

Polokwane Municipality

Mid-Year Budget and Performance Assessment Report

1st July 2025 – 31st December 2025



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 year. 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 performed in terms of its revenue collection and budget implementation. Furthermore, the assessment needs to detail how the municipality performed on 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 8 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	2025/26	
FUNDING COMPLIANCE	1	Cash equivalent position	Positive situation	R1 178 919 491	Compliant

SHORT-TERM & LONG-TERM FINANCIAL SUSTAINABILITY					Status
Category	Indicator No	Indicator	Norm	2025/26	
ASSET MANAGEMENT AND SUSTAINABILITY	2	Cash less applications	Funded position	R906 662 791	Compliant
	3	Cash coverage	1 to 3 months	2.2 months	Compliant
	4	Repairs and Maintenance	8%	3%	Non-Compliant
	5	Asset renewal/rehabilitation expenditure	40% of CAPEX	28%	Non-Compliant
	6	Asset renewal/depreciation	100%	11.85	Non-Compliant
	7	Total CAPEX as percentage of total expenditure	10%-20% of total capex	21%	Compliant
	8	Liquidity ratio	1	1.09	Compliant
	9	Debtors days	30	148.5	Non-Compliant
	10	Creditors days	30	30	Compliant
ASSET/LIABILITY RATIOS	11	Debt vs total operating revenue	45%	55.7	Compliant
	12	Current ratio	1.5	2.73	Compliant
	13	Solvency ratio	1'1	.085	Compliant

- **Compliant** 9
- **Non-compliant** 4
- **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, as at the 31st December 2025 a total of R100 118 520 was spent. This is below year to date budget of R140 850 201, the results are due to the continuous vetting of customers to ensure that subsidy is given to qualifying customers. 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 2025 are summarised as follows:

Description	2024/25		Budget Year 2025/26			% YTD vs Original Budget
	Audited Outcome	Original Budget	Monthly Actual	Year to Date Actual		
Total Operational Revenue	5 981 284 380	5 850 979 267	827 162 389	3 090 657 738		53%
Capital transfers recognised	615 385 902	595 574 865	87 188 076	287 898 087		48%
Total Revenue	6 596 670 282	6 446 554 132	914 350 465	3 378 555 825		52%
Total Expenditure	6 253 474 272	5 724 363 741	599 654 653	2 671 490 777		47%
Surplus/ (Deficit) for the year	343 196 010	722 190 391	314 695 812	707 065 049		98%

Actual revenue billed which includes grants and other direct income as at 31 December 2025 amounts to **R3 378 555 825 (52%)**, of the original budget of **R6 446 554 132**. Past performance as of December 2024 (2024/25) **R 3 098 579 729 (51%)**.

Revenue by source

Description	2024/25		Budget year 2025/26					YTD variance %	Full Year Forecast
	Audited Outcome	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance			
Revenue									
Exchange Revenue									
Service charges - Electricity	1 554 279 264	2 226 730 241	148 987 046	873 338 771	1 113 365 121	- 240 026 350	-22%	2 226 730 241	
Service charges - Water	311 369 230	424 132 374	21 901 854	150 937 942	212 066 187	- 61 128 245	-29%	424 132 374	
Service charges - Waste Water Management	188 545 500	165 527 365	15 580 228	95 295 028	82 763 683	12 531 346	15%	165 527 365	
Service charges - Waste Management	161 565 295	159 147 017	14 706 505	87 205 637	79 573 509	7 632 128	10%	159 147 017	
Sale of Goods and Rendering of Services	24 864 540	22 289 460	(1 585 953)	7 943 236	11 144 730	3 201 494	-29%	22 289 460	
Agency services	23 404 142	35 475 278	1 993 590	12 071 492	17 737 639	5 666 147	-32%	35 475 278	
Interest	-	400	-	-	200	- 200	-100%	400	
Interest earned from Receivables	92 189 669	99 384 097	5 889 842	36 819 383	49 692 049	- 12 872 665	-26%	99 384 097	
Interest earned from Current and Non Current Assets	69 806 262	52 986 220	7 429 222	42 023 183	26 493 110	15 530 073	59%	52 986 220	
Dividends	-	-	-	-	-	-	0%	-	
Rent on Land	-	-	-	-	-	-	0%	-	
Rental from Fixed Assets	37 413 432	19 125 050	2 726 967	27 440 971	9 562 525	17 878 446	187%	19 125 050	
Licence and permits	14 351 674	16 178 855	(1 461 771)	29 468 589	8 089 428	21 379 162	264%	16 178 855	
Gains on disposal of Assets	-	-	-	-	-	-	-	-	
Operational Revenue	19 396 602	25 666 937	1 920 003	13 839 576	12 833 469	1 006 107	8%	25 666 937	
Non-Exchange Revenue									
Property rates	710 101 985	669 774 047	61 975 712	372 001 826	334 887 024	37 114 803	11%	669 774 047	
Surcharges and Taxes	-	-	-	-	-	-	-	-	
Fines, penalties and forfeits	32 431 225	46 800 778	1 334 451	9 599 084	23 400 389	13 801 305	-59%	46 800 778	
Licences or permits	-	-	-	-	-	-	-	-	
Transfer and subsidies - Operational	1 678 653 627	1 862 915 120	541 001 176	1 303 879 179	931 457 560	372 421 619	40%	1 862 915 120	
Interest	59 007 934	24 846 028	4 763 518	28 793 840	12 423 014	2 070 503	-17%	24 846 028	
Fuel Levy	-	-	-	-	-	-	0%	-	
Operational Revenue	-	-	-	4 727 717	-	-	100%	-	
Gains on disposal of Assets	(9 286 789)	-	-	-	-	-	0%	-	
Other Gains	1 013 190 788	-	-	-	-	-	0%	-	
Transfers and subsidies - capital (monetary allocations)	615 385 902	595 574 865	87 188 076	287 898 087	297 787 433	9 889 346	-3%	595 574 865	
Transfers and subsidies - capital (in-kind)	13 780 766	-	-	-	-	-	-	-	
Total Revenue (excluding capital transfers and contributions)	6 610 451 048	6 446 554 132	914 350 465	3 383 283 542	3 223 277 066	136 837 430	4%	6 446 554 132	

The reasons for variances are tabled as follows:

Revenue Source	Reasons for variances
Service charges – Electricity	The actual amount is below the YTD budgeted amount due to consumers using alternative energy sources resulting in lower revenue billing for electricity.
Service charges – Water	The actual amount is below the YTD budgeted amount due to faulty or dirty dials meters resulting in billing that is based on estimates for conventional meters. Furthermore, there was a shortage of meters which resulted in straight connections being performed for customers which was not billed.
Service charges - Waste Water Management	The actual amount is above the YTD budgeted amount of the planned projections. 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	The actual is above the YTD budgeted amount of the planned projections. 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	The variance is above the YTD budgeted amount due to the implementation of the supplementary valuation roll which resulted in new properties being registered therefore increasing the revenue billed for property rates.
Rental from Fixed Assets	The actual amount is above the YTD budgeted amount attributable to the continuous engagement with relevant directorates in aligning the billing with the services provided.
Sale of Goods and Rendering of Services	The actual amount is below the YTD budgeted amount sale of goods and rendering of services due to less demand than anticipated.
Interest earned from Receivables	The actual amount is below the YTD budgeted amount due to customers settling their debts before the due date. This improvement is a result of rigorous credit control measures and the use of debt collectors to recover overdue payments where necessary.
Interest from Current and Non-Current Assets	The actual amount is above the YTD budgeted amount due continuous optimisation of capital interests.
Fines, penalties and forfeits	The actual amount is below the YTD budgeted amount due to less transgressions by the customers.
Transfers and subsidies - Operational	The actual amount is above the YTD budgeted amount as Municipality has already reached two out of three tranches of equitable shares the last tranche will be received in March 2026.

4.2. Expenditure

4.2.1. Actual Performance Expenditure

Operating expenditure for the period ended December 2025 amounts of **R2 671 490 777 is (47%)** against original budget of **R 5 724 363 741**. Past performance as at December 2024 (2024/25) to **R 2 696 877 304 (52%)**.

Description	2024/25	Budget year 2025/26						Full Year Forecast
	Audited Outcome	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	
Expenditure								
Employee related costs	1 094 965 045	1 374 636 730	99 552 105	579 072 267	687 318 365	- 108 246 098	-16%	1 374 636 730
Remuneration of councillors	83 711 124	66 478 902	5 238 154	31 620 927	33 239 451	- 1 618 524	-5%	66 478 902
Bulk purchases - electricity	1 186 442 906	1 469 753 263	192 899 354	683 837 290	734 876 632	- 51 039 342	-7%	1 469 753 263
Inventory consumed	285 576 003	344 496 541	19 065 440	104 051 413	172 248 271	- 68 196 057	40%	344 496 541
Debt impairment	87 588 587	280 169 063	-	-	140 084 532	- 140 084 532	-100%	280 169 063
Depreciation and amortisation	901 325 234	407 814 169	77 654 789	464 333 198	203 907 085	- 260 426 114	128%	407 814 169
Interest	52 064 136	40 124 330	-	2 953 063	20 062 165	- 17 109 102	-85%	40 124 330
Contracted services	1 234 820 562	1 269 378 047	179 693 878	610 107 691	634 689 024	- 24 581 332	-4%	1 269 378 047
Transfers and subsidies	16 480 000	60 480 000	1 261 848	9 196 026	30 240 000	- 21 043 974	-70%	60 480 000
Irrecoverable debts written off	-	-	(7 028 737)	-	-	-	-	
Operational costs	273 982 270	411 032 696	31 317 821	186 318 901	205 516 348	- 19 197 447	-9%	411 032 696
Losses on disposal of Assets	(9 059 945)							
Other Losses	1 045 578 350	-						
Total Expenditure	6 253 474 272	5 724 363 741	599 654 653	2 671 490 777	2 862 181 871	(190 691 094)	-7%	5 724 363 741

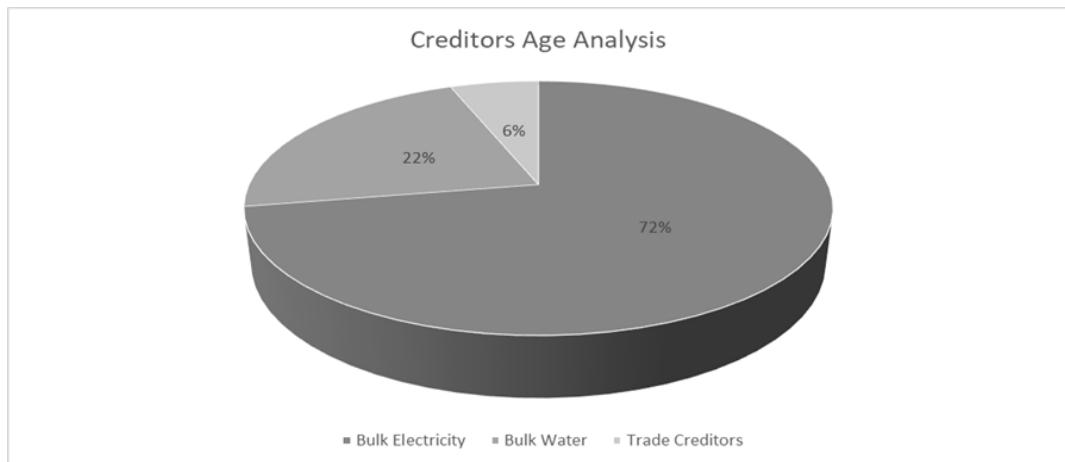
The reasons for variances are tables as follows:

Expenditure by Type	Reasons for variance
Employee related cost	The actual amount is below the YTD budgeted amount is due to vacant positions that have been budgeted for and are not yet filled.
Debt Impairment	The impairment assessment will only be done at year end.
Depreciation	The actual amount is above the YTD budgeted amount due to insufficient depreciation budget, resulting from the institution applying the revaluation model rather than the cost model.
Interest	The interest payments are made biannually. The variance is therefore expected to increase as scheduled payments are executed.
Grants & Subsides Paid	Performance is dependent on the municipal entity's expenditure requirements. The entity (PHA) submits grant requests as and when funds are required to support its planned expenditure.
Inventory Consumed	The actual amount is below the YTD budgeted amount dependent on departmental demand for inventory items. Assessment will only be done at year end

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 2025/26									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	107 806	-	-	-	-	-	-	-	107 806	-
Bulk Water	32 768	-	-	-	-	-	-	-	32 768	-
PAYE deductions	-	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
Trade Creditors	8 662	-	-	-	-	-	-	-	8 662	10 148
Auditor General	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total By Customer Type	149 237	-	-	-	-	-	-	-	149 237	10 148



4.4 Capital Expenditure Programme

4.4.1 Actual Capital Performance

Capital expenditure for the period ended December 2025 amounts to **R 399 403 243** including VAT (49%) against original budget of **R823 469 771** including VAT. Past performance as at December 2024 (2024/25) **R 360 871 954 (45%)**.

The capital budget funding breakdown as at 31 December 2025 is tabulated as follows:

* Detailed Capital programme (Appendix A)

Capital Programme Table

MULTI YEAR CAPITAL BUDGET	Funding Source	ORIGINAL BUDGET 2025/26		TRANSFER OF FUNDS FROM ORIGINAL BUDGET	ORIGINAL BUDGET 2025/26 (WITH TRANSFER OF FUNDS)		December			Year To Date Actuals			% Spent
		VAT EXCLUSIVE	VAT INCLUSIVE		VAT EXCLUSIVE	VAT EXCLUSIVE	VAT EXCLUSIVE	VAT	VAT INCLUSIVE	VAT EXCLUSIVE	VAT	VAT INCLUSIVE	
CAPITAL FUNDING													
Intergated Urban Development Grant	IUDG	240 742 714	276 854 121	-	240 742 714	276 854 121	44 557 641	6 370 931	50 928 572	128 964 761	18 654 396	147 619 157.28	54%
Public Transport Network Grant	PTNG	37 062 393	42 621 752	-	37 062 393	42 621 752	6 788 468	937 548	7 726 016	22 804 106	3 156 403	25 960 509.05	62%
Neighbourhood Development Grant	NDPG	33 539 129	38 569 998	-	33 539 129	38 569 998	6 978 823	968 304	7 947 127	8 641 491	1 217 704	9 859 195.38	26%
Water Services Infrastructure Grant	WSIG	56 521 739	65 000 000	-	56 521 739	65 000 000	5 975 610	850 977	6 826 587	24 821 550	3 510 086	28 331 635.57	44%
Regional Bulk Infrastructure Grant	RBIG	135 225 217	155 508 999	-	135 225 217	155 508 999	9 897 166	1 468 484	11 365 649	59 790 163	8 725 729	68 515 892.69	44%
Integrated National Electrification Programme Grant	INEP	10 221 739	11 755 000	-	10 221 739	11 755 000	1 543 926	212 982	1 756 909	5 374 361	787 548	6 161 908.61	53%
Infrastructure Skills Development Grant (ISDG)	ISDG	434 783	500 000	-	434 783	500 000	78 870	11 831	90 701	78 870	11 831	90 700.50	18%
Municipal Disaster Recovery Grant	MDRG	4 143 478	4 765 000	-	4 143 478	4 765 000	534 561	72 166	606 727	1 347 133	189 024	1 536 157.46	33%
Total DoRA Allocations		517 891 192	595 574 870	-	517 891 192	595 574 870	76 355 064	10 893 223	87 248 287	251 822 435	36 252 721	288 075 156.54	49%
Capital Replacement Reserve	CRR	198 169 479	227 894 901	-	198 169 479	227 894 901	34 012 605	5 054 211	15 338 269	97 552 931	14 333 886	111 886 816.95	49%
TOTAL FUNDING		716 060 670	823 469 771	-	716 060 670	823 469 771	110 367 670	15 388 704	102 586 557	349 375 367	50 027 876	399 403 243	49%
Vote Description	Funding Source	ORIGINAL BUDGET 2025/26		TRANSFER OF FUNDS FROM	ORIGINAL BUDGET 2025/26 (WITH TRANSFER OF FUNDS)		December			Year To Date Actuals			% Spent
		VAT EXCLUSIVE	VAT INCLUSIVE		VAT EXCLUSIVE	VAT INCLUSIVE	VAT EXCLUSIVE	VAT	VAT INCLUSIVE	VAT EXCLUSIVE	VAT	VAT INCLUSIVE	
Vote 1 - CHIEF OPERATIONS OFFICE		2 000 000	2 300 000	-	2 000 000	2 300 000	-	-	-	-	-	-	0%
Vote 2 - MUNICIPAL MANAGER'S OFFICE		-	-	-	-	-	-	-	-	-	-	-	0%
Vote 3 - WATER AND SANITATION		322 342 797	370 694 217	35 916 948	358 259 745	411 998 707	66 100 168	9 737 577	75 837 745	192 301 502	27 890 299	220 191 801.49	54%
Vote 4 - ENERGY SERVICES		93 586 391	107 624 350	- 19 052 000	74 534 391	85 714 550	6 198 309	871 809	7 070 118	17 271 522	2 471 645	19 743 167.33	23%
Vote 5 - COMMUNITY SERVICES		109 153 483	125 526 506	- 4 500 000	104 653 483	120 351 506	15 431 721	2 143 531	17 575 252	48 978 043	6 926 525	55 904 567.50	47%
Vote 6 - PUBLIC SAFETY		15 000 000	17 250 000	- 1 400 000	13 600 000	15 640 000	523 429	78 514	601 943	6 732 875	985 751	7 718 626.73	50%
Vote 7 - CORPORATE AND SHARED SERVICES		51 722 558	59 480 941	- 4 443 478	47 279 080	54 370 942	4 934 563	181 454	5 116 017	17 201 675	2 002 579	19 204 254.57	36%
Vote 8 - PLANNING AND ECONOMIC DEVELOPMENT		6 000 000	6 900 000	- 4 350 000	1 650 000	1 897 500	-	-	-	-	-	-	0%
Vote 9 - BUDGET AND TREASURY OFFICE		2 000 000	2 300 000	-	2 000 000	2 300 000	-	-	-	1 200 411	180 062	1 380 472.82	60%
Vote 10 - TRANSPORT SERVICES		37 062 393	42 621 752	-	37 062 393	42 621 752	6 788 468	937 548	7 726 016	22 804 106	3 156 403	25 960 509.05	62%
Vote 11 - HUMAN SETTLEMENT		-	-	-	-	-	-	-	-	-	-	-	0%
Vote 12 - ROADS AND STORMWATER		77 193 048	88 772 005	- 2 171 470	75 021 578	86 274 815	10 391 012	1 438 271	11 829 282	42 885 232	6 414 612	49 299 843.50	57%
Total		716 060 670	823 469 771	-	716 060 670	823 469 771	110 367 670	15 388 704	125 756 374	349 375 367	50 027 876	399 403 243	49%

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	2024/25		Budget Year 2025/26			% Spent vs Adjusted Budget
	Audited Outcome	Original Budget	December	YTD Actual	Available Budget	
Councillors (Political Office Bearers plus Other)						
Basic Salaries and Wages	56 033 556	41 616 676	3 379 547	20 430 901	21 185 775	49%
Pension and UIF Contributions	7 795 995	5 941 427	475 709	2 877 858	3 063 569	48%
Medical Aid Contributions	427 642	562 195	42 380	246 175	316 020	44%
Motor Vehicle Allowance	15 064 539	14 171 444	977 505	5 873 269	8 298 175	41%
Cellphone Allowance	4 048 777	3 844 800	334 800	2 022 261	1 822 539	53%
Housing Allowances	-	-	-	-	-	0%
Other benefits and allowances	340 616	342 360	28 213	170 463	171 897	50%
SubTotal-Councillors	83 711 124	66 478 902	5 238 154	31 620 927	34 857 975	48%
%increase						
Senior Managers of the Municipality						
Basic Salaries and Wages	10 966 856	15 082 352	1 052 278	5 964 899	9 117 453	40%
Pension and UIF Contributions	1 943 191	2 917 956	180 873	1 081 902	1 836 054	37%
Medical Aid Contributions	374 615	784 074	28 429	169 049	615 025	22%
Performance Bonus	-	-	-	-	-	-
Motor Vehicle Allowance	2 573 460	3 939 336	237 557	1 421 470	2 517 866	36%
Housing Allowances	1 260 651	1 503 317	94 071	588 755	914 562	39%
Other benefits and allowances	338 084	168 691	-	-	168 691	0%
Sub Total - Senior Managers of Municipality	17 456 858	24 395 726	1 593 209	9 226 075	15 169 651	38%
%increase						
Other Municipal Staff						
Basic Salaries and Wages	592 682 529	804 719 002	56 640 023	337 222 274	467 496 728	42%
Pension and UIF Contributions	140 578 932	157 857 877	11 246 105	67 111 164	90 746 713	43%
Medical Aid Contributions	52 787 941	58 908 435	4 669 238	27 956 046	776 762 956	3%
Overtime	68 123 744	41 255 954	4 691 372	28 798 585	12 457 369	70%
Performance Bonus	-	21 275 385	-	-	21 275 385	0%
Motor Vehicle Allowance	69 005 808	80 631 194	6 024 584	36 129 580	44 501 614	45%
Cellphone Allowance	32 583	151 545	2 060	15 636	135 909	10%
Housing Allowances	5 717 815	9 619 557	489 912	2 907 745	6 711 812	30%
Other benefits and allowances	70 278 367	100 537 676	8 577 235	38 100 584	62 437 092	38%
Payments in lieu of leave	33 097 201	35 143 768	4 112 548	22 472 942	12 670 826	64%
Long service awards	0	22 892 888	419 803	1 946 334	20 946 554	9%
Acting And Post Related Allowance	6 047 267	10 390 223	301 038	2 458 800	7 931 423	24%
Post-retirement benefit obligations	39 156 000	6 857 500	784 979	4 726 502	2 130 998	69%
Sub Total - Other Municipal Staff	1 077 508	1 350 241 004	97 958 896	569 846 191	780 394 813	42%
Total Parent Municipality	1 178 676	1 441 115 632	104 790 259	610 693 194	830 422 438	42%

7. Supply Chain Management

The Municipality has awarded 32 bids; 97% of the bids were awarded on rate basis as at 31st December 2025, 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 2025, 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 49% 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

Council debtor's book/ledger has a total balance of R 2 134 407 867 as at 31 December 2025

Description	Budget Year 2025/26									
	R thousands	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
Debtors Age Analysis By Income Source										
Trade and Other Receivables from Exchange Transactions - Water	26 498	8 377	7 372	5 817	4 526	4 889	4 208	249 183	310 870	
Trade and Other Receivables from Exchange Transactions - Electricity	89 874	16 644	9 878	7 295	6 725	5 884	3 495	127 072	266 866	
Receivables from Non-exchange Transactions - Property Rates	55 907	21 012	15 308	14 102	12 262	11 461	10 237	425 656	565 945	
Receivables from Exchange Transactions - Waste Water Management	16 753	7 327	5 254	4 771	4 318	4 846	4 532	108 406	156 207	
Receivables from Exchange Transactions - Waste Management	15 319	7 129	5 164	4 406	4 128	4 595	4 210	137 925	182 876	
Receivables from Exchange Transactions - Property Rental Debtors	-	-	-	-	-	-	-	103	103	
Interest on Arrear Debtor Accounts	11 716	11 535	11 243	10 894	10 735	10 549	11 173	444 266	522 112	
Other	5 096	4 845	3 571	3 549	3 187	2 608	2 522	104 050	129 428	
Total By Income Source	221 163	76 868	57 791	50 833	45 881	44 832	40 378	1 596 661	2 134 408	
2024/25 - totals only	213 378	77 418	61 692	50 075	49 568	45 024	39 298	1 505 422	2 041 874	
Debtors Age Analysis By Customer Group										
Organs of State	25 940	9 417	8 563	7 562	7 127	6 775	6 625	268 895	340 904	
Commercial	95 302	19 852	13 896	10 310	9 365	7 668	6 544	258 898	421 835	
Households	99 921	47 599	35 332	32 961	29 388	30 389	27 209	1 068 869	1 371 669	
Other	-	-	-	-	-	-	-	-	-	
Total By Customer Group	221 163	76 868	57 791	50 833	45 881	44 832	40 378	1 596 661	2 134 408	

9. Councillors on arrears on their Municipal Accounts

All councillor's accounts are up to date.

10. Creditors and Borrowings

Outstanding trade creditors amounted to R 149 236 559.79 as at 31 December 2025.

Description R thousands	Budget Year 2025/26									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	107 806	-	-	-	-	-	-	-	107 806	-
Bulk Water	32 768	-	-	-	-	-	-	-	32 768	-
PAYE deductions	-	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-	-
Trade Creditors	8 662	-	-	-	-	-	-	-	8 662	10 148
Auditor General	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total By Customer Type	149 237	-	-	-	-	-	-	-	149 237	10 148

The council met its obligations, with total outstanding loans of R304 681 948 as at 31 December 2025.

External Loans	Loan No.	Redeemable	Balance at 01 July 2025	Interest paid during the period	Received during the period	Capitalised	Redeemed or written off during the period	Balance at 30 December 2025
			R	R	R	R	R	R
ANNUITY LOAN								
ANNUITY LOAN (DBSA) @ 10.75%	61007443	2031/32	158 810 959.25	1 450 775.10	-	-	7 960 001.17	150 850 958.08
STANDARD BANK@ 10.98%	332234150	2031/32	161 094 999.02	1 502 288.19	-	-	7 264 009.11	153 830 989.91
			319 905 958.27	2 953 063.29	-	-	15 224 010.28	304 681 947.99
Total External Loans			319 905 958.27	2 953 063.29	-	-	15 224 010.28	304 681 947.99

11. Consideration of Key Ratios (Performance Indicators)

No	Description	Basis for calculation	YTD 31 st December 2025	Benchmark
1	Gearing Ratio	Borrowing/Total projected income	10%	45%
2	Current ratio	Current asset/current liabilities	2.73	1.5-2.1
3	Debtors' collection rate	Receipts/billing	91%	95%- 100% (in a good economic environment)
4	Cash coverage ratio	Cash/fixed costs	2.2 Months	1-3 months
5	Electricity distribution losses	% volume. Units purchased and generated>Units sold/units purchased and generated	12.77%	7%-10%
6	Water distribution losses	% volume. Units purchased and generated>Units sold/units purchased and generated	37.75%	15%-30%

12. Gearing Ratio

The municipality has 10% 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 2.73:1 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 2025 to 31st December 2025 was 12.77% 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 2025 to 31st December 2025 was 37.75% 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 91%. The collection rate is below the norm due to delayed payments from the customers and some customers not settling their accounts. The municipality will strengthen credit control measures to encourage customers to pay their accounts. This include charging interest on overdue accounts, disconnection of meters and handing over customers to debt collectors for further stricter measures which include blacklisting and sale of execution of properties.

17. Grant Funding (Actual)

Grant	YTD ACTUAL					
	Allocations	Received	Spend	Actual vs Allocation s	Actual vs Receipts	Unspent Grant
Local Government Financial Management Grant	2 400 000	2 400 000	1 503 887	63%	63%	896 113
Infrastructure Skills Development Grant	8 000 000	5 000 000	6 136 299	77%	123% -	1 136 299
Neighbourhood Development Partnership (Schedule 5B)	44 320 000	18 150 000	9 859 196	22%	54%	8 290 804
Integrated Urban Development Grant	433 487 000	347 811 000	248 238 147	57%	71%	99 572 853
Municipal Disaster Recovery Grant	4 765 000	2 383 000	1 347 133	28%	57%	1 035 867
Public Transport Network Grant	189 331 000	113 714 000	70 245 219	37%	62%	43 468 781
Expanded Public Works Programme Integrated Grant (Municipality)	6 531 000	4 572 000	2 966 465	45%	65%	1 605 535
Integrated National Electrification Programme (Municipal) Grant	11 755 000	7 641 000	6 161 909	52%	81%	1 479 091
Energy Efficiency and Demand Side Management (Municipal) Grant	3 000 000	2 000 000	770 552	26%	39%	1 229 449
Regional Bulk Infrastructure Grant (Schedule 5B)	155 509 000	155 509 000	68 515 893	44%	44%	86 993 107
Water Services Infrastructure Grant (Schedule 5B)	65 000 000	45 000 000	28 331 635	44%	63%	16 668 365
Human Settlement Development Grant	47 584 826	49 314 112	36 987 933	78%	75%	12 326 179
TOTAL GRANTS	971 682 826	753 494 112	481 064 266	50%	64%	272 429 845

18. Application for Roll-Over

During the 2024/25 financial year, the municipality did not submit a rollover application to National Treasury because all allocated grant funding was fully utilised.

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	44	21	15	6	23
Financial Viability	13	11	10	1	2
Good Governance and Public Participation	70	54	51	3	16
Local Economic Development	10	9	8	1	1
Municipal Transformation and Institutional Development	16	9	9	-	7
Total	153	104	93	11	49

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	47	40	25	15
Energy Services	21	16	4	12
Roads and Stormwater	57	53	37	16
Transportation Services	5	5	1	4
Community Services	46	46	40	6
Corporate and Shared Services	12	12	12	-
Planning and Economic Development	9	8	4	4
Budget and Treasury Office	3	3	3	-
Chief Operation Officer	1	1	-	1
Total	201	184	126	58
Total in %		100%	68%	32%

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 **2634** budgeted positions as per the approved organogram of which **2039** positions are filled and **595** vacant positions.

23. Past Year's Annual Report (2024/25) and Progress on Resolving Problems Identified in the Annual Report

The office of the Auditor-General concluded the process of auditing the 2024/25 Annual Financial Statements of the municipality and the Annual Performance Report. The process was concluded on the 30th November 2025 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 finalised the 2024/25 Audit Action Plan. The Audit Action Plan is done on the National Treasury Web-Based System. The Audit Action Plan will be tabled in council as an annexure to the 2024/25 Annual Report. Management is responsible for the implementation and monitoring of the 2024/25 Audit Action Plan, which is done on weekly basis. Council plays an oversight on the implementation of the Action Plan through regular reports submitted by the Audit Committee.

24. Polokwane Housing Association (PHA) Performance Mid-Year Budget and Assessment 2025-26

24.1 Revenue

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

Operational Revenue, which is admin fee is less than the budget by -12% as a result of the low admin fee charged due to Annadale extension 2 being slowly tenanting. New tenants are charged Admin fee.

Transfer and Grants are 79% due to the request to pay for contracted services particularly legal fees and audit fees.

24.2 General Expenditure

Employee Related costs is -20% less than the budget due to the fact that the position of the PA to CEO remains vacant to date vacant, and other positions were filled in November but budgeted for entire financial year.

Remuneration of board members is 25% due to several meetings held. Strategic Planning session was rolled forward and held in December 2025 instead of January 2026.

Contracted Services is -53% less than the budget because of cash flow constraints, the entity could not spend on maintenance as anticipated.

Irrecoverable debts written Off is -101% not spend because of the expenditure being processed at year end.

Operational costs are -58% less than the budget because of low rental collection as anticipated.

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	1	1	0	1	0
Financial Viability	6	5	1	1	4
Governance and Transformation	18	10	8	10	0
Total	25	16	9	12	4
Total in percentage	100%	100%		75%	25%

24.4 PHA Past Year's Annual Report (2024/25) 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 2024/25 on 30 November 2025.

The following findings were raised by the Auditor General

FINDINGS	ACTION PLAN
Unclaimed monies – forfeits	Review and revise the notice to reflect unknown and unallocated receipts
Operational revenue and transfers and subsidies inconsistencies	Develop and implement a standardized cash flow working template with protected formulas and automated linkages to the statement of financial performance and statement of financial position. Perform quarterly and year-end reconciliations between the cash flow statement and supporting schedules to ensure completeness and accuracy.
Cash flows from investment activities incorrectly classified	Develop and implement a standardised cash flow working template with protected formulas and automated linkages to the statement of financial performance and statement of financial position. Perform quarterly and year-end reconciliations between the cash flow statement and supporting schedules to ensure completeness and accuracy.
Overstatement of irregular expenditure	Interim (Six-months) AFS are being prepared, in the process of preparation Management will ensure that reporting as per section 87(8) of MFMA is implemented.
Services in kind not disclosed and incomplete related party disclosures	The AFS process plan has been implemented to address weaknesses in the preparation, review and quality assurance of the annual financial statements and will be strengthened through enhanced periodic monitoring and compliance checks during the AFS process. This includes the preparation and review of quarterly financial statements to identify errors, inconsistencies and disclosure deficiencies timeously, as well as a detailed review of the annual (12-month) AFS by Internal Audit and the Technical Committee prior to submission, with specific focus on areas identified as root causes, including disclosure accuracy, classifications, reconciliations and compliance with the applicable GRAP requirements
Payments of invoices issued by suppliers not made within 30 days	Develop and monitor plan on when is the invoices received particularly those with small amounts.
Maintenance listing is not complete	Re-training of maintenance staff to ensure complete and accurate information is recorded
Board did not approve the budget 30 days prior to start of financial year	In the absense of the Board of Directors, the budget was approved by the Council. In the future, the Shareholder shall be notified six months prior to the expiration of the term to initiate the process of advertising vacancies for the Board of Directors, thereby preventing the entity from functioning in the absence of a Board of Directors.

FINDINGS	ACTION PLAN
	Management will ensure that the budget is submitted in a timely manner to the Board of Directors for approval, in order to comply with section 87(4) of the MFMA.
Revenue and receivables from non-exchange transactions	Management to submit POE after SHRA consideration and Approval.
Maintenance requests not signed by requester	Re-training of maintenance staff to ensure complete and accurate information is recorded
Inadequate controls over maintenance request approval and completion	Re-training of maintenance staff to ensure complete and accurate information is recorded
Errors in financial instruments disclosure (GRAP 104)	The AFS process plan has been implemented and will be strengthened through enhanced review and quality assurance of the financial instruments disclosure note during the AFS preparation process. This will include ensuring proper alignment between the impairment methodology applied to trade receivables and the related credit, liquidity and market risk disclosures, supported by documented review and sign-off prior to submission.
Receivables from exchange transactions – invalid or incomplete lease contracts	New Lease Agreements and/or addendums have been completed and signed for these tenants. The only renewals left are for tenants under eviction and undergoing settlement process
Casting differences in financial instruments disclosure note	The AFS process plan has been implemented and will be strengthened through enhanced review and verification of calculations and totals in the financial instruments disclosure note during the AFS preparation process. This will include ensuring alignment between the accounting policy and the measurement basis disclosed, supported by detailed recalculation checks and documented review and sign-off prior to submission.
Statement of comparison of budget and actual amounts	AFS Process plan for nine months AFS will be addressing this issue, More so that nine months figures are more closer to final figures.
Disclosure: Receivables from exchange transactions	Strengthen AFS disclosure review controls by implementing a detailed disclosure checklist during the AFS preparation process to ensure that all note descriptions and classifications in CaseWare are correctly updated and entity-specific.
Receivables derecognised due to inadequate contract management	Review and revise the notice to clear unrecognised receivables
Accuracy of impairment calculation	Formalise clear scopes of work and agreed submission timelines with consultants to ensure deliverables are received timeously. Implement ongoing monitoring and progress tracking of consultants' work against agreed milestones. Ensure that sufficient time is built into the AFS process for management review and quality assurance of consultants' deliverables prior to submission.

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 2025 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 2025), the following is recommended:

- That the Executive Mayor tables the 2025/26 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 2025/26 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

CITY MANAGER

26. Detailed Mid-Year Institutional Performance Report

26.1 Basic Service Delivery

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
BSD_TL1	Director Energy Services	Increase number of Rural Households with access to electrification by 30 June each year	Energy Services	Number of low-cost rural households electrified	146	Number	500	200	0	No progress as no INEP Grant subsidy was allocated to the Municipality this year by National Department of Electricity and Energy.	Project and target to be revised during budget adjustment in February 2026.	INEP Grant Funding
BSD_TL(A)	Director Energy Services	Increase number of Urban Households with access to electrification by 30 June each year	Energy Services	Number of low-cost urban households electrified	146	Number	500	200	405	Target achieved. To date, 405 households have been electrified and have access to electricity in Polokwane Extension 133 Phase 3	N/A	Completion Certificate
BSD_TL4	Director Energy Services	Percentage reduction of electricity losses by 30 June each year	Energy Services	Percentage of electricity distribution losses	12.22%	Percent	11.97%	12.14%	14.16%	Not achieved due to mainly bypassed, tampered, and faulty meters. The roll-out of smart meters to replace these meters was launched towards the end of November 2025 and 363 meters replaced to date.	1. Replacement of bypassed, tampered and faulty meters with smart meters. Target is for 20000 electricity meters to be replaced with smart meters by the end of June 2026 2. Retrofit 202 conventional streetlights with solar streetlights by the end of March 2026. 3. Retrofit conventional high pressure sodium lights with energy conservative LED lights	Cumulative quarterly electricity distribution losses calculation sheet

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
BSD_TL10	Director Water and Sanitation	% of Reduction of water losses by 30 June each year	Water Supply and Reticulation	Reduction of water loses	24%	Percent	24%	24%	35.02%	The target was not achieved due to an increase in straight connections caused by the unavailability of meters, compounded by urban expansion which necessitates capacitating the operations teams, this makes it difficult to attend to leaks or pipe bursts within a day, especially given the frequent breakdowns of the TLB. There is also a vast network of illegal carwashes. high number of pipe bursts and high number of nonfunctional water meters	Meters have been have procured and are being installed, the unit also plans to hire 2 TLB one for Seshego and 1 for Town to increase the speed of repairs of pipe burst in both areas, additionally the department is currently assessing on how to capacitate its human resources and vehicles at large. The department have procured and is awaiting delivery of 50 vandal proof fire hydrants to curb unauthorized water consumptions within the city. RT29 contract is being utilized to address water meters challenge. To reduce high number of pipe burs pressure management is being conducted to reduce pipe burst together with active response to pipe bursts	Water loss report
BSD_TL20	Director Transportation Services	Number of new bus stops shelters to be constructed by 30 June each year	Transportation (Infrastructure)	Number of Leeto Bus Shelter Constructed by Target date	New	Number	22	4	0	The contractor is finalising the contractual documents to enable them to start with the physical works.	The contractual documents will be submitted during quarter 3.	N/A

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
BSD_TL23	Director Community Services	Number of Health (Food premises and outlets) Inspections conducted by 30 June each year	Community Health	Conduct Inspections at Food Premises for Compliance by 30 June each year	1 742	Number	1 550	776	776	Target achieved	N/A	Food inspection reports
BSD_TL57	Director Community Services	Number of noise pollution monitored	Community Health	Monitor noise pollution	New	Number	12	6	6	Target achieved	N/A	Notices issued to offenders.
BSD_TL24	Director Community Services	Number of Disaster Management Plan Reviewed (Annual review) by 30 June each year	Disaster Management and Fire Services	To review disaster management plan	1	Number	1	1	1	Target achieved	N/A	Approved Disaster Management Plan
BSD_TL26	Director Community Services	Number of fire inspections conducted by 30 June each year	Disaster Management and Fire Services	To conduct fire safety inspection to buildings or premises trucks and events hosted	1 530	Number	548	274	452	Target achieved	N/A	List of premises inspected and forms
BSD_TL27	Director Community Services	Numbers of Local Sport Grounds Graded by end of June each year	Sports and Recreation	Numbers of Local Sport Grounds Graded by end of June each year	127	Number	288	144	180	Target achieved	N/A	Planned Grading and Graded Sport Fields, Excel document POE
BSD_TL28	Director Community Services	Number of sport and recreation programmes planned, coordinated and hosted that encourages participation of all members of the community by 30 June each year	Sports and Recreation	Number of Sport and Recreation programmes planned, coordinated and hosted that encourages participation of all members of the community by 30 June each year	43	Number	42	26	24	Target not achieved because of seasonality of the events	The shortfall of 6 events will be reached in the next two quarters	Photos, Schedule of events and attendance registers
BSD_TL32	Director Community Services	Number of crime prevention operations to curb public nuisance conducted by 30 June each year	Security Services	Number of crime prevention operations conducted to address public nuisance by 30 June each year	5	Number	12	6	9	Target achieved	N/A	Feedback report and attendance register
BSD_TL39	Director Planning and Economic Development	% of illegal outdoor advertisement notices served upon 30 days of detection	City and Regional Planning	100% of illegal outdoor advertisement notices served upon 30 days of detection	100%	Percent	100%	100%	100%	Target achieved	N/A	Notices and Register
BSD_TL40	Director Planning and Economic Development	% of illegal land uses notices served upon 30 days of detection	City and Regional Planning	100% of illegal land uses notices served upon 30 days of detection	100%	Percent	100%	100%	100%	Target achieved	N/A	Notices and Register
BSD_TL43	Director Planning and	% of building plans received	Building Inspections	% of building plans received and	69.90%	Percent	100%	100%	100%	Target achieved	N/A	Quarterly report, List of building

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
	Economic Development	assessed within 90 days		assessed within 90 days								plan received and assessed
BSD_TL44	Director Planning and Economic Development	% of occupation certificate applications received and finalised within 90 days	Building Inspections	% of occupation certificate applications received and assessed within 90 days	63.70%	Percent	100%	100%	100%	Target achieved	N/A	Quarterly report, List of Occupation applications received and assessed
BSD_TL49	Director Planning and Economic Development	Number of identified beneficiaries for the Construction of Low-Cost Housing (RDP) in Rural and Urban areas of the Municipality	Human Settlement	Number of identified, processed and approval of beneficiaries for the Construction of Low-Cost Housing (RDP) in Rural and Urban Areas	New	Number	255	255	242	242 Beneficiaries were successfully identified and verified for the construction of 255 Low-Cost Housing (RDP) for both rural and urban wards	the remaining 13 units are earmarked for special cases which the beneficiaries were identified and waiting verification	Council Resolution for 2025/2026 Housing Allocation and approval of Developmental Areas Individual Subsidy form for verified beneficiaries Submission lists by Councilors for both Rural and Urban Areas
BSD_TL51	Director Corporate and Shared Services	Percentage of municipal facilities complying with building regulations by 30 June each year	Facilities Management	Percentage of municipal facilities complying with building regulations by 30 June each year	New	Percent	100%	50%	50%	Target achieved	N/A	Allocation approval letter
BSD_TL53	Director Corporate and Shared Services	Percentage of Municipal Buildings where Disability compliance were implemented by 30 June each year	Facilities Management	Percentage of Municipal Buildings where Disability compliance were implemented by 30 June each year	New	Percent	100%	100%	100%	Target achieved	N/A	Allocation approval, quotation
BSD_TL54	Director Community Services	Percentage of cemeteries maintained by 30 June each year	Environmental Management	Maintenance of municipal cemeteries	100%	Percent	100%	100%	100%	Target achieved	N/A	Maintenance Plan, Job cards and pictures
BSD_TL55	Director Community Services	Percentage maintenance of municipal parks by 30 June each year	Environmental Management	Maintenance of municipal parks	100%	Percent	100%	100%	100%	Target achieved	N/A	Maintenance Plan, Job cards and pictures

26.2 Local Economic Development

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
LED_TL01	Director Planning and Economic Development	Number of accredited workshop sessions conducted for SMMEs by 30 June every year	Economic Development	Number of accredited workshop sessions conducted for SMMEs by 30 June every year	17	Number	40	20	34	Target achieved	N/A	Report Attendance register Pictures
LED_TL02	Director Planning and Economic Development	Number of exhibitions facilitated by the municipality by 30 June each year	Economic Development	Number of exhibitions /Flea market conducted by the Municipality with other stakeholders for the financial year.	23	Number	20	10	25	Target achieved	N/A	feedback report pictures attendance register
LED_TL03	Director Planning and Economic Development	Number of tourism and investment promotion trade shows held by 30 June each year	Economic Development	Number of trade shows and exhibitions Municipality participated at to promote Municipality as Tourism and Investment destination.	20	Number	10	5	10	Target achieved	N/A	Report Attendance register.
LED_TL04	Director Planning and Economic Development	Number of trader's opportunities created through Municipal initiatives. (Traders trade at events during soccer matches and festivals for economic beneficiation)	Economic Development	Number of trader's opportunities created through Municipal initiatives. (Traders trade at events during soccer matches and festivals for economic beneficiation)	220	Number	225	105	107	Target achieved	N/A	Reports, Attendance Register, Listing and Pictures
LED_TL05	Director Planning and Economic Development	Number of reports on the performance of the local economy by 30 June each year	Economic Development	Reports on the performance of the local economy report	1	Number	1	1	1	Target achieved	N/A	Report on the performance of local economy
LED_TL06	Director Planning and Economic Development	Number of meetings held with stakeholders in Economic Development by 30 June each year	Economic Development	Number of meetings held with stakeholders	29	Number	20	10	20	Target achieved	N/A	Contact notes Attendance Register and Minutes
LED_TL07	Director Planning and Economic Development	Number of trade missions participated in by 30 June each year	Economic Development	Number of trade missions undertaken	2	Number	2	1	1	Target achieved	N/A	Agenda Attendance register Meeting report

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
LED_TL09	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	Economic Development	Education on low-cost/BNG homeownership, care and maintenance, for both rural and urban ownerships including Upgrading of Informal Settlement	New	Percent	100%	100%	0%	POE provided is not adequate to support actual performance reported	POE provided is not adequate to support actual performance reported	Individual Subsidy form for Verified beneficiaries Beneficiary lists submitted by Councilors for Urban and Rural Wards
LED_TL10	Chief Operation Officer	Number of job opportunities created through EPWP by 30 June each year (Temporary job opportunities)	EPWP	job opportunities created through EPWP	3 284	Number	3 600	1 800	1 837	Target achieved	N/A	List of EPWP WOC

26.3 Good Governance and Public Participation

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL1	Director Corporate and Shared Services	Number ICT Steering Committee meetings held by 30 June each year	ICT	4 ICT Steering Committee meetings held	4	Number	4	2	2	Target achieved	N/A	ICT Steering Committee report
GGPP_TL2	Director Corporate and Shared Services	Number of quarterly reports on the performance of ICT Service providers by 30 June each year	ICT	4 ICT service providers performance review	4	Number	4	2	2	Target achieved	N/A	IT Service Provider Report
GGPP_TL3	Director Corporate and Shared Services	% of ICT service requests attended to and resolved as per IPP by 30 June each year	ICT	100% of ICT service requests management	100%	Percent	100%	100%	100%	Target achieved	N/A	ICT Service Request Management Report
GGPP_TL4	Director Corporate and Shared Services	% of Fleet operational by 30 June each year	Fleet Management	Percentage of fleet operational	New	Percent	75%	75%	78%	Target achieved	N/A	Status report
GGPP_TL5	Chief Operation Officer	Number of EXCO Meetings convened by 30 June each year.	Office of the Municipal Manager	Convening of EXCO meetings	32	Number	36	20	21	Target achieved	N/A	Attendance register and listing
GGPP_TL6	Chief Operation Officer	Number of EXTENDED EXCO Meetings convened by 30 June 2026	Office of the Municipal Manager	Convening of Extended EXCO meetings	8	Number	12	6	6	Target achieved	N/A	Attendance registers and listing

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL8	Chief Operation Officer	Number of Internal Audit Tracking Registers developed based on Internal Audit Findings by 01 July each year.	Internal Audit	01 Internal Audit Tracking Register developed based on Internal Audit Findings by 01 July each year.	New	Number	1	1	1	Target achieved	N/A	Performance Listing IA Tracking Register
GGPP_TL10	Chief Operation Officer	Percentage of internal audit projects completed by 30 June each year.	Internal Audit	100% internal audit projects completed by 30 June each year.	New	Percent	100%	100%	100%	Target achieved	N/A	Performance Listing Approved projects for Quarterly progress report
GGPP_TL11	Chief Operation Officer	Number of Ordinary Audit Committee Meetings convened by 30 June each year.	Internal Audit	04 Ordinary Audit Committee Meetings convened by 30 June each year.	4	Number	4	2	2	Target achieved	N/A	Performance Listing Notice, Agenda and Attendance Register
GGPP_TL11 (A)	Chief Operation Officer	Number of Special Audit Committee Meetings convened by 30 June each year.	Internal Audit	04 Special Audit Committee Meetings convened by 30 June each year.	6	Number	4	2	2	Target achieved	N/A	Performance Listing Notices, Agendas and Attendance Registers
GGPP_TL12	Chief Operation Officer	Percentage of selected capital projects verified (inspected) by 30 June each year.	Internal Audit	100% selected capital projects verified (inspected) by 30 June each year.	New	Percent	100%	100%	100%	Target achieved	N/A	Performance Listing Verified Projects WPs
GGPP_TL14	Chief Operation Officer	Number of MPAC responses on the review of quarterly performance reports coordinated and submitted by 30 June each year.	Legislative Support	Coordination of MPAC responses on the review of quarterly performance reports	New	Number	4	2	2	Target achieved	N/A	MPAC Questions and Management responses
GGPP_TL15	Chief Operation Officer	Number of MPAC oversight visit to infrastructure projects by 30 June each year.	Legislative Support	Coordination of MPAC visits to verify status of infrastructure projects	New	Number	8	4	13	Target achieved	N/A	Attendance Registers
GGPP_TL16	Chief Operation Officer	Number of Ward Committee meetings convened by 30 June each year.	Legislative Support	Coordination of Ward Committees to meet on monthly basis per Policy	540	Number	540	270	270	Target achieved	N/A	Agenda and Attendance registers
GGPP_TL17	Chief Operation Officer	Number of Ward Committee Reports developed and submitted to Council by 30 June each year.	Legislative Support	Development of quarterly reports to Council on Ward Committee meetings and issues raised	4	Number	4	2	2	Target achieved	N/A	Ward Committee Report and Council Resolution
GGPP_TL18	Chief Operation Officer	Number of Magoshi Forums Convened by 30 June each year.	Legislative Support	Convening of Magoshi meetings with the Municipality	New	Number	3	2	2	Target achieved	N/A	Agenda and Register

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL20	Chief Operation Officer	Number of Mayoral Committee meetings convened by 30 June each year.	Legislative Support	Convening of Mayoral Committee meetings as programmed	15	Number	11	5	10	Target achieved	N/A	Notice and Attendance Register
GGPP_TL21	Chief Operation Officer	Number of Council sittings convened by 30 June each year.	Legislative Support	Convening of Council meetings as legislated and programmed	13	Number	6	2	7	Target achieved	N/A	Notice and Attendance Register
GGPP_TL22	Chief Operation Officer	Number of Portfolio Committee meetings convened by 30 June each year.	Legislative Support	Convening of Portfolio Committee meetings as programmed	125	Number	122	56	75	Target achieved	N/A	Notice and Register
GGPP_TL24	Chief Operation Officer	Number of Fraud Awareness Campaigns held conducted by 30 June each year.	Risk Management	Fraud Awareness Campaigns conducted by 30 June each	6	Number	4	2	10	Target achieved	N/A	Fraud awareness reports
GGPP_TL26	Chief Operation Officer	Number of Risk Management Committee meetings convened by 30 June each year.	Risk Management	4 Risk Management Committee meetings convened by 30 June each year.	5	Number	4	2	2	Target achieved	N/A	Attendance register, Agenda and notice
GGPP_TL27	Chief Operation Officer	Number of Ward AIDS Council Meetings Convened by 30 June each year.	Special Focus	Convene 45 meetings annually	19	Number	45	22	23	Target achieved	N/A	Attendance Register and Agenda
GGPP_TL28	Chief Operation Officer	Number of reports on the Implementation of 95/95/95 Strategy for Municipalities to Reduce HIV and TB by 30 June each year.	Special Focus	Implementation of 95/95/95 Strategy for municipalities	New	Number	4	2	2	Target achieved	N/A	Signed Report on the Implementation of 95/95/95 HIV Strategy.
GGPP_TL29	Chief Operation Officer	Number of Municipal Events Coordination Process conducted and/or supported by 30 June each year	Unspecified	Municipal Events Coordination Process conducted	New	Number	8	4	4	Target achieved	N/A	Invitations, Agenda, Attendance Register
GGPP_TL30	Chief Operation Officer	% of coordinated marketing campaigns conducted by target date	Unspecified	Municipal campaigns coordination process conducted	New	Percent	100%	100%	100%	Target achieved	N/A	Published/distributed campaign material Listing for coordinated marketing campaigns
GGPP_TL31	Chief Operation Officer	Number of internal Newsletters Developed by target date	Unspecified	6 developed internal bulletins	New	Number	6	2	3	Target achieved	N/A	Copy of published newsletters

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL32	Chief Operation Officer	% of media alerts/public notices issued on municipal services by 30 June 2026	Unspecified	Media alerts/public notices issued on municipal services	New	Percent	100%	100%	100%	Target achieved	N/A	Public notices Media statements Listing
GGPP_TL33	Chief Operation Officer	Number of Media and Stakeholder Networking sessions held 30 June each year.	Unspecified	3 Media stakeholder networking sessions held	New	Number	3	2	5	Target achieved	N/A	Invitation, Agenda, Speech and Attendance register Listing
GGPP_TL34	Chief Operation Officer	% of drafting and vetting of SLA within 5 working days of submission by 30 June each year	Legal	Drafting and vetting of SLA within 5 working days of submission	100%	Percent	100%	100%	100%	Target achieved	N/A	SLA Register and listing
GGPP_TL36	Chief Operation Officer	Number of Quarterly Institutional Performance Reports submitted to Council by 30 June each year	PMS	Adoption of the quarterly institutional performance reports by Council	4	Number	4	2	2	Target achieved	N/A	Council Resolution on Quarterly Institutional Performance Report. Quarterly Institutional Performance Report
GGPP_TL37	Chief Operation Officer	Number of organisational performance management assessments of Senior Managers conducted by 30 June each year	PMS	Conducting of organisational performance management assessments of Senior Managers	2	Number	2	1	0	The assessment of senior managers were scheduled for the 29-30 September 2025. Due to AG audit, the assessment have been rescheduled to 3-4 December 2025.	The assessment of senior managers have been rescheduled for the 3-4 December 2025.	Assessment schedules Internal Audit Scoping and Engagement Letters to review the senior managers scorecards.
GGPP_TL40	Chief Operation Officer	Number of cluster offices that provide municipal services & other government services by 30 June each year	Clusters	Service delivery reports on municipal and government services & programmes	13	Number	13	13	13	Target achieved	N/A	13 Cluster Offices service delivery reports for the first quarter report
GGPP_TL41	Chief Operation Officer	Number of Mobile Service Centre established by 30 June each year	Clusters	Mobile Service Centre established	0	Number	1	1	1	Target achieved	N/A	Payment and completion certificate
GGPP_TL42	Chief Operation Officer	Number of Reports on the Performance Assessment of Service Providers by 30 June each year	Unspecified	Performance Assessment of Service Providers	4	Number	4	2	2	Target achieved	N/A	Performance Assessment Report

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL44	Chief Operation Officer	Number of IUD Grants Reconciliation Report Developed by 30 June each year	Unspecified	IUD Grants Reconciliation Report developed	12	Number	12	6	6	Target achieved	N/A	Monthly IUDG expenditure reports
GGPP_TL45	Chief Operation Officer	Number of IUDG quarterly reports Developed by target date	Unspecified	IUDG quarterly reports developed	0	Number	4	2	2	Target achieved	N/A	Quarterly report
GGPP_TL46	Chief Operation Officer	Number of Contractor/Consultant Meetings held by target date	Unspecified	Contractor / Consultant Meetings held	0	Number	10	5	13	Target achieved	N/A	copies of Minutes and attendance register
GGPP_TL47	Chief Operation Officer	Draft Status Quo Analysis Report Published for Comments and Inputs before the 30 September each Financial year	IDP	Draft Status Quo Analysis Published on Newspaper	1D	Days	1	1	1	Target achieved	N/A	Copy of Draft Status Quo Analysis, Newspaper advert
GGPP_TL50	Chief Operation Officer	Approval of the current financial year IDP, Budget and PMS Process plan by Council (Process Plan) by 30 August each year (S21 of the MFMA)	IDP	Approval of the IDP, Budget, PMS Process plan by Council	1D	Days	1	1	1	Target achieved	N/A	Council Resolution and Final Process Plan.
GGPP_TL51	Chief Operation Officer	Number of IDP, Budget and PMS Steering Committee Meetings held by 30 June each financial year	IDP	3 IDP Steering Committee Meetings held per Financial Year	3	Number	3	1	1	Target achieved	N/A	Agenda, Minutes, Attendance Register.
GGPP_TL53	Chief Operation Officer	Number of IDP, Budget and PMS Technical Committee Meeting held by 30 June each Financial year	IDP	3 IDP Technical Committee Meeting held per Financial Year	3	Number	3	1	1	Target achieved	N/A	Agenda, Minutes, attendance Registers.
GGPP_TL55	Chief Operation Officer	Number of Directorates Strategic planning sessions convened by the 30th October each Financial Year	IDP	9 Directorates Strategic planning sessions convened by the 30th October	9	Number	9	9	9	Target achieved	N/A	attendance Registers, Agenda and Schedule
GGPP_TL56	Chief Financial Officer	Number of GRAP compliant fixed assets register compiled	Asset Management	Number of GRAP compliant fixed assets register compiled and updated	1	Number	1	1	1	Target achieved	N/A	Summary of the GRAP compliant assets registers

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
		updated by 31 August each year										
GGPP_TL57	Chief Financial Officer	100% of completed infrastructure assets unbundled in accordance with the accounting framework by 30 June each year	Asset Management	100% of completed infrastructure assets unbundled in accordance with the accounting framework by 30 June each year	100%	Percent	100%	100%	100%	Target achieved	N/A	Unbundling report of all completed and capitalized projects
GGPP_TL58	Chief Financial Officer	Number of Asset Management Committee meetings held by 30 June each year	Asset Management	Number of Asset Management Committees meetings held	7	Number	4	2	3	Target achieved	N/A	ASC minutes and Attendance register
GGPP_TL59	Chief Financial Officer	Number of GRAP compliant inventory register compiled and maintained by 31 August each year	Asset Management	Number of GRAP compliant inventory register compiled and maintained	0	Number	1	1	1	Target achieved	N/A	GRAP compliant inventory register
GGPP_TL60	Chief Financial Officer	Maintain the Unqualified Audit Opinion	Budget and Reporting	Maintain the Unqualified Audit Opinion	1	Number	1	1	1	Target achieved	N/A	Signed audit report.
GGPP_TL62	Chief Financial Officer	Percentage reduction of irregular expenditure	Supply Chain Management	Percentage reduction of irregular expenditure	382 524 464	Percent	75%	75%	54%	Irregular expenditure was incurred as a result of allocation of work from previous years contracts which are multi-year.	Ensure adherence to SCM process, procedure and policies	Irregular Expenditure Register and the council resolution.
GGPP_TL63	Chief Financial Officer	Percentage reduction of fruitless expenditure	Supply Chain Management	Percentage reduction of fruitless expenditure	2 176 392	Percent	100%	100%	14%	Expenditure incurred as a result of termination of SLA FM Infrastructure JV Capotex Construction of Polokwane regional wastewater treatment work phase 2b PM91/2-29 Case 075643/2025	Directorates to take caution when terminating services before contracts expires and be able to defend the case when taken to court	Fruitless expenditure register
GGPP_TL64	Chief Financial Officer	Number of In-year monitoring reports submitted to Treasury within 10 days after the end of the month	Budget and Reporting	Number of In-year monitoring reports submitted to Treasury within 10 days after the end of the month	12	Number	12	6	6	Target achieved	N/A	Monthly budget statement
GGPP_TL65	Chief Financial Officer	Number of UIF reports submitted to treasury within 10 days after the end of the month	Supply Chain Management	Number of UIF reports submitted to treasury within 10 days after the end of the month	3	Number	12	6	6	Target achieved	N/A	E-mail submission report

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
GGPP_TL66	Chief Financial Officer	Number of quarterly financial statements submitted to stakeholders within 60 days after the end of the quarter	Budget and Reporting	3 quarterly financial statement s submitted to stakeholders within 60 days after the end of the quarter	2	Number	3	1	2	Target achieved	N/A	Quarterly AFS Email Proof of Submission
GGPP_TL67	Chief Financial Officer	Number of consolidated financial statements submitted to stakeholders within 90 days after the end of the quarter	Budget and Reporting	Submission of consolidated financial statements to the stakeholders within 90 days after the end of the quarter	1	Number	1	1	1	Target achieved	N/A	Submission to stakeholders Copy of the Consolidated AFS
GGPP_TL68	Chief Financial Officer	Number of annual financial statements submitted to the Auditor General by 31st August each Financial Year	Budget and Reporting	Submission of annual financial statements to the Auditor General by 31st August each Financial Year	1	Number	1	1	1	Target achieved	N/A	Proof of submission email Copy for the AFS submitted

26.4 Financial Viability

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
FV_TL03	Chief Financial Officer	Percentage Municipal compliance to MSCOA by 30 June each year	Budget and Reporting	(100%) 16 Data Strings reports: Annually Tabled budget	10000%	Percent	100%	100%	100%	Target achieved	N/A	Data strings Log on National Treasury Go Muni Portal
FV_TL04	Chief Financial Officer	% of creditors paid within 30 days upon receipt of invoice"	Expenditure Management	% of creditors paid within 30 days upon receipt of invoice	10000%	Percent	100%	100%	100%	Target achieved	N/A	Creditors Age Analysis
FV_TL05	Chief Financial Officer	% of Households with access to free basic services to all qualifying people in the municipal's area of jurisdiction	Revenue Management	% of Households with access to free basic services to all qualifying people in the municipal's area of jurisdiction	100%	Percent	100%	100%	100%	Target achieved	N/A	Indigent Register
FV_TL06	Chief Financial Officer	Percentage collection of current month revenue billed; total billed vs total collected	Revenue Management	Percentage collection of revenue billed; total billed vs total collected	85%	Percent	88%	88%	92%	Target achieved	N/A	Billing vs payment collection report

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
FV_TL06A	Chief Financial Officer	Percentage collection of outstanding debts monthly	Revenue Management	Percentage of outstanding debts collected monthly.	80%	Percent	88%	88%	92%	Target achieved	N/A	Report on collection from the revenue billed on municipal debtors.
FV_TL07	Chief Financial Officer	Percentage collection of government debt outstanding vs total debt collected (Government debt)	Revenue Management	Percentage collection of government debt outstanding vs total debt collected	76%	Percent	80%	80%	107%	Target achieved	N/A	Report on revenue billed vs revenue collected
FV_TL08	Chief Financial Officer	Percentage collection of land/property debts outstanding vs total collected. (Land and Property debts)	Revenue Management	Percentage collection of land/property debts outstanding vs total collected. (Land and Property debts)	85%	Percent	90%	90%	87%	Target not achieved The municipality currently have leases that have expired and not renewed and others they are not signed which makes it challenging to implement credit control measures as the properties are occupied however no binding agreement that enforce the customers to pay their rental accounts.	Engage with the property management department to have signed to ensure all the properties that are occupied have a signed lease agreement that is valid and active to bind the customers to pay for their accounts which will assist in intensify credit control measures to improve collections further handing over the accounts to the appointed debt collectors.	Revenue billed vs revenue collected schedule on Land and Buildings.
FV_TL09	Chief Financial Officer	Percentage of service providers appointed within 90 days from the closing date of the advert	Supply Chain Management	Percentage of service providers appointed within 90 days from the date closing date of the advert	100%	Percent	25%	25%	48%	Target achieved	N/A	% award list
FV_TL10	Chief Financial Officer	Number of payroll reconciliations prepared by 30 June each year.	Expenditure Management	Number of payroll reconciliations prepared.	12	Number	12	6	6	Target achieved	N/A	Salary Reconciliation Report
FV_TL11	Chief Financial Officer	Number of investment reconciliations prepared by 30 June each year.	Budget and Reporting	12 Investment reconciliations prepared	12	Number	12	6	6	Target achieved	N/A	Monthly Investment reconciliations
FV_TL12	Chief Financial Officer	Number of investment meetings held by 30 June each year.	Budget and Reporting	Number of investment meetings held	11	Number	4	2	6	Target achieved	N/A	Attendance Registers to Investments meetings.

26.5 Municipal Transformation and Organizational Development

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
MTOD_TL4	Director Corporate and Shared Services	Number of Graduates students awarded Internships / Experimental / Learnership at Polokwane Municipality by the 30 June each year	Human Resources Management	Awarding of internships / Experiential / Learnership to 105 students	New	Number	105	105	276	Target achieved	N/A	Placement Report
MTOD_TL5	Director Corporate and Shared Services	% of training session on application and understanding of code of conduct for new employees by 30 June each year	Human Resources Management	% of training session on application and understanding of code of conduct for new employees per quarter	100%	Percent	100%	100%	100%	Target achieved	N/A	Attendance Registers
MTOD_TL7	Director Corporate and Shared Services	Number of employees trained by 30 June each Financial Year	Human Resources Management	650 employees trained by 30 June 2025	New	Number	650	325	592	Target achieved	N/A	Training Report & Attendance Registers
MTOD_TL8	Director Corporate and Shared Services	Number of LLF meetings held by 30 June each year.	Human Resources Management	Number of LLF meetings held per annum	New	Number	10	5	5	Target achieved	N/A	Attendance Registers
MTOD_TL9	Director Corporate and Shared Services	Number of employees medically tested (OHS) by 30 June each year	Human Resources Management	Number of employees medically tested	New	Number	180	90	139	Target achieved	N/A	Medical Testing Report
MTOD_TL11	Director Corporate and Shared Services	Number of OHS Awareness Campaigns Conducted by 30 June each financial year	Human Resources Management	Number of OHS Awareness Campaigns Conducted by 30 June each financial year	New	Number	4	2	2	Target achieved	N/A	Attendance Register
MTOD_TL12	Director Corporate and Shared Services	Number of individual Performance Assessment Facilitated by 30 June each Financial Year	Human Resources Management	Facilitate the submission of Annual performance Assessment and mid - year performance Assessment	New	Number	2	1	1	Target achieved	N/A	Reports on the facilitation of submission of Performance Assessments (Annual)
MTOD_TL14	Director Corporate and Shared Services	The number of employment equity targets reports on groups employed in the three highest levels of management in compliance with a municipalities	Human Resources Management	4 Employment equity targets reports on groups employed in the three highest levels of management	New	Number	4	2	2	Target achieved	N/A	EE Report

IDP Ref No.	Responsible Owner	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Baseline	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025				
								Mid-Year Target	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
		approved employment equity plans										
MTOD_TL15	Director Corporate and Shared Services	% of employees referred to external wellness intervention	Human Resources Management	Refer employees for external intervention	New	Percent	100%	100%	100%	Target achieved	N/A	Referral Report

26.6 Detailed Capital Works Programme

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025						
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE	
Water and Sanitation													
CWP_1	Director Water and Sanitation	Olifantspoort RWS (Mmotong wa Perekisi)	Water and Sanitation	% Development of technical report	Percent	100%	50%	Draft Technical report	50%	Target achieved	N/A	Transmittal of submitted technical report	
CWP_2	Director Water and Sanitation	Mothapo RWS	Water and Sanitation	Meters of bulk pipeline, Yard connections, Reticulation	Percent	100%	25%	Bulk Pipeline	12%	Target not achieved. The contractor did not adhere to the timelines and the physical progress on site was delayed. The contractor was not available on site.	Letter for Notice of termination was issued for the contractor to improve on the progress failure will result in termination.	Progress Report and Letter for Notice of Termination	
CWP_3	Director Water and Sanitation	Moletjie East RWS	Water and Sanitation	Pumping mains, Reticulation, Valves, Connections, Equipping boreholes	Percent	35%	3%	Planning and Design	3%	Target achieved	N/A	Scoping PDR, DDR and model results	
CWP_4	Director Water and Sanitation	Moletjie North RWS	Water and Sanitation	% Development of technical report and design development. Equipping new Borehole, pumping main, Erect security fence for boreholes, Reticulation	Percent	25%	2%	Submission of technical report to DWS	50%	Target achieved	N/A	Transmittal (proof of submission)	
CWP_6	Director Water and Sanitation	Moletjie South RWS (Vaalkop)	Water and Sanitation	Meters of Reticulation pipeline, Rising main, yard connections, steel tank	Percent	35%	3%	Planning and Design	3%	Target achieved	N/A	Design reports	
CWP_7	Director Water and Sanitation	Moletjie South RWS (Bellingsgate and Sepanapudi)	Water and Sanitation	Meters of Reticulation pipeline, yard connections, steel tank	Percent	35%	3%	Planning and Design	3%	Target achieved	N/A	Design reports	
CWP_8	Director Water and Sanitation	Houtriver RWS	Water and Sanitation	Development of technical report, Pumping mains, reticulation, Steel Tank, communal taps	Percent	100%	40%	Pumping mains	40%	Target achieved	N/A	Progress report	
CWP_9	Director Water and Sanitation	Chuene Maja RWS	Water and Sanitation	Number of communal standpipes, Elevated tank, boreholes, reticulations	Percent	100%	20%	Reticulation	2%	Target not achieved. Poor performance	Notice of termination issued to the contractor	Notice of termination and progress report	

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
CWP_10	Director Water and Sanitation	Molepo RWS	Water and Sanitation	% Designs, Reticulation	Percent	25%	2%	Approval of Technical Report	1%	Target not achieved, delay in submission of technical report to DWS. The report was referred back to the consultant for additional information regarding the planning and investigations.	Follow up was done and the report was submitted for signatures before submission to DWS. The report was submitted to DWS on the 19 November 2025	Acknowledgement of Receipt by DWS
CWP_11	Director Water and Sanitation	Laastehoop RWS	Water and Sanitation	% Designs, boreholes, rising main	Percent	20%	2%	Approval of Technical Report	1%	Target not achieved, awaiting approval of technical report by DWS	The technical report was submitted in February 2025, comments received and revised submission submitted on the 21 October 2025. Follow up is done to track the progress of approval.	Acknowledgement of Receipt by DWS
CWP_12	Director Water and Sanitation	Mankweng RWS	Water and Sanitation	% Design, Refurbish pump house, reticulation, boreholes	Percent	70%	15%	Appointment of contractor, Reticulation	3%	Target not achieved. The contractor was appointed on the 08 December 2025. During planning the delay was from approval of survey the document was prepared on the 08 th August 2025 and approved on the 20 August 2025 and designs from the consultant. The DDR was referred back on the 2 nd of October 2025 to the consultant to rectify the designs. The final DDR was submitted on the	The contractor site handover will be conducted in January 2026. The consultant closed the office on the 12 December 2025. The contractor will be informed to speed up the progress in order to catch up with the target.	Appointment letter and Progress Report. Approval of Survey and the dates of submission of the DDR.

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										12 November 2025.		
CWP_14	Director Water and Sanitation	Boyne RWS	Water Sanitation and	% Design Development, yard connection, reticulation	Percent	70%	15%	Appointment of contractor, Reticulation	15%	Target achieved	N/A	Appointment letter and progress report
CWP_16	Director Water and Sanitation	Construction of ventilated pit latrines	Water and Sanitation	1500 of ventilated pit latrines Constructed	Percent	100%	25%	375	13%	Target not Achieved-Delay in hiring of CLO, Rain resulted in delay of construction, The Supplier of Top structure have to closed for Builders holiday, this resulting in construction delay	Contractor submitted and extension of time claim, Distribution of material such as bricks and sand is done as an alternative. The Contractor has also been requested to come up with an acceleration plan to recover lost time after the holidays	Acceleration plan Progress report Extension of time.
CWP_17	Director Water and Sanitation	Aganang RWS (2) (Rammobola)	Water Sanitation and	Reticulation, steel tanks, Boreholes, Yard connections, Bulkline	Percent	100%	100%	Commissioning	90%	Target not achieved. Slow progress rate due to hard rock. Delays due to Siting of a new borehole to equip because of social issues, the initial scope was to equip a borehole in a neighbouring village due to groundwater conditions, but that community caused disruptions	Extension of time approved until 31 January 2025.	Extension of time approval and progress report.
CWP_18	Director Water and Sanitation	Aganang RWS (2) (Madietane)	Water and Sanitation	Reticulation, Steel tanks, Boreholes, Bulkline,	Percent	100%	25%	Rising main	26%	Target Achieved	N/A	Progress report
CWP_19	Director Water and Sanitation	Bakone RWS (3) (Ramokadikadi)	Water and Sanitation	Boreholes, Steel tank, communal tap, rising main, reticulation, bulk pipeline	Percent	100%	25%	Rising main, reticulation	30%	Target achieved	N/A	Progress report
CWP_20	Director Water and Sanitation	Aganang RWS (3) (Rapitsi)	Water and Sanitation	Raising Mains(m), Distribution lines	Percent	100%	100%	Commissioning	100%	Target achieved	N/A	Completion Certificate in circulation

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CWP_21	Director Water and Sanitation	Aganang RWS (3) (Kgabo Park)	Water and Sanitation	Raising Mains, Distribution lines, mains, yard connections	Percent	100%	100%	Commissioning	100%	Target achieved	N/A	Completion Certificate in circulation
CWP_22	Director Water and Sanitation	Aganang RWS (3) (Wash Bank)	Water and Sanitation	% Planning and Design	Percent	100%	2%	Approval of Technical Report	2%	Target achieved	N/A	Approved business plan
CWP_23	Director Water and Sanitation	Segwasi RWS	Water and Sanitation	% Completion of Phase 7 and commissioning of package plant	Percent	100%	100%	% Completion of Phase 7 and commissioning of package plant	100%	Target achieved	N/A	Completion certificate in circulation
CWP_24	Director Water and Sanitation	Bakone RWS (2) (Ga-Phoffu)	Water and Sanitation	Boreholes, Steel tank refurbishment, Yard connection, rising main, bulk pipeline	Percent	100%	100%	% Completion of Phase 2 and commissioning	100%	Target achieved	N/A	Practical completion certificate
CWP_25	Director Water and Sanitation	Bakone RWS (2) (Ntlolane)	Water and Sanitation	Yard connection, rising main, bulk pipeline, reticulation	Percent	100%	25%	Reticulation, bulk pipeline,	95%	Target achieved	N/A	Practical completion certificate
CWP_26	Director Water and Sanitation	Kalkspruit Water Supply (Aganang Ward 42)	Water and Sanitation	Construction of distribution main line, construction of reticulation lines, yard connections and communal taps	Percent	100%	35%	Construction of distribution main line, construction of reticulation lines	77%	Target achieved	N/A	Progress report
CWP_27	Director Water and Sanitation	Mashashane Water Works and water supply scheme	Water and Sanitation	Km of Rising main, meters of reticulation, yard connections, steel tank	Percent	100%	35%	Reticulation	80%	Target achieved	N/A	Progress report
CWP_28	Director Water and Sanitation	Installation of Prepaid Water Meters (City, Seshego & Mankweng Cluster)	Water and Sanitation	730 Number of Prepaid Water Meters installed.	Percent	100%	50%	365	339%	Target achieved	N/A	JOBCARDS
CWP_29	Director Water and Sanitation	Aganang Bulk Water Transfer Scheme	Water and Sanitation	% Planning, Design Development Completed by Target Date	Percent	100%	50%	PDR	50%	Target achieved	N/A	PDR PDR presentation (virtual)
CWP_30	Director Water and Sanitation	Drilling of Boreholes in all Municipal Clusters	Water and Sanitation	7 Boreholes Drilled and equipped by Target date	Percent	100%	5%	Appointment of Contractor	2%	Target not achieved Actual performance for Q2 is not reported	Target not achieved Actual performance for Q2 is not reported	Scoping reports and progress report
CWP_31	Director Water and Sanitation	Drilling of Boreholes at Sebati Village	Water and Sanitation	2 Boreholes Drilled and equipped by Target date	Percent	100%	5%	Appointment of Contractor	2.50%	The target was not achieved. The report for request for allocation was	Follow up on the appointment of the contract	Approved allocation report

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										approved on the 12 December 2025. The report was submitted to Supply Chain Management.		
CWP_32	Director Water and Sanitation	Molepo Water Treatment Plant	Water and Sanitation	% of Refurbishment of Molepo Water Treatment Plant	Percent	100%	5%	Appointment of Contractor	5%	Target achieved	N/A	Appointment Letter
CWP_34	Director Water and Sanitation	Water conservation demand management & Rezoning	Water and Sanitation	% Development of Implementation readiness study for Water conservation demand management & Rezoning	Percent	100%	50%	PDR	50%	Target achieved	N/A	Implementation Readiness Study
CWP_35	Director Water and Sanitation	Replacement of AC Pipes - Phase 2	Water and Sanitation	% Planning (Design Development) for Replacement of aged Asbestos Pipes, Replacement of 10km AC pipes	Percent	20%	50%	Scoping	50%	Target achieved	N/A	Implementation Readiness Study
CWP_36	Director Water and Sanitation	Chuene Maja (Fynbos)	Water and Sanitation	% Planning and design	Percent	100%	100%	Approval of Technical Report	100%	Target not achieved The planned target was already achieved in the previous financial year 2024/2025 - as the business plan was approved by PLM on 19/03/2025 and by the DWS on the 06/06/2025	N/A	Approved business plan
CWP_37	Director Water and Sanitation	Polokwane Bulk water supply Dap Naude Pipeline upgrade	Water and Sanitation	% Design Development, Upgrading of pumping mains	Percent	20%	2%	Approval of IRS	0%	Target not Achieved, The IRS was submitted to the Department for consideration and approval by the 06th of June 2024	The Municipality to make constant follow ups	Transmittal
CWP_38	Director Water and Sanitation	SCADA	Water and Sanitation	% of Planning Completed by target date	Percent	100%	50%	Draft feasibility study	25%	Target not achieved, funds diverted to ground water	Awaiting budget adjustment process in February	None

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										development by virement		
CWP_39	Director Water and Sanitation	Polokwane Bulk water supply (Sebayeng Diep river wellfields)	Water and Sanitation	% Planning and design Completed by target date	Percent	20%	50%	Scoping	50%	Target achieved	N/A	Scoping Report
CWP_42	Director Water and Sanitation	Regional Wastewater Treatment Plant Phase 2B	Water and Sanitation	% of Construction of civil works Completed by target date	Percent	95%	55%	Civil works on the main regional wastewater plant	42%	Target not achieved Contractor Terminated	Replacement contractor to be appointed.	None
CWP_46	Director Water and Sanitation	Polokwane Bulk Water Supply (Sandriver Water Treatment Works)	Water and Sanitation	% of Completion and commissioning of SRNWTW by target date	Percent	100%	65%	Completion of civil works, mechanical and electrical works	72%	Target achieved	N/A	Progress report
CWP_47	Director Water and Sanitation	Polokwane Bulk Water Supply (Sandriver North Wellfields)	Water and Sanitation	% of Completion of bulk lines and completion of the project by target date	Percent	100%	65%	Construction of bulk lines	85%	Target achieved	N/A	Progress report
CWP_48	Director Water and Sanitation	Polokwane x108 design, and implementation of internal engineering services Sewer	Water and Sanitation	% Polokwane x108 design Completed by Target Date	Percent	100%	50%	Feasibility	25%	Target not achieved Consultant failed to submit the PPPSG work plan for Sub Precinct Ext 108 in Seshego	Consultant has been issued with a termination of contract letter. Request for allocation of new consultant done and new contractor appointed.	Letter of Termination of contract New consultant appointment letter
CWP_49	Director Water and Sanitation	Polokwane x108 design, and implementation of internal engineering services Water	Water and Sanitation	% Polokwane x108 design Completed by Target Date	Percent	100%	50%	Feasibility	25%	Target not achieved Consultant failed to submit the PPPSG work plan for Sub Precinct Ext 108 in Seshego.	Consultant has been issued with Termination of consultant. Request for allocation of new consultant is approved and new consultant is appointed	Termination letter. Appointment letter
ENERGY SERVICES												
CWP_50	Director Energy Services	Installation of Solar High Mast lights in (Rural Area)	Energy	10 x solar high mast lights installed and energised	Percent	100%	40%	Constructed foundations	10%	Target not achieved Service provider appointed, busy with foundations and traditional visits where the lights should be installed.	Delays in compiling the right specifications for new technology in solar powered lights. Closing of the rolled over project before new ones are installed for budget control purpose.	Appointment letter, specifications

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CWP_51	Director Energy Services	Construct 66kV line between Alpha and Matlala substations	Energy	Approved detailed designs for the construction of the overhead line	Percent	100%	50%	Servitude offer acceptance by the landowner	20%	Target not achieved. Servitude negotiations ongoing. Busy with the land valuation process to prepare an offer for the landowners. Two landowners indicated that they will await the proposed offers once land is evaluated. The negotiations with the third one are far from being finished as he is hardly available	Ensure a special meeting is scheduled with the third landowner to deliberate on the matter to pave way for preparation of an offer for consideration.	Minutes of meetings, council resolution, attendance register for servitude negotiations, identified route.
CWP_53	Director Energy Services	Upgrading of medium voltage radial feeders	Energy	1200 x metres of medium voltage feeders connected to the grid towards completing ring circuits	Percent	100%	30%	Site establishment	20%	Target not achieved. Appointed service provider, busy with pegging	Identification of underground services delays the pegging process	Progress report with pictorial evidence and payment certificate
CWP_54	Director Energy Services	Electrification of Urban household's in Seshego Zone 8 Extension 133 (Phase 4)	Energy	220 x electrified households	Percent	100%	60%	Erection of poles and construction of medium voltage network	60%	Target Achieved	N/A	Progress report
CWP_55	Director Energy Services	Electrification of Urban Households in Extension 78	Energy	143 x electrified households	Percent	100%	60%	Erection of poles and construction of medium voltage network	60%	Target achieved	N/A	Appointment letter, minutes of meetings, payment certificate
CWP_56	Director Energy Services	Provision of engineering services for Bakone Malapa	Energy	% of installation of energy engineering services for Bakone Malapa Completed by target date	Percent	60%	20%	Site Establishment	0%	Target not achieved. Delays in appointment of service provider due to budget shortfall to cater for the scope of work.	Identify savings and transfer to this project, and revision of targets during budget adjustment.	Appointment of service provider

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CWP_59	Director Energy Services	Installation of Solar High Mast lights (City entrances)	Energy	2 x solar high mast lights installed	Percent	100%	40%	Constructed foundations	10%	Target not achieved. Service provider appointed. Foundations not done as approvals by SANRAL and RAL should be obtained first. Quotation for RAL received and paid. waiting approval letter and SANRAL comments	RAL and SANRAL approvals requested, RAL paid	Appointment letter, RAL request for quote
CWP_60	Director Energy Services	Replacement of 11kV oil switchgears with latest technology switchgear	Energy	5 x medium voltage oil circuit breakers (switchgear) replaced with vacuum circuit breakers	Percent	100%	60%	3 x medium voltage oil circuit breakers (switchgear) replaced with vacuum circuit breakers	60%	Target Achieved	N/A	Handover/completion certificate and commissioning sheets
CWP_61	Director Energy Services	Retrofit Streetlights with Solar Powered Light Fitting along Dendron Road City Entrance	Energy	90 x conventional Dendron Road streetlights retrofitted with solar streetlights	Percent	100%	50%	45 x conventional streetlight fittings retrofitted with solar streetlights	20%	Target not achieved. Service provider appointed, waiting material delivery in January 2026	Session used to accelerate material delivery and thus delivery is expected end of January 2026	Appointment letter. Session
CWP_62	Director Energy Services	Retrofit streetlights to Solar streetlights in the CBD streets	Energy	130 x conventional CBD streetlights retrofitted with solar streetlights	Percent	100%	50%	65 conventional streetlight fittings retrofitted with solar streetlights	20%	Target not achieved. Service provider appointed, 18 lights installed, waiting other material delivery	Long lead materials ordered, delivery end January 2026	Appointment, purchase order
CWP_64	Director Energy Services	Retrofit existing grid powered high mast light with solar powered lights in rural cluster	Energy	1 x grid powered high mast light retrofitted with solar powered light	Percent	100%	100%	1 x grid powered high mast light retrofitted with solar powered high mast light	0%	Target not achieved. Project no longer needed as Eskom is assisting connections to the energise lights	Project to be reconsidered during budget adjustment	Not applicable

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CWP_65	Director Energy Services	Procurement of specialised testing equipment for various maintenance teams	Energy	8 x specialised testing equipment delivered	Percent	100%	20%	Appointment of service provider	0%	Target not achieved	Its supply and delivery, thus completion in time is possible	Advert
CWP_66	Director Energy Services	Replacement of conventional meter boxes with protective electrical enclosure	Energy	60 x conventional meter boxes replaced by target date	Percent	100%	30%	Procurement of protective electrical enclosures	30%	Target achieved	N/A	Invoice and delivery note
CWP_67	Director Energy Services	Upgrading of power system protection relays at substations	Energy	15 x protection relays upgraded	Percent	100%	20%	Appointment of service provider	0%	Advertised and closing January 2026. Project delayed due to adjusting specifications change of scope	Design a year in advance	Tender document
CWP_69	Director Energy Services	Movement of Grid powered high mast lights from rural cluster to extension 78 and Seshego zone 8 extension	Energy	2 x grid powered high mast lights from rural clusters relocated from to Polokwane Extension 78 and Seshego Zone 8 Extension 133	Percent	100%	100%	2 x grid powered high mast lights relocated	0%	Project is dependent on the one for retrofitting rural high mast lights. Eskom now on board to give capacity after intervention	Budget to be channelled to more urgent projects during budget adjustment	Proof of payment to Eskom
CWP_70	Director Energy Services	Polokwane x108 design, and implementation of internal engineering services Electricity	Energy	Approved detailed designs for Polokwane Extension 108	Percent	100%	40%	Feasibility study and project scoping	60%	Inadequate POE provided to support the actual achievement of 60%	Inadequate POE provided to support the actual achievement	Preliminary designs
ROADS AND STORMWATER												
CWP_71	Director Roads and Stormwater	Paving of internal streets at Mankgaille, Ga-Mokoatedi to D4040 until Ga - Rachidi	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate

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CWP_72	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 2	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_73	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 3	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_74	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 5	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_75	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 6	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_76	Director Roads and Stormwater	Paving of internal streets in Seshego Zone 8	Roads and Stormwater	To pay outstanding invoices to the service provider	Percent	100%	100%	To pay outstanding invoices to the service provider	100%	Target achieved	N/A	Payment certificate
CWP_77	Director Roads and Stormwater	Refurbishment of Damaged Road signage in the City CBD	Roads and Stormwater	340 road signs installed	Percent	100%	50%	Installation of 170 road signs	62.50%	Target achieved	N/A	Job Cards Quarterly progress report for road signs
CWP_78	Director Roads and Stormwater	Dual carriage way access road to Mankweng	Roads and Stormwater	100% of Planning for Dual carriage way access road to Mankweng	Percent	100%	100%	Completion of Detail Design	100%	Target achieved	N/A	scoping, preliminary and design report
CWP_79	Director Roads and Stormwater	Paving of internal street from university road to Makanye primary school (Ward 07	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_80	Director Roads and Stormwater	Hospital views additional roads	Roads and Stormwater	Tarring of 1.5km	Percent	100%	100%	Completion of 1.5km tarred road	100%	Target achieved	N/A	Progress report
CWP_84	Director Roads and Stormwater	Upgrading of gravel 1 road to tar at 28 th street in zone A Seshego	Roads and Stormwater	0,2km of Road upgraded	Percent	100%	50%	Allocation of the contractor. Site establishment and layer works	50%	Target achieved	N/A	Progress report
CWP_85	Director Roads and Stormwater	Upgrading of gravel 1 road to tar at 29 th street in zone A Seshego	Roads and Stormwater	0,2km of Road upgraded	Percent	100%	50%	Allocation of the contractor. Site establishment and layer works	51.04%	Target achieved	N/A	Progress report

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CWP_86	Director Roads and Stormwater	Upgrading of gravel 1 road to tar at 30 th street in zone A Seshego	Roads and Stormwater	0,2km of Road upgraded	Percent	100%	50%	Allocation of the contractor. Site establishment and layer works	54.40%	Target achieved	N/A	Progress report
CWP_87	Director Roads and Stormwater	Refurbishment of Street Names Boards in the City CBD	Roads and Stormwater	480 Street names boards Refurbished	Percent	100%	50%	240 Street names boards Refurbished	62.08%	Target achieved	N/A	Job Cards and Progress report
CWP_89	Director Roads and Stormwater	Completion of the link to SANRAL roads network	Roads and Stormwater	100% Planning	Percent	100%	100%	100% planning	100%	Target achieved	N/A	Detailed design
CWP_90	Director Roads and Stormwater	Paving of Sekoala primary school road to Mehlakong (ward 29)	Roads and Stormwater	1.2 Kilometre of streets to be Paved	Percent	100%	85%	Completion of layer works, base and kerbing, installation of pavement bricks	91%	Target achieved	N/A	Progress report
CWP_91	Director Roads and Stormwater	Flood Repair and Stormwater upgrade in Futura Street to Sandriver stream	Roads and Stormwater	500m of storm water system upgraded	Percent	100%	50%	Site establishment, Excavation, prepare bedding, shuttering and cast concrete	51%	Target achieved	N/A	Progress report
CWP_92	Director Roads and Stormwater	Rehabilitation of Rabie Street	Roads and Stormwater	0.3 km road rehabilitation	Percent	100%	50%	Milling	0%	Project was completed in the previous financial year; the available budget was used to pay service providers outstanding invoice	Target to be adjusted during budget adjustments	Payment certificate
CWP_93	Director Roads and Stormwater	Rehabilitation of Burgers Street	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance contractor
CWP_94	Director Roads and Stormwater	Rehabilitation of Dorp Street	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance contractor
CWP_95	Director Roads and Stormwater	Rehabilitation of Jorissen from Munnik Ave to Dahl Street	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance contractor
CWP_97	Director Roads and Stormwater	Tarring of Road from Tshebela to Moshate	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding	99%	Target not achieved, payment was not	Payment to be made once all works are completed on site	Progress report and

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								invoices to the service providers		paid in full due to outstanding works on site		payment certificate
CWP_98	Director Roads and Stormwater	Upgrading of road from Mohlonong to Kalkspruit	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	98%	Target not achieved. Service provider not paid in full due to outstanding works on site	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate
CWP_99	Director Roads and Stormwater	Dual carriage way access road to Mankweng	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	0%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance contractor
CWP_100	Director Roads and Stormwater	Paving of internal street in Ga Dikgale Moshate	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_101	Director Roads and Stormwater	Upgrading of access road in Ga Makgoba	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_102	Director Roads and Stormwater	Upgrading of road from Nobody Traffic circle to Moshate Mothapo	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_103	Director Roads and Stormwater	Upgrading of road from Phomolong to Makgwareng	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	78.50%	Target not achieved, Service provider not paid in full due outstanding works	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate
CWP_104	Director Roads and Stormwater	Upgrading of road from Spitzkop to Segwasi	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	65%	Target not achieved, service provider was not paid in full due to outstanding works on site	Service provider to be paid once all outstanding works are completed	payment certificate and progress report
CWP_105	Director Roads and Stormwater	Upgrading of road from Titibe to Marobala and Makgoba	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	70%	Target not achieved, Service provider was not paid in full due to outstanding works on site	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate

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CWP_106	Director Roads and Stormwater	Upgrading of road from Matobole to Silicon	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_107	Director Roads and Stormwater	Upgrading of Access Road to Feke	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_108	Director Roads and Stormwater	Paving of road from Sengatane (D3330) to Chebeng (ward 09)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	49%	Target not achieved, service provider was not paid in full due to project not yet completed	Service provider to be paid in full once all outstanding works are completed, currently the project is practically completed, and contractor is busy with snag list. Contractor to fast track completing the snag list after builders' holidays	Payment certificate
CWP_109	Director Roads and Stormwater	Upgrading of road D3432 from Ga-Mosi (Gilead Road) via Sengatane to Chebeng (ward 16)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance and payment certificate
CWP_110	Director Roads and Stormwater	Paving of road in ga Thoka from reservoir to Makanye 4034 (ward 27)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	51.54%	Target not achieved, Service provider was not paid in full due to outstanding works on site	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate
CWP_111	Director Roads and Stormwater	Upgrading of arterial road in Tshware from Taxi rank via Tshware village to mamotshwa clinic (ward 30)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_112	Director Roads and Stormwater	Paving of internal street from Solomondale to D3997 (ward 32)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_113	Director Roads and Stormwater	Upgrading of road from Ga Mamphaka to	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	58%	Target not achieved, Service provider was not paid in	Service provider to be paid in full once outstanding works are completed	Progress report and payment certificate

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
		Spitzkop (ward 34)							full due to outstanding works on site			
CWP_114	Director Roads and Stormwater	Paving of Internal Street in Ga Ujane to D3363 (ward 40)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	0%	To pay outstanding invoices to the service providers	100%	Target achieved. project was completed in the 2024/25 financial year with contractor fully paid. There will be no payments in the current financial year.	Target achieved. project was completed in the 2024/25 financial year with contractor fully paid. There will be no payments in the current financial year.	N/A
CWP_115	Director Roads and Stormwater	Upgrading of arterial road D3355 from Monotwane to Matlala clinic (ward 41)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	98%	Target not achieved. Service provider not paid in full due to outstanding works on site	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate practical completion certificate
CWP_116	Director Roads and Stormwater	Upgrading of arterial road in Magongwa village from road D3378 to road D19 (ward 42)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance-payment to contractor
CWP_117	Director Roads and Stormwater	Upgrading of arterial road D3383 in Setumong via Mahoai to Kgomo school (Ward 43)	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	94%	Target not achieved. Service provider was not paid in full due to outstanding works on site	Service provider to be paid in full once all outstanding works are completed	Progress report and payment certificate
CWP_118	Director Roads and Stormwater	Upgrading of arterial road from Moetagare into Setumong D3382	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate and completion certificate
CWP_119	Director Roads and Stormwater	Upgrading of arterial road from Ditsweneng to Maja Moshate	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To pay outstanding invoices to the service providers	100%	Target achieved	N/A	Payment certificate
CWP_120	Director Roads and Stormwater	Upgrading of arterial road D3472 Ga-Setati to Mashobohleng D3332	Roads and Stormwater	planning for 1km	Percent	100%	100%	Completion of Detail Design	100%	Target achieved	N/A	Scoping, Preliminary and detail design reports
CWP_121	Director Roads and Stormwater	Rehabilitation of Oost Street	Roads and Stormwater	0.7 km rehabilitated	Percent	100%	50%	Milling and stabilising	204%	Target achieved	N/A	Progress report and

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
												completion certificate
CWP_122	Director Roads and Stormwater	Rehabilitation of Campell street	Roads and Stormwater	0,5km road rehabilitated	Percent	100%	50%	Milling and stabilising	88%	Target Achieved. Project completed. Due to insufficient budget only 0.44km was implemented and not the 0.5km	The remaining 60m to be rehabilitated once sufficient budget is made available to the project during budget adjustment	Progress report and completion certificate
CWP_123	Director Roads and Stormwater	Rehabilitation of Boom from Devenish to excelsior	Roads and Stormwater	To pay outstanding invoices to the service providers	Percent	100%	100%	To outstanding invoices to the service providers	100%	Target achieved	N/A	Remittance contractor.
CWP_124	Director Roads and Stormwater	Upgrading of Beryl Road from gravel to Asphalt surfacing parallel to the railway line leading to Celtic Lodge Estate	Roads and Stormwater	Completion of Detail Design	Percent	100%	100%	Completion of Detail Design	100%	Target achieved	N/A	Scoping, Preliminary and detailed design
CWP_125	Director Roads and Stormwater	Upgrading of Storm water in Seshego	Roads and Stormwater	Construction of manholes, back filling and installation of storm water system	Percent	100%	50%	Excavation and installation of storm water system	10%	Target not achieved. Contractor delayed commencing with the project as Community wanted the designs to be changed from open storm water system to a closed stormwater system.	Presentation was made to the community and scope of works was agreed for open system as per the initial designs. Contractor to resume with the project and fast track project implementation after builder's holidays	Allocation letter, progress report and minutes of the scope presentation to the community stakeholders.
CWP_127	Director Roads and Stormwater	Rehabilitation of streets in Polokwane (Bendor/Penina Park/flora park and western burg)	Roads and Stormwater	2km road rehabilitated	Percent	100%	50%	Milling and stabilising	26%	Target not achieved. Due to insufficient budget only 0.52km was rehabilitated	The remaining 1.48km to be rehabilitated once sufficient budget is made available to the project during budget adjustment	Progress report and completion certificate
CWP_128	Director Roads and Stormwater	Rehabilitation of streets in Bendor (pierre, neethling and Rhodesdrift)	Roads and Stormwater	3km road rehabilitated	Percent	100%	50%	Milling and stabilising	30%	Target achieved not to	The remaining 1.5km to be rehabilitated once sufficient budget is made available to	Progress report and completion certificate

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
										budget only 1.5km was implemented and not the 3km	the project during budget adjustment	
CWP_129	Director Roads and Stormwater	Upgrading of storm water in Ivy Park	Roads and Stormwater	0.1km km of stormwater upgraded	Percent	100%	50%	Excavation	0%	Target not achieved, the private developer appointed to do the same scope of work that which the Municipality has already designed, the Municipality's engineer had to review the designs as some part of the designs is to be done by the developer	Contractor allocated, project to resume after builder's holidays	The revised BOQ
TRANSPORTATION SERVICES												
CWP_130	Director Transportation Services	PT facilities Upgrade at Indian centre	Public Transport Infrastructure Development	100% of 1x PT facility upgrade completed by targeted date	Percent	100%	90%	Paving and curbs, Mass earthworks, construction of layer works, Construction of loading bays (concrete and structural steel works), Construction of food court.	91%	Target achieved	N/A	Progress report
CWP_131	Director Transportation Services	Widening of Sandriver bridge (trunk)	Public Transport Infrastructure Development	100% of widening of 1x Sandriver bridge(trunk) completed by Target date	Percent	100%	85%	Construction of loading bays (concrete and structural steel works), Construction of food court, Milling, construction of base layer & resurfacing of excelsior street, Road marking	59%	Performance not achieved due to the following reason: There have not been no activities on site for the month of November and December since the Department of Labour has requested that a	Due to the approval having been granted on the 5th of December, a date close to builders holidays, the contractor will only be able to resume with works after builders holidays.	Project Progress Report

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
								and signage, Electrical installations (including testing and commissioning), Plumbing installations, Construction of food stalls, Outdoor furniture		Notification of Construction currently used on the project be upgraded to a Construction Permit since well the construction duration has gone over 12 months. Approval period for the permit is 30 days.		
CWP_132	Director Transportation Services	Refurbishment of daytime layover facility	Public Transport Infrastructure Development	100% of Refurbishment of 1x daytime layover facility completed by target date	Percent	100%	100%	Completion of bridge deck, parapets, balustrades, backfilling, finishing of slopes	0%	Target not achieved. National Department of Transport stopped new PTNG infrastructure projects	Allocate alternative funding source as NDoT stopped new PTNG infrastructure projects.	Completion Certificate
CWP_133	Director Transportation Services	Upgrade of transit mall	Public Transport Infrastructure Development	100% Upgrading of transit mall Phase 1 (Upgraded 4 streets intersections, 300m road rehabilitation and 540m NMT) completed by target date	Percent	100%	30%	Two intersections 100% completed and 2 at 40%. 40% road rehabilitation completed, NMT for road sections between the intersections 100% and NMT for other road sections between the intersections 40%.	0%	The attached POE is not sufficient to support the reported performance.	The attached POE is not sufficient to support the reported performance.	Progress report
CWP_134	Director Transportation Services	Provision of Bus Stop Shelters	Public Transport Infrastructure Development	100% 10 Leeto Bus Shelter Constructed by Target date	Percent	100%	60%	4 bus stop shelters 100% complete.	1%	The contractor is finalising the contractual documents to enable them start with the physical works.	The contractual documents will be submitted during quarter 3.	None

PLANNING AND ECONOMIC DEVELOPMENT

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
CWP_135	Director Planning and Economic Development	Township Establishment for the Eco-estate at Game Reserve	City and Regional Planning	% of Township Establishment for the Eco-estate at Game Reserve supported by feasibility studies Completed by target date	Percent	100%	45%	MPT decision on township application	10%	Target not achieved due to late submission of Environmental Impact Assessment Report to the Environmental Department by the Service Provider	Written a letter to service provider to provide a report on project delays/non-compliance with work schedule and to revise project timelines and completion date.	Letter to service provider comments on submitted Environmental report
CWP_136	Director Planning and Economic Development	Land acquisition	City and Regional Planning	Draft deed of sale with private property owners	Percent	100%	40%	Valuation of property	40%	Target achieved	N/A	Valuation Reports
CWP_137(A)	Director Planning and Economic Development	Urban low-cost Housing (RDP) including Informal Settlement	Human Settlements	100% 45 number of Construction, inspection and approval of BNG houses (Informal Settlement Upgrading)	Percent	100%	30%	Appointment of Service Providers for the Construction of 45 Housing Units in Informal Settlement and Urban Infill	30%	Target Achieved	N/A	Appointment letter
CWP_137	Director Planning and Economic Development	Registration of new applications and migration of existing data to National Need Registrar (NHRN)	Human Settlements	% of new housing applications captured and % of existing applications migrated from the old database to NHRN	Percent	100%	100%	% of new housing application captured including the existing old data migrated to NHRN	0%	Insufficient POE's to support actual performance	Insufficient POE's to support actual performance	New housing application stets Migration of old data stets
CWP_139	Director Planning and Economic Development	Facilitate the transfer of low-cost housing	Human Settlements	% of low-cost housing transferred	Percent	100%	100%	% of low-cost housing transferred	0%	Insufficient POE's to support actual performance	Insufficient POE's to support actual performance	Memo including spreadsheet showing title deed issue
CWP_140	Director Planning and Economic Development	Rural low-cost Housing (RDP)	Human Settlements	100% 200 Number of Houses Built in Rural Areas	Percent	100%	80%	Appointment of Service Providers for the Construction of 200 Housing Units in Informal Settlement and Urban Infill	30%	Target Achieved	N/A	Appointment letter
CWP_141	Director Planning and Economic Development	Urban low-cost Housing (RDP)	Human Settlements	100% 10 Number of Houses Built in Urban Areas	Percent	100%	80%	Appointment of Service Providers for the Construction of 10 Housing Units	30%	Target Achieved	N/A	Appointment letter

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
							in Informal Settlement and Urban Infill					
CWP_142	Director Planning and Economic Development	Housing Consumer Education and awareness	Human Settlements	% of awareness campaign conducted on BNG (RDP), home ownerships including upgrading of Informal Settlement	Percent	100%	50%	Consumer Education / awareness campaign on BNG(RDP) home ownerships including upgrading of Informal Settlement	0%	Target is not achieved The completed forms are handed over to the beneficiary.	To retrieve all the forms issued to the beneficiaries	Individual Subsidy Form for Verified Beneficiaries List of Beneficiary lists submitted by Councillors' for both Urban and Rural Wards
CORPORATE AND SHARED SERVICES												
CWP_143	Director Corporate and Shared Services	Renovation of Municipal offices at Seshego Zone 1:	Facility Maintenance	100% 01 Municipal Office Renovated by target date and be issued with Completion Certificate	Percent	100%	75%	Re-painting of building structure, replacement of faulty electrical components, replacement of damaged fittings	100%	Target achieved	N/A	Completion certificate, invoice
CWP_144	Director Corporate and Shared Services	Renovation of Municipal offices at Seshego Zone 3	Facility Maintenance	100% 01 Municipal Office Renovated By target date and be issued with Completion Certificate	Percent	100%	75%	Re-painting of building structure, replacement of faulty electrical components, replacement of damaged fittings	75%	Target achieved	N/A	Progress report, invoice
CWP_145	Director Corporate and Shared Services	Renovation of Municipal offices at Seshego Zone 8:	Facility Maintenance	100% 01 Municipal Office Renovated By target date and be issued with Completion Certificate	Percent	100%	75%	Re-painting of building structure, replacement of faulty electrical components, replacement of damaged fittings	100%	Target achieved	N/A	Completion certificate, invoice
CWP_146	Director Corporate and Shared Services	Refurbishment of New Council Chamber	Facility Maintenance	% Refurbishment of New Council Chamber Completed by target date and be issued with Completion Certificate	Percent	100%	100%	Replacement of Air Conditioning Plant, Repaint of external structure, replacement of faulty electrical and plumbing fittings	100%	Target achieved	N/A	Completion certificate, invoice

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
CWP_147	Director Corporate and Shared Services	Refurbishment of Aganang Municipal Hall	Facility Maintenance	% Refurbishment of Aganang Municipal Hall Completed by target date and be issued with Completion Certificate	Percent	100%	75%	Replacement of roof structure, sanitary fittings, electrical fittings, flooring	100%	Target achieved	N/A	Practical completion certificate
CWP_148	Director Corporate and Shared Services	Refurbishment Aganang Cluster offices: Mohlonong	Facility Maintenance	% of Refurbishment Aganang Cluster offices	Percent	100%	75%	Repainting of walls, Waterproofing, replacement of sanitary fittings, electrical fittings	100%	Target achieved	N/A	Completion certificate, invoice
CWP_149	Director Corporate and Shared Services	Municipal Furniture and Office Equipment's	Facility Maintenance	% of office furniture and equipment Purchased by target date	Percent	100%	100%	Purchasing of Furniture and office equipments	100%	Target achieved	N/A	Invoice, delivery notes
CWP_150	Director Corporate and Shared Services	Procurement of Laptops, PCs and Peripheral Devices	Information Communication Technology	4 Quarterly Reports on procurement of Laptop and PCs by 30 June each year	Number	4	2	2 reports on procurement of Laptop and PC	2	Target achieved	N/A	Report
CWP_151	Director Corporate and Shared Services	Network Upgrade	Information Communication Technology	100% 6 Municipal site offices implemented with Community Wi-fi network by 30 June each year	Percent	100%	50%	Appointment of service provider	50%	Target achieved	N/A	Appointment of service provider
CWP_152	Director Corporate and Shared Services	Procurement, licencing and Management of online facility and boardroom booking solution	Information Communication Technology	100% 1 online boardroom booking solution procured by target 2027	Percent	100%	50%	Development of terms of reference	50%	Target achieved	N/A	Terms of reference
CWP_153	Director Corporate and Shared Services	Procurement of Laptops for ISDG Interns	Information Communication Technology	4 reports on procurement of Laptops for ISDG by June 2026	Number	4	2	2 reports on procurement of Laptop for ISDG	2	Target achieved	N/A	Report
CWP_154	Director Corporate and Shared Services	Acquisition of fleet	Fleet Management Services	Fleet acquired through the fleet model as approved by council	Percent	50%	15%	Submission of fleet specifications/requirements to SCM	15%	Target achieved	N/A	Fleet specifications/requirements
COMMUNITY SERVICES												
CWP_155	Director Community Services	Grass Cutting equipment's	Sports and Recreation	18 Grass Cutting Equipment's purchased by target date	Percent	100%	100%	Delivery of equipment	122%	Target achieved	N/A	Purchase Order
CWP_156	Director Community Services	Construction of Sebayeng / Dikgale Sport Complex	Sports and Recreation	100% of Site Establishment, Construction of Guard House and Ablution Block, and Planting of	Percent	100%	25%	Site Establishment and Construction of Guardhouse	18%	Target achieved not because of dispute	Affected Councillors have agreed to meet in January 2026 to resolve the dispute	Project Progress Report

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
				Grass for Sebayeng / Dikgale Sport Complex completed by target date						appointment of EPWP personnel		
CWP_157	Director Community Services	Upgrading of Nirvana stadium	Sports and Recreation	100% of Drilling, Equipping of Borehole, Installation of 4x10000L Water Tanks and Installation of Instant Lawn for Nirvana Stadium completed by target date	Percent	100%	50%	Drilling and Equipping of Borehole	100%	Target achieved	N/A	Completion Certificate
CWP_158	Director Community Services	Construction of Softball stadium in City Cluster	Sports and Recreation	100% of Construction of External Works (Pump Room, Guardhouse, Retaining Wall Field C, External Reticulation, Fire Water Tank Installation), Installation of Electrical Lights on Field C, Construction of Main Grandstand and External Works/ Roads completed by the target date	Percent	100%	30%	Installation of Electrical Lights on Field B and C	100%	Target achieved	N/A	Project Progress Report
CWP_159	Director Community Services	Upgrading of Mohlonong Stadium	Sports and Recreation	100% of Installation Irrigation System, Planting of Grass and Top Dressing Upgrading of Mohlonong Stadium Completed by target date	Percent	100%	50%	Installation of Irrigation System	50%	Target achieved	N/A	Report and Photos
CWP_160	Director Community Services	Construction of Mankweng Stadium	Sports and Recreation	100% Construction of Stormwater, Soccer Pitch, Refurbishment of Combi Courts and Installation of Fire Tank for Mankweng Stadium completed by target date	Percent	100%	35%	Construction of Soccer Pitch	20%	Target not achieved because of water pressure challenge to irrigate the soccer pitch	Drilling of Borehole	Project Progress Report
CWP_161	Director Community Services	Construction of Laastehoop Sport Complex.	Sports and Recreation	100% Installation of Steel Pavillion for Laastehoop Sports Complex completed by target date	Percent	100%	50%	Appointment of Service Provider	50%	Target Achieved	N/A	Appointment Letter
CWP_162	Director Community Services	Chuene Maja Sports Complex	Sports and Recreation	100% of Site Clearing, Measuring and Levelling of Field and	Percent	100%	50%	Measuring and Levelling of field	50%	Target achieved	N/A	Report

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				Installation of Soccer Poles and Nets Completed by target date								
CWP_163	Director Community Services	Procurement of Library Books	Cultural Services	260 Books procured for libraries	Percent	100%	100%	Supply and Delivery	615%	Target achieved	N/A	Delivery Note and Invoice
CWP_164	Director Community Services	Theft detection systems for Municipal libraries	Cultural Services	2 Theft Detector Systems procured and installed in municipal libraries	Percent	100%	50%	Advertisement of the project	50%	Target achieved	N/A	Tender advertisement
CWP_165	Director Community Services	Extension of landfill site (Weltevreden)	Waste Management	100% Construction of perimeter fence, grading of service road	Percent	100%	50%	Construction of perimeter fence	26%	Target not achieved because of the bush clearance work.	Target will be reviewed during that the adjustment to include fencing in the third quarter	Progress report
CWP_166	Director Community Services	240 litre bins	Waste Management	600 x 240 litre bins purchased by the target date	Percent	100%	100%	Delivery	116%	Target achieved	N/A	Delivery Notes and Invoice
CWP_167	Director Community Services	6 & 9 M3 Skip containers	Waste Management	15 x Skip containers purchased by the target date	Percent	100%	100%	Supply and Delivery	133%	Target achieved	N/A	Delivery Notes and Invoice
CWP_168	Director Community Services	Procurement of Concrete Street Bins	Waste Management	50 x Concrete Street Bins purchased by Target Date	Percent	100%	50%	Supply and delivery of concrete bins	760%	Target achieved	N/A	Delivery Notes and Invoice
CWP_169	Director Community Services	Seshego transfer station	Waste Management	100% of Construction of office, Guard house, Construction of platform and paving Completed by target date	Percent	100%	100%	Construction of platform and paving	100%	Target achieved	N/A	Progress reports
CWP_170	Director Community Services	Westenburg Transfer Station	Waste Management	100% of Construction of office, Guard house, Construction of platform and paving Completed by target date	Percent	100%	100%	Construction of platform and paving	100%	Target achieved	N/A	Progress reports
CWP_171	Director Community Services	Molepo Transfer Station	Waste Management	100% of design approval, site clearance, Construction of fence, borehole, guard house construction of platforms Completed by target	Percent	100%	50%	Site establishment, site clearance and drilling of borehole	50%	Target achieved	N/A	Progress reports
CWP_172	Director Community Services	Ga- Maja transfer station	Waste Management	100% Construction of fence, borehole, guardhouse and platform Completed by target date	Percent	100%	50%	Site establishment, site clearance and drilling of borehole	50%	Target achieved	N/A	Progress reports

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CWP_173	Director Community Services	Ga-Chuene transfer station	Waste Management	100% Construction of fence, borehole, guardhouse and platform Completed by target date	Percent	100%	50%	Site establishment, site clearance and drilling of borehole	50%	Target achieved	N/A	Progress reports
CWP_174	Director Community Services	Gates and parameter fence at Webster depot	Waste Management	100% of replacing the broken gates and repairing broken fence Completed by target date	Percent	100%	50%	Allocation of a contractor	100%	Target achieved	N/A	Invoice and Pictures
CWP_175	Director Community Services	Rehabilitation of Weltevreden landfill site	Waste Management	100% Engineering designs, Permit application and Landfill capping	Percent	100%	50%	Appointment of contractor	25%	Service provider was not appointed	Not provided	Approved memo for appointment of Contractor
CWP_176	Director Community Services	Installation of CCTV cameras & Fibre Network	By-Law Enforcement and Security	6 CCTV cameras Installed by 30 June 2026	Percent	100%	50%	Delivery of CCTV cameras	100%	Target achieved	N/A	Delivery note, invoice and completion certificate
CWP_177	Director Community Services	Provision two-way radios	By-Law Enforcement and Security	30 Two-way radios Purchased by target date	Percent	100%	50%	Bid advertisement	50%	Target achieved	N/A	Terms of reference
CWP_178	Director Community Services	Provision of Access Control Systems and equipment	By-Law Enforcement and Security	3 Facilities installed with access Control systems and equipment	Percent	100%	50%	Delivery of equipments	0%	Target not met. SCM busy finalizing the appointment of the service provider.	To request SCM to fast track the appointment of the service provider.	None
CWP_179	Director Community Services	Supply and delivery of mobile guard houses	By-Law Enforcement and Security	6 Mobile guard houses purchased by target date delivered by target date.	Percent	100%	100%	Delivery of guard houses	217%	Target achieved	N/A	Invoice and delivery note
CWP_180	Director Community Services	Purchase of Firearms	By-Law Enforcement and Security	6 Firearms purchased by target date	Percent	100%	50%	Bid advertisement	50%	Target achieved	N/A	Copy of advert
CWP_181	Director Community Services	Purchase of Safe	By-Law Enforcement and Security	1 Safes purchased by the target date	Percent	100%	50%	Issue purchase order to the service provider	50%	Target achieved	N/A	Purchase order
CWP_182	Director Community Services	Acquisition of fire Equipment	Disaster Management	3 Fire equipment procured by the date	Percent	100%	100%	Supply and delivery of fire equipment	100%	Target achieved	N/A	Invoice
CWP_183	Director Community Services	Miscellaneous equipment and gear/ Ancillary equipment	Disaster Management	30 Miscellaneous equipment procured by the target date	Percent	100%	100%	Supply and delivery of ancillary equipment	100%	Target achieved	N/A	Invoice
CWP_184	Director Community Services	Hydraulic equipment	Disaster Management	2 Hydraulic equipment purchased by target date	Percent	100%	100%	Supply and delivery of hydraulic equipment	100%	Target achieved	N/A	Invoice

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CWP_185	Director Community Services	Multipurpose branches Monitors	Disaster Management	5 multi-purpose branches w procured by the target date	Percent	100%	50%	Bid advertisement	50%	Target achieved	N/A	Invoice for delivered equipment
CWP_186	Director Community Services	Rescue ropes/high angle	Disaster Management	10 Rescue ropes/high angle procured by target date	Percent	100%	100%	Supply and delivery of rescue ropes	100%	Target achieved	N/A	Invoice
CWP_187	Director Community Services	Upgrading of City traffic & licensing centre	Traffic and Licensing	100% Upgrading of city traffic & licensing centre completed by target date (Fencing)	Percent	100%	50%	Fencing	40%	Target not achieved Poor performance by the contractor	Intention to terminate the contractor pending the remain term of the contract.	Quotation and Proforma invoices.
CWP_188	Director Community Services	Construction of Mankweng Traffic and Licensing Testing Centre	Traffic and Licensing	100% Earth works, Guard house, Paving, Construction impound office, Parking shelters completed by target date	Percent	100%	50%	Construction Guard house	60%	Target achieved	N/A	Progress report.
CWP_189	Director Community Services	Procurement of office furniture's for Customers and employees)	Traffic and Licensing	100% Procurement of office furniture's completed by target date	Percent	100%	50%	Appointment of service provider	100%	Target achieved	N/A	Invoice and delivery note.
CWP_190	Director Community Services	Procurement of automatic number plate recognition	Traffic and Licensing	1 automatic number plate recognition procured by target date	Percent	100%	50%	Allocation of service provider	100%	Target achieved	N/A	Invoice and delivery note.
CWP_191	Director Community Services	Refurbishment of Game Reserve facilities	Environmental Management	Refurbishment of Game Reserve facilities (2x Chalets)	Percent	100%	50%	Painting of 2 chalets	100%	Target achieved	N/A	Invoice, pay certificate and pictures
CWP_192	Director Community Services	Purchase of land for New Mankweng Cemetery	Environmental Management	Planning for the procurement of land for New Mankweng Cemetery	Percent	100%	50%	Community Engagement	50%	Target achieved	N/A	Bjatladi Traditional Council resolution
CWP_193	Director Community Services	Development of Heroes Acre in Silicon Cemetery	Environmental Management	Planning for Heroes Acre at Silicon Cemetery	Percent	100%	50%	Allocation of service provider	100%	Target achieved	N/A	Appointment letter and developed designs
CWP_194	Director Community Services	Grass cutting equipment's	Environmental Management	Procurement of 16 grass Cutting equipment	Percent	100%	100%	Supply and delivery of grass cutting equipment	100%	Target achieved	N/A	Invoice and delivery note
CWP_195	Director Community Services	Construction of Ablution Facilities at Mankweng Parks	Environmental Management	Construction of Ablution Facilities at Mankweng Parks	Percent	100%	50%	Construction of the ablution facilities	50%	Target achieved	N/A	Progress report
CWP_196	Director Community Services	Greening programme	Environmental Management	Planting of 700 trees	Percent	100%	50%	Supply and delivery of trees	157%	Target achieved	N/A	Invoice, delivery note and pictures

IDP Ref No	Responsible SBU	KPI Name	Municipal Programme	Annual Target Description/Annual Project Output	Unit of Measurement	Original Annual Target	01 July 2025 - 31 December 2025					
							Mid-Year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	PoE
CWP_197	Director Community Services	Greening Programme for Disteneng	Environmental Management	Planting of 300 Trees at Extension 76 (Disteneng)	Percent	100%	50%	Supply and delivery of trees	100%	Target achieved	N/A	Invoice, delivery note and pictures
CWP_198	Director Community Services	Development of a regional parks In Rural Areas	Environmental Management	Planning for the Development of 1 regional park in Rural Area	Percent	100%	50%	Compile specifications	50%	Target achieved	N/A	Specifications
CWP_199	Director Community Services	Upgrading of Tom Naude Park	Environmental Management	Upgrading of Tom Naude Park (Installation of 3x high mast lights)	Percent	100%	50%	Allocation of service provider	100%	Target achieved	N/A	Appointment letter, pictures, Location of solar lights
CWP_83	Director Community Services	Upgrading of Triangle Park	Environmental Management	Upgrading of Triangle Park	Percent	100%	10%	Detailed designs	10%	Target achieved	N/A	Detail design report
CHIEF OPERATIONS OFFICER												
CWP_200	Chief Operations Officer	Construction of Segopje Mobile Service Centre	Cluster Offices	100% of installation of benches, fixing of perimeter fences and project completion by target date	Percent	100%	100%	Installation of benches, fixing of perimeter fences and project completion	0%	Target set for the activities achieved in the previous year	N/A	Payment and completion certificates
BUDGET AND TREASURY OFFICE												
CWP_201	Chief Financial Officer	Provision of Laptops PCs BTO	Budget and Treasury Office: Treasury Office and Financial Support	100% of Provision of Laptops PCs for BTO Competed by target date	Percent	100%	50%	Supply and delivery of Laptops PC for BTO	99%	Target achieved	N/A	Segment as per Munsoft. Budget versus Actual. Request list Invoices Delivery Note
CWP_202	Chief Financial Officer	BTO counters Cash	Budget and Treasury Office: Treasury Office and Financial Support	100 % BTO Cash counters Procured by target date	Percent	100%	50%	Supply and delivery of BTO cash counters	100%	Target achieved	N/A	Invoice Statement Delivery Note
CWP_203	Chief Financial Officer	BTO amenities	Budget and Treasury Office: Treasury Office and Financial Support	100 % of Procurement of BTO amenities by target date	Percent	100%	50%	Supply and delivery of BTO amenities	58%	Target achieved	N/A	Cheque Requisition

27. Detailed Mid-Year Institutional Performance Report - PHA

27.1 Basic Service Delivery

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid- year target	Target Description	Mid-year Actual Performance	Performance Challenges	Corrective Measures	POE
Core business												
PHA_SD01	Assistant Manager: property	percentage of Maintenance requests received and resolved within 7 days by 30 June 2026	Improve quality of living	100	%	100%	percentage of Maintenance requests received and resolved within 7 days by 30 June 2026	Maintenance requests received and attended	100%	N/A	N/A	Maintenance request logbook and forms that will show when the request was logged and closed

27.2 Financial Viability

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid- year Actual Performance	Performance Challenges	Corrective Measures	POE
Core business												
PHA_VF01	Assistant Manager: Property	% of PHA rental housing units occupied by 30 June 2026	Enhance revenue and asset base	94%	%	95%	95%	% of PHA rental housing units occupied	62.4%	tenting Annadale EXT 02 is slow and also that the entity is unable to maintain the vacant unit at Garena and CRU due to financial constraints.	To appoint a service provider to market at risk based. Maintain few units at a time	Monthly occupancy reports

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-year Actual Performance	Performance Challenges	Corrective Measures	POE
PHA_VF02	Finance Manager	% of rental collected by 30 June 2026	Enhance revenue and asset base	57%	%	95%	95%	% of rental collected	76.08%	The entity is unable to collect 95% as per the SHRA requirements. The entity is unable to collect 95% as per the SHRA requirements, also that some of the tenants are paying their rentals.	Continue to issue demand letter and evict one or two tenant at a time.	Monthly financial reports (section 71)
PHA_VF03	Finance Manager	Achieve unqualified audit opinion without material findings by 30 December 2025	Enhance revenue and asset base	Unqualified audit opinion	Date	Qualified audit opinion	Achieve unqualified audit opinion without material findings by 30 December 2025	Achieve unqualified audit opinion without material findings	Achieved unqualified audit opinion with material findings	Suppliers Not Paid Within 30 Days (MFMA Non-Compliance) DE recognition of Credit Balances – Inadequate Investigation Process	Prioritise payments in line with MFMA 30-day requirements. Enhance the methodology for investigating and derecognising credit balances.	AGSA Audit opinion report
PHA_VF04	Assistant Manager: Compliance	Development of the Audit Action Plan for AG Report by 31	Enhance revenue and asset base	Developed Audit Action Plan Jan 25	Date	Developed Audit Action Plan 31 Jan 25	N/A	Developed Audit Action Plan	N/A	N/A	N/A	Developed Audit Action Plan

IDP Ref No.	Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
								Mid-year Target	Target Description	Mid-year Actual Performance	Performance Challenges	Corrective Measures	POE
		January 2026								Yellow			
PHA_VF05	Finance Manager	Liquidity ratio Assess current ratio Assess acid test ratio by 30 June 2026	Enhance revenue and asset base	New	Ratio	2:1 1:1	2:1 1:1	Liquidity ratio Assess current ratio Assess acid test ratio	2:0.48 1:0.48	Red	The entity did not achieve the liquidity ratio target due to the approximately R9 million SHRA-related current liability for Annandale Extension 2.	Accelerate full tenanting of Annandale Extension 2. Enhance revenue collection efforts.	financial position
PHA_VF06	Finance Manager	Complete Physical Asset Verification for moveable and immovable assets by August 2025	Enhance revenue and asset base	Completed physical asset verification by August 2024	Date	Complete Physical Asset Verification for moveable and immovable assets by August 2025	Complete Physical Asset Verification for moveable and immovable assets by August 2025	Complete Physical Asset Verification for moveable and immovable assets	Completed Physical Asset Verification for moveable and immovable assets	N/A	N/A	Completed physical asset verification report	

27.3 Governance and Transformation

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
PHA_GT01	Finance Manager	Prepare and submit Annual Financial Statements (AFS) to Auditor General (SA) by 31 August 2025	Improve admin and governance capacity	Submitted AFS to Auditor General South Africa by 04 September 2024	Date	Prepare and submit Annual Financial Statements (AFS) to Auditor General (SA) by 31 August 2025	Prepare and submit Annual Financial Statements (AFS) to Auditor General (SA) by 31 August 2025	Prepare and submit Annual Financial Statements (AFS) to Auditor General (SA) by 31 August 2025	Prepared and submitted Annual Financial Statements (AFS) to Auditor General (SA) by 31 August 2025	N/A	N/A	Signed AFS and proof of submission to AG
PHA_GT02	Finance Manager	Prepare and submit revised Budget to the Shareholder by 28 Feb 2026	Improve admin and governance capacity	Submitted revised budget to the shareholder by 19 February 2024	Date	Prepare and submit revised Budget to the Shareholder by 28 Feb 2026	N/A	Prepare and submit revised Budget to the Shareholder	N/A	N/A	N/A	Revised budget or proof of submission
PHA_GT03	Finance Manager	Prepare and submit the draft Entity Budget to the Shareholder by 30 March 2026	Improve admin and governance capacity	New	Date	Prepare and submit the draft Entity Budget to the Shareholder by 30 March 2026	N/A	Prepare and submit the draft Entity Budget to the Shareholder	N/A	N/A	N/A	Draft budget or proof of submission

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
PHA_GT04	Finance Manager	Prepare and submit the final Entity Budget to the Shareholder by 31 May 2026	Improve admin and governance capacity	Prepared and submitted the final Entity Budget to the Shareholder by 18 April 2024	Date	Prepare and submit the final Entity Budget to the Shareholder by 31 May 2026	N/A	Prepare and submit the final Entity Budget to the Shareholder	N/A	N/A	N/A	Final budget and proof of submission
PHA_GT05	Assistant Manager: Strategic Support	Prepare and submit the Entity Annual Report to the Shareholder by 20 December 2025	Improve admin and governance capacity	submitted entity's Annual Report to shareholders by 20 December 2024	Date	Prepare and submit the Entity Annual Report to the Shareholder by 20 December 2025	Prepare and submit the Entity Annual Report to the Shareholder by 20 December 2025	Prepare and submit the Entity Annual Report to the Shareholder	Prepared and submitted the entity Annual report to the shareholder by 19 December 2025	N/A	N/A	Final Annual Report and proof of submission
PHA_GT06	Assistant Manager: Strategic Support	Number of Institutional Quarterly Performance Report compiled by 30 June 2026	Improve admin and governance capacity	4	Number	Number of Institutional Quarterly Performance Report compiled by 30 June 2026	2 Institutional Quarterly Performance Report compiled	Institutional Quarterly Performance Report compiled	2 Institutional Quarterly Performance Report compiled	N/A	N/A	Institutional Quarterly Performance Report
PHA_GT07	Finance Manager & Assistant	Development and submission	Improve admin and	Submitted the Mid-Year	Date	Development and submission	N/A	Develop and submit the Mid-Year	N/A	N/A	N/A	Mid-Year Budget and Performance

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
	Manager: Strategic Support	on the Mid-Year Budget and Performance Assessment Report and submission to shareholder by 20 January 2026	governance capacity	Budget and Performance Assessment Report to shareholder by 18 January 2024		the Mid-Year Budget and Performance Assessment Report and submission to shareholder by 20 January 2026		Budget and Performance Assessment Report to shareholder and the board				e Assessment Report and proof of submission
PHA_GT08	Assistant Manager: Property	Submit the Annual Returns and/or amendments to CIPC by 30 July 2025	Improve admin and governance capacity	Submitted the Annual Returns and/or amendments to CIPC on the 22 September 2024	Date	Submit the Annual Returns and/or amendments to CIPC by 30 July 2025	Submit the Annual Returns and/or amendments to CIPC by 30 July 2025	Submit the Annual Returns and/or amendments to CIPC	Submitted the Annual Returns and/or amendments to CIPC by 30 July 2025	N/A	N/A	Annual Returns and/or amendments and proof of submission
PHA_GT09	Assistant Manager: Property	Number of ordinary Board meetings scheduled and convened by 30	Improve admin and governance capacity	1	Number	4 ordinary Board meeting scheduled and convened by 30 June 2026	2 ordinary Board meeting scheduled and convened by 30 June 2026	Number of ordinary Board meetings scheduled and convened	2 ordinary Board meeting scheduled and convened	N/A	N/A	Meeting notices, Agenda, Minutes and Attendance registers

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
		June 2026										
PHA_GT10	Assistant Manager: Property	Number of ordinary Committee meetings scheduled and convened (Property, contracts and projects, Finance and risk, Human resources and remuneration and Social and ethics) by 30 June 2026	Improve admin and governance capacity	8	Number	12 Committee meetings scheduled and convened 30 June 2026	6 Committee meetings scheduled and convened 30 June 2026	Number of ordinary Committee meetings scheduled and convened (Property, contracts and projects, Finance and risk, Human resources and remuneration and Social and ethics)	6 Committee meetings scheduled and convened	N/A	N/A	Meeting notices, Agenda, Minutes and Attendance registers
PHA_GT11	Assistant Manager: Property	Convene AGM by 30 May 2026	Improve admin and governance capacity	22/05/2023	Date	Convene AGM by 30 May 2026	N/A	Convene AGM	N/A	N/A	N/A	Meeting notices, Agenda, Minutes and Attendance registers

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
PHA_GT12	Assistant Manager: Property	Convene Annual Strategic Planning Session by 31 December 2025	Improve admin and governance capacity	Convene Annual Strategic Planning Session by 04 December 2024	Date	Convene Annual Strategic Planning Session by 31 December 2025	Convene Annual Strategic Planning Session by 31 December 2025	Convene Annual Strategic Planning Session	Convene annual strategic planning on the 11 and 12 December 2025	N/A	N/A	Meeting notices, Agenda, Minutes and Attendance registers
PHA_GT13	Internal Audit	Number of ordinary APAC meetings scheduled and convened by 30 June 2026	Improve admin and governance capacity	New	Number	4 ordinary APAC meetings scheduled and convened by 30 June 2026	2 ordinary APAC meetings scheduled and convened by 30 June 2026	Number of ordinary APAC meetings scheduled and convened	2 ordinary APAC meeting scheduled and convened	N/A	N/A	Meeting notices, Agenda, Minutes and Attendance registers
PHA_GT14	Assistant Manager: Strategic Support	Development of the Institutional Risk Register by 30 June 2026	Improve admin and governance capacity	Developed Institutional Risk Register 24 May 2024	Date	Development of the Institutional Risk Register by 30 June 2026	N/A	Development of the Institutional Risk Register	N/A	N/A	N/A	Approved Institutional Risk register
PHA_GT15	Assistant Manager: Strategic Support	Number of quarterly Institutional Risk Register progress reports	Improve admin and governance capacity	4	Number	4 Institutional Risk Register progress reports compiled by	2 Institutional Risk Register progress reports compiled by	Number of quarterly Institutional Risk Register progress reports compiled	2 Institutional Risk Register progress report compiled	N/A	N/A	Institutional Risk Register progress reports

IDP Ref No.	Responsible Owner	KPI Name	Strategic Objective	Baseline	Unit of Measurement	Original Annual Target	1 July 2025 – 31 December 2025					
							Mid-year Target	Target Description	Mid-Year Actual Performance	Performance Challenges	Corrective Measures	POE
		compiled by 30 June 2026				30 June 2026	30 June 2026					
PHA_GT16	Assistant Manager: Finance	Submission of Reviewed WSP to CETA by 30 April 2026	Improve admin and governance capacity	Submitted reviewed WSP to CETA by 29 April 2024	Date	Submission of Reviewed WSP to CETA by 30 April 2026	N/A	Submission of Reviewed WSP to CETA	N/A	N/A	N/A	Reviewed WSP and proof of submission
PHA_GT17	Finance manager	Number of project reporting tools compiled and submitted to the SHRA by 30 June 2026	Improve admin and governance capacity		Number	4 Number of project reporting tools compiled and submitted to the SHRA by 30 June 2026	2 Number of project reporting tools compiled and submitted to the SHRA by 30 June 2026	Number of project reporting tools compiled and submitted to the SHRA	2 project reporting tool compiled and submitted to the SHRA	N/A	N/A	Invitations and attendance registers
PHA_GT18	Property manager	Number of tenants satisfaction survey conducted by 30 June 2026	Improve admin and governance capacity	New	Number	Number of tenants satisfaction survey conducted by 30 June 2026	N/A	Number of tenants satisfaction survey conducted	N/A	N/A	N/A	N/A

