



REVENUE MANAGEMENT REPORT FOR THE MONTH OF SEPTEMBER 2025 AND QUARTER 1

1. Purpose of the report

This report seeks to provide status on revenue management for the month of September 2025 and the end of the 1st quarter. The report gives details of collection, billing, and credit control and debt collection activities.

2. Legislative Background

Two primary Acts establish the legislative framework for credit control and debt collection within South African local government:

Local Government: Municipal Systems Act (Act 32 of 2000)

This Act, under Chapter 9, lays the groundwork for credit control and debt collection policies. It emphasizes the importance of municipalities collecting all revenue owed to them.

Municipal Finance Management Act (Act 56 of 2003)

This Act, specifically Section 62(f)(iii), mandates that municipalities establish and enforce a credit control and debt collection policy.

Additional Resources:

Credit Control and Debt Collection policy of Merafong City Local Municipality (MCLM)

Credit Control and Debt Collection By-Laws of MCLM

3. Key Performance Indicators (KPI)

- ❖ The collection rate for the month of September 2025 was 57% and the average collection rate for the quarter was 57%
- ❖ The Net debtor days at the end of the month of September 2025 was 446 days and the average net debtor days at the end of the quarter was 1082 days.
- ❖ The Billing of the month of September 2025 was done on the 3rd day of the following month in line with trying to achieve timeous monthly billing.

*Below a breakdown of how the two KPI above are determined is provided.

	25-Jul	Aug-25	Sep-25	<i>Please refer to page 5 of MFMA Circular No. 71</i>
	51.41%	62.03%	57.00%	
Gross Debtors closing balance	6,946,551,859	6,985,152,356	6,928,606,518	
Gross Debtors opening balance	6,854,455,537	6,946,551,859	6,985,152,356	
Bad debts written Off				
Billed Revenue	189,540,552	184,100,274	179,461,155	

Collection rate calculation

* Formula: $\frac{\text{Gross Debtors Opening Balance} + \text{Billed Revenue} - \text{Gross Debtors Closing Balance} - \text{Bad Debts Written Off}}{\text{Billed Revenue}} \times 100$

Net debtor days calculation

	25-Jul	Aug-25	Sep-25	Please refer to page 6 of MFMA Circular No. 71
	2,256	546	446	
Gross debtors	6,946,551,859	6,985,152,356	6,928,606,518	
Bad debts Provision	5,774,955,669	6,709,507,783	6,709,507,783	
Billed Revenue	189,540,552	184,100,274	179,461,155	

* Formula: $\frac{(\text{Gross Debtors} - \text{Bad Debt Provision})}{\text{Billed Revenue}} \times 365$

4. Monthly Billing Per Service

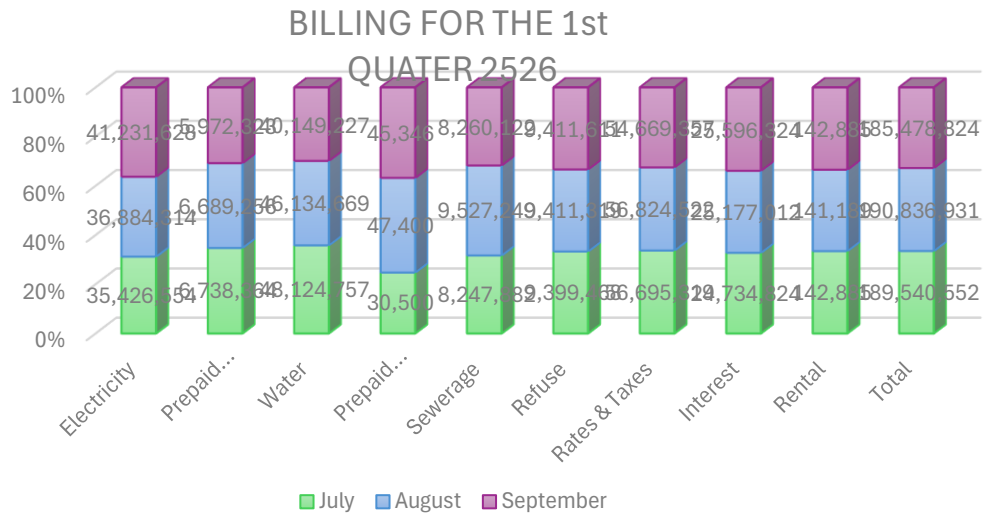
The total billing for the month of 30 September 2025 was R185,4 million, inclusive of interest on debtors and prepaid sales and the average billing in the 1st quarter was R188,6 million.

Table A1 and chart 1 below illustrates further the billing break down per service.

Table A1: Billing per Service

Month	Electricity	Prepaid Electricity	Water	Prepaid Water	Sewerage	Refuse	Rates & Taxes	Interest	Rental	Total
July	35,426,554	6,738,364	48,124,757	30,500	8,247,882	9,399,468	56,695,319	24,734,824	142,885	189,540,552
August	36,884,314	6,689,256	46,134,669	47,400	9,527,249	9,411,319	56,824,522	25,177,012	141,189	190,836,931
September	41,231,628	5,972,323	40,149,227	45,346	8,260,122	9,411,611	54,669,357	25,596,324	142,885	185,478,824
TOTAL	113,542,496	19,399,944	134,408,653	123,246	26,035,253	28,222,399	168,189,198	75,508,160	426,960	565,856,307

Chart 1: Presents Revenue Billed Per Service



Billing vs Receipts per Area and Ward

Table A3 Presents the billing vs Receipts per area

Area	Billing	Collections	Collection
BLYBANK	1,299,163.96	467,416.42	36%
CARLETONVILLE	20,980,333.42	14,521,125.47	69%
CARLETONVILLE PLASE	28,867,324.56	2,158,948.26	7%
ELIJAH BARAYI VILLAGE	688,027.12	21,424.63	3%
FOCHVILLE	15,814,173.42	12,659,485.32	80%
FOCHVILLE INDISTRIAL	11,622.71	400.00	3%
FOCHVILLE PLASE	12,526,007.54	258,764.56	2%
FOUT ERWE	2,435.22	-	0%
GREENSPARK	1,208,984.12	22,508.70	2%
KHUTSONG	5,375,358.84	331,718.92	6%
KHUTSONG SOUTH	7,423,451.68	150,295.10	2%
KOKOSI	6,892,751.86	423,683.49	6%
OBERHOLZER	5,816,575.24	4,243,808.77	73%
Other	36,216,314.18	17,369,704.57	48%
PRETORIUSRUS	1,059,971.24	607,374.73	57%
WATERS EDGE	474,587.01	205,977.83	43%
WEDELA	4,569,026.13	3,216,903.59	70%
WELVERDIEND	1,610,538.95	586,802.94	36%
WONDERFONTEIN	3,028,183.69	1,023,147.25	34%

Billing Vs Receipts per Ward

Ward	Billing	Collections	Percentage
Ward 1	3,776,254.70	569,784.59	15%
Ward 10	934,503.05	12,270.00	1%
Ward 11	2,767,594.95	1,877,861.69	68%
Ward 12	6,052,595.31	624,772.99	10%
Ward 13	6,276,783.91	417,264.26	7%
Ward 14	9,396,189.63	2,587,364.42	28%
Ward 15	3,723,548.43	263,321.66	7%
Ward 16	4,196,675.90	3,678,232.67	88%
Ward 17	6,635,362.55	4,708,928.43	71%
Ward 18	11,984,352.60	8,086,686.57	67%
Ward 19	5,101,737.19	166,449.90	3%
Ward 2	2,552,551.15	104,346.26	4%
Other	36,555,111.40	17,470,398.38	48%
Ward 20	2,249,771.85	320,131.46	14%
Ward 21	12,694,068.95	9,510,314.22	75%
Ward 22	4,445,044.56	84,142.40	2%
Ward 23	1,419,881.06	1,018,910.44	72%
Ward 24	4,197,001.50	1,063,635.98	25%
Ward 25	2,065,352.10	13,391.12	1%
Ward 26	2,545,728.35	27,478.93	1%
Ward 27	5,536,521.43	19,232.65	0%
Ward 28	8,231,045.08	3,757,164.20	46%
Ward 3	490,154.41	61,915.07	13%
Ward 4	581,920.90	950.00	0%
Ward 5	6,127,607.03	1,568,118.41	26%
Ward 6	836,136.61	9,153.38	1%
Ward 7	1,658,476.49	238,923.52	14%
Ward 8	462,188.59	5,996.95	1%
Ward 9	370,671.21	2,350.00	1%

5. Rates and Taxes

In the month of September 2025, 98 applications for clearance figures were received and 79 clearance certificates issued for the purpose of property ownership transfer. 36 accounts records were updated to reflect the new owner's details and 24 refunds processed for previous owners closed accounts. The total done at the end of the 1st quarter is reflected on the table below:

Month	Clearance Figures Application	Clearance Certificates Issued	New ownership Accounts opened	Refunds
July	127	55	58	18
August	71	84	94	6
September	98	79	36	24
TOTAL	296	218	188	48

- ❖ The valuation roll vs the financial system reconciliation was performed up to the end of August 2025 and was in balance in terms of property market value.
- ❖ The disputes between the Municipality and the Mining houses are still ongoing with the matter still being deliberated at the Municipal Valuation Appeals Board.
- ❖ The VAB has currently resumed with their sittings with their next sitting scheduled from the 14th -17th October 2025.
- ❖ The anticipated ruling and finalisation of the appeals process is anticipated to be before the end of December 2025.

The balances in the trust accounts of the various mining houses based on the last bank statements received on 30 September 2025 is reflected below.

Month	Harmony	Anglo	Golden Core (Anglo)	Balance
25-Jun	36,909,994	12,701,057	47,717,294	97,328,345
Aug-25	37,424,089	12,638,057	48,750,343	98,812,489
September	38,175,539	12,701,057	49,957,507	100,834,103

Balances owed on rates & taxes owed by the mining houses at the end of September 2025 is per the table below:

Period	Harmony	Golden Core (Anglo)	Sibanye Gold	Balance
202507	419,172,460	852,256,126	1,342,426,932	2,613,855,519
202508	414,523,242	834,850,486	1,309,262,411	2,558,636,139
202509	422,324,244	849,921,392	1,330,594,200	2,602,839,835

6. Pay points

Pay-points collected a total amount of R5,9 million for the month September 2025 and the collection per pay point as well the overall collection in the 1st quarter is broken down below in table A4 below:

From the feedback requested from our public works department the Greenspark pay point renovations are still ongoing with no clear indication of the completion date given.

Table A4 Presents the year to date pay point collections.

Period	Carltonville	Fochville	Khutsong South	Wedela	Kokosi ext 1	Blybank	Kokosi Main	Greenspark	Total
Jul-25	5,090,621	461,186	16,300	18,903	-	-	Non-Operational	Non-Operational	5,587,010
Aug-25	5,095,840	606,439	7,510	14,273	-	-	Non-Operational	Non-Operational	5,724,061
Sep-25	5,434,733	520,155	21,630	16,113	-	-	Non-Operational	Non-Operational	5,992,630
Total	15,621,193	1,587,780	45,440	49,288	-	-	-	-	17,303,701

7. Meter Reading Performance

- ❖ A total of 36 780 conventional meters were sent out to the meters readers to obtain meter readings for the purpose of finalising the monthly billing of September 2025.
- ❖ The total meters comprised of 30 927 water meters and 5 853 electricity meters.
- ❖ 4 888 electricity meters were successfully read and 965 meters could not be read.
- ❖ 21 396 water meters were successfully read and 9 531 meters that could not be read.

Various failure reasons for the meters that could not be read is provided in the tables below, a list of these meters have also been shared with the infrastructure department to assist in addressing issues hindering obtaining of meter reading.

Notices of contravention of section 28 of the credit control policy will be issued to all properties where readings could not be obtained due to access denied, gate locked and dogs preventing access to the property.

Electricity Meters Failure Reasons	July No: of Meters	August No: of Meters	September No: of Meters
01-BEES	1	0	0
01-CROOKED METER	2	0	0
01-DAMAGED	16	13	9
01-DOGS	26	22	15
03-ACCESS DENIED	68	71	64
03-CANT FIND ADDRESS	0	0	0
03-CANT FIND METER	35	34	42
03-DISPLAY BLANK	7	4	7
03-GATE LOCKED	525	627	498
03-METER REMOVED	195	199	203
03-OBSTRUCTION ON METER	2	4	4

03-PRIVATE LOCK	183	106	107
03-PREPAID METER	20	18	16
Total	1 080	1 098	965

Water Meters Failure Reasons	July No: of Meters	August No: of Meters	September No: of Meters
01-BEES	2	11	3
01-DAMAGED	215	222	236
01-DOGS	203	219	207
01-FLOODED WATER	618	535	471
01-GLASS VAPOURED	1	24	67
01-LEAK COUNCIL SIDE	116	118	136
03-ACCESS DENIED	144	145	71
03-CANT FIND METER	179	186	186
03-GATE LOCKED	4010	3715	3215
03-INSTALL FACE DOWN	62	62	62
03-NO METER	3527	3535	3575
03-OBSTRUCTION ON METER	1261	1161	1273
03-PREPAID METER	20	26	12
03-UNABLE TO LOCATE	21	29	17
Total	10 379	9 988	9531

8. Pre-Paid Non-Purchases Analysis and TID Progress

23 241 prepaid meters out of a total population of 31 573 pre-paid meters were non-purchasing meters in the last 90 days. These meters are suspected to have been tampered, and a report of such meters has been provided to the electrical department for further investigation. The total non-purchasing meters represents 74% of the entire pre-paid meter population in the month of September 2025.

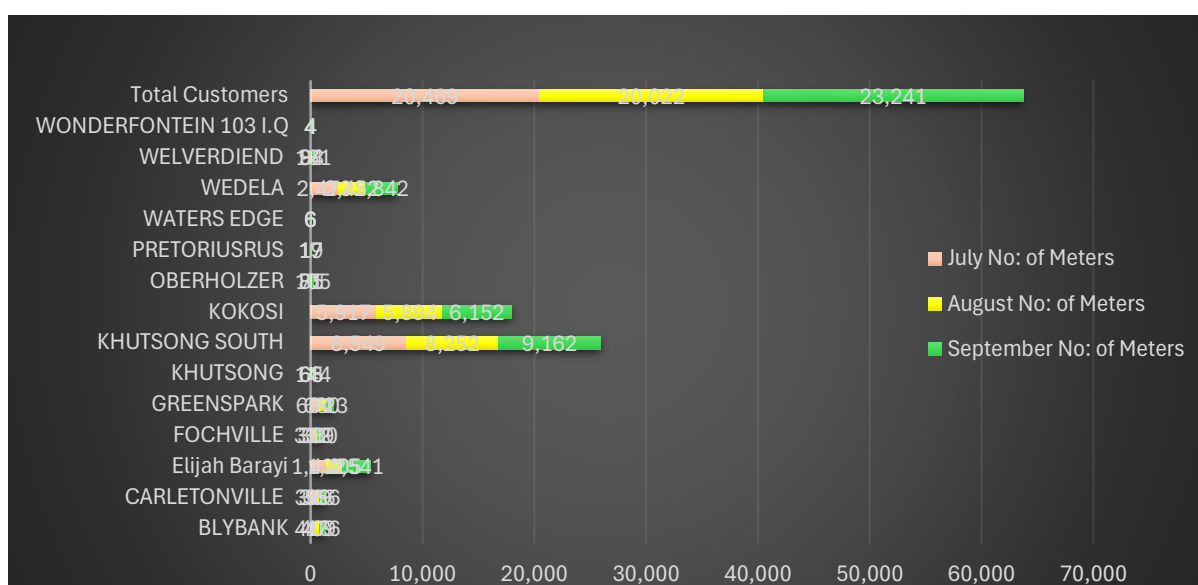
The number of non-purchasing meters increased by 3 219 meters from the previous month, which is alarming and has been referred to our electrical department for investigation and in their response, indication was that majority of these meters are in Elijah Barayi and Khustsong extension five awaiting final allocation to beneficiaries.

The table A5 and chart 4 below represent the non-purchasing meters per area.

Zone	July No: of Meters	August No: of Meters	September No: of Meters
BLYBANK	413	409	476
CARLETONVILLE	399	366	556
Elijah Barayi	1,432	1,405	2,541
FOCHVILLE	332	309	380

GREENSPARK	684	680	723
KHUTSONG	68	65	144
KHUTSONG SOUTH	8,549	8,252	9,162
KOKOSI	5,917	5,894	6,152
OBERHOLZER	81	75	105
PRETORIUSRUS	17	17	19
WATERS EDGE	6	6	6
WEDELA	2,473	2,452	2,842
WELVERDIEND	94	88	131
WONDERFONTEIN 103 I.Q	4	4	4
Total Customers	20,469	20,022	23,241

Chart 4: Non-Purchasing Analysis



TID rollover progress update by area and Date for the period 01 August 2025 to 31 August 2025

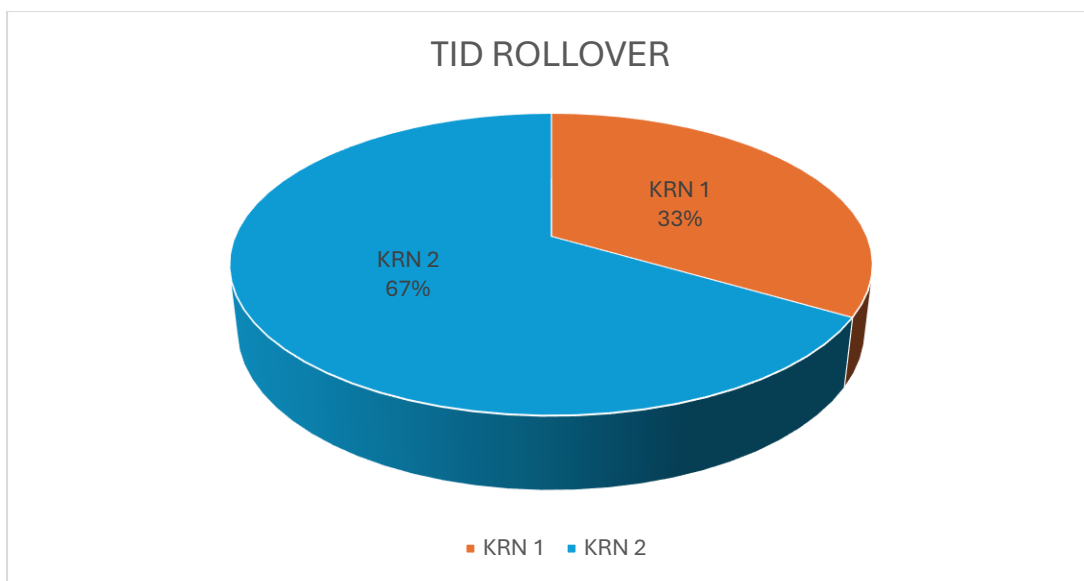
No prepaid meters were rolled over to KRN 2 in the month of August 2025, pushing the total number of meters on KRN 2 to 21 170 out of the total meter population of 31 573 which is 67%. A total of 10 403 meters remains on KRN 1 as still not rolled over.

Table A6 Presents TID roll over made per area

AREA	Number of Meters	KRN 1	KRN 2	% Complete
BLYBANK	575	213	362	63.0%
CARLETONVILLE	3,035	313	2,722	89.7%
Elijah Barayi	3,972	834	3,138	79.0%
FOCHVILLE	2,976	157	2,819	94.7%
GREENSPARK	780	273	507	65.0%
KHUTSONG	72	44	28	38.9%

KHUTSONG SOUTH	9,043	5,030	4,013	44.4%
KOKOSI	6,347	2,379	3,968	62.5%
OBERHOLZER	731	70	661	90.4%
PRETORIUSRUS	123	18	105	85.4%
WATERS EDGE	11	6	5	45.5%
WEDELA	3,474	1,005	2,469	71.1%
WELVERDIEND	430	60	370	86.0%
WONDERFONTEIN 103 I.Q	4	1	3	75.0%
Total	31573	10403	21170	67.1%

Chart 5 TID Rollover



7. CREDIT CONTROL AND DEBT MANAGEMENT

Credit Control

A total of 776 demand notices were issued for the month of September 2025 demand notices were preceded by a total 3 570 SMS sent out to consumers informing them of their arrears account. 256 final business disconnections notices were issued, and 504 final residential disconnection were issued. A total of 411 disconnections and 278 reconnections were done based on the above.

Table A7 presents a breakdown of credit control action per area and Categories.

Suburb	SMS	Number of Arrears Notices Issued	Number Final Disconnection Issued (Businesses)	Disconnection (Businesses)	Reconnection (Businesses)	Number Final Disconnection Issued (Residential)	Disconnection (Residential)	Reconnection (Residential)
CARLETONVILLE	885	498	79	31	23	229	115	88
FOCHVILLE	847	150	67	27	13	131	97	58
FOUT ERWE (8888))								
GREENSPARK								
KHUTSONG SOUTH	1256	5					0	
KHUTSONG								
KOKOSI	15	7					0	
OBERHOLZER	237	69	51	26	11	75	59	53
PRETORIUSRUS	54	16	32			69	45	27
UNKNOWN	41	3						
WATERS EDGE	34	4					11	5
WEDELA								
WELVERDIEND	198	23	27	0	0	0	0	
WONDERFONTEIN	3	1				0	0	
Z BUIITEGEBIED (100)						0		
TOTAL	3570	776	256	84	47	504	327	231

Debt Management

The debt collection process is currently on hold as we await the finalisation of the procurement process of a panel of debt collectors to assist the municipality with the collection of arrears debt older than 90 days inline with the Municipality's credit control and debt collection policy.

Employees and Councillors Municipal Debt

- ❖ A total of R309 437.63 is owed by councilors and R1,9 million is owed by Municipal staff at the end of September 2025.
- ❖ R592,946 recovered from staff salaries and R84 374,95 from councilors in the month of September 2025.

Month	Councillors Arrears	Councillors Collection	Staff Arrears	Staff Collection
August	322,500	85,492	2,091,437	539,891
September	309,437	84,375	1,984,561	592,946
Total	631,937	169,867	4,075,998	1,132,837

Debtors Age Analysis

The total Municipal debtors' book was R6.9 billion at the end of September 2025 and the

Below table A7 gives a breakdown of the Debtor Age Analysis per area and table A8 gives a breakdown of the Debtors Age Analysis per customer category.

Table A7 Presents the age analysis on 31 September 2025 per area.

Area	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Debit	Credit	Balance
Blybank	- 851,259	2,315,286	2,392,173	- 2,959,188	944,538	2,032,396	67,105,272	82,916,396	- 11,937,177	70,979,219
Carletonville Plase	13,827,020	57,788,348	55,792,727	65,941,044	50,928,403	47,384,543	3,600,204,203	3,899,768,911	- 7,902,623	3,891,866,288
Carletonville	- 9,265,252	24,482,830	13,633,700	- 12,784,026	2,900,809	7,977,087	90,505,158	204,202,654	- 86,752,348	117,450,305
Carletonville Plase	-	472	18	-	-	-	-	490	-	490
Elijah Barayi Village	55,420	474,263	479,584	577,397	560,700	573,288	10,815,258	13,784,346	- 248,437	13,535,909
Fochville	- 2,358,962	12,410,586	687,898	- 4,100,881	3,094,489	2,519,349	44,254,566	94,151,012	- 37,643,967	56,507,045
Fochville Industrial	- 3,410	17,056	8,802	5,376	7,274	5,803	907,782	971,037	- 22,353	948,684
Fochville Plase	130,599	12,335,960	3,296,085	2,580,894	1,657,896	1,454,520	60,265,944	83,505,378	- 1,783,479	81,721,898
Fout Erwe (8888)	376	4,469	2,783	2,555	2,578	4,064	97,246	114,072	-	114,072
Greenpark	365,816	1,695,199	1,939,239	594,862	1,406,734	2,542,786	87,585,005	100,107,766	- 3,978,125	96,129,641
Khutsong	2,161,073	9,639,087	8,717,349	7,257,944	8,420,439	7,599,726	593,663,447	648,567,423	- 11,108,359	637,459,064
Khutsong South	2,630,993	11,939,983	11,526,623	72,554	11,120,046	9,492,499	685,538,258	759,539,399	- 27,218,441	732,320,957
Kokosi	2,572,029	10,929,892	10,871,966	8,208,902	11,097,977	9,003,994	666,536,016	728,718,689	- 9,497,914	719,220,776
Oberholzer	- 544,333	5,988,319	3,960,932	- 64,870	2,321,817	4,572,344	30,503,025	54,345,759	- 7,608,526	46,737,233
Other	193,971	1,008,094	806,210	12,851,299	448,169	387,285	5,810,142	311,912,461	- 290,418,802	21,505,171
Pretoriusrus	- 122,299	863,966	324,064	- 311,828	175,055	147,991	3,246,821	5,377,275	- 1,053,505	4,323,769
Waters Edge	- 86,541	486,703	344,508	- 328,278	325,572	229,642	16,241,179	18,329,821	- 1,117,035	17,212,786
Wedela	1,397,475	7,977,783	9,259,801	7,414,325	7,015,684	5,357,651	342,328,133	403,937,063	- 23,186,212	380,750,851
Welverdiend	- 11,245	1,482,534	1,001,949	19,865	819,216	719,568	25,833,267	31,945,576	- 2,080,421	29,865,154
Wonderfontein	20,022	3,686,098	2,357,213	619,291	267,050	106,186	2,897,447	11,729,906	- 1,776,599	9,953,307
Z Buitegebied (100)	12	12	12	14	14	14	3,820	3,898	-	3,898
TOTAL	10,111,506	165,526,939	127,403,635	85,597,253	103,514,460	102,110,736	6,334,341,990	7,453,929,330	- 525,334,324	6,928,606,518

Table A8 Presents the age analysis on 30 September 2025 per customer category.

Area	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181+ Days	Debit	Credit	Balance
Business	- 1,229,786	22,521,724	11,806,879	- 713,268	5,938,895	7,087,873	153,235,096	240,652,238	- 42,004,825	198,647,413
CASH_DEBTOR	444	444	-	-	-	-	25,570,272	253,454,684	- 279,024,069	- 25,569,385
Councillors	- 18,717	37,238	19,246	- 3,782	6,844	6,174	175,771	271,098	- 48,322	222,775
Domestic	1,273,391	21,393,013	15,818,094	5,916,931	14,230,843	14,189,029	767,207,304	878,772,014	- 38,754,922	840,028,605
Indigents	120,420	3,453,806	3,149,111	1,205,502	2,419,308	2,166,306	28,630,721	48,008,279	- 6,863,106	41,145,173
Industrial	- 439	791,227	319,133	- 185,210	267,931	129,888	3,304,841	7,059,005	- 2,431,633	4,627,372
Mines	7,491,418	70,418,865	59,452,983	56,394,192	48,332,694	49,410,693	3,535,142,543	3,880,354,776	- 53,711,389	3,826,643,387
Municipal	471	685,863	432,031	70,573	- 8,534	277	- 2,092,410	2,639,968	- 3,551,697	- 911,729
National Public Works(Recog)	25,907	801,929	630,802	595,030	366,326	326,465	6,000,727	9,056,856	- 309,671	8,747,185
National Public Works(Unrecog)	9,875	36,177	34,078	34,618	32,206	29,163	2,545,971	2,967,588	- 245,501	2,722,087
Other	2,718,349	41,380,335	34,735,482	21,529,812	31,015,673	28,309,224	1,840,212,682	2,086,004,826	- 86,103,269	1,999,901,557
OTHER_SUNDRY	-	-	-	-	-	-	18,873,144	18,873,144	-	18,873,144
Provincial Public Works(Recog)	4,276	955,182	879,638	168,916	180,105	16,679	- 1,183,210	2,807,858	- 1,786,271	1,021,587
Provincial Public Works(Unrecog)	43,855	408,264	599,126	345,237	333,961	280,645	9,691,119	11,994,220	- 292,013	11,702,207
Provincial: Agriculture	63	9,571	19,274	550	548	543	29,662	60,210	-	60,210
Provincial: Education Sec21	- 96,646	1,164,043	- 1,560,488	483,667	264,495	63,949	- 2,305,081	6,044,747	- 8,030,809	- 1,986,062
Provincial: Health	771	929,835	817,911	- 186,554	- 1,421	4,221	- 525,710	1,992,743	- 953,690	1,039,052
Staff	- 232,147	539,240	250,205	- 137,363	134,586	89,609	888,544	2,755,811	- 1,223,137	1,532,674
SUNDRIES	-	183	132	78,400	-	-	80,550	159,265	-	159,265
Total	10,111,506	165,526,939	127,403,635	85,597,253	103,514,460	102,110,736	6,334,341,990	7,453,929,330	- 525,334,324	6,928,606,518

7. Challenges Faced

- ❖ Access denied to meters
- ❖ Broken meters
- ❖ Self-reconnection
- ❖ Network challenges
- ❖ High volumes of customers queries

8. RECOMMENDATIONS

- i.) Maintenance and equipping of all our pay points to provide proper revenue support related services to our communities.
- ii.) Urgent prioritisation of replacement of all non-functional meters.
- iii.) For the electrical department to perform regular inspections on all meters flagged for non-purchasing.
- iv.) That the finance section 80 committee take cognisance of the revenue management report for the month of September 2025 the end of quarter 1.