (37)	Percent	100%	50%	Preliminary design	0%	Target not achieved. The project has already been implemented by RAL.	The project will be removed from the municipal plans during adjustment budget	RAL Site Progress Meeting Minutes

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CWP_81	Director Roads and Stormwater	Upgrading of road from Ga Mamphaka to Spitzkop (ward 34)	Roads and storm water	11,37	completion of layer works and construction of storm water infrastructure system (11 and 37), detailed design (11)	Percent	50%	50%	Processing of layer works	37%	Target not achieved. Damaged layer works due to heavy rains.	Contractor to re-work the damaged layer works and claim from the insurance	Progress report
CWP_83	Director Roads and Stormwater	Paving of Internal Street in Ga Ujane to D3363 (ward 40)	Roads and storm water	14	Detailed design	Percent	100%	75%	Completion of layer works and construction of storm water infrastructure system	94%	N/A	N/A	Progress report
CWP_84	Director Roads and Stormwater	Upgrading of arterial road D3355 from Monotwane to Matlala clinic (ward 41)	Roads and storm water	8	Detailed design	Percent	100%	50%	Completion of layer works and construction of storm water infrastructure system	72%	N/A	N/A	Progress report
CWP_89	Director Roads and Stormwater	Completion of the links to SANRAL roads network	Roads and storm water	45	Surfacing 0,35km road	Percent	100%	50%	Preliminary design	50%	N/A	N/A	Preliminary design report
CWP_90	Director Roads and Stormwater	Upgrading of arterial road D3355 from Monotwane to Matlala clinic (ward 42)	Roads and storm water	29	Processing of 0,35km layer works and storm water management system	Percent	100%	50%	Preliminary design	0%	Target not achieved. Planning not yet started due to insufficient budget to implement the project.	Consultant to be allocated once sufficient funds are allocated to the project and to fast-track planning	Preliminary design report, payment certificate
Water and Sanitation													
CWP_91	Director Water and Sanitation	Installation of Prepaid Water Meters (City, Seshego & Mankweng Cluster)	Water	(City, Seshego & Mankweng Cluster)	Installation of 800 water Meters	Percent	100%	75%	Installation of 600 prepaid water meters.	75%	N/A	N/A	N/A

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CWP_92	Director Water and Sanitation	Aganang Bulk Water Transfer Scheme	Water	41,42, 43,44 & 45	% of Project Planning, Design Development Completed by Target Date	Percent	20%	10%	Scoping report	0%	Target not achieved. Appointment of PSP and development of planning documents delayed.	Project will be reprioritised in the next financial year for planning.	Draft Report and Memo requesting allocation
CWP_93	Director Water and Sanitation	Installation of Back-up Generators for WTW	Water	Municipal Wide	Installation of Back Up Generators for Water Treatment Plants	Percent	100%	100%	Delivery and Installation of Backup Generator	5%	Tender advert could not be advertised before the 30th of Sept 2024 due to delays submission of documents to SCM.	Tender advert closed on 18 November 2024.	Tender document
CWP_94	Director Water and Sanitation	Acquisition of Fleet for O & M	Water	Municipal wide	Acquisition of fleet	Percent	100%	100%	Purchase of O & M Fleet	10%	RT57 Quotations received from service provider, Budget is insufficient to procure 2 cars.	1 Vehicle will be purchased, and funds will be sourced during budget adjustment for the second vehicle.	Quotation
CWP_95	Director Water and Sanitation	Replacement of AC Pipes - Phase 2	Water	Municipal wide	Development of IRS document, approval of the IRS document by DWS	Percent	100%	50%	Draft IRS for internal approval	50%	N/A	N/A	Draft IRS
CWP_96	Director Water and Sanitation	Provision of Bulk Engineering Services (SDA 2)	Water	City Cluster, Municipal Wide	Installation of Bulk Engineering Services at SDA 3	Percent	100%	100%	Signed Off – Bulk Engineering Services Report	100%	N/A	N/A	Completion Certificate, Services Report
CWP_97	Director Water and Sanitation	CRR Polokwane Bulk Water Supply Polokwane Bulk Water Supply	Water	10, 16,36, 37, 6, 31, 24	Construction and completion of Water Treatment works, Commissioning and equipping of boreholes. Upgrading of bulk line, Upgrading of booster PS	Percent	100%	99%	Completion of pipeline and pump houses, Completion of WTWs sand river north	94%	Target not archived, Poor performance by contractor responsible for Sandriver North Water Treatment Works.	Contractor has been put on Terms and issued with a notice for termination.	Unbundling Memo. Request memo to allocate replacement contractors.

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024					POE
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
CWP_98	Director Water and Sanitation	Olifantspoort RWS (Mmotong wa Perekisi)	Water	15, 36, 38, 29,30, 31, 32, 33	Equipping and safeguarding of borehole, Water reticulation, Elevated Steel Tank, Stand Taps	Percent	100%	25%	Appointment of contractor site establishment , Excavations and pipe laying	0%	Target not achieved. Engineer experienced challenges in finalising of the new scope, technical report is required due to deficit in water supply.	"Draft technical report was submitted to the municipality, perusal session was held between the consultant and the municipality, where comments raised and the consultant is busy revising the technical report, submission expected on the 31 January 2025.	Progress report
CWP_99	Director Water and Sanitation	Mothapo RWS	Water	09;16;18;35	Designs, Appointment of contractor, Construction of Stand Pipe, Equipping and safeguarding of borehole, Construction of pump main, 700KI Steel tank	Percent	100%	25%	Appointment of contractor site establishment , Excavations and pipe laying	0%	Target not achieved. Planning was put on hold due to budget constraints, remaining budget insufficient to cater for final claim on roll over contract.	The consultant has submitted a draft scoping report, and it has been returned with comments.	Scoping report
CWP_100	Director Water and Sanitation	Molejtie East RWS	Water	1,2,3	Approval of Technical report, Design and documentation, appointment of contractor, site establishment, Construction of pumping mains	Percent	50%	5%	Design and documentation	0.50%	Target not achieved. Consultant delayed commencing with planning and was issued with a notice of non-performance.	Drilling of Boreholes is 100% complete. Consultant submitted a draft and is busy with the comments on the draft technical report. Submission to DWS will be in January 2025	Draft Technical report
CWP_101	Director Water and Sanitation	Sebayeng/Dikgale RWS	Water	3,4, 5	Completion of phase 10, Bulk pipeline, 1 storage tanks,	Percent	100%	63%	Construction of reticulation	50%	Phase Complete, Phase 11: Scope adoption challenges where experienced in the initiation stage	Scope was agreed and final geohydrological investigations where necessary for the new scope. Drilling to commence on 27 December 2025.	Progress report. Practical completion certificate

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measurement	Original Annual Target	1 July 2024 – 31 December 2024				POE	
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges		Corrective Measures
CWP_102	Director Water and Sanitation	Houtriver RWS	Water	27, 25, 31, 7, 26	Scoping and design reports, appointment letter, reticulation	Percent	50%	5%	Design and documentation	1%	Consultant delayed commencing with planning and was issued with a notice on non-performance	Geohydrological sub-consultant approved on the 28th of November 2024. Consultant currently conducting site investigation study on current boreholes and on underground water high yield locations underway which will be followed by a report prior to drilling.	Approval of Geohydrological investigation
CWP_103	Director Water and Sanitation	Chuene Maja RWS	Water	4	Appointment of contractor, Yard Connections, Elevated Tank, Reticulation, Stand Pipes	Percent	100%	65%	Construction of pumping mains and elevated steel tank	1%	Target not achieved. Dry boreholes in Makata. Planned scope had to be revised and that led to a delay in allocation of contractor.	Scope has been finalised and the allocation of contractor will be done by Feb 2025.	Report to Request allocation based on virement done
CWP_104	Director Water and Sanitation	Molepo RWS	Water	40, 41, 42, 42, 43 & 45	Construction of Bulk line, Reticulation, Completion of molemane, Development of new technical report for Molepo RWS. Borehole development and electrification, new bulk supply and reticulation and standpipes. Appointment of contractors, supply and install steel tank. Raising	Percent	100%	75%	Technical report submission to DWS	45%	Target not achieved. Technical report was delayed due to unavailability of ground water. Phase 3 Draft Technical report returned to consultant to develop additional water sources.	Engineer is busy with finalisation of the technical report, and it will be submitted by Feb 2025. Consultant to submit quotations for geohydrological investigations.	Notice of Penalties. Progress report Molemane Extension of time.

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024					POE
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
					main, reticulation pipe (42)								
CWP_105	Director Water and Sanitation	Laastehoop RWS	Water	5	Approval of Technical report, Design and documentation, appointment of contractor, site establishment, Extension of reticulation, Drilling of new boreholes to augment water supply	Percent	50%	5%	Design and documentation	1%	Target not achieved. Delays in approval of the technical report by Department of Water and Sanitation	Follow up are conducted with the department	Proof of submission of the technical report
CWP_106	Director Water and Sanitation	Mankweng RWS	Water	27, 25, 31, 7, 26	Approval of Technical report, Design and documentation, appointment of contractor, site establishment, equipping of boreholes, Pumping mains	Percent	50%	5%	Design and documentation	1%	Target not achieved. Delays in approval of the technical report by Department of Water and Sanitation	Follow ups are conducted with the department	Proof of submission to Department of water and sanitation

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024					POE	
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures		
CWP_107	Director Water and Sanitation	Boyne RWS	Water	4	Approval of Technical report, Design and documentation, appointment of contractor, site establishment, Drilling of new boreholes to augment water supply and storage tanks	Percent	25%	1%	Approval of technical report, scoping		1%	N/A	N/A	Proof of submission of technical report
CWP_108	Director Water and Sanitation	Aganang RWS (2) (Ramobola, Madietane)	Water	43 & 45	Appointment of contractors, New borehole development and electrification, new bulk supply line, new reticulation	Percent	75%	30%	Appointment of contractor (Madietane) site establishment , Excavations and pipe laying		0%	Delays in approvals for Specialist services from 19 August 2024 for Madietane and delays in allocation of a contractor for Rammobola, Delays in allocation of a contractor by SCM.	Madietane: Request for approval of specialist services approved on 4th November 2024, Geohydro conducted awaiting test result, Rammobola: procurement plan and budget availability submitted to SCM still awaiting allocation.	Approval of specialist services Procurement Plan and letter to BTO
CWP_109	Director Water and Sanitation	Bakone RWS (3) (Ramokadika di)	Water	09	Borehole development and electrification, new bulk supply and reticulation and standpipes	Percent	100%	65%	Construction of pumping mains and elevated steel tank		1%	Delays during topographical survey due to heavy rains especially on the rising main route.	Consultant concluded surveys and submitted the DDR and it is under review by the municipality before requesting allocation of a contractor.	Detailed Design Report (DDR)

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024					POE
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
CWP_110	Director Water and Sanitation	Kalkspruit Water Supply (Aganang Ward 42)	Water	28,30, 31, 34	Appointment of contractor's supply and install steel tank, Rising main, Reticulation pipeline	Percent	100%	25%	Appointment of contractor site establishment , Excavations and pipe laying	5%	Target not achieved. Community requested to be consulted on the scope at Moshate offices, scheduled meeting failed on several occasions due to community unrest, community requested to be addressed by MMC	Scope meeting to be scheduled in January with the MMC	Progress report
CWP_111	Director Water and Sanitation	Mashashane Water Works	Water	40	Rising mains, Reticulation, stand taps, steel tank	Percent	100%	25%	Appointment of contractor site establishment , Excavations and pipe laying	10%	Budget constraints affected allocation of contractor by SCM.	Report on procurement commencing in January 2025 submitted to the CFO to align with the budget, awaiting approval.	Virement Memo
CWP_112	Director Water and Sanitation	Capital Replacement on Water & Sanitation	Water	Municipal wide	Operational - Replacements of Pumps, Motors, Boreholes Equipments	Percent	100%	100%	Replacement s of Pumps, Motors, Boreholes equipment's	50%	Target not achieved. Delays in the allocation of contract due to budget constraints.	Additional R1,7mil will be readjusted during mid-term budget adjustment.	Virement Memo
CWP_113	Director Water and Sanitation	Drilling of Boreholes in all Municipal Clusters	Water	40,41,42,43,44 & 45	Appointment of contractor, geohydrologic al investigations, geohydrologic al report, equipping and electrification	Percent	75%	25%	Siting and site establishment	25%	N/A	N/A	Appointment letters
CWP_114	Director Water and Sanitation	Moletjie North RWS	Water	35	Development of technical report, design and documentation, appointment of contractor,	Percent	50%	5%	Design and documentation	0,20%	Target not achieved. Consultant submitted a draft technical report, referred back to deal with lack of source.	Geohydrologist is on site conducting investigations on site before finalisation of the technical report.	Approved Memos for specialise services

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024					POE
								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
					Construction of pumping mains and elevated steel tank								
CWP_115	Director Water and Sanitation	Moleletje South RWS	Water	9	Appointment of contractor, Reticulation pipelines, rising mains, yard connection, of Equipping of boreholes	Percent	100%	65%	Construction of pumping mains and elevated steel tank	1%	Target not achieved. Delays in the approval of business plans and technical report.	Follow ups with the department of water and sanitation, and business plans have been submitted to the head office for final approval.	Acknowledgment of submission
CWP_116	Director Water and Sanitation	Badimong RWS	Water	28, 30, 31, 34	Approval of business plan, Design and documentation, appointment of contractor, site establishment, equipping of boreholes, Pumping mains, connections and valves	Percent	50%	5%	Design and documentation	0.60%	Target not achieved. Consultant is delayed, finalising planning documents.	Intervention meeting held with the consultant and the consultant committed to finalising documents by 20 December 2024, the consultant still failed to submit, a letter of dissatisfaction in circulation for issuing to the consultant.	Letter placing consultant on terms
CWP_117	Director Water and Sanitation	Aganang RWS (3) (Rapitsi, Kgabo Park, Mars, Wash Bank)	Water	40, 41, 42, 43, 44, 45, Municipal wide, City Cluster	Completion of Mars phase 2, Appointment of contractors for Rapitsi Kgabo park and Washbank, Construction of water mains, equipping of new borehole, steel tank on 10m stand, yard connections. Development of IRS	Percent	75%	44%	Appointment of contractor for Washback, construction of bulk mains	0%	Target not achieved. Delays in finalising planning documents for Washbank.	Washback technical report submitted to the Department of Water and Sanitation awaiting approval.	Virement Memo, Practical completion Mars Phase 2, Washbank Technical Report.

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges		Corrective Measures
					document, approval of the IRS document by DWS. Installation of Bulk Engineering at SDA 3.								
CWP_118	Director Water and Sanitation	Segwasi RWS	Water	Municipal wide	Appointment of Contractor, Construction of reticulation, metered yard connections, construction of pumping mains, drilling and equipping of boreholes Eskom connections	Percent	100%	65%	Construction of pumping mains and elevated steel tank	2%	Target not achieved. Delays in allocating contractor due to budgetary constraints.	Project has been re allocated funds in the recent adjustment and allocation will be done in Jan 2025.	Virement Memo
CWP_119	Director Water and Sanitation	Bakone RWS (2) (Ga-Phofu, Ga-Ntlotane)	Water	10, 16,36, 37	Completion of phase 1 (Ga-phofu and Ga-Ntlotane), Appointment of contractors Phase 2 (Ga-phofu and Ga-Ntlotane) Borehole development and Electrification. New bulk supply line from BH to Res. New reticulation with RDP	Percent	50%	42%	Construction of pumping mains and elevated steel tank	45%	N/A	N/A	Progress reports, memos requesting allocation of contractors
SEWER RETICULATION – WATER AND SANITATION													
CWP_120	Director Water and Sanitation	Sewer Combination Trucks/Super Suckers	Sanitation	Municipal wide	Delivering 1 sewer combination truck	Percent	100%	100%	Delivering 1 Sewer combination truck	0%	Quotation RT57 was delayed as National treasury indicated they could not supply	After following up quotations were received through RT57 process, however quotation is above the available	Quotation

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges		Corrective Measures
											the truck through the process	budget. Awaiting Budget adjustment	
CWP_121	Director Water and Sanitation	Mankweng Bulk Sanitation & WWTW	Sanitation	Makweng Cluster	Development of IRS document, approval of the IRS document by DWS	Percent	100%	50%	Draft IRS for internal approval	50%	N/A	N/A	Draft IRS
CWP_122	Director Water and Sanitation	Installation of Back-up Generators for Sewer Pump Station	Sanitation	Municipal wide	Installation of Back Up Generators for Wastewater Treatment Plants	Percent	100%	100%	Delivery and Installation of Back-up Generator	6%	Target not achieved. Delays in the development of specifications	Bids subsequently advertised and closed on the 18 November 2024.	Tender Document
CWP_123	Director Water and Sanitation	Regional Wastewater Treatment Plant CRR WIP Polokwane Regional Wastewater treatment plant	Sanitation	11, 12, 13, 14, 17, 37, 08, 19, 20, 21, 22, 23, 39	Completion of outfall sewers phase 1A, Steel fixing and Casting of drop structures, Casting of the pipe bridge and Civil works on the main Regional Wastewater Plant	Percent	90%	75%	Steel fixing and Casting of drop structures, Casting of the pipe bridge and Civil works on the main regional wastewater plant	45%	Cash flow challenges due to non-transfer by department, Poor performance by the contractor	Transfer was affected and outstanding payments to SMME, works have resumed on site. An intervention meeting was held on 18 December 2025, and a recovery plan will be submitted by the contractor	Progress reports, minutes of intervention meeting, Attendance register.
ENERGY SERVICES													
CWP_124	Director Energy Services	Installation of High Mast lights (Rural Area) Fynbos	Energy	1	1X installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, waiting material delivery	Early appointments of service provider will ensure early completion of these type of projects before budget adjustments are made	Appointment letter, task order and sport identification with clients
CWP_125	Director Energy Services	Installation of High Mast lights (Rural Area) Seshego Luthuli	Energy	14	1X installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, service provider given side and spot for the high mast identified, waiting material delivery	Early appointment will make this type of a project to be completed before budget adjustment	Appointment letter, work order and side identification register

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges		Corrective Measures
CWP_126	Director Energy Services	Installation of High Mast lights (Rural Area) OR Tambo View	Energy	16	1X installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, orders made, sport for the high mast identified	Early appointment will lead to project completion before budget adjustment for this type of projects.	Appointment letter, work order, and sport identification register
CWP_127	Director Energy Services	Installation of High Mast lights (Rural Area) Ga Mamabolo (Moshate)	Energy	28	1X installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, material ordered and sport for high mast identified	Early appointment will make project to be completed before budget adjustment	Appointment letter, work order and sport identification register
CWP_128	Director Energy Services	Installation of High Mast lights (Rural Area) Tibana	Energy	44	1X installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, material ordered and sport for high mast light done	Early appointment will make these types of projects to be completed before budget adjustment	Appointment letter, work order and side sport identification register
CWP_129	Director Energy Services	Upgrade SCADA and RTU	Energy	City Seshego Cluster	Upgrading the control room and gamma substation	Percent	100%	20%	Appointment of service provider	20%	Specifications submitted, advertised and closed. waiting budget adjustment as the closing codes are all above budget estimate	To have budget adjusted higher or refer to the following financial year.	Terms of reference and closing register
CWP_130	Director Energy Services	Install New Bakone to IOTA 66KV double circuit GOAT line	Energy	City Cluster	Installation of poles for a distance of 12.6km	Percent	40%	10%	Appointment of service provider	90%	Detailed designs completed, new route identified,	appointed servitude negotiation team	minutes of meetings, grouping of servitude owners, preliminary designs
CWP_131	Director Energy Services	Design and construct 66kV line between Alpha and Matlala substations	Energy	Seshego Cluster	Preliminary design.	Percent	100%	30%	Servitude payments	40%	Land negotiation continue, alpha extension to be included to allow Eskom extension	Negotiating with Eskom to use same servitude where necessary	Minutes of Eskom negotiations, land negotiation team appointment, payment certificate

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CWP_132	Director Energy Services	Designs for Electrification of Urban Households in Extension, 126, 127, 134, 78	Energy	10, 11	Detailed design.	Percent	100%	30%	Preliminary design.	100%	Designs completed, waiting appointment of service provider	Designs to be done a year in advance. request was for 360 connections and funds approved for only 200 connections	Detailed designs, BOQ/TOF for extension 78Appointment letter
CWP_133	Director Energy Services	Retrofit high mast lights with Solar lights in Rural Clusters	Energy	Rural Cluster	2X Retrofitted High Mast lights	Percent	100%	20%	Appointment of service provider	20%	Appointed December 2024, waiting for contractual documents and material cessions	Early appointments lead to these types of projects completed during budget adjustments	Appointment letter, work order, BOQ
CWP_134	Director Energy Services	Solar High Mast Lights Extension 78 and Seshego zone 8 Extension	Energy	13	2 Installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, materials ordered, sport to install high mast identified, waiting delivery	Early appointment of these types of projects could be completed before budget adjustments	Appointment letter, work allocations and side identification register
CWP_135	Director Energy Services	Civic Center Solar High Mast lights	Energy	22	1 Installed high mast	Percent	100%	20%	Appointment of service provider	100%	Completed and energized	Virement report was done to increase number of solar lights from one to three	COC, appointment letter, work order, payment certificate, hand over certificate
CWP_136	Director Energy Services	Installation of Solar High Mast lights (City entrances)	Energy	14, 20	2 Installed high mast	Percent	100%	20%	Appointment of service provider	20%	Appointed, spot material ordered. engaging SANRAL for approval	Follow-up emails and escalation of the request at SANRAL	Follow-up appointment letter, work order spot identification agreement, SANRAL request letter
CWP_137	Director Energy Services	Replacement of 11kV oil switchgears with latest technology switchgear	Energy	Seshego Cluster	Replacement of 11kV oil switchgears with latest technology switchgear	Percent	100%	20%	Appointment of service provider	0%	Specifications submitted	Money transferred to more urgent projects	Virement on budget

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
CWP_138	Director Energy Services	Electrification of Urban household's in Seshego Zone 8 Extension 133 (Phase 2 and phase 3)	Energy	13	437 households electrified	Percent	100%	20%	Appointment of service provider	20%	Appointed, material ordered, waiting material delivery and contractual documents received	Three-year allocations be made the same as DMRE allocations to avoid price negotiation	Appointment, work order, safety file approval letter, surety
CWP_139	Director Energy Services	Electrification of Urban Households in Extension 78	Energy	23	200 households	Percent	100%	20%	Appointment of service provider	0%	Waiting BOQ to appoint service provider	BOQ completed in December 2024 and appointment in January 2025	Detailed Designs, BOQ
Community Services - Disaster Management													
CWP_143	Director Community Services	Acquisition of fire Equipment	Disaster Management and Fire Services	22,26,23	Procurement of 5 fire equipment	Percent	100%	50%	Issuing of work orders	50%	N/A	N/A	Appointment letter
CWP_144	Director Community Services	Miscellaneous equipment and gear / Ancillary equipment	Disaster Management and Fire Services	22,26,23	6 equipment's bought	Percent	100%	100%	Supply and delivery of equipment	100%	N/A	N/A	Delivery notes and invoice
CWP_145	Director Community Services	Hydraulic equipment	Disaster Management and Fire Services	22,26,38	5 rescue equipment's bought	Percent	100%	100%	Supply and delivery of equipment	100%	N/A	N/A	Tax invoice and delivery notes
CWP_146	Director Community Services	Electric submersible portable pump	Disaster Management and Fire Services	22,26,23	1 electric submersible pump bought	Percent	100%	50%	Advertise the project	50%	N/A	N/A	Quotation to invite bidders
CWP_147	Director Community Services	Multipurpose branches Monitors	Disaster Management and Fire Services	22,26,23	Procurement of 2 multipurpose branches bought	Percent	100%	50%	Advertise the project	50%	N/A	N/A	Quotation invitation for bidders
CWP_148	Director Community Services	Obsolete fire equipment: Lighting and high mast	Disaster Management and Fire Services	22,26,23	2 lighting and high mast equipment bought	Percent	100%	50%	Advertise the project	50%	N/A	N/A	Advertisement notice

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CWP_149	Director Community Services	Rescue ropes/high angle	Disaster Management and Fire Services	22,26,28	5 rescue equipment bought	Percent	100%	100%	Supply and delivery of rescue ropes	100%	N/A	N/A	Delivery note and invoice	
CWP_150	Director Community Services	New Matlala Fire Station Planning	Disaster Management and Fire Services	43	Development of final designs	Percent	100%	50%	Second consultation with Matlala Traditional Council	50%	N/A	N/A	Minutes of the meeting and attendance register	
CWP_151	Director Community Services	New Fire Station at Molepo/Chue ne/Maja Cluster (Planning) and construction	Disaster Management and Fire Services	02	Development of final designs	Percent	100%	50%	Second consultation with Maja Traditional Council	50%	N/A	N/A	Minutes of the meeting and attendance register	
CWP_152	Director Community Services	New Molejji Fire Station (Planning)	Disaster Management and Fire Services	18	Development of final designs	Percent	100%	50%	Second consultation with Molejji Traditional Council	50%	N/A	N/A	Minutes of the meeting and attendance register	
CWP_153	Director Community Services	Industrial Fire Fighting Portable Pumps	Disaster Management and Fire Services	22,26,23	4 industrial portable pumps bought	Percent	100%	50%	Advertise the project	50%	N/A	N/A	Advertisement of the project	
CWP_154	Director Community Services	Gas detection equipment	Disaster Management and Fire Services	22,26,23	2 detection equipment bought	Percent	100%	50%	Advertisement of the bid document	25%	Target not met. Supply Chain Management is busy finalizing the advertisement for bid.	Supply Chain Management is busy considering advertisement of the bid.	Advertised projects	
CWP_155	Director Community Services	Flir/Thermal Imaging Camera	Disaster Management and Fire Services	22,26,23	Procurement of 2 imaging equipment	Percent	100%	50%	Advertisement of the bid document	50%	N/A	N/A	Quotations invitation for bidders	
CWP_156	Director Community Services	Acquisition of Fire fleet	Disaster Management and Fire Services	22, 26,,23	4 fire fleet procured	Percent	100%	50%	Advertisement of the bid document	50%	N/A	N/A	Appointment letter to the Supplier	
COMMUNITY SERVICES - TRAFFIC AND LICENSING														

IDP Ref No	Responsible Owner	KPI Name	Municipal Programme	Area/Ward	Annual Target Description/ Annual Project Output	Unit of Measure ment	Original Annual Target	1 July 2024 – 31 December 2024				POE	
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CWP_157	Director Community Services	Upgrading of City traffic & licensing centre	Traffic and Licensing	22,26,23	Construction of additional offices at Ladanna offices	Percent	100%	50%	Construction of the project	25%	Target not met. The Supply chain finalizing the appointment of contractor.	Bill of quantities for the appointment of the service provider finalized.	Progress reports
CWP_158	Director Community Services	Construction of Mankweng Traffic and Licensing Testing Centre	Traffic and Licensing	25 & 26	Construction of new offices in Mankweng Traffic Station	Percent	100%	50%	Construction of the project	50%	N/A	N/A	Payment Certificate and Progress report.
COMMUNITY SERVICES - ENVIRONMENTAL MANAGEMENT													
CWP_159	Director Community Services	Refurbishment of Game Reserve facilities	Environmental Management	Ward 6	Upgrading 2 chalets	Percent	100%	5%	Painting and tiling of 2 chalets	5%	N/A	N/A	Pictures
CWP_160	Director Community Services	Purchase of land for New Mankweng Cemetery	Environmental Management	Ward 29	Purchasing of 101 hectares of land in Mankweng	Percent	100%	50%	Consultation with Biatladi Traditional Council to Purchase land	50%	N/A	N/A	Attendance registers and minutes.
CWP_161	Director Community Services	Grass cutting equipment's	Environmental Management	Municipal wide	20 grass cutting equipment	Percent	100%	50%	Bid advertisement	75%	N/A	N/A	Appointment letters
CWP_162	Director Community Services	Upgrading of Mankweng Unit C Park	Environmental Management	Ward 25	Installation of fence	Percent	100%	50%	Bid advertisement	75%	N/A	N/A	Appointment letter/Work allocation
CWP_163	Director Community Services	Upgrading of Ext76 park (SDA1)	Environmental Management	Ward	Installation of fence	Percent	100%	50%	Bid advertisement	75%	N/A	N/A	Appointment letter/Work allocation
CWP_164	Director Community Services	Greening programme	Environmental Management	Municipal Wide	Supply and delivery of 300 trees	Percent	100%	50%	Supply and delivery of 300 trees	50%	N/A	N/A	Delivery note and Tax Invoice
CWP_165	Director Community Services	Greening Programme for Disteneng	Environmental Management	Municipal wide	Planting of 300 trees	Percent	100%	50%	Supply and delivery of 300 trees	50%	N/A	N/A	Delivery note and Tax Invoice

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								Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	
CWP_166	Director Community Services	Development of a regional parks In Rural Areas	Environmental Management	Rural Cluster, ward 25, 26	1	Percent	100%	50%	Supply and delivery of equipment	25%	Target not met. Supply Chain Management is finalising the appointment of the Service Provider	Finalize appointment of Service Provider.	Invoice, Delivery note.
CWP_167	Director Community Services	Construction of Ablution Facilities at Mankweng Parks	Environmental Management	Ward 23	Construction of 1 Ablution facility	Percent	100%	50%	Finalisation of designs	25%	Target not met due to Land survey and Geo-tech study taking longer than anticipated. The Consultant is finalising the designs.	Finalization designs	Copy of draft design
CWP_168	Director Community Services	Upgrading of Tom Naude Park	Environmental Management	Ward 6	Fencing of Tom Naude Park	Percent	100%	50%	Bid advertisement	75%	N/A	N/A	Appointment letter/ Allocation of Service Provider
COMMUNITY SERVICES - BY-LAW ENFORCEMENT AND SECURITY													
CWP_169	Director Community Services	Installation of CCTV cameras & Fibre Network	Security Services	Municipal wide	Installation of cameras at 7 sites	Percent	100%	100%	Delivery and installation of CCTV Camera sets	100%	N/A	N/A	Invoices and delivery notes
CWP_170	Director Community Services	Supply and delivery of mobile guard houses	Security Services	Municipal wide	Procurement of 6 guard houses	Percent	100%	100%	Supply and delivery of 6 guard houses	0%	Target not met. Supply Chain is finalizing the appointment of the service provider.	To request SCM to fast track the appointment.	Delivery note and invoice
COMMUNITY SERVICES - WASTE MANAGEMENT													
CWP_172	Director Community Services	240 litre bins	Waste Management	Municipal wide	Supply and delivery of 600 (240) litre bin	Percent	100%	100%	Supply and Delivery of 600 (240 bins)	0%	Target not met. Supply chain finalizing appointment of service provider	To finalize the appointment of a service provider.	Bid specification

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CWP_173	Director Community Services	6 & 9 M3 Skip containers	Waste Management	Municipal wide	Supply and delivery of 40(6&9m3 skip containers)	Percent	100%	100%	Supply and delivery of skip bins	100%	N/A	N/A	Invoice/delivery note
CWP_174	Director Community Services	Procurement of Concrete Street Bins	Waste Management	Municipal wide	50 Supply and delivery of concrete street bins	Percent	100%	100%	50 Supply and delivery of concrete bins	0%	Target not met. Tender closed on 2nd December 2024.	To appoint a service provider.	Tender advert
CWP_175	Director Community Services	Construction of ramp at Dikgale transfer station	Waste Management	Ward 32	Construction of ramp	Percent	100%	50%	Appointment of Service Provider	0%	Target not met. Supply chain finalizing appointment of service provider.	To finalize the appointment of service provider.	Request memo
CWP_176	Director Community Services	Purchase Of TLBs Front-End Loaders for Waste Management	Waste Management	Municipal wide	Supply and delivery of 3 Front end loader	Percent	100%	50%	Appointment of Service Provider	0%	Target not met. Supply chain finalizing appointment of a service provider.	To finalize appointment of service provider.	Specification
CWP_177	Director Community Services	Extension of landfill site (Weltevreden)	Waste Management	Ward 20	Fence construction of borehole and construction ablation facility	Percent	100%	50%	Appointment of Service Provider	0%	Target not met. Supply chain finalizing the appointment of a service provider.	To finalize appointment of a service provider.	Appointment letter
CWP_178	Director Community Services	Seshego transfer station	Waste Management	Ward 11	Fence construction and borehole and Construction of office	Percent	100%	50%	Appointment of Service Provider	0%	Target not met. Supply chain finalizing appointment of a service provider.	To finalize appointment of contractor.	Request for appointment of a service provider.
CWP_179	Director Community Services	Westernburg Transfer Station	Waste Management	Ward 19	Fence construction and borehole and Construction of office and retention hall	Percent	100%	50%	Appointment of Service Provider	0%	Target not met. Supply chain finalizing appointment of service provider.	To finalize appointment of a service provider.	Appointment request

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CWP_180	Director Community Services	Molepo Transfer Station	Waste Management	Ward 3	Fence construction and borehole and construction of office	Percent	100%	50%	Fencing	0%	Target not met. Supply chain finalizing appointment of service provider.	To finalize appointment of service provider.	Request for allocation.
CWP_181	Director Community Services	Ga- transfer station (Planning)	Waste Management	Ward 2	Finalisation of project design	Percent	100%	50%	Development of Bill of quantities	50%	N/A	N/A	BOQ
CWP_182	Director Community Services	Ga- Chuene transfer station (Planning)	Waste Management	Ward 1	Finalisation of project design	Percent	100%	50%	Development of Bill of quantities	50%	N/A	N/A	Designs and BOQ
COMMUNITY SERVICES - SPORTS AND RECREATION													
CWP_183	Director Community Services	Grass Cutting equipment's	Sports and Recreation	Municipal wide	2 grass cutting equipment's	Percent	100%	50%	Advertise the project	50%	N/A	N/A	Advertised bid
CWP_184	Director Community Services	Upgrading of Seshogo Stadium	Sports and Recreation	Ward 13	Installation of gates and fence and athletic tracks and turnstiles	Percent	75%	75%	Completion of athletics tracks and turnstiles	93%	N/A	N/A	Project progress report
CWP_185	Director Community Services	Procurement of fields maintenance equipment's	Sports and Recreation	Municipal wide	4 fields maintenance equipment's procured	Percent	100%	100%	N/A	100%	N/A	N/A	Appointment letters
CWP_186	Director Community Services	Refurbishment of the City Swimming Pool	Sports and Recreation	Ward 21	Refurbishment of heat pumps and installation of scum channels	Percent	100%	50%	Servicing of heat	50%	N/A	N/A	Purchase Order for heat pumps
CWP_187	Director Community Services	Refurbishment of the Nirvana Swimming Pool	Sports and Recreation	Ward 19	Installation of pool pipes	Percent	100%	100%	Project completion	100%	N/A	N/A	Completion Certificate

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CWP_188	Director Community Services	Construction of Sebayeng / Dikgale Sport Complex	Sports and Recreation	Ward 24	Construction of sport complex	Percent	100%	50%	Construction of Guardhouse, , and drilling and equipping of Borehole	40%	Target not met, because contractor's site was handed over on 28 October 2024 and site establishment on 04 December 2024	Contractor will provide catch up plan	Handover Report and site establishment photos
CWP_189	Director Community Services	EXT 44/78 Sports and Recreation Facility	Sports and Recreation	Ward 8	Construction of artificial soccer field	Percent	100%	100%	Completion of artificial field	90%	Target not met because of underground water which requires the construction of stormwater	Completion of stormwater channel underground water	Invoices
CWP_190	Director Community Services	Construction of Softball stadium in City Cluster	Sports and Recreation	Ward 20	Completion of form work, reinforcement external works and fencing	Percent	100%	50%	External Works and fencing	50%	N/A	N/A	Claim for Clearvu fencing and Propping Remedial works done claim
CWP_191	Director Community Services	Construction of Ablution Facilities at Ga-Manamela Stadium	Sports and Recreation	Ward 35	Construction of ablution facilities	Percent	100%	50%	Appointment of contractor	40%	Target not met, the SCM is finalising the appointment of contractor	Finalising the appointment of contractor.	Appointment letter
CWP_192	Director Community Services	Construction of Mankweng Sports Complex	Sports and Recreation	Ward 25	Construction of phase 1 Mankweng sports complex	Percent	100%	50%	Construction stormwater drainage	10%	Target not met, as the contractor was handed the site on 26 October 2024	Contractor will provide project catch up plan.	Progress report
CWP_193	Director Community Services	Construction of Molepo Sports Complex	Sports and Recreation	Ward 3	Construction of retaining walls, stormwater and remedial work on combi courts	Percent	100%	50%	Construction of storm water	40%	Target not met, because the contractor established site on 23 October 2024	Contractor is on site and will provide catch up plan	Progress report

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COMMUNITY SERVICES - CULTURAL SERVICES													
CWP_194	Director Community Services	Collection development - Books	Cultural Services	Municipal Wide	500	Percent	100%	50%	Advertisement of the project	50%	N/A	N/A	Tender advertisement
CWP_195	Director Community Services	Purchase of Art works	Cultural Services	Municipal Wide	10	Percent	100%	100%	Supply and delivery	100%	N/A	N/A	Delivery notes; Invoices
CWP_196	Director Community Services	Installation of Boardwalk at Bakone Malapa	Cultural Services			Percent	100%	25%	Advertisement of the project	0%	Target not met. Supply Chain Management is finalizing the process of advertisement of the project	The project will be advertised during the third quarter	Advertisement
CWP_197	Director Community Services	Purchase of museum shelves	Cultural Services	Municipal Wide	10	Percent	100%	100%	Supply and deliver	100%	N/A	N/A	Delivery note
CORPORATE AND SHARED SERVICES - INFORMATION COMMUNICATION TECHNOLOGY													
CWP_198	Director Corporate and Shared Services	Procurement of Laptops, PCs and Peripheral Devices	ICT	Municipal Wide	4 Quarterly Reports	Percent	100%	50%	1 Quarterly Report	91%	N/A	N/A	Order, delivery note, segment
CWP_199	Information Communication Technology	Procurement of Laptops, PCs and Peripheral Devices - BTO	ICT	Municipal Wide	4 Quarterly Reports, 20% implementation of ICT strategy initiatives, e.g. Energy services system.	Percent	100%	50%	1 Quarterly Report	90%	N/A	N/A	Order, Delivery Note, POP segment
CWP_201	Information Communication Technology	Network Upgrade	ICT	Municipal Wide	4 Quarterly Reports	Percent	100%	50%	Network implementation on wireless network infrastructure	100%	N/A	N/A	Purchase order, invoice, Delivery note
PLANNING AND ECONOMIC DEVELOPMENT - CITY AND REGIONAL PLANNING													

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CWP_203	Director City Planning and Economic Development	Provision of short-term engineering services for Bakone Malapa	City Planning	22	Provision of short-term engineering services for Bakone Malapa	Percent	25%	15%	Preliminary Design Report	15%	N/A	N/A	Roads Design Report
CHIEF OPERATIONS OFFICER - CLUSTER OFFICES													
CWP_204	Chief Operations Officer	Construction of Segopje Mobile Service Centre	Clusters	29	Construction of public ablution facilities and electrical installations	Percent	100%	20%	Sourcing of quotation for construction of ablution facilities and electrical installations	20%	N/A	N/A	Attached Payment Certificate, Summary of work done.
CORPORATE AND SHARED SERVICES - FLEET MANAGEMENT SERVICES													
CWP_205	Corporate and Shared Services	Acquisition of Refuse Trucks	Fleet Management	Municipal Wide	1 Compactor	Percent	50%	15%	Submission of fleet specifications to SCM for advertisement /procurement process	15%	N/A	N/A	Specifications and report requesting to procure through RT57 contract to SCM
CWP_206	Corporate and Shared Services	Purchase of Yellow Fleet Graders	Fleet Management	Municipal Wide	5 Graders	Percent	50%	15%	Submission of fleet specifications to SCM for advertisement /procurement process	15%	N/A	N/A	Specifications and report requesting to procure through RT57 contract to SCM
CWP_207	Corporate and Shared Services	Purchase of Municipal fleet (Sedans and Bakkies)	Fleet Management	Municipal Wide	3 Buses	Percent	50%	15%	Submission of fleet specifications to SCM for advertisement /procurement process	15%	N/A	N/A	Specifications and report requesting to procure through RT57 contract to SCM
TRANSPORTATION - PLANNING AND OPERATIONS													

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CWP_208	Director Transportation Services	PT facilities Upgrade	Transport, Roads and Stormwater	22	Installation of 80mm paving blocks and kerbing	Percent	20%	15%	Roadbed preparation, construction of layer works and construction of storm water pipes	33%	N/A	N/A	Progress report
CWP_209	Director Transportation Services	Upgrade & construction of Trunk route WP1	Transport, Roads and Stormwater	8, 13, 14, 23	To complete the rehabilitation and upgrading of 1km trunk	Percent	100%	100%	Completion on rehabilitation, replacement of broken rumble blocks and road marking	0%	Target not achieved. Lack of commitment to the project by the consultant	A 2nd dissatisfaction and notice for termination was issued to the consultant, intervention meeting held on the 5th Dec 2024	Letter and quotations, meeting agenda
CWP_210	Director Transportation Services	Widening of Sandriver bridge (trunk)	Transport, Roads and Stormwater	8, 19, 23	To complete the widening of the bridge structure	Percent	100%	60%	Concrete works on the bridge deck and balustrades	42%	Target not achieved. Delays in the delivery of special material (beams)	Weekly intervention meetings scheduled	Progress report, Meeting agenda
CWP_211	Director Transportation Services	Refurbishment of daytime layover facility	Transport, Roads and Stormwater	23	To complete the ablation refurbishment with ramps	Percent	100%	100%	Reinstatement of sewer road crossing and concrete palisade fencing	85%	Target not achieved. Unsatisfactory commitment from consultant and contractor.	A dissatisfaction letter issued to the consultant; intervention meeting held 5 Dec 2024	A Progress report, Meeting agenda
CWP_213	Director Transportation Services	Upgrade of transit mall	Transport, Roads and Stormwater	22, 39	To upgrade the Mall Transit sidewalks and Roadways	Percent	70%	35%	Upgrading of sidewalks and bus stops	0%	Design report is not meeting the UA requirements and revision of the detail design is underway	Consultant to fast track reviewing the designs	Meeting agenda & Inputs from UA consultant

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CWP_215	Director Transportation Services	Construction & provision of Bus Depot structure in Seshego	Transport, Roads and Stormwater	11	To construct the depot structures and required elements	Percent	40%	5%	Appointment of contractor, Site establishment	0%	Unsatisfactory progress on planning. In addition to this, NDoT has in its meeting with the municipality instructed the municipality to park the construction of the depot. Planning will be finalized and parked once completed	A dissatisfaction letter issued to consultant	A Dissatisfaction letter, postponement of Architectural design presentation
CWP_218	Director Transportation Services	Walk Centre in	Transport, Roads and Stormwater	22	Completion of the planning and detail design for the walk in centre	Percent	15%	15%	Completion of the planning and detail design for the walk-in centre	0%	Target not achieved. No Progress to date - awaiting appointment of consultant	Allocation of a consultant to be fast tracked	Drawings and Plans
CWP_219	Director Transportation Services	Control Centre	Transport, Roads and Stormwater	20	70% (3 Structural beams Completion and commissioning of mechanical, electrical, structural and fire protection equipment)	Percent	70%	40%	Installation of structural beams and mechanical, electrical, structural and fire protection equipment	0%	Target not achieved. No progress on site awaiting the appointment of a contractor.	Allocation of a contractor to be Fast-tracked	Minutes, progress reports, payment cert, COC's, completion certificate