



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY

Confidential

05 March 2024

The Secretary
Limpopo Legislature
Government Complex
Lebowakgomo
0737

Ref no: GAAL/APP/04/03/2024

Enq.: Ms K Makamu

Tel.: 071 413 0421

SUBMISSION OF 2024/2025 ANNUAL PERFORMANCE PLAN (APP) – GAAL

Dear Sir/Madam

1. The above matter bears reference.
2. Attached kindly find the GAAL Annual Performance Plan for the financial year 2024/25 for tabling at Limpopo Provincial Legislature.

Kind Regards,

Hon MEC FF Radzilani

Department Of Transport and Community Safety

04/03/2024

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The heartland of Southern Africa - Development is about people!

GAAL ANNUAL PERFORMANCE PLAN 2024-2025

**Annual
Performance
Plan 2024-2025
and MTEF
Projection**

EXECUTIVE AUTHORITY STATEMENT

This Annual Performance Plan fortifies our resolve to propel GAAL on a stability pedestal, as it ascends towards becoming a financially reliant Entity. To this end, the Provincial Executive Council, under the stewardship of Premier Chupu Mathabatha, has demonstrated immeasurable support to assist the entity to achieve its optimal performance levels.

We have just concluded a process of assembling a full-complement Board of Directors, which is a clear demonstration of our unwavering determination, to set the entity towards a triumphant trajectory. Over and above that, the appointment of a full-time Accounting Officer, and the filling of other critical Executive positions within the Entity, is in line with the recommendations of the Oversight Mechanism.

The urgency of transforming GAAL into a self-reliant entity cannot be over-emphasised. It is for this reason, that we have hitherto, convened a highly experienced Board of Directors, with a clear mandate of turning GAAL into a financially sustainable aviation state-owned entity.

Government's obligation of providing aviation to the people of Limpopo, should be supplemented by this Entity's potential to become self-sustainable. The Turnaround Strategy remains our 'hymnbook' as we gravitate towards this goal of self-reliance.

We remain accountable to the Provincial Legislature and its Committees, and the support that the Entity has received from the Provincial Executive Council, is nothing short of amazing.

GAAL's mandate should transcend beyond managing the Polokwane International Airport, as it must promote aviation as a transportation alternative that should be used by producers of other goods and services. The Limpopo Province counts amongst the biggest suppliers of agricultural products to the global market.

This is a niche market that the Polokwane International Airport should tap into, as some of the produce is being ferried by road to the O.R. Tambo International Airport. This necessitates a cargo-airline that should be ferrying these agricultural products, direct to their destinations.

Aviation has to play a complementary role, to other modes of transport, and assist the Government's endeavours of eliminating carbon emissions, by reducing the number of trucks on the road.

I thank you.



Ms. Florence Radzilani (MPL)
MEC: TRANSPORT AND COMMUNITY SAFETY.

09/03/2024

CHAIRPERSON OF THE BOARD STATEMENT

Gateway Airport Authority Limited (GAAL) is a schedule 3D Limpopo Provincial Government public entity under the Department of Transport and Community Safety (DTCS). Established in March 1995, the Entity is mandated to manage Polokwane International Airport (PIA) and other airports entrusted to the provincial government in compliance with various legislative Acts such as the South African Civil Aviation Authority (SACAA) Act.

This Annual Performance Plan (APP) for GAAL presents the Entity's priorities and divisional activities for the 2024/25 financial year. This financial year marks a pivotal waypoint in the turnaround journey towards financial sustainability that the Entity has embarked on since the 2021 /22 financial year, under the stewardship of the incumbent Board and the extended oversight of the Shareholder and various committees of the Provincial Legislature. Having put to effect the first two (2) phases of the Turnaround Strategy, this APP describes the inputs that will be closely monitored by the said oversight collective to achieve the planned outcomes.

The unwavering support from the Shareholder and the Provincial Legislature remains the linchpin that holds the continuum of ever emerging green shoots of success in the Entity's Turnaround Strategy. These include.

- The extension of the conditional grant funding to the entity by the Shareholder for an additional three (3) financial years. Beyond enabling the Turnaround Strategy, this extension in funding attests to the confidence of the Shareholder in the feasibility and robustness of the Turnaround Strategy.
- The appointment of a Board with the requisite aviation, finance, legal and corporate governance skills.
- The appointment of the SACAA critical positions, the Executive Management team, and a full-time Chief Executive Officer. This hiatus in Executive Management continuity has been detrimental to the Entity.
- Ever improving audit outcomes year on year.
- Continuous, uninterrupted scheduled flight operations that continue to grow in number, in frequency and in diversity on a quarterly basis following the devastating impact of the COVID-19 pandemic.

This financial year commences under the auspices that all pillars of stability are in place, thus the subsequent phases of the Turnaround Strategy are assured, envisaged to yield the expansion of Entity's Operating Model to incorporate new routes, new flight operators, the establishment of Cargo flight operations and positioning PIA as the Logistics hub in Polokwane. Furthermore, the expansion will see GAAL expanding its management of other airports beyond PIA, while sustaining compliance to the adept SACAA regulations. The achievement of such will bring commercial and strategic relevance to PIA as aviation asset of the state, and a sense of pride for the people of Limpopo Province. This will elevate commercial aviation in the Province, complimenting the envisaged Integrated Transport Strategy of the Province to the extended benefit of the SADEC region.

I am grateful to the Shareholder, the MEC of the Department of Transport and Community Safety, Honourable Florence Radzilani for her ever-present and involved leadership. I wish to thank the Board and the Management team for their unwavering resolve to the betterment of GAAL in achieving all-round sustainability of the Entity.



Mr V Xaba
Board Chairperson

CHIEF EXECUTIVE OFFICER STATEMENT

GAAL's Annual Performance Plan (APP) presents the Entity's priorities and objectives for the 2024/25 financial year. The APP is prepared in line with the Turnaround Strategy that was developed to ensure that GAAL attains financial self-sustainability. As a schedule 3D public entity, GAAL is expected to generate majority of its income through own revenue. The 2024/25 financial year marks the first of the five (5) years of implementing the strategy towards weaning the Entity off the government fiscus. Government has allocated funds to support the implementation of the strategy, focusing the investment towards expanding airport infrastructure and critical equipment maintenance.

The Board and Management team have a mammoth task ahead to ensure that 2024/25 financial year makes the necessary impact to unlock success towards achieving the anticipated sustainability. In preparations of the journey ahead, the team has already started to put processes in place to prepare for the 2024/25 before it commences. These include kickstarting SCM processes, meeting with prospective investors, operators and airport users. These efforts are already signalling positive progress as there are promising enquiries about partnerships and rental of facilities.

As the end of the 6th Administration draws to an end, the APP is developed in line with the 2020-2025 Strategic Plan to ensure that priorities that were set by government are delivered and that new plans ensure continuity of service delivery to the people of Limpopo. GAAL will focus on the following strategic goals during 2024/25:

- Development of the Airport Master plan.
- Development of Cargo Plan for Polokwane International Airport.
- Establishment of new routes and an additional scheduled flight operator.
- Acquiring strategic private investors.
- Optimising on current and establishing diverse revenue streams.
- Brand re-positioning
- Improvement of audit opinion

In all endeavours, GAAL remains anchored on its mandate to manage and develop Airports entrusted to the Limpopo government and to enable airlift solutions for tourists and commercial passengers. While currently only operating the Polokwane International Airport (PIA), plans are underway to resuscitate operations at other airports, with PR Mphephu being the immediate viable airport that has received attention and interest for investment. With growing demand to decongest the road infrastructure, air travel provides the required solution to reduce road fatalities, reduce travel time and reduce heavy-duty wear and tear on road infrastructure.

I wish to express my gratitude, to the Shareholder, the MEC of the Department of Transport and Community Safety, Honourable Florence Radzilani for her continued support and guidance. I also appreciate the Board for the unwavering direction they continue to provide to GAAL. I would also like to appreciate the Management and Employees of GAAL for their perseverance and commitment to delivering of GAAL's mandate.



Ms M. Matli
Chief Executive Officer



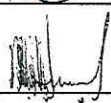

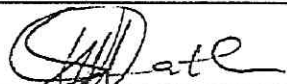
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the Management of Gateway Airport Authority Limited, hereunder referred to as GAAL, under the guidance of the MEC of Department of Transport and Community Safety, Honourable Florence Radzilani.

Takes into account all relevant policies, legislation and other mandates for which GAAL is responsible.

Accurately reflects the outcomes and outputs which GAAL will endeavour to achieve over the period of 2024/2025.

Name	Designation	Signature
Ms K R Makamu	Marketing and Performance Information Officer	
Mr N Netshifhefhe	Operations Manager	
Mr M Mankga	HR Officer	
Mr J Khuloane	Chief Financial Officer	
Ms M Matli	Chief Executive Officer	

Approved by:



Mr V Xaba
Chairperson of the Board

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ACRONYMS

ACSA	Airports Company South Africa
APP	Annual Performance Plan
ARRFS	Aerodrome Rescue and Firefighting Services
BCP	Business Continuity Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPF	Community Police Forum
DRP	Disaster Recovery Plan
DTCS	Department of Transport and Community Safety
GAAL	Gateway Airport Authority (SOC) Limited
HR	Human Resources
ICAD	International Civil Aviation Day
ICT	Information and Communications Technology
LTA	Limpopo Tourism Agency
MEC	Member of Executive Council
MOI	Memorandum of Incorporation
MOU	Memorandum of Understanding
MTSF	Medium Term strategic Framework
NASP	National Aviation Security Programme
NDP	National Developmental Plan
PESTEL	Political, Economic, Social, Technological, Legal Environment
PFILMS	Personnel, Finance, Infrastructure, Leadership, Management and Systems
PIA	Polokwane International Airport
SACAA	South African Civil Aviation Authority
SADC	Southern Africa Development Community
SAPS	South African Police Service
SEZ	Special Economic Zone
SWOT	Strengths, Weaknesses, Opportunities and Threats
UPS	Uninterrupted Power Supply

PART A: OUR MANDATE

1 Relevant Legislative and Policy Mandates

1. Legislative and Policy Mandates

1.1 National Aviation Security Programme (NASP)

- The NASP is designed to meet the international standards and recommended practices contained in Annexure 17 to the Convention on International Civil Aviation, (1944) Chicago Convention, as well as related aviation security provisions found in other annexures.
- The NASP ensures that the national requirements, policies and procedures covering all relevant provisions of Annexure 17 are consistently outlined as specified with the relevant regulation.

1.2 Companies Act 2008, (Act No. 71 of 2008)

- Regulates the operations of all South African entities
- Memorandum of Incorporation (Moi)
- Shareholders Compact (An agreement between the Board of Directors and the Shareholder)

1.3 South African Civil Aviation Authority (SACAA) Act no.13 of 2009 and Regulations

- It's a set of rules which are set by SACAA governing the aviation industry in South Africa.

1.4 Labour Relations Act 1996, (Act No. 42 of 1996)

- Governs the relationship between employee and employer.

1.5 Basic Conditions of Employment Act 1997, (Act No. 75 of 1997)

- Governs the conditions of work between employer and employee.

1.6 Employment Equity Act 1998, (Act No.55 of 1998)

- Governs the equality when employing in order to balance the differences.

1.7 Occupational Health and Safety Act 1993, (Act No. 85 of 1993)

- It regulates the safety of the employees in the workplace.

1.8 Public Finance Management Act, 1999, (Act No. 01 of 1999)

- Treasury Regulations

1.9 Value Added Tax Act 1991, (Act No.89 of 1991)

- To provide for taxation in respect of the supply of goods and services

1.10 Income Tax Act, 1962, (Act No 58 of 1962)

- To consolidate the law relating to the Taxation of incomes and donations

1.11 King Report on Corporate Governance for South Africa, 2016 (King iv)

- To provide good corporate governance

1.12 Disaster Management Act 1992, (Act No. 57 of 2002)

- To provide for an integrated and co-ordinated disaster management policy

1.13 National Key Point Act 1980, (Act No. 47 of 1985)

- To provide for an integrated and co-ordinated disaster management policy

2 Institutional policies and strategies

- None

3 Relevant Court Rulings

- None

PART B:
OUR STRATEGIC FOCUS

1 Updated Situational Analysis

Gateway Airport Authority Limited (GAAL) is a public Entity under the Limpopo Department of Transport and Community Safety (DTCS) that is mandated to manage Polokwane International Airport (PIA) and other designated Airports entrusted to the Limpopo Provincial Government. The Entity receives grant funding from government which currently only covers operational costs for Polokwane International Airport. The Entity drafted a Turnaround Strategy that includes extending its operating model to resuscitate operations at other airports. PIA is strategically located as the gateway to Africa, as Limpopo borders South Africa with Zimbabwe, Botswana, and Mozambique. As a result, it provides ease of access for both travellers and investors which makes it the most viable cargo hub in Limpopo. PIA has two (2) runways, 3.1 kms and 2,5 kms long, which is sufficient to accommodate large aircraft of the size of Boeing 747 and Airbus A346. Apron facility of 74 000 m² parking space, able to accommodate 9x B747 type aircraft and 13x B737 / A321 type aircraft, 17 hangars, with an immediate potential of setting up multi-functional cargo facility.

These facilities are not optimally utilised due to current low air traffic. The Entity has the GAAL functions in an environment that is challenged by various external and internal factors. These factors are dynamic in nature and therefore require constant monitoring as they have a direct impact on the organisation's overall performance.

1.1 External Environment Analysis

In PESTEL form, these factors are listed below:

1.1.1 Political

- The entity receives support from political leadership of the provincial government through the leadership of the MEC of DTCS. The Provincial EXCO approved the continuous grant funding of the entity for the coming 3 years as there was a decision to stop funding schedule 3 entities in the province. Should there be a leadership change this might be detrimental to the entity. This will put the entity at a risk, this will lead to the entity financial threat because the incoming leadership might not be privy of the decisions and reasoning of the EXCO to continue funding GAAL.
- The entity will frequently engage with the political leadership, there is a need to align the enabling legislation to streamline transition regarding political leadership.

1.1.2 Economic

- With the two Special Economic Zones (SEZ) in the province, GAAL needs to establish direct link with the SEZ which should be developed to harness relationships and continuous engagement with relevant structures to enable the said direct linkage. PIA is a viable logistics hub in the province and the SEZ will play a vital role in the realization of the logistic hub. PIA is the nearest airport to OR Tambo and is ideally located if there is a need for diversion. PIA is in the process of securing other airlines that will alleviate airline monopoly, as currently there is only one airline operating. This will increase pricing competitiveness to the benefit of passenger.

- PIA is in a province where agricultural and mining are dominant and are the economic drivers, this translates in a need of well-developed freight transport system. This compels PIA to be a participant in the cargo transport plans of the province.
- Due to geographic location and the distance between PIA and OR Tambo, PIA is in an advantageous position where for an example, in terms of cargo movement, it takes minimal time to get the cargo to OR Tambo than using road transportation where the risks are high. GAAL entered into MOU with ACSA on Traffic services, and it will engage airlines to utilize PIA for diversion.
- New tourist route will be development into the SADC region and currently there is a lack of tourist packages that includes PIA. There is no collaboration with Limpopo Tourism Agency (LTA) in terms of route development, for this to be realised there must be MOU with LTA.

1.1.3 Social

With social events such as Mapungubwe festival in the province, the event brings tourist and other business to the province and if PIA can be part of the event, it can be used as a marketing tool. The marketing tools of the PIA is currently ineffective. PIA must also partner with relevant institutions to influence the marketing strategy.

1.1.4 Technology

PIA will subscribe to the 4th Industrial Revolution in terms of boundaryless technology environment and keeping abreast with technological advancement. It must put in place cyber security measures that will reduce threats or attack the ICT infrastructure.

1.1.5 Environment

- GAAL will optimise its fuel farm operatability to comply to new fuel technologies and new regulation requirements. It must adjust operations to meet and support efforts to reduce the impact on the environment as well as investing in new fuel technology.
- PIA is situated in a favourable climate condition which has a huge potential to attract flight schools. However, there is wildlife in and around the Airport which raised the need for installation of a specialised sound system for bird management.

1.1.6 Legal

PIA is operating in a highly regulated environment where non-compliance to legislation will result in the airport license category being downgraded, Measures to mitigate maximized compliance is amongst other training and awareness programmed put in place.

1.2 Internal Environmental Analysis

PIA is underutilised in that there is only one scheduled airline operating at an airport that has two runways. Lack of maturity of the market has a negative impact on airline pricing as well as the attraction of a low-cost airline to operate from PIA. The tables below outline the aircraft and passenger movements over the past five years and attest to the fact that PIA is underutilised.

Table 1: History of aircraft movements:

TYPE	2019/20	2020/21	2021/22	2022/23	2023/24
Domestic Schedule	1 784	1 704	128	1 017	*1 356
Domestic non-scheduled	2 366	2 377	50	1 680	*999
Regional non-scheduled	480	397	16	80	*368
International non-scheduled	555	586	6	1 340	*104
TOTAL	5185	5064	200	4117	*2 827

Table 2: History of passenger movement:

TYPE	2019/20	2020/21	2021/22	2022/23	2023/24
Domestic Schedule	51 577	49 335	2 365	36 525	*22 852
Domestic non-scheduled	3 683	4 767	86	1 960	*552
Regional non-scheduled	1 142	849	32	306	*110
International non-scheduled	1 139	1 020	12	107	*452
TOTAL	57 541	55 971	2495	38 898	*23 966

*Actuals for 2023/24 are up to the end of the third quarter.

PIA airport has several non-aeronautical revenue streams which generate majority of the entity's revenue. The revenue streams include parking, car rental and office space. Other streams which are not fully optimised are hangars, advertising space and conference facilities. The challenge with hangars is that they are located on the airside and their use is limited to aeronautical activities/businesses due to strict legislative restrictions. Below is the analysis of the revenue generated from both the Aeronautical and non-aeronautical sectors from 2019/2020 to 2023/2024:

Table 3: Trend Analysis of revenue generated by the Entity

TYPE	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Aeronautical	4 091	323	814	4 609	*4 789
Non-Aeronautical	11 313	12 438	9 881	6 439	*4 841
Total	15 404	12 761	10 696	11 048	*9 630

*Actuals for 2023/24 are up to the end of the third quarter.

Below is the extended Internal Environment Analysis of GAAL, using the PFILMS method:

1.2.1 Personnel

The Entity filled most critical positions in the last financial year. Above that, continuous motivation and training of staff is ongoing to enhance knowledge support. GAAL, also has also developed standard operating procedures and working standards.

1.2.2 Finance

GAAL receives financial support from government as the Entity is not financially sustainable. The Entity has motivated for additional funding to enhance to revenue. GAAL has not collected sufficient revenue

due to low air traffic. Office space still needs refurbishment before it can be ready for use. The Entity however monitors revenue collection and ensures that all outstanding debts are paid off.

1.2.3 Infrastructure

Although GAAL has sufficient infrastructure, adequate aerodrome infrastructure and equipment, it has aged and needs major renovations to attract operators and airport users. Management continuously implements a maintenance plan. The Entity also has available ICT infrastructure and ICT personnel to maintain the ICT infrastructure maintenance plan.

1.2.4 Leadership

The entity gets both financial and administrative support from the shareholder. To this extend, the Board of directors is fully constituted to ensure leadership stability and strengthen governance.

1.2.5 Management

The Entity experienced a large turnover on management level which caused management instability. The entity managed to fill management positions due to the decline in aviation during the Covid period however this was short lived as the newly appointed employees exited the entity when the industry picked up. The entity is focused on recruitment of capable management to stabilise and grow the business.

1.2.6 Systems

Critical computer programmes needed for efficient running are in place. Policies and procedures were developed but have not been reviewed. Control measures are not effective to proactively detect and prevent recurrences and this is also due to poor discipline. Management is in the process of reviewing policies and ensuring that consequence management is applied to curb the challenges.

1.3 The SWOT analysis for GAAL is described below:

1.3.1 STRENGTH

a) Financial support from Government

The entity obtains financial support from government for funding its operating activities, the government grant is both discretionary and conditional.

b) International Licence

Polokwane airport has a full international license which allows direct flights from South Africa to anywhere in the world and vice versa.

c) World class terminal building

The airport has a world class terminal building which compliance to regulations. The terminal building was built and brought into use during the 2010 world cup.

d) Geographical advantage with access to SADC region

The airport is strategically located as the gateway to Africa, as Limpopo borders South Africa with Zimbabwe, Botswana, and Mozambique

e) Strategic location of PIA within the growing industrial zone in Polokwane

The airport is located on the N1 bypass road to Makhado along the developing industrial zone in Polokwane. The airport gives easy access to the N1 free-way and has close proximity to other amenities.

f) Bulk Infrastructure

Adequate infrastructure is available which compliance to aviation requirements. The airport has two (2) runways, 3.1 kms and 2,5 kms long, which is sufficient to accommodate large aircraft of the size of Boeing 747 and Airbus A346. Apron facility of 74 000 m² of parking space, able to accommodate 9x B747 type aircraft and 13x B737 / A321 type aircraft, 17 hangars, with an immediate potential of setting up multi-functional cargo facility.

g) Low staff turnover

The entity has low staff turnover with resignations averaging less than 3 employees annually.

h) Availability of land for further development

The airport has massive unused land which can be used for further development. The airport measures around 23 kms in size and has enough room for additional infrastructure development.

i) Availability of the fuel farm

The airport has a fuel farm with the current capacity of one million Jet A1 fuel with potential for additional capacity upgrade.

1.3.2 WEAKNESSES

a) No Enabling legislation

The entity was not established through legislation in common with other state-owned entities. This limits the entity's potential as the entity's mandate is not clearly defined and this also contributes to increase in risk exposure as there is no equivalent legal protection based on the founding legislation.

b) Poor revenue collection

Low revenue collection has prevailed for several years, and this has culminated in the high provision for bad debts being recognised.

c) Aging infrastructure

Some of the airport infrastructure particularly on the landside are in serious need of refurbishment. There are very old buildings which are not attractive for tenant rental purposes and have to be revamped to attract new business to the airport.

d) Low staff morale

The entity is experiencing low staff morale due to various factors such as, flat and lean organisation structure, unavailability of financial performance incentives (bonus), and etc.

e) One commercial schedule airline

Only one scheduled airline is currently servicing the airport. This has a negative effect on pricing and affordability as the flight tickets are generally expensive.

f) Minimal Brand exposure

The GAAL brand is relatively unknown in the public arena, and this hampers commercial aviation activities.

g) Inadequate revenue control systems

The entity is still dependent on manual processes for revenue control and processing such as the manual parking system that is currently being utilised.

h) Legal ownership of the land

The land where the airport is situated doesn't belong to the entity but to the National Department of Public Works. This limits the entity's potential as the lack of legal land ownership comes with certain commercial restrictions.

1.3.3 OPPORTUNITIES

a) Unexplored sources of funding

The entity is currently funded from own generated revenue sources and government grant. Other sources of funding such as PPP (Public Private Partnerships), Loans and Borrowings, etc have not been explored.

b) Exports and imports of Agricultural produce and mineral resources

Limpopo province is the breadbasket of South Africa. There is huge agricultural activity in the province which the airport can exploit to its advantage. Similarly, the mining activities provide a huge potential for the airport to leverage and become a key player in the logistics value chain.

c) Attraction of additional scheduled airlines

Polokwane International Airport is currently serviced by one scheduled airliner with potential for other airlines to tap into the market. There is potential for other airlines to service prospective new routes that will be developed in the near future.

d) Logistics hub connecting Africa to the rest of the World

Polokwane International Airport is at the centre of the envisaged Polokwane Logistics Hubs, this creates a great opportunity for the airport to be the preferred logistics hub in South Africa facilitating air cargo travel through Africa and the rest of the world.

e) Growing low-cost carriers in South Africa

There is growing low-cost carriers in South Africa and the airport can benefit from this, especially with the development of new routes from and to Polokwane servicing other destinations other than Polokwane to Johannesburg.

f) Development of the SEZ in Limpopo

This has the potential to have a positive impact on air travel as it'll increase business activity in Polokwane and Limpopo necessitating increased demand for business air travel.

1.3.4 THREATS

a) Low economic growth

Persistent low economic growth threatens the financial sustainability of the entity. This is also exacerbated by slow return of commercial aviation to normality since COVID 19.

b) Private competitors

Completion from private airports also threatens the financial sustainability of the entity.

c) Litigations

The risk of litigation is ever present due to highly regulated public procurement legislation and general operating risk associated with the aviation industry as well as laws governing employment relationships.

d) Withdrawal of grant

GAAL is 3D public entity which must be self-sufficient, and majority of its funding must come from own revenue sources, however the entity is currently heavily grant reliant and the government grant funding will cease in the future.

e) Bureaucracy on regulatory framework

The entity operates in the public sector and has to comply with various legislations governing the public sector. This possess challenges as the entity can't respond with agility to exploit various commercial opportunities as all the applicable regulations must be adhered to before entering into any commercial agreements with potential investors.

f) Downgrading of the Airport Category

The threat of licence downgrading due to non-compliance with SACAA regulations which can render the airport unable to provide commercial aviation services.

1 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMMES PURPOSE

The Programmes and purpose thereof are outlined below:

Programme 1: ADMINISTRATION

Purpose

The programme is responsible for the development and execution of the organization's strategy. The primary deliverable is the achievement of the organization's key performance targets aligned with good corporate governance.

Programme 2: BUSINESS DEVELOPMENT

Purpose

The programme is responsible for business development, sales and marketing as well as stakeholder relationships.

Programme 3: OPERATIONS

Purpose

The programme is responsible for provision of world class safe and secure airport facilities and services. The sub-programmes include infrastructure maintenance and compliance to standards regulatory frameworks.

Outcomes, Outputs, performance Indicators and Targets

2.1. Programme 1: Administration

Outcome	Output	Output Indicator	Annual Targets								
			Audited performance			Estimated performance			MTEF period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
Safe Air Transport environment	Improvement on revenue collection	Amount of own revenue collected	R10 803	R7 412	R13 556	R16 119	R24 854	R45 444	R57 127		
		Amount spent on capex and assets maintenance	-	R4 896	R 2 486	R9 500	R74 011	R60 298	R40 950		
		External Audit Opinion achieved	Adverse	Qualified	Qualified	Unqualified	Clean	Clean	Clean		
	Improved ICT systems	Number of ICT projects implemented	-	-	4	3	5	2	2		
	Improved HR processes	Number of HR initiatives implemented	-	-	4	4	4	4	4		
	Ensure compliance to regulatory requirements	Number of compliance Training courses completed	-	-	12	12	12	15	13		

Output Indicators: Annual and Quarterly targets

Output Indicators	Annual Targets R'000	Q1 R'000	Q2 R'000	Q3 R'000	Q4 R'000
Amount of own revenue collected	R24 854	R4 935	R11 143	R18 272	R24 854
Amount spent on capex and assets maintenance	R74 011	R18 502.75	R37 005.50	R55 508.25	R74 011
External Audit Opinion achieved	Clean	-	-	-	Clean
Number of ICT projects implemented	5	2	1	2	0
Number of HR initiatives implemented	4	1	1	1	1
Number of Compliance Training courses completed	12	3	6	9	12

Explanation of planned performance over the medium-term period

2.1.2.1. Amount of revenue collected:

- **2024/25**

The amount of revenue is made up of aeronautical revenue and non-aeronautical revenue. Aeronautical revenue includes landing fees, approach fees, passenger fees, parking fees and baggage handling fees. Non-aeronautical revenue comprises of office rentals and hangarage, parking services, advertising and conferencing. The expected increase in revenue is mainly due to the increase in office rentals and hangarage.

- **2025/26**

The amount of revenue is made of aeronautical revenue and non-aeronautical revenue. The expected increase in revenue is mainly due to the increase in office rentals and hangarage and introduction of Cargo operations.

- **2026/27**

The amount of revenue is made of aeronautical revenue and non-aeronautical revenue. The expected increase in revenue is mainly due to growth in the Cargo operations.

2.1.2.2. Amount spent on capex and assets maintenance.

Capex will be spent on critical infrastructure that is required to ensure legislative compliance to SACAA regulations, purchase of other electrical and mechanical equipment as well as procurement of additional fire trucks to improve the airport category from Cat 7 to Cat 9 for the implementation of the Turnaround Strategy. Additional capex will also be spent on ICT infrastructure to improve capacity in the ICT department with adequate technology.

2.1.2.3. Number of ICT projects Implemented.

The initiated ICT projects will be implemented for business continuity, to comply with standard and regulations within the ICT environment and overall organisation. The implementation of fixed lines for communication (telephone lines and non-functional point-to-point internet connectivity) at Fire and Rescue sections will assist to comply with regulations for SACAA and Aviation security. The existing ICT infrastructure (cabling and networking) was not implemented according to the required standard and therefore requires revamping, with new cabling, and networking infrastructure at some areas including maintenance and support. Provision of internet backup data line with Fibre connectivity will assist with business continuity in case the microwave internet connection loses connectivity.

No.	Project	Timeframe
1.	Installation of fixed communication lines	Q1
2.	Website design	Q1
3.	Parking Management System	Q2
4.	ICT Infrastructure cabling and networking	Q3
5.	ICT infrastructure server and ICT equipment upgrade	Q3

2.1.2.4. Number of HR Initiatives Implemented

To implement HR initiatives to optimize human capital. HR (Human Resources) initiatives are specific action, project, or program undertaken by an organization's HR department to address a particular issue, to improve current process, or achieve a strategic HR-related goal.

No.	Project	Timeframe
1.	Workplace skills plan and Annual Training Report	Q1
2.	Recruitment Plan	Q2
3.	Job Grading implementation Report	Q3
4.	Employee Self Service	Q4

2.1.2.5. Compliance training

The airport is required to ensure regular training of employees to meet compliance legislative requirements and to ensure safe and secure airport operations.

Training Interventions:

1. Aircraft Marshalling
2. Aircraft Technical Overview
3. Aviation Security Refresher Level1
4. Avsec Level 2
5. Avsec Level 3
6. Instructor course
7. Bird and Wildlife course
8. Obstacle control
9. First Aid level 3
10. Quality Management ISO9001
11. Airside Induction
12. PARTAC

Table 8.16 (a): Summary of payments and estimates : Programme 1: Administration

	Outcome			Main Appropriation	revised estimate 2023/24	Revised estimate	Medium-term estimates		
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27
R thousand									
Sub-programme									
Administration	27 844	23 686	25 536	34 334	40 717	40 717	50 011	43 276	40 260
Sub Total	27 844	23 686	25 536	34 334	40 717	40 717	50 011	43 276	40 260

Table 8.16(b): Summary of payments and estimates by Economic Classification: Programme 1: Administration

	Outcome			Main Appropriation	revised estimate 2023/24	Revised estimate	Medium-term estimates		
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27
R thousand									
Current Payments	27 844	23 686	25 536	34 334	40 717	40 717	36 111	38 276	40 260
Compensation of employees	11 407	12 391	9 532	18 867	18 867	18 867	19 716	20 898	21 839
Goods and services	16 437	11 295	16 004	15 467	21 850	21 850	16 395	17 378	18 421
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:									
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technicians	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets							13 900	5 000	
Building and other fixed structures	-	-	-	-	-	-	4 000	-	-
Machinery and equipment	-	-	-	-	-	-	9 900	5 000	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets									
Total	27 844	23 686	25 536	34 334	40 717	40 717	50 011	43 276	40 260

- The programme's allocation is increased over the MTEF as most contractual obligations are paid under this programme.
- Compensation of Employees – compensation of employees increases over the MTEF period due to salary increases as well as additional headcount.
- Goods and Services – Goods and services decreases from R21, 8 million in 2023/24 to R16,3 million in 2024/25 due to non-recurrence of expenditure items required during the 2023/24 budget adjustment.
- Payments for capital assets – IT infrastructure will be the focus of the capex budget under program 1 Administration.

2 PROGRAMME 2: BUSINESS DEVELOPMENT

2.1 Outcomes, Outputs, performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets										
			Audited performance					Estimated performance	MTEF period				
			2020/21	2021/22	2022/23	2023/24	2024/25		2025/26	2026/27			
Safe Air Transport environment	Increase in revenue for financial sustainability	Number of new routes introduced	-	-	New	1	1	1	1	1	1		
			-	-	1	1	1	1	1				
			-	-	2 182	2 827	4 532	4 985	5 483				
			-	-	-	50%	70%	77%	85%				
			-	4	12	12	12	12	12				
	Brand Activations implemented	Number of marketing initiatives conducted	-	-	-	-	-	-	-	-	-		
			-	-	-	-	1	-	-				
			-	-	-	-	1	-	-				
			Cargo Plan for P/A developed	-	-	-	-	-	1	-	-		

Output Indicators: Annual and Quarterly targets.

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of new routes introduced	1	-	-	1	-
Number of new operators contracted	1	-	-	-	1
Number of Aircraft movement recorded	4 532	900	1 132	1 300	1 200
Number of units leased as a percentage of units available (Occupancy Rate)	70%	46%	50%	60%	70%
Number of marketing initiatives conducted	12	3	3	3	3
Aerotropolis plan/ Airport Master plan developed	1	-	-	-	1
Cargo Plan for PIA developed	1	-	-	-	1

2.2.3 Explanation of planned performance over the medium-term period

2.2.3.1 Number of aircraft movement recorded.

To increase aircraft movement to maximise the use of airport infrastructure, which will in turn increase revenue to achieve financial sustainability.

2.2.3.2 Number of new routes introduced.

GAAL will explore the introduction of new routes through routes and traffic development project to increase revenue as well as diversifying routes operated from PIA.

2.3.3.3 Number of new operators contracted.

The Entity is engaging various Airlines to operate to and from the Polokwane International Airport and other Airports that are in GAAL's mandate. It is expected that this will drive competition and also result in increased air traffic movements flowing to the airport.

2.3.3.4 Number of units leased as a percentage of units available (Occupancy Rate)

Increase number of units leased (occupancy rate) to increase revenue. Building structures will be refurbished to make them habitable and marketable to potential tenants.

2.3.3.5 Number of marketing initiatives conducted.

The marketing and promotion of the Airport is crucial in increasing brand awareness to the public and airport users. Marketing initiatives also play a role in establishing partnerships.

List of marketing initiatives:

Airshow	4 X social media
Transport month celebration	Billboards
CSI project	Arrive Alive campaign
Flyers	
Business Journal Articles	

2.2.3.6 Aerotropolis plan/ Airport Master plan developed.

The Airport Master plan is a framework that provides future growth of the PIA and all other public airports in line with the Limpopo growth Strategy.

2.3.3.7 Cargo plan for PIA developed.

The Cargo plan will ensure growth and increase in aeronautical revenue and will give guidance on the development of the cargo hub. PIA is strategically positioned for integrated transport and as a catalyst to the provincial economic growth.

Table 8.17(a): Summary of payments and estimates: Programme 2: Business Development

	Outcome		2022/23	Revised estimate	Medium-term estimates
	2020/21	2021/22			
R thousand					
Sub-programme					
Business Development	3 256	1 690	1 378	3 980	3 586
Sub Total	3 256	1 690	1 378	3 980	3 586

Table 8.17(b): Summary of payments and estimates by Economic Classification: Programme 2 : Business Development

	Outcome		2022/23	revised estimate	Revised estimate	Medium-term estimates
	2020/21	2021/22				
R thousand						
Current Payments	3 256	1 690	1 378	3 980	3 980	3 765
Compensation of employees	2 283	1 563	1 298	2 256	2 256	2 574
Goods and services	973	127	80	1 724	1 724	1 191
Interest and rent on land	-	-	-	-	-	-
Transfer and subsidies to:						
Provinces and municipalities	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-
Households						
Payment for capital assets						
Building and other fixed structures	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-
Payments for financial assets						
Total	3 256	1 690	1 378	3 980	3 980	3 765

- The allocation is reducing from R3.980 million in 2023/24 to R3.417 million in 2024/25, due to anticipated spending reduction in goods and services.
- Compensation of Employees – the budget for employee cost increases during the MTEF period due to anticipated hiring of employees.
- Payments for capital assets - there are no planned capital projects and machinery and equipment in the MTEF period.

2.3 Programme 3: Operations

2.3.1 Outcomes, Outputs, performance Indicators and Targets

Outcome	Output	Output Indicator	Annual Targets									
			Audited performance				Estimated performance				MTEF period	
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
Safe Air Transport environment	Safe and secure airport facilities and services	Number of months the Aerodrome Category 7 license is maintained	-	12	12	11	12	12	12			
		Maintenance plan reviewed	-	1	1	1	1	1	1	1		
		Infrastructure Maintenance Plan implemented	-	-	-	100%	100%	100%	100%	100%		
		Number of aerodrome unit calibrated (frequency)	-	-	-	-	13	13	13	13		
		Perimeter Intruder Detection System Installed	-	-	-	-	1	0	0	0		

2.3.2 Output Indicators: Annual and Quarterly targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of months the Aerodrome Cat 7 license maintained	12	3	3	3	3
Infrastructure Maintenance Plan reviewed	1	1	-	-	-
Infrastructure Maintenance Plan implemented	100%	21%	45%	74%	100%
Number of aerodrome units calibrated (frequency)	13	3	3	3	4
Perimeter Intruder Detection System Installed	1	-	-	1	-

2.3.3 Explanation of planned performance Indicators and Targets

2.3.3.1 Category 7 Aerodrome license

Retaining of Airport licence is essential for airport operations and for handling commercial flights the size of the current operator and larger. This enables the airport to attract and securing general aviation and other airport users.

2.3.3.2 Infrastructure Maintenance Plan reviewed

The maintenance plan is reviewed and updated on an annual basis to ensure that all airport infrastructure and equipment are maintained for compliance and safety purposes.

2.3.3.3 Infrastructure Maintenance Plan implemented

Implementation of the maintenance plan to safeguard against dilapidation of infrastructure, equipment and vehicles.

2.3.3.4 Calibration of equipment

The equipment are critical air traffic and navigations services and used for safe transmission of accurate information to the aircraft as required by the regulations. The number of calibration is based on 4 equipment and the frequency that they are required to be calibrated per quarter/annum.

2.3.3.5 Perimeter Intruder Detection System

This refers to the system that enables the Airport to be able to detect and mitigate unlawful access to the airport premises. Once installed the entity is able comply with SACAA requirement as well as national key point requirements.

Table 8.18(a): Summary of payments and estimates: Programme 3: Business Operation

R.thousand	Outcome			Main Appropriation	revised estimate 2023/24	Revised estimate	Medium-term estimates		
	2020/21	2021/22	2022/23				2024/25	2025/26	2026/27
Sub-programme									
Business Operation	39 630	32 057	66 356	48 299	44 920	44 920	98 442	93 152	81 075
Sub Total	39 630	32 057	66 356	48 299	44 920	44 920	98 442	93 152	81 075

Table 8.18(b): Summary of payments and estimates by Economic Classification: Programme 3: Business Operation

	Outcome			Main Appropriation	revised estimate 2021/22	Revised estimate	Medium-term estimates		
	2018/19	2019/20	2020/21				2024/25	2025/26	2026/27
Current Payments	39 630	32 057	66 356	34 449	35 420	35 420	38 331	37 855	40 125
Compensation of employees	16 224	17 164	23 969	17 278	17 278	17 278	17 291	17 767	18 771
Goods and services	23 406	14 893	42 387	17 171	18 142	18 142	21 040	20 088	21 354
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfer and subsidies to:									
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Universities and technicians	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Non-profit making institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
Payment for capital assets				13 850	9 500	9 500	60 111	55 297	40 950
Building and other fixed structures	-	-	-	-	1 650	1 650	34 245	33 092	20 000
Machinery and equipment	-	-	-	-	7 850	7 850	25 866	22 205	20 950
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-	-
Payments for financial assets									
Total	39 630	32 057	66 356	48 299	44 920	44 920	98 442	93 152	81 075

Business Operation is the core programme of the entity. A large percentage of the budget is mainly for compliance projects and the running of the Airport. Major CAPEX projects are budgeted for in the 2024/25 and 2025/26 financial years. The budget for the program was R44.920 million in 2023/24 and increased to R106.142 million in 2024/25 then decreased to R97.147 million in 2025/26 further decreases to R81.075 in 2026/27. The major increase is due to CAPEX spending in 2024/25 financial year.

Compensation of Employees – the budget increases over the MTEF period due to annual increases.

Goods and Services – the budget is increased from R18.478 million to R21.040 million in 2024/25.

Payments for capital assets – There is a huge increase in CAPEX spending over the MTEF due to the entity's Turnaround Strategy. The program is the main centre of infrastructure spending within the entity.

3 Updated Key Risks and Mitigation from Strategic Plan

Outcome	Key Risk	Risk Mitigation
Safe Air Transport environment	Non- compliance with legislative requirements (Downgrade/loss of license)	<ul style="list-style-type: none"> Report progress on SACAA findings to management on a quarterly basis. Conduct internal Quality control as per the Quality Management Plan. Development of internal officials for scarce skills position. Develop and implement maintenance plan.
	Financial Instability	<ul style="list-style-type: none"> Implement revenue generating projects (Aviation Exhibition, Car home rental parking, fuelling, ground handling services and additional Airline). Assessment of current parking system. Use of manual receipts book at entrance gate. Request for conditional grant for capital projects. Installation of Wendy house at central parking exit. Maximise on amount receivable collections.
	Leadership instability	<ul style="list-style-type: none"> Filling of positions at the executive level (Senior Operation Manager, Senior Commercial Manager and Senior Human Resource Manager). Extension of board members terms.
	Loss of business opportunity	<ul style="list-style-type: none"> Appointment of Commercial Senior Manager. Engage other key stakeholder (LTA, Municipality, Economic cluster team) into the development of strategy. Develop and implement strategies (Short, Medium, and Long term) to attract business activities.
	Dilapidated infrastructure & Poor ICT resources	<ul style="list-style-type: none"> Develop and implement long term plan. Review and approval of the BCP and DRP with cloud solution and Disaster Recovery Site, Backups and Replication solution by Board. To review and approve the IT strategy. Training of staff on cyber related attack (email phishing). Server Room Upgrade (with Environmental Cabinet) Server Administration and Virtualization
	Business continuity interruption	<ul style="list-style-type: none"> Procurement of cloud hosting centre/DRP Site Development of BCP Policy and Plan

**PART D:
TECHNICAL INDICATOR
DESCRIPTIONS**

PROGRAMME 1: ADMINISTRATION

Indicator title	Amount of revenue collected
Definition	Total amount of own revenue generated during the reporting period
Source/collection of data	Revenue billing
Method of calculation/ assessment	Quantitative
Means of Verification	In year Monitoring Report
Assumptions	The Entity to perform as budgeted
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Chief Financial Officer

Indicator title	Amount spent on CAPEX and assets maintenance
Definition	Amount spent on CAPEX and assets maintenance to ensure that the assets are well maintained for revenue generation and compliance to SACAA
Source/collection of data	Invoices
Method of calculation/ assessment	Quantitative
Means of Verification	Invoice and supporting documentation
Assumptions	The Entity to perform as budgeted
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	The Entity to have well maintained infrastructure to ensure compliance and to attract tenants to the Airport
Indicator responsibility	Chief Financial Officer

Indicator title	External Audit Opinion achieved
Definition	To achieve a clean audit opinion
Source/collection of data	The Auditor's Report
Method of calculation/ assessment	Qualitative
Means of Verification	Auditor's Report
Assumptions	The Entity will improve on governance
Disaggregation of beneficiaries (where applicable)	Nil
Spatial Transformation (where applicable)	Nil
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	That the Entity will improve on governance
Indicator responsibility	CFO

Indicator title	Number of ICT projects implemented
Definition	ICT projects to be implemented to enhance ICT security, upgrade ICT infrastructure to be in line with latest technology and best practises and to improve the image and communication platform of the organisation.
Source/collection of data	Installation of fixed line communication system Website development maintenance and support Provisioning and maintenance of ICT infrastructure (cabling and networking) Server room upgrade with environmental cabinet, raised flooring, inventors, fire detectors and climate control for UPS and ICT server equipment. Parking management system
Method of calculation/ assessment	Quantitative
Means of Verification	Project plans, Reports and Invoices
Assumptions	Improve ICT infrastructure and systems
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	An ICT programme implemented which will improve internal controls, ICT security and customer services
Indicator responsibility	Chief Financial Officer

Indicator title	Number of HR initiatives implemented
Definition	Implement HR initiatives to ensure that the right talent is recruited in vacant positions, enhance employee skills and increase efficiency through self-service HR portal,
Source/collection of data	Workplace skills Plan, Annual Training Plan, Recruitment Plan, ESS Report.
Method of calculation	Qualitative
Means of verification	Recruitment Plan and report, WSP, Annual Training Report, Job grading implementation report and ESS Report
Assumptions	Diverse and capable workforce
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	High performing and well governed organisation
Indicator responsibility	Senior Human Resource Manager

Indicator title	Number of Compliance Training courses completed
Definition	Implementation of Compliance Training programmes to ensure compliance with SACAA regulations.
Source/collection of data	Repairs Invoices/Reports, Service Reports or Certificates
Method of calculation	Counting the number of courses hosted/training conducted. Invoices of each course hosted with names of attendees will serve as POE.
Means of verification	Training registers and Reports of the following courses : <ol style="list-style-type: none"> 1. Aircraft Marshalling 2. Aircraft Technical Overview 3. Aviation Security Refresher Level1 4. Avsec Level 2 5. Avsec Level 3 6. Instructor course 7. Bird and Wildlife course 8. Obstacle control 9. First Aid level 3 10. Quality Management ISO9001 11. Airside Induction 12. PARTAC
Assumptions	Nil
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	quarterly
Desired performance	Compliance to SACCA regulations and to ensure safe and secure airport operations.
Indicator responsibility	Senior Operations Manager

PROGRAMME 2: BUSINESS DEVELOPMENT

Indicator title	Number of new routes introduced
Definition	Expansion of new routes to expand airline networks that will operate from PIA or other airports in GAAL's mandate.
Source of data	Lease Agreements/ SLA
Method of calculation or assessment	Quantitative
Means of verification	Memorandum of understanding/ SLA with the operator
Assumptions	New routes will be introduced to increase GAAL's revenue and sustainability
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Improve revenue generation and sustainability
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Number of new operators contracted
Definition	Contracting of an additional airline to operate from PIA or other airports in GAAL's mandate
Source of data	Memorandum of understanding and lease agreements
Method of calculation or assessment	Quantitative
Means of verification	Memorandum of Understanding / SLA with the new operator
Assumptions	Operators will fly to and from Polokwane International Airport
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Improve revenue generation and accommodate various target markets
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Number of Aircraft movement recorded
Definition	The take-off and/or landing of an aircraft at the Airport.
Source/collection of data	Statistics from ATNS and Airport helpdesk
Method of calculation/ assessment	Quantitative
Means of Verification	Quarterly Aircraft movement Reports Report
Assumptions	Increase in aircraft movement
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Increase in aircraft movement to Polokwane International Airport
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Number of units leased as a percentage of units available (Occupancy rate)
Definition	Office space leased as a way of increasing non-aeronautical revenue
Source/collection of data	Lease agreements and Occupancy Report
Method of calculation/ assessment	Quantitative
Means of Verification	Lease Agreements
Assumptions	Increased revenue generation through the leasing of office space and hangars at the Airport
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All office space will be leased and ultimately generating revenue
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Number of marketing initiatives conducted
Definition	Number of marketing initiatives that will be conducted to increasing awareness and generating revenue
Source/collection of data	Social media /branding platforms/campaigns/ advertisements
Method of calculation/ assessment	Quantitative
Means of Verification	Marketing report/attendance registers/ articles/ pictures
Assumptions	Increased brand awareness and identity
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Obtain new customers and retain current customers
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Aerotropolis plan/ Airport Master plan developed
Definition	A comprehensive study of the Airport which gives guidance in increasing revenue through various streams of the Airport
Source/collection of data	An approved Master plan
Method of calculation	Quantitative
Means of verification	An approved Master plan
Assumptions	The Master plan assists the Entity to increase revenue of PIA and the economy the economy of Limpopo Province
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Non- Cumulative
Reporting cycle	Annually
Desired performance	Increase in revenue of the Airport
Indicator responsibility	Senior Manager Commercial Services

Indicator title	Cargo Plan for PIA developed
Definition	The Airport's cargo plan which is in line with Limpopo's growth strategy
Source/collection of data	An approved cargo plan
Method of calculation	Quantitative.
Means of verification	An approved cargo plan
Assumptions	The Airport's revenue will be increased through the cargo hub at PIA
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Non- Cumulative
Reporting cycle	Annually
Desired performance	compliance equipment
Indicator responsibility	Senior Manager Commercial Services

PROGRAMME 3: OPERATIONS

Indicator title	Number of months the Aerodrome Category 7 license maintained
Definition	This indicates the number of months that CAT 7 or above was maintained by subtracting the number of months the category was downgraded through a NOTAM.
Source/collection of data	NOTAMs from the JS Notam office (ATNS Johannesburg Notam office) which the national Notam record centre
Method of calculation	Quantitative. Counting of the number of months the category was downgraded and subtracting this from the number of months YTD from the beginning of the FY
Means of verification	NOTAMs and or email from JS Notam, and the SACAA aerodrome license
Assumptions	Absence of published NOTAMs means the downgrade did not occur.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Retention of category 7 licence for the financial year
Indicator responsibility	Senior Manager Operations

Indicator title	Infrastructure Maintenance Plan Reviewed
Definition	A document that defines work to be carried out to maintain the Airport's infrastructure and equipment in order to comply with the SACAA requirements
Source/collection of data	Document will be drafted internally and approved by the CEO
Method of calculation	N/A. The measure is a physical document with a title Infrastructure Maintenance and Replacement Program, and approved by CEO
Means of verification	Approved maintenance plan
Assumptions	Nil
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	compliance equipment and infrastructure
Indicator responsibility	Senior Manager Operations

Indicator title	Infrastructure Maintenance Plan implemented
Definition	Implementation of Infrastructure Maintenance Plan that will ensure compliance to the SACAA requirements. The Maintenance plan include the repairs, servicing and inspections of PAPIs, VOR, RWY Friction Testing, ACN-PCN Tests/Investigation, Generators, Fire Trucks, Rescue and Fire Fighting Equipment, Security X-Ray machine.
Source/collection of data	Repairs Invoices/Reports, Service Reports or Certificates
Method of calculation	Counting the number of Inspections, Repairs, Service Reports or Certificates
Means of verification	Approved maintenance plan, Progress Report/ Certificates
Assumptions	Nil
Disaggregation of beneficiaries (where applicable)	N/A
Spatial Transformation (Where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	quarterly
Desired performance	Compliance to CAA requirements as well as ensuring the availability of critical infrastructure for airport operations
Indicator responsibility	Senior Manager Operations

Indicator title	Number of Aerodrome unit calibrated (frequency)
Definition	Calibration of the Airport's equipment to ensure compliance to CAA regulations as well as manufacturers standard requirements
Source/collection of data	Calibration Report
Method of calculation	Counting the number of calibrations certificates
Means of verification	Calibration Report and/ or Certificate
Assumptions	Nil
Disaggregation of beneficiaries (where applicable)	Nil
Spatial Transformation (Where applicable)	Nil
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Compliance to CAA requirements as well as ensuring the availability of critical infrastructure for airport operations
Indicator responsibility	Senior Manager Operations

Indicator title	Perimeter intruder Detection System installed
Definition	This a system that is required to detect intrusion in the airports premises to ensure safety and security of the aviation users as well as infrastructure
Source/collection of data	Completion certificates or invoices
Method of calculation	N/A
Means of verification	Invoices, and Certificates
Assumptions	To be implemented as planned
Disaggregation of beneficiaries (where applicable)	None
Spatial Transformation (Where applicable)	None
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	The installation of the parameter intruder protection system will protect against unauthorised access to the airport
Indicator responsibility	Senior Manager Operations

**PART E: ANNEXURE:
MONITORING AND EVALUATION**

PROGRAMME 1: ADMINISTRATION

Measurable objective	Institutional Indicator	Baseline	Annual Target	Means of Verification	Data collection responsibility	Frequency of data collection	Analysis responsibility	Frequency of Reporting
<p>MTSF Outcome 12: An efficient, effective and development oriented public service.</p> <p>NDP Chapter 13: Building a capable and developmental state.</p> <p>Strategic Goal: High performing and well governed organization and optimally capitalized and self- sustainable organization.</p> <p>Strategic Objective: Enhanced Corporate Support and Good Governance.</p>								
High performing, well governed and optimally capitalized and self-sustainable organization	Amount of revenue collected	R16 119	R24 854	In year Monitoring and Revenue Reports	CFO	Quarterly	Performance Information Officer	Quarterly
	Amount spent on capex and assets maintenance	R9 500	R74 011	Supplier invoices/other supporting documentation	CFO	Quarterly	Performance Information Officer	Quarterly
	External audit opinion achieved	New	Clean	Auditor's Reports	CFO	Annually	Performance Information Officer	Annually
	Number of ICT projects implemented	3	5	ICT Progress Report	CFO	Quarterly	Performance Information Officer	Quarterly
	Number of HR initiatives implemented	4	4	Recruitment report, annual training report, reviewed policy, job grading implementation report	Senior HR Manager	Quarterly	Performance Information Officer	Quarterly
	Number of Compliance Training courses completed	11	12	Report and attendance register	Senior HR Manager	Quarterly	Performance Information Officer	Quarterly

PROGRAMME 2: BUSINESS DEVELOPMENT

Measurable objective	Institutional Indicator	Baseline	Annual Target	Means of Verification	Data collection responsibility	Frequency of data collection	Analysis responsibility	Frequency of Reporting
MTSF Outcome 6:	An efficient, competitive and responsive economic infrastructure network							
NDP Chapter 4:	Economic Infrastructure							
Strategic Goal:	Increased Economic Growth and Development of Limpopo Airports							
Strategic Objective:	Diversified income streams through development initiatives in order to be self-sustainable							
Increased Economic Growth and Development of Limpopo Airports	Number of new routes developed	1	1	MOU	Programme Director	Annually	Performance Information Officer	Annually
	Number of new operators contacted	1	1	Memorandum of Understanding	Programme Director	Annually	Performance Information Officer	Annually
	Number of Aircraft movement recorded	2182	4532	Statics report	Programme Director	Quarterly	Performance Information Officer	Quarterly
	Number of marketing initiatives conducted	12	12	Project report and attendance register	Programme Director	Quarterly	Performance Information Officer	Quarterly
	Aerotropolis plan/ Airport Master plan developed	New	1	Approved Aerotropolis plan/ Airport Master plan	Programme Director	Annually	Performance Information Officer	Annually
	Cargo plan developed	New	1	Approved Cargo plan	Programme Director	Annually	Performance Information Officer	Annually

PROGRAMME 3: OPERATIONS

Measurable objective	Institutional Indicator	Baseline	Annual Target	Means of Verification	Data collection responsibility	Frequency of data collection	Analysis responsibility	Frequency of Reporting
MTSF Outcome 6: An efficient, competitive and responsive infrastructure network								
NDP Chapter 4: Economic Infrastructure								
Strategic goal: Continuous improvements in Airport safety and security by complying with Aviation regulatory frameworks								
Strategic Objective: Creating a Safe and Secured aviation environment by efficiently managing Airport operations								
	Number of months the Aerodrome Cat 7 license maintained	12	12	NOTAM's	Programme Director	Quarterly	Performance Information Officer	Quarterly
	Maintenance plan reviewed	1	1	Approved Infrastructure Maintenance Plan	Programme Director	Annually	Performance Information Officer	Annually
	Maintenance Plan implemented	100%	100% Maintenance plan implemented	Approved maintenance plan, Progress Report/ Certificates	Programme Director	Quarterly	Performance Information Officer	Quarterly
	Number of aerodrome units calibrated (frequency)	New	13	Calibration Report and/ or Certificate	Programme Director	Quarterly	Performance Information Officer	Quarterly
	Perimeter Intruder Detection System installed	0	1	Invoices, and Certificates	Programme Director	Annually	Performance Information Officer	Annually

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