

MERAFONG MUNICIPALITY



SECTION 71 ENDING 30 APRIL 2024

APRIL FINANCIAL REPORT

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1. PURPOSE

To submit a report on the implementation of the budget and the financial state of affairs of the municipality for the Month of April 2024 in accordance with the provisions of Section 71 of the Municipal Finance Management Act (MFMA), Act 56 of 2003.

2. BACKGROUND

This report contains the information for the Monthly section 71 which must be sent to the executive Mayor within 10 working days.

According to Section 71 the accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the Mayor of the municipality, and the relevant National and Provincial Treasury, a statement in the prescribed format on the state of the municipality's budget reflecting certain particulars for that month and for the financial year up to the end of that month.

For the reporting period ending **30 April 2024**, the ten working day reporting limit expired on **15 May 2024**.

3. DISCUSSION:

The MFMA stipulates as follows regarding reporting monthly on a budget performance:

71. (1) The accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) actual revenue, per revenue source;
- (b) actual borrowings;
- (c) actual expenditure, per vote;
- (d) actual capital expenditure, per vote;
- (e) the amount of any allocations received;
- (f) actual expenditure on those allocations, excluding expenditure on— (i) its share of the local government equitable share; and (ii) allocations exempted by the annual Division of Revenue Act from compliance with this paragraph; and
- (g) when necessary, an explanation of—
- (i) any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;

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- (ii) any material variances from the service delivery and budget implementation plan; and
- (iii) any remedial or corrective steps taken or to be taken to ensure that projected revenue and expenditure remain within the municipality's approved budget.

A detailed discussion of the report is captured here under

1.4 ORGANISATIONAL AND PERSONNEL IMPLICATIONS

Merafong City has appointed Chief Financial Officer

1.5 COMMUNICATIONS IMPLICATIONS

The Section 71 report will be submitted to Finance Section 80 in May 2024.

1.6. RECOMMENDATIONS:

- 1) That cognizance be taken of the statement reflecting the budget performance for the month of April 2024.
- 2) In order to comply with the provisions of Section 71 of the MFMA, the Accounting Officer must submit the statement to the Executive Mayor and Provincial Treasury, in both a signed document format and in electronic format.
- 3) That stringent credit control and debt collection measures be implemented to improve revenue collection.
- 4) That strategic measures be taken to reduce water and electricity losses as a priority.
- 5) That the implementation of the capital budget from conditional grants be accelerated to avoid funds being returned with the resultant negative impact on service delivery.

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9 BUDGET PERFORMANCES

9.1 OPERATION REVENUE

Description	Budget Amount	April Actual	YTD Revenue	%YTD Revenue
Operating Revenue	2 248 908 047	323 836 000	2 027 481 000	98%
TOTAL Revenue	2 248 808 047	323 836 000	2 027 481 000	

GT484 Merafong City - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April

Description R thousands	Ref	2023/24		Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue										
Exchange Revenue										
Service charges - Electricity		276 930	343 066	348 218	31 599	330 923	290 182	40 741	14%	343 066
Service charges - Water		406 043	440 356	430 732	229 757	430 554	358 943	71 611	20%	440 356
Service charges - Waste Water Management		75 880	85 152	76 118	5 377	54 875	63 431	(8 556)	-13%	85 152
Service charges - Waste management		82 533	87 711	86 627	7 046	66 701	72 189	(5 488)	-8%	87 711
Sale of Goods and Rendering of Services		3 364	4 024	4 846	224	1 157	4 013	(2 856)	-71%	4 024
Agency services		12 830	—	—	—	—	—	—	—	—
Interest		—	—	—	—	—	—	—	—	—
Interest earned from Receivables		156 145	239 231	239 231	—	(4 198)	199 359	(203 557)	-102%	239 231
Interest from Current and Non Current Assets		12 758	8 140	14 846	—	—	12 372	—	—	8 140
Dividends		—	—	—	—	13 226	—	13 226	#DIV/0!	—
Rent on Land		—	0	0	—	186 514	0	186 514	—	0
Rental from Fixed Assets		1 421	1 547	1 523	249	2 427	1 269	1 158	91%	1 547
Licence and permits		415	20 001	20 002	0	(93)	16 668	(16 762)	-101%	20 001
Operational Revenue		865	10 163	10 021	7	31	(6 828)	6 859	-100%	10 163
Non-Exchange Revenue										
Property rates		581 883	620 246	695 470	52 883	667 433	579 559	87 875	15%	620 246
Surcharges and Taxes		23 784	18 842	17 698	—	—	(14 748)	14 748	—	18 842
Fines, penalties and forfeits		24 183	5 126	2 092	36	521	1 744	(1 222)	—	5 126
Licence and permits		—	—	—	—	—	—	—	—	—
Transfers and subsidies - Operational		353 317	326 171	326 170	(3 343)	277 410	257 318	20 092	—	326 171
Interest		18 125	39 131	284 493	—	—	237 078	(237 078)	—	39 131
Fuel Levy		—	—	—	—	—	—	—	—	—
Operational Revenue		—	—	—	—	—	—	—	—	—
Gains on disposal of Assets		—	—	—	—	—	—	—	—	—
Other Gains		—	—	—	—	—	—	—	—	(94)
Discontinued Operations		—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		2 030 476	2 248 908	2 558 087	323 836	2 027 481	2 072 549	(45 069)	-2%	2 154 749

OPERATIONAL REVENUE

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The actual operational revenue represents 90.15% of the budgeted operational revenue.

9.2 OPERATING EXPENDITURE V/S CAPITAL EXPENDITURE

Description	Budget Amount	April Actual	YTD Expenditure	%YTD Expenditure
Operating Expenditure	2 248 908 047	136 560 000.00	1 224 643.00	54%
TOTAL Revenue	2 248 808 047	136 560 000.00	1 224 643.00	

GT484 Merafong City - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April

Description R thousands	Ref	2023/24		Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<u>Expenditure By Type</u>										
Employee related costs	-	383 731	401 338	424 701	35 303	302 124	353 918	(51 794)	-15%	401 338
Remuneration of councillors		25 460	27 764	27 420	2 784	21 699	22 850	(1 151)	-5%	27 764
Bulk purchases - electricity		370 580	443 612	687 974	39 388	357 836	573 311	(215 476)		443 612
Inventory consumed		314 315	220 819	214 562	40 653	252 102	178 802	73 300		220 819
Debt impairment		-	500 000	658 904	-	-	-	-		500 000
Depreciation and amortisation		156 239	113 324	156 000	-	27	130 000	(129 973)	-100%	113 324
Interest		144 456	122 131	79 249	14 097	95 572	66 041	29 531	45%	122 131
Contracted services		97 491	91 291	105 552	2 028	93 252	87 960	5 291	6%	91 291
Transfers and subsidies		522	1 040	1 040	-	256	867	(610)	-70%	1 040
Irrecoverable debts written off		35 964	130 664	-	-	27	-	27		130 664
Operational costs		93 197	102 762	81 751	2 309	45 889	68 126	(22 237)	-33%	102 762
Losses on Disposal of Assets		-	-	-	-	-	-	-		-
Other Losses		-	94 159	110 058	-	55 859	-	55 859		-
Total Expenditure		1 621 954	2 248 905	2 547 211	136 560	1 224 643	1 481 875	(257 232)	-17%	2 154 746
Surplus/(Deficit)		408 522	3	10 876	187 275	802 838	590 674	212 164	0	3

OPERATIONAL EXPENDITURE

The actual operational expenditure represents 54% of the budgeted operational expenditure. The Operational expenditure does not include water and sewer expenses. Provision for bad debt and depreciation was unallocated.

9.3 SALARIES

Description	Budget Amount	April Actual	YTD Expenditure	%YTD Expenditure
Employee Related Cost	401 337 813.00	35 302 849.00	302 123 543.00	75.28%
TOTAL	401 337 813.00	35 302 849.00	302 123 543.00	75.28

9.4 REMUNERATION ON COUNCILLORS

Description	Budget Amount	April Actual	YTD Expenditure	%YTD Expenditure
Remunerations of Councillors	27 763 620.00	2 783 895.45	21 056 590.00	75.84%
TOTAL	27 763 620.00	2 783 895.45	21 056 590.00	75.84%

STAFF OVERTIME

Summary: Overtime

Trading Services

Month	Projected	April Actual	Percentage
April 2024	R2 211 250.25	R3 114 338.91	140.84%
Total	R2 211 250.25	R3 114 338.91	140.84%

Summary: Overtime

The approved overtime budget for the **2023/24** financial year is a total amount of **R26 535 003.00**.

During **April 2024** overtime paid was a total amount of **R3 114 338.91** against the projected budget of **R2 211 250.25** which is **140.84%** of the monthly projected budget.

Although the overtime spending is still within the budget, there is an indication that most of the departments have increased spending on the overtime which need management attention to control the spending. The matter will be escalated to EXCO for review.

Management of overtime is a continuous process, and overtime hours has been curbed at 40 hours for service delivery departments excluding pre-approved essential services where overtime has exceeded 40 hours. There is still room for improvement on overtime expenditure especially on non-service delivery sections.

10. CAPITAL EXPENDITURE

CAPITAL BUDGET 2023'24

MONTH 10

PROJECT NUMBER	Project Description	FUNDING SOURCE	BUDGET 2023\2024	PLANNED	ACTUAL
			Apr-24	Apr-24	Apr-24
ROADS AND STORMWATER					
P753	Khutsong Roads and Stormwater (Phase 6)	MIG	2 084 987	100 000	
P756	Khutsong Roads and Stormwater (Phase 7)	MIG	8 764 895	1 000 000	
P(769)	Khutsong Roads and Stormwater (Phase 4)	MIG	817 355	0	
P770	Kokosi Roads and Stormwater (Phase 4)	MIG	1 200 000	1 500 000	
P(723) 5	Kokosi Roads and Stormwater (Phase 5)	MIG	1 453 620		
P754	Kokosi Roads and Stormwater (Phase 6)	MIG	10 241 206	0	
P757	Kokosi Roads and Stormwater (Phase 7)	MIG	19 500 000	1 000 000	999 200
P771 P8	Kokosi Roads and Stormwater (Phase 8)	MIG	2 500 000		243 695
P755	Wedela Ext 3 Roads and Stormwater (Ph 6)	MIG	757 165	0	
P758 P7	Wedela Ext 3 Roads and Stormwater (Ph 7)	MIG	1 500 000	500 000	
P(772)	Wedela Ext 3 Roads and Stormwater (Ph 8)	MIG	800 000	0	176 644
P759/	Khutsong North Water & Sewer Reticulation Stage 3	MIG	3 500 000	0	
P773)	North Water & Sewer Reticulation Stage 4	MIG	1 200 000	2 000 000	
P752)	Development of New Kokosi Cemetery	MIG	11 064 460	2 500 000	
P761)	Upgrading & Rehabilitation of Wedela Sports Stadium	MIG		0	
P(774)	Merafong Solar Highmast Lights & Solar Streetlights	MIG	2 736 457	500 000	
P775	Upgrading of Wedela Recreation Club	MIG	1 020 155		
P(776)	Refurbishment of Kokosi Stadium	MIG	700 000	0	
			69 840 300	9 100 000	1 419 539

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ELECTRICITY (5231)					
P762	60 MVA 132/6.6kva Fochville Substation	INEP			
P765	2x20 MVA Frikkie Substation 44/11	INEP	25 000 000		
				<u>25 000 000</u>	
WATER AND SANITATION (5211/3221)					
P(763)	Upgrading & Rehabilitation of Wedela WWTW	WSIG	10 000 000	500 000	
P764	Structurer Rehabilitation of 007 Reservoir	WSIG	10 000 000	0	
P(New)	Replacement of Manhole Covers Merafong	WSIG	6 000 000		
P(777)	Foundation Stabilisation of Addata Resevoir	WSIG	14 806 000	2 000 000	
			<u>40 806 000</u>	<u>2 500 000</u>	
MINING TOWNS ALLOCATION					
P747	Khutsong South Ext. 5 Outfall Sewer	HSG	2 000 000	500 000	
P749	Khutsong South Installation of Alternative Bulk water Supply	HSG	5 307 659		
P748	Khutsong South Ext 5 & 6 Internal Roads & Stormwater	HSG	<u>20 426 946</u>		
P751	Kokosi Ext 6/7 Completion of Sewer Network & installation of water meters	HSG			
P746	Kokosi Ext 7 East Outfall Sewer & WWTW	HSG	4 812 875		
P766	Khutsong Electrcity	HSG	20 000 000	0	
P778	Khutsong Rehabilitation of Sinkholes	HSG	12 000 000	0	
P767	Fochville Outfall Sewer	HSG	10 000 000		
P758	Fochville Outfall Sewer	HSG	8 000 000	500 000	
			<u>82 547 480</u>	<u>1 000 000</u>	
FURNITURE AND EQUIPMENT					
1106 8903	FURNITURE AND EQUIPMENT	INCOME	1 000 000	50 000	
			<u>1 000 000</u>	<u>50 000</u>	
TOTAL CAPITAL					
			219 193 780	12 650 000	1 419 539

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Expenditure incurred on Capital amounted to R1 419 539 for the month of April. The total capital expenditure to date amounts to R 99 761 222.98 and the percentage spending is currently at 41%.

CAPITAL PROJECTS

CAPEX GRANTS PENDING APRIL			
	Received	Spent	
MIG	79 094 000,00	57 099 209,69	72%
INEP	25 000 000,00	10 000 000,00	40%
WSIG	40 806 000,00	5 827 904,20	14%
MINING TOWN	82 547 480,00	21 834 109,09	26%
SINKHOLE	12 000 000,00	-	0%
Disaster	5 000 000,00	5 000 000,00	100%
	244 447 480,00	99 761 222,98	41%

10 GRANTS AND SUBSIDIES RECEIVED

Description	Budget Amount	April Receipt	YTD receipt
EQUITABLE SHARES	353 000 000.00		82 000 000.00
FMG	2 850 0000.00		2 850 000.00
INEP	25 000 000.00		25 000 000.00
MIG	79 094 000.00		73 795 000.00
EPWP(CoGTA)	450 000.00		450 000.00
EPWP	1 034 000.00		1 034 000.00
WSIG	40 806 000.00		30 330 000.00
MINING TOWN	82 547 480.00		82 547 480.00
DISASTER GRANT	5 000 000.00		5 000 000.00
HIV/AIDS	2 932 708.00		2 932 708.80
SINKHOLE	12 000 000.00		12 000 000.00
LIBRARY	19 456 800.00		19 456 800.00
TOTAL	624 170 988.00		337 395 988.80

An amount of R337 million that represents 54.06% of grants was received up to the month of April.

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11. PERFORMANCE ON CONDITIONAL GRANTS

Description	Budget	April spending	YTD receipt	YTD spent	Total unspent/ overspent	% Spent from receipt
INEP	25 000 000.00	-	25 000 000.00	10 000 000.00	15 000 000.00	40%
WSIG	40 806 000.00	-	30 330 000.00	5 827 904.20	34 978 095.80	19%
MINING TOWN	82 547 480.00	-	52 000 000.00	21 834 109.09	60 713 370.91	42%
MIG	79 094 000.00	1 419 539.09	73 795 000.00	57 099 209.69	21 994 790.31	77%
FMG	2 850 000.00	-	2 850 000.00	2 850 000.00	-	100%
DISASTER	5 000 000.00	-	5 000 000.00	5 000 000.00	-	100%
SINKHOLE	12 000 000.00	-	12 000 000.00	-	12 000 000.00	0%
TOTAL	247 297 480.00	1 419 539.09	117 908 000.00	69 908 318.76	167 118 929.62	

12. PERFORMANCE ON UNCONDITIONAL GRANTS

Description	Budget	April spending	YTD receipt	YTD spent	Total unspent/ overspent	% Spent from receipt
HIV/AIDS	2 932 708.00	206 497.93	2 932 708.00	2 111 472.17	821 236.3.	72%
LIBRARY	19 456 800.00	-	19 456 800.00	11 118 000.00	8 338 800.00	57%
EPWP(COGTA)	450 000.00	-	450 000.00	421 806.06	28 693.94	93%
EPWP	1 034 000.00	120 442.50	1 034 000.00	1 088 980.00	(54 980.04)	105%
TOTAL	23 873 508.00	206 497.93	23 873 508.00	14 740 258.23	9 133 750.02	62%

** EPWP grant allocated of 1 034 000 has been fully spent and now subsidized by own income

13.BANK BALANCE

Name of institution

NEDBANK	19 141 009.24
FNB	41 470 674.00

Council had a positive Bank Balance of R21 586 728.52

14.BANK RECONCILIATION

In progress

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16. SHORT TERM INVESTMENTS

Institution Name	Type of Account	Rate	Amount
Nedbank	Call Account		29 210 376.22
FNB	Call Account		188 261 295.00
Total			217 471 671.22

17. DEBT MANAGEMENT

Merafong Municipality has 2 loans with 2 different institutions.

COMPANY NAME	DATE OF LOAN TAKEN	OPENING BALANCE 01 APR 2024	April 2024		CLOSING BALANCE AS AT 30 APR 2024
			CAPITAL	INTEREST	
DBSA	01/11/2010	12 562 021.17	1 245 895.40		11 316 125.77
NEDBANK	21/12/2020	14 516 635.00	1 638 678.77		12 877 956.23
TOTAL		27 078 656.00	2 884 571.17		24 194 082.00

Long-term loan expenditure for April is R 24 194 082.00

18. CREDITORS AGE ANALYSIS

Merafong Creditors as of 30 April amounted to R1 341 808 000.

Sundry creditors not paid within 30 days as at 30 April 2023:

NO	SUPPLIER NAME	DESCRIPTION/ NATURE OF SERVICE	TOTAL
1	ESKOM	BULK PURCHASES	R858 237 997.0
2	RAND WATER	BULK PURCHASES	R842 854 920.47
		Total	R1 701 092 917

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19. REVENUE MANAGEMENT

REVENUE PER SOURCE BILLING VERSUS CASH RECEIVED FOR THE MONTH OF APRIL

REVENUE PER SOURCE	BILLING	CASH RECEIVED	Collection%
Electricity Basic	2 197 853.55	754 954.14	34%
Electricity Consumption	2 233 841.00	1 527 624.29	68%
Property Rates	42 600 265.21	29 498 400.80	69%
Refuse	5 763 819.44	112 133.33	2%
Sanitation	7 378 510.35	7 513 232.00	102%
Water Basic	35 400 641.00	15 874 132.00	45%
Interest	23 596 772.68	16 775 268.22	71%
TOTAL	119 171 703.23	72 055 744.78	60.46%

20. Debtors Collection

Consumer debtors have increased due to continued non payment.

CONSUMER DEBTORS
R5 705 943 000.00

21. AUDIT FINDINGS

The Municipality received an unqualified audit opinion from Auditor General during the 2023/2024 financial year. An audit action plan is currently being addressed by all departments and also external third parties assisting the municipality.

22. FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure	
Total current for 23/24	R39 363 828

There is Fruitless and wasteful expenditure incurred from 1 July 2023 to 31 March 2024 amounts to **R39 363 828**

There is Fruitless and wasteful expenditure incurred as at 30 June 2023 amounts to **R151 814 613**

23. IRREGULAR EXPENDITURE

Fruitless and wasteful expenditure	
Total current for 23/24	R 42 854 766

The Irregular expenditure incurred from 1 /July 2023 to 31 March 2024 amounts to **R 42 854 766**

The Irregular expenditure incurred as at June 2023 amounts to **R 280 375 324**

24. MSCOA PROGRESS

Status of MSCOA CCG Systems Implementation:

• Status

Data Migration

- Creation of New Chart of Accounts – Completed
- Recapturing of 2023/24 Original and Adjusted Budgets
- Meter Master Files and Meter Books through E-Billing till /April 2024 concluded.

System Setup

- Setup & Customization of System Parameters-Completed
- Testing System Processes and Transactions Processing-Completed
- Pre-Go Live End-user System Training-Completed

System Training

- Pre-Go Live End-user System Training-Pending

Take on Balances

- Customers Take-on Balances as of 30 June 2023- verification process on going

Go live

- Receipting

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- **Issues**

Issue	Module	Resolution	Status	Resolution Date
Creation of Different Users for Database Administrator	Administration	CCG System will do Database Administration	Resolved	2024-03-08
Leave Management Portal (Employee Self Service) not yet available	HR and Payroll	Implementation In Progress as part of HR Modules	In Progress	2024-04-30
2022/23 FY Expenditure Transactions Posted with Current FY Dates	Expenditure and Trade Payables	Review of Transactions in Progress for correction of Transaction Dates	In Progress	2024-04-30
Errors on Transactions re-capturing (Staff Not paying attention to detail when Capturing Vouchers)	Expenditure and Trade Payables	Review of Transactions in Progress for correction of mistakes made	In Progress	2024-04-30
Missing Expenditure/Payment Vouchers	Expenditure and Trade Payables	The Municipality to find missing Vouchers	Pending	2024-04-30

2023/25 MTREF C Schedules Tables

1) Table C1 Monthly Budget Statement Summary

GT484 Merafong City - Table C1 Monthly Budget Statement Summary - M10 April

Description R thousands	2023/24 Audited Outcome	Budget Year 2024/25							
		Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	581 883	620 246	695 470	52 883	667 433	579 559	87 875	15%	620 246
Service charges	841 386	956 286	941 695	273 780	883 053	784 746	98 308	13%	956 286
Investment revenue	12 758	-	-	-	-	-	-	-	-
Transfers and subsidies - Operational	12 758	8 140	14 846	-	-	12 372	(12 372)	-100%	8 140
Other own revenue	581 691	664 235	906 076	(2 828)	476 994	695 873	(218 879)	-31%	-
Total Revenue (excluding capital transfers and contributions)	2 030 476	2 248 908	2 558 087	323 836	2 027 481	2 072 549	(45 069)	-2%	2 154 749
Employee costs	383 731	401 338	424 701	35 303	302 124	353 918	(51 794)		401 338
Remuneration of Councillors	25 460	27 764	27 420	2 784	21 699	22 850	(1 151)		27 764
Depreciation and amortisation	156 239	113 324	156 000	-	27	130 000	(129 973)		113 324
Interest	144 456	122 131	79 249	14 097	95 572	66 041	29 531		122 131
Inventory consumed and bulk purchases	684 895	664 432	902 536	80 041	609 938	752 113	(142 175)		664 432
Transfers and subsidies	522	1 040	1 040	-	256	867	(610)	-70%	1 040
Other expenditure	226 651	918 876	956 265	4 336	195 027	156 086	38 941	25%	824 717
Total Expenditure	1 621 954	2 248 905	2 547 211	136 560	1 224 643	1 481 875	(257 232)	-17%	2 154 746
Surplus/(Deficit)	408 522	3	10 876	187 275	802 838	590 674	212 164	36%	3
Transfers and subsidies - capital (monetary allocations)	106 700	25 000	144 900	-	-	52 740	(52 740)		25 000
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	100%	-
Surplus/(Deficit) after capital transfers & contributions	515 222	25 003	155 776	187 275	802 838	643 414	159 424	25%	25 003
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus / (Deficit) for the year	515 222	25 003	155 776	187 275	802 838	643 414	159 424	25%	25 003

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2) Table C3: Month 06 Budget Statement - Financial Performance (Revenue and Expenditure by Municipal vote)

GT484 Merafong City - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M10 April

Vote Description R thousands	Ref	2023/24		Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue by Vote	1									
Vote 1 - Municipal Manager		4 570	2 203	1 703	–	–	1 317	(1 317)	-100.0%	2 203
Vote 2 - Finance		1 113 874	1 123 904	1 578 504	61 341	1 019 165	1 188 347	(169 181)	-14.2%	1 123 904
Vote 3 - Community and Social Services		83 051	31 194	22 499	47	327	18 749	(18 422)	-98.3%	31 194
Vote 4 - Sport and Recreation		–	15	15	4	22	(13)	34	-275.8%	15
Vote 5 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 6 - Housing		92 256	1 470	1 446	249	2 450	1 205	1 244	103.2%	1 470
Vote 7 - Health		–	–	–	–	–	–	–	–	–
Vote 8 - Planning and Development		6 602	23 603	24 426	173	187 078	20 355	166 723	819.1%	23 603
Vote 9 - Road Transport		405	5 791	2 757	–	(94)	2 298	(2 392)	-104.1%	5 791
Vote 10 - Energy Sources		303 072	352 878	352 746	31 599	326 841	317 079	9 762	3.1%	352 878
Vote 11 - Water Management		406 029	271 386	193 878	229 757	431 139	439 192	(8 053)	-1.8%	271 386
Vote 12 - Waste Water Management		44 023	46 892	25 726	206	28 407	63 361	(34 954)	-55.2%	46 892
Vote 13 - Waste Management		82 794	39 874	23 613	25	29 976	72 120	(42 144)	-58.4%	39 874
Vote 14 - Internal Audit		–	–	–	–	–	–	–	–	–
Vote 15 - Other		500	(219 461)	(290 894)	434	2 169	1 278	891	69.7%	(219 461)
Total Revenue by Vote	2	2 137 176	1 679 749	1 936 420	323 836	2 027 481	2 125 289	(97 809)	-4.6%	1 679 749

APRIL FINANCIAL REPORT

GT484 Merafong City - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M10 April

Vote Description R thousands	Ref	2023/24		Budget Year 2024/25					
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %
Expenditure by Vote									
Vote 1 - Municipal Manager	1	54 895	99 422	122 891	562	28 500	102 410	(73 909)	-72.2%
Vote 2 - Finance		249 869	407 575	265 117	121	133 583	220 931	(87 348)	-39.5%
Vote 3 - Community and Social Services		51 007	33 765	31 271	371	3 686	26 059	(22 373)	-85.9%
Vote 4 - Sport and Recreation		22 246	24 681	24 681	–	1 744	20 568	(18 824)	-91.5%
Vote 5 - Public Safety		290	–	–	30	56	–	56	#DIV/0!
Vote 6 - Housing		6 229	5 817	5 817	–	52	4 847	(4 795)	-98.9%
Vote 7 - Health		–	3 000	3 000	–	–	2 500	(2 500)	-100.0%
Vote 8 - Planning and Development		38 354	42 704	46 409	(19)	51	38 674	(38 624)	-99.9%
Vote 9 - Road Transport		174 126	136 966	177 406	454	2 094	147 838	(145 744)	-98.6%
Vote 10 - Energy Sources		528 932	533 485	783 131	1 418	77 276	629 484	(552 208)	-87.7%
Vote 11 - Water Management		429 004	548 323	610 459	–	4 896	231 089	(226 193)	-97.9%
Vote 12 - Waste Water Management		12 111	56 048	68 180	635	8 123	14 894	(6 771)	-45.5%
Vote 13 - Waste Management		48 357	132 761	110 164	48	4 205	39 361	(35 156)	-89.3%
Vote 14 - Internal Audit		3 789	3 863	3 863	–	7	3 219	(3 213)	-99.8%
Vote 15 - Other		2 746	220 495	292 428	1 099	12 986	–	12 986	#DIV/0!
Total Expenditure by Vote	2	1 621 954	2 248 905	2 544 817	4 718	277 258	1 481 875	(1 204 616)	-81.3%
Surplus/ (Deficit) for the year	2	515 222	(569 156)	(608 397)	319 118	1 750 222	643 414	1 106 808	172.0%
									(569 156)

APRIL FINANCIAL REPORT

3) Table C4: Month 06 Budget Statement – Financial Performance (Revenue and Expenditure)

GT484 Merafong City - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April

Description R thousands	Ref	2023/24		Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue										
Exchange Revenue										
Service charges - Electricity		276 930	343 066	348 218	31 599	330 923	290 182	40 741	14%	343 066
Service charges - Water		406 043	440 356	430 732	229 757	430 554	358 943	71 611	20%	440 356
Service charges - Waste Water Management		75 880	85 152	76 118	5 377	54 875	63 431	(8 556)	-13%	85 152
Service charges - Waste management		82 533	87 711	86 627	7 046	66 701	72 189	(5 488)	-8%	87 711
Sale of Goods and Rendering of Services		3 364	4 024	4 846	224	1 157	4 013	(2 856)	-71%	4 024
Agency services		12 830	–	–	–	–	–	–	–	–
Interest		–	–	–	–	–	–	–	–	–
Interest earned from Receivables		156 145	239 231	239 231	–	(4 198)	199 359	(203 557)	-102%	239 231
Interest from Current and Non Current Assets		12 758	8 140	14 846	–	–	12 372	–	–	8 140
Dividends		–	–	–	–	13 226	–	13 226	#DIV/0!	–
Rent on Land		–	0	0	–	186 514	0	186 514	–	0
Rental from Fixed Assets		1 421	1 547	1 523	249	2 427	1 269	1 158	91%	1 547
Licence and permits		415	20 001	20 002	0	(93)	16 668	(16 762)	-101%	20 001
Operational Revenue		865	10 163	10 021	7	31	(6 828)	6 859	-100%	10 163
Non-Exchange Revenue		–	–	–	–	–	–	–	–	–
Property rates		581 883	620 246	695 470	52 883	667 433	579 559	87 875	15%	620 246
Surcharges and Taxes		23 784	18 842	17 698	–	–	(14 748)	14 748	–	18 842
Fines, penalties and forfeits		24 183	5 126	2 092	36	521	1 744	(1 222)	–	5 126
Licence and permits		–	–	–	–	–	–	–	–	–
Transfers and subsidies - Operational		353 317	326 171	326 170	(3 343)	277 410	257 318	20 092	–	326 171
Interest		18 125	39 131	284 493	–	–	237 078	(237 078)	–	39 131
Fuel Levy		–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	(94 159)
Discontinued Operations		–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		2 030 476	2 248 908	2 558 087	323 836	2 027 481	2 072 549	(45 069)	-2%	2 154 749

APRIL FINANCIAL REPORT

GT484 Merafong City - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M10 April

Description R thousands	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<u>Revenue</u>										
<u>Expenditure By Type</u>										
Employee related costs	-	383 731	401 338	424 701	35 303	302 124	353 918	(51 794)	-15%	401 338
Remuneration of councillors		25 460	27 764	27 420	2 784	21 699	22 850	(1 151)	-5%	27 764
Bulk purchases - electricity		370 580	443 612	687 974	39 388	357 836	573 311	(215 476)	443 612	
Inventory consumed		314 315	220 819	214 562	40 653	252 102	178 802	73 300	220 819	
Debt impairment		-	500 000	658 904	-	-	-	-	500 000	
Depreciation and amortisation		156 239	113 324	156 000	-	27	130 000	(129 973)	-100%	113 324
Interest		144 456	122 131	79 249	14 097	95 572	66 041	29 531	45%	122 131
Contracted services		97 491	91 291	105 552	2 028	93 252	87 960	5 291	6%	91 291
Transfers and subsidies		522	1 040	1 040	-	256	867	(610)	-70%	1 040
Irrecoverable debts written off		35 964	130 664	-	-	27	-	27	130 664	
Operational costs		93 197	102 762	81 751	2 309	45 889	68 126	(22 237)	-33%	102 762
Losses on Disposal of Assets		-	-	-	-	-	-	-	-	-
Other Losses		-	94 159	110 058	-	55 859	-	55 859	-	-
Total Expenditure		1 621 954	2 248 905	2 547 211	136 560	1 224 643	1 481 875	(257 232)	-17%	2 154 746
Surplus/(Deficit)		408 522	3	10 876	187 275	802 838	590 674	212 164	0	3

APRIL FINANCIAL REPORT

3) Table C5: Month 06 Budget Statement – Capital Expenditure by vote, standard classification and funding

GT484 Merafong City - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M10 April

Vote Description R thousands	Ref 1	2023/24	Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %
Single Year expenditure appropriation	2								
Vote 1 - Municipal Manager		–	–	–	–	–	–	–	–
Vote 2 - Finance		(1 070)	(57)	–	–	–	–	–	(57)
Vote 3 - Community and Social Services		20 836	8 139	13 107	–	7 117	10 922	(3 805)	-35%
Vote 4 - Sport and Recreation		–	–	–	–	–	–	–	–
Vote 5 - Public Safety		–	–	–	–	–	–	–	–
Vote 6 - Housing		–	–	–	–	–	–	–	–
Vote 7 - Health		–	–	–	–	–	–	–	–
Vote 8 - Planning and Development		–	–	–	–	–	–	–	–
Vote 9 - Road Transport		37 197	68 891	71 170	1 622	43 555	59 309	(15 754)	-27%
Vote 10 - Energy Sources		36 616	44 524	50 500	–	11 242	42 083	(30 841)	-73%
Vote 11 - Water Management		27 296	54 114	55 614	–	10 093	46 345	(36 252)	-78%
Vote 12 - Waste Water Management		36 745	33 613	33 102	–	11 793	27 585	(15 792)	-57%
Vote 13 - Waste Management		–	–	–	–	–	–	–	–
Vote 14 - Internal Audit		–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–
Total Capital single-year expenditure	4	157 621	209 223	223 493	1 622	83 800	186 244	(102 444)	-55%
Total Capital Expenditure		157 621	209 223	223 493	1 622	83 800	186 244	(102 444)	-55%
									223
									209
									223
									209

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GT484 Merafong City - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M10 April

Vote Description	Ref	2023/24	Budget Year 2024/25							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Capital Expenditure - Functional Classification										
<i>Governance and administration</i>		(1 070)	(57)	-	-	-	-	-		(57)
Executive and council		-	-	-	-	-	-	-		-
Finance and administration		(1 070)	(57)	-	-	-	-	-		(57)
Internal audit		-	-	-	-	-	-	-		-
<i>Community and public safety</i>		20 836	8 139	13 107	-	7 117	10 922	(3 805)	-35%	8 139
Community and social services		20 836	8 139	13 107	-	7 117	10 922	(3 805)	-35%	8 139
Sport and recreation		-	-	-	-	-	-	-		-
Public safety		-	-	-	-	-	-	-		-
Housing		-	-	-	-	-	-	-		-
Health		-	-	-	-	-	-	-		-
<i>Economic and environmental services</i>		37 197	68 891	71 170	622	43 555	59 309	(15 754)	-27%	68 891
Planning and development		-	-	-	-	-	-	-		-
Road transport		37 197	68 891	71 170	622	43 555	59 309	(15 754)	-27%	68 891
Environmental protection		-	-	-	-	-	-	-		-
<i>Trading services</i>		100 658	132 251	139 215	-	33 128	116 013	(82 885)	-71%	132 251
Energy sources		36 616	44 524	50 500	-	11 242	42 083	(30 841)	-73%	44 524
Water management		27 296	54 114	55 614	-	10 093	46 345	(36 252)	-78%	54 114
Waste water management		36 745	33 613	33 102	-	11 793	27 585	(15 792)	-57%	33 613
Waste management		-	-	-	-	-	-	-		-
<i>Other</i>		-	-	-	-	-	-	-		-

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Total Capital Expenditure - Functional Classification	3	157 621	209 223	223 493	622 ¹	83 800	186 244	(102 444)	-55%	209 223
Funded by:										
National Government		150 587	199 517	211 493	622 ¹	78 382	176 244	(97 862)	-56%	199 517
Provincial Government		–	12 000	12 000	–	5 418	10 000	(4 582)	-46%	12 000
District Municipality		–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–
Transfers recognised - capital	6	150 587	211 517	223 493	622 ¹	83 800	186 244	(102 444)	-55%	211 517
Borrowing		–	–	–	–	–	–	–	–	–
Internally generated funds		–	–	–	–	–	–	–	–	–
Total Capital Funding		150 587	211 517	223 493	622 ¹	83 800	186 244	(102 444)	-55%	211 517

APRIL FINANCIAL REPORT

4) Table C6: Month 06 Budget Statement – Financial Position

GT484 Merafong City - Table C6 Monthly Budget Statement - Financial Position - M10 April

Description	Ref	2023/24	Budget Year 2024/25			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash and cash equivalents		106 072	138 173	272 341	252 172	138 173
Trade and other receivables from exchange transactions		(2 368 758)	42 403	155 560	(1 503 092)	42 403
Receivables from non-exchange transactions		2 679 481	(25 680)	297 091	2 942 089	(25 680)
Current portion of non-current receivables		–	–	–	–	–
Inventory		958	706	958	268 693	706
VAT		416 712	170 666	329 426	423 469	170 666
Other current assets		–	–	–	–	–
Total current assets		834 464	326 268	1 055 376	2 383 331	326 268
Non current assets						
Investments		–	–	–	–	–
Investment property		217 300	(459)	216 841	217 300	(459)
Property, plant and equipment		3 052 277	97 235	3 158 636	3 136 077	97 235
Biological assets		–	–	–	–	–
Living and non-living resources		–	–	–	–	–
Heritage assets		136	–	136	136	–
Intangible assets		208	(878)	(670)	298	(878)
Trade and other receivables from exchange transactions		–	–	–	–	–
Non-current receivables from non-exchange transactions		–	–	–	–	–
Other non-current assets		–	–	–	–	–
Total non current assets		3 269 921	95 899	3 374 943	3 353 811	95 899
TOTAL ASSETS		4 104 385	422 167	4 430 318	5 737 143	422 167

APRIL FINANCIAL REPORT

GT484 Merafong City - Table C6 Monthly Budget Statement - Financial Position - M10 April

LIABILITIES						
Current liabilities	-					
Bank overdraft		-	-	(51 960)	-	-
Financial liabilities		13 521	-	(13 521)	13 521	-
Consumer deposits		29 102	-	-	29 102	-
Trade and other payables from exchange transactions		1 537 656	258 192	(1 825 899)	1 123 076	192
Trade and other payables from non-exchange transactions		67 736	-	(31 294)	238 166	-
Provision		39 172	-	(39 388)	39 172	-
VAT		296 647	138 266	(138 852)	428 288	266
Other current liabilities		-	-	-	-	-
Total current liabilities		1 983 835	396 458	(2 100 914)	1 871 325	458
Non current liabilities						
Financial liabilities		13 656	-	17 535	8 001	-
Provision		32 329	-	29 894	32 329	-
Long term portion of trade payables		-	-	-	-	-
Other non-current liabilities		114 815	-	-	114 815	-
Total non current liabilities		160 800	-	47 429	155 145	-
TOTAL LIABILITIES		2 144 634	396 458	(2 053 485)	2 026 470	458
NET ASSETS	2	1 959 751	25 709	6 483 803	3 710 672	25
COMMUNITY WEALTH/EQUITY						
Accumulated surplus/(deficit)		(413 113)	25 709	2 123 805	1 336 928	709
Reserves and funds		2 347 874	-	-	2 347 874	-
Other						
TOTAL COMMUNITY WEALTH/EQUITY	2	1 934 761	25 709	2 123 805	3 684 802	709

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5) Table C7: Month 06 Budget Statement – Cash Flow

GT484 Merafong City - Table C7 Monthly Budget Statement - Cash Flow - M10 April

Description	Ref	2023/24	Budget Year 2024/25						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %
R thousands	1								
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates		–	443 358	546 729	21 313	384 893	455 608	(70 715)	-16%
Service charges		–	409 129	463 007	2 065	73 088	385 839	(312 751)	-81%
Other revenue		30 162	46 907	44 989	516	4 042	37 491	(33 449)	-89%
Transfers and Subsidies - Operational		54 810	326 171	326 170	–	54 654	271 808	(217 154)	-80%
Transfers and Subsidies - Capital		(55 330)	25 000	144 900	–	55 330	120 750	(65 420)	-54%
Interest		12 758	–	–	–	–	–	–	–
Dividends		–	–	–	–	–	–	–	–
Payments									
Suppliers and employees		12 873	(1 257 330)	(1 584 038)	(70 368)	1 088 177	1 731 276	643 099	37%
Finance charges		–	(122 131)	(79 249)	–	–	66 041	66 041	100%
Transfers and Subsidies		–	(1 040)	(1 040)	–	–	867	867	100%
NET CASH FROM/(USED) OPERATING ACTIVITIES		55 273	(129 936)	(138 533)	(46 473)	1 660 183	3 069 680	1 409 496	46%
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–
Payments									
Capital assets		157 621	(243 244)	(257 017)	(1 622)	83 800	214 181	130 381	61%
NET CASH FROM/(USED) INVESTING ACTIVITIES		157 621	(243 244)	(257 017)	(1 622)	83 800	214 181	130 381	61%

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CASH FLOWS FROM FINANCING ACTIVITIES								
Receipts								
Short term loans	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-
Payments								
Repayment of borrowing	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES								
	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD								
Cash/cash equivalents at beginning:	212 894	(373 180)	(395 549)	(48 095)	1 743 983	3 283 860		-
Cash/cash equivalents at month/year end:	152 949	-	(158 032)	-	-	(158 032)		-
	365 843	(373 180)	(553 581)		1 743 983	3 125 828		-

APRIL FINANCIAL REPORT

6) Table SC3: Month 06 Budget Statement – Aged Debtors

GT484 Merafong City - Supporting Table SC3 Monthly Budget Statement - aged debtors - M10 April

Description R thousands	NT Code	Budget Year 2024/25									
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days
Debtors Age Analysis By Income Source											
Trade and Other Receivables from Exchange Transactions - Water	1200	276 781	42	62 056	40	37 130	20 484	148 889	951 464	1 496 885	1 158 006
Trade and Other Receivables from Exchange Transactions - Electricity	1300	116	2 183	1 114	564	(1)	8 039	24 448	117 403	153 868	150 455
Receivables from Non-exchange Transactions - Property Rates	1400	74 069	–	74 620	–	36 492	32 298	104 051	–	321 530	172 841
Receivables from Exchange Transactions - Waste Water Management	1500	5 792	–	5 447	–	1 985	4 425	15 920	–	33 569	22 329
Receivables from Exchange Transactions - Waste Management	1600	16 931	–	13 895	–	5 852	4 618	24 507	274 188	339 991	309 166
Receivables from Exchange Transactions - Property Rental Debtors	1700	566	–	552	–	233	145	271	913	2 678	1 561
Interest on Arrear Debtor Accounts	1810	–	–	–	–	(19)	38 674	175 097	905 827	1 119 579	1 119 579
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	–	–	–	–	–	–	–	–	–	–
Other	1900	(6 803)	(33 447)	(16 345)	(8 620)	(5 257)	9 987	134 154	2 164 173	2 237 842	2 294 437
Total By Income Source	2000	367 452	(31 223)	141 340	(8 017)	76 415	118 669	627 337	4 413 968	5 705 943	5 228 373
2023/24 - totals only										–	–
Debtors Age Analysis By Customer Group											
Organs of State	2200	806	(0)	599	(0)	321	756	1 475	20 401	24 358	22 953
Commercial	2300	325 700	(25 572)	92 682	(7 032)	37 459	67 830	326 727	2 577 556	3 395 351	3 002 541
Households	2400	40 192	(5 631)	46 918	(968)	38 128	48 847	291 516	1 766 399	2 225 402	2 143 922
Other	2500	753	(20)	1 141	(17)	507	1 236	7 619	49 612	60 831	58 957
Total By Customer Group	2600	367 452	(31 223)	141 340	(8 017)	76 415	118 669	627 337	4 413 968	5 705 943	5 228 373

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7) Table SC4: Month 06 Budget Statement – Aged Creditors

GT484 Merafong City - Supporting Table SC4 Monthly Budget Statement - aged creditors - M10 April

Description R thousands	NT Code	Budget Year 2024/25								
		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	0100	(6 681)	(33 672)	(18 671)	(18 463)	(41 219)	(33 592)	571 191	-	418 893
Bulk Water	0200	(5 000)	12 697	(3 485)	17 877	19 340	23 873	374 779	-	440 081
PAYE deductions	0300	-	-	-	-	-	-	-	-	-
VAT (output less input)	0400	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	0500	-	-	-	-	-	-	-	-	-
Loan repayments	0600	-	-	-	-	-	-	-	-	-
Trade Creditors	0700	(8 927)	(24 071)	20 601	(3 939)	16 790	20 622	456 112	499	477 686
Auditor General	0800	-	(4 476)	-	2 322	1 583	-	5 937	-	5 365
Other	0900	(177)	-	(40)	-	-	-	-	-	(217)
Total By Customer Type	1000	(20 785)	(49 522)	(1 595)	(2 203)	(3 507)	10 903	1 408 018	499	1 341 808

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8) RECOMMENDATIONS

- 1) That cognizance be taken of the financial performance achievements for month 10 of the financial year ended April 2024 in accordance with Section 71 of the MFMA.
- 2) That the revenue of the municipality be adjusted to be in line with the mid-term performance.
- 3) That stringent credit control and debt collection measures be implemented to improve the funding of the budget.
- 4) That the expenditure budget be reduced to be in line with the realistically anticipated revenue to be collected.
- 5) That the programme to reduce water be undertaken to reduce the expenditure on water purchases.
- 6) That the implementation of the capital budget from grants be accelerated to avoid funds being returned with the resultant negative impact on service delivery.