

IMPLEMENTATION PLAN TOWARDS A FUNDED BUDGET

Main Pillars	Key priority areas	Milestone/Output	Responsible	Target		Did the municipality meet the target?		Activities (To be implemented immediately to 30 June 2022)	Activities (To be implemented longer term Jul 2022 - Jun 2023)
				Short to Medium Term - 1 Mar 2022 to 30 Jun 2022	Long Term (Jul 2022 to June 2023)	Medium Term (Mar 2022 to Jun 2022)	Long Term (Jul 2022 to June 2023)		
Positive cash flows from revenue from trading services	Revenue Management	Improve the monthly Debt Collection Rate	Revenue Manager/ CFO	<ul style="list-style-type: none"> • Meet budget assumptions target pertaining to a 80% Collection Rate on billed services. • Note: Collection rate higher during Q1&Q2 • Maintain / Stabilize the ytd collection rate • Policies adjustments were made in support of activities • Manage growing outstanding debtors - reduce monthly increase from R3.5 million to R1.5 million 	<ul style="list-style-type: none"> • Maintain at least an average collection rate of 87.5% for the full financial year. • R11.5 million additional revenue 	Yes/No	Yes/No	<ul style="list-style-type: none"> Award tenders in support of activity including: <ul style="list-style-type: none"> • Tender for issuing of summonses to be awarded • Address non-technical losses via exception reporting on pre-paid after system clean-up (impact of new pre-paid tender clearing dormant meters) 	<ul style="list-style-type: none"> • Expand the implementation of pre-paid water meters to include all residential connections (ultimate objective)
								<ul style="list-style-type: none"> Resolve outstanding queries - <ul style="list-style-type: none"> • Account disputes (farms) • Policy (CreditC) implementation • Identify and 20 biggest debtors and collect. 	<ul style="list-style-type: none"> • Continuous strengthening & Improvement in credit control actions + monitoring of progress
								<ul style="list-style-type: none"> • Implement Auxiliary Services • Introduce pre-paid water to indigent households • Monitor over /above FBS consumption of Indigent households 	<ul style="list-style-type: none"> • Avoid prescription debt & meet requirements of an official demand for payment
		Improve Accuracy of Monthly Billing	Revenue Manager/ CFO / Technical Director / Manager Technical Services	<ul style="list-style-type: none"> • Improve Revenue generation by R200 000 	<ul style="list-style-type: none"> • Improve Revenue generation by 2% • Additional revenue of R 2.6 million 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Prepare tender specifications (initiate SCM Processes to commence Jul) for TID and meter verification 	<ul style="list-style-type: none"> • Project to commence Jul - Meter verification & TID process • Water and Electricity meters to be recorded correctly and linked to the financial system
								<ul style="list-style-type: none"> • Ensure Accurate Monthly Meter Reading & Address system billing parameters 	<ul style="list-style-type: none"> • Ensure that correct details of accountholder are on record and have been verified.
								<ul style="list-style-type: none"> • Communication between departments - Meter Installation & reporting of broken meters • Communication campaign on availability of account and the expansion of methods of communication 	<ul style="list-style-type: none"> • Improved access to accounts at a lower cost - email information to be collected during meter verification process and updated.

6. Other measures	Losses Management	Reduce water distribution losses	CFO / Technical Director / Manager Technical Services	<ul style="list-style-type: none"> • Reduce water losses to 25% 	<ul style="list-style-type: none"> • Reduce water losses to 18% 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Reduce theft through exception reporting and monitoring of use. • Technical losses managed by isolating areas of high losses and fix • Pre-Paid meters indigent households 	<ul style="list-style-type: none"> • Meter verification & TID process • Expansion of Pre-paid water metering system • Calibration of bulk meters
		Reduce Electricity distribution losses	CFO / Technical Director / Manager Technical Services	<ul style="list-style-type: none"> • Reduce elec losses by 1% • R130 k reduction in bulk account 	<ul style="list-style-type: none"> • Reduce elec losses by 2% for the full year • R1 million 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Reduce theft through exception reporting and monitoring of use. • Technical losses managed by isolating areas of high losses and fix • Removing dormant meters from pre-paid system 	<ul style="list-style-type: none"> • Meter verification & TID process
	Asset Management	Improved fleet management	SCM Manager / CFO /	<ul style="list-style-type: none"> • Reduce fleet opex by R20k 	<ul style="list-style-type: none"> • Reduce fleet opex by R100k full year 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Award fleet monitoring contract • Manage fuel and vehicle usage. (tyres / licensing etc.) • Monthly reporting • Review policy considerations 	<ul style="list-style-type: none"> • Improved monitoring • Manage condition and care of municipal fleet • accurate logbooks and records of use
		Ensure assets reach expected economic life & only maintain economic assets	CFO / Technical Director / SCM Manager	<ul style="list-style-type: none"> • Improve use of municipal assets • Evaluate economical use of municipal assets • reduce cost R&M especially on municipal houses 	<ul style="list-style-type: none"> • Cost reduction on maintenance and revenue disposal of assets R2 million 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Identify uneconomical assets. • Identify indicators of impairment and reason. • Maintain through maintenance plans and avail finances for financing • Timeously identify missing assets • Develop a R&M Policy / Strategy 	<ul style="list-style-type: none"> • Implement R&M Policy / Strategy • Improved reporting on asset management & use • Dispose of all uneconomical assets • review municipal houses and economical viability to maintain
	Staff Expenditure	Staff Expenditure maintained at affordable ratio to Expenditure (funded budget)	CFO / BTO Manager	<ul style="list-style-type: none"> • Review effectiveness of org structure & organogram • Prioritise vacancies & manage risks / return on investment in staff 	<ul style="list-style-type: none"> • Reduced to 35% of total opex expenditure (in deficit express in terms of revenue) • Realize a R2 million saving 	Yes/No	Yes/No	<ul style="list-style-type: none"> • Ensure expense justify the output - performance management and • filling of critical vacancies will improve revenue. • Prioritise expense. 	<ul style="list-style-type: none"> • Review grading of positions (1- Gratings) • Structure organisation to ensure savings • Reduce positions on organogram to an affordable level