No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
ELECTRICITY & ENERGY		*these columns to be completed*								

1	ACCOUNTABILITY PERFORMANCE	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
M1	SPoMA Service Compact	Make minimum commitments. Municipal Department within Trading Services Cluster	Minimum commitment in place. Model 2 Ring fenced Business unit with an advisory board	1. Minimum Commitments Reform Activity Package 2. Support services optimisation programe	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M2	SPoMA Appointment	Make minimum commitments. EE is a Department with multiple points of accountability. The Head: EE reports to the Deputy City Manager	Minimum commitment in place. Establishing EE as a Business Unit with an Executive Director reporting and accountable directly to the City Manager with all Support Functions in line with SPoMA	1. Minimum Commitments Reform Activity Package	Minimum commitment achieved as per Council Resolution.	Minimum commitment achieved.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M3	SPoMA Organisational Structure	Make minimum commitments. Draft report approved by Exco commits to establish the Business unit with a Executive Director reporting directly to the City Manager upon amendment of the Municipal staff regulations by CoGTA in relation to span of control.	Minimum commitment in place. Establishing EE as a Business Unit with Executive Director reporting and accountable directly to the City Manager with all Support Functions in line with a SPoMA	1. Support Services Optimisation Programme including Electricity TSRS Organisational Re-Structuring Project 2.Governance Reform Programme 3.Minimum commitments reform activity package	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M4	SPoMA Delegations	Make minimum commitments. Delegations from City Manager delegated to Deputy City Manager: Trading Services & some sub-delegated to the Head: EE.	Minimum commitment in place. Delegations from City Manager to Executive Director & sub-delegated to EE management as per new organogram.	1. Support Services Optimisation Programme 2. Governance Reform Programme 3. Change Management Programme 4. Minimum commitments reform activity package	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M5	Financial Model and Business & Investment Plan	Business and Investment Plan ; 30 Sept 2024(A2 document);Financial model based on COS model.	10 Year rolling Business and Investment Plan and robust Financial Model which is reviewed annually	1. Financial Reform Programme	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M6	Budget Support of Business & Investment Plan	Make minimum commitments. No Alignment between the EE TSRS and the budget. Limited control of budget allocations. The B&IP also identified shortfalls in the Opex and Capex budgets	Minimum commitment in place. Adequate investments and maintenance of assets in line with the B&IP and Financial models and to deliver on the commercial aspects of the business. The alignment is in the context of creation of an electricity utility.	1. Minimum Commitments Reform Activity Package 2. Financial Reform Programme	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M7	Financial Transparency – separate AFS	Make minimum commitments.Aggregated Metro AFS, No transparency on inflows and cost of shared services; imbalances of allocations	Minimum commitment in place.Financially ring fenced Electricity Utility	Financial Reform Programme	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.
M8	Support for management of organisational change	Make minimum commitments.Given the magnitude of the change required by Metro Trading services reform, there is no adequate internal capacity to effectively drive the change management process	Minimum commitment in place.To attain high maturity levels of management and leadership capacity through competency enhancement and change management through an outsourced change management consultant that supports an internal change management team	1. Change Management Programme 2. Training & Development Programme	Minimum commitment achieved as per Council Resolution.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.	Minimum commitment in place.

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
ELECTRICITY & ENERGY		*these columns to be completed*								
2	**ACCOUNTABILITY PERFORMANCE**	**Starting point / status quo**	**Metro ambition**	**Reform Activity Packages to achieve targets**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
A1	Customer surveys	79% as per 2022-2023 Survey	Centralised Customer Survey to be utilised. The development of targeted customer surveys for various customer touchpoints (e.g., fault response, meter reading), as well as a comprehensive survey designed to facilitate a holistic assessment of overall customer satisfaction	Corporate programme with input from Electricity Unit. Develoment of targeted surveys. Improved customer satisfaction outcome would be linked to several programmes such ADMS Programme, SCADA EMS Project, Telecommunications Programme, Infrastructure Security Programmes, GIS Systems Programme, MV Cable Replacement Programme, MV System Improvement Programme and HVI Programme	79%	79%	79%	80%	80%	80%
A2	Financial Accounting - mSCoA compliance	Commenced. JDE as a core financial system is fully compliant. However, to achieve full compliance, this requires all other sub-systems/3rd party systems (including Billing, HCM, Asset Management, etc.) to be compliant as well. General Ledger MSCOA compliant.	To achieve MSCOA compliance aligned with the Municipal MSCOA programme currently in progress	eThekwini Municipality's mSCOA programme.	mSCOA compliant	mSCOA compliant	mSCOA compliant	mSCOA compliant	mSCOA compliant	mSCOA compliant
A3	Public procurement transparency	Compliant with statutory regulations regarding procurement transparency: that all TS tender opportunities are advertised, and bidders' lists, tender awards and contracts signed are all published according to regulations.	To maintain compliance.	Support Services Optimisation Programme	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant
A4	Capital Budget Execution	91%	To maintain or exceed a 90% capital spend.	1. Financial Reform Programme 2. Training and Development Programme	90%	90%	90%	90%	90%	90%
A5	Core technical & management capacity	Approximately 69% of posts identifed as contractual, technical or managerial in the current organisational structure is filled.	Full complement of technical and management capacity as identified in the new organisational structure.	1. Human Capital Improvement Programme 2. Training & Development Programme 3. Support Services Optimisation Programme	72%	74%	80%	85%	90%	95%

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
ELECTRICITY & ENERGY		*these columns to be completed*								
3	**FINANCIAL PERFORMANCE**	**Starting point / status quo**	**Metro ambition**	**Reform Activity Packages to achieve targets**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
F1	Financial viability OCCR	0.8	1.1	1. Revenue Management Programme 2. Billing and Collection Programme 3. Alternative Revenues Programme 4. Loss Control Programme 5. E5 Revenue Protection Programme 6. E5 Meter Rollout Programme 7. Financial reform programme	0.8	0.8	0.9	1	1	1
F2	Cash collection rate	107%	98%	1. Billings and Collection Programme 2. E5 Meter Rollout Programme	98%	98%	98%	98%	98%	98%
F3	Operational cash flow	-R983m	-R723m	1. Revenue Management Programme 2. Billing and Collection Programme 3. Alternative Revenues Programme 4. Loss Control Programme 5. E5 Revenue Protection Programme 6. E5 Meter Rollout Programme 7. Financial reform programme	-R934m	-R887m	-R843m	-R801m	-R761m	-R723m
F4	Customer debt management - debtors days	50 days	32 days	1. Revenue Management Programme 2. Billing and Collection Programme 3. E5 Social Campaign Programme	59	59	59	59	59	59
F5	Infrastructure spending (capex)	R661m	R1,322m	1. Governance Reform Programme 2. Training & Development Programme 3. Support Services Optimisation Programme 4. Minimum Commitments Reform Package 5. Financial Reform Programme	R859m	R1,108m	R1,245m	R1,093m	R1,136m	R1,180m
F6	Self-financing ratio	-1.5	-0.5	Programmes defined in F3 and F5.	-1.3	-0.8	-0.7	-0.7	-0.7	-0.6

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
ELECTRICITY & ENERGY		*these columns to be completed*								
4	**OPERATIONAL PERFORMANCE**	***Starting point / status quo***	***Metro ambition***	**Reform Activity Packages to achieve targets**	***2025/26***	***2026/27***	***2027/28***	***2028/29***	***2029/30***	***2030/31***
E1	Bulk commercial metering performance	eThekwini Municipality has approximately 40,000 bulk and commercial customers. Full billing operations is estimated at 75%.	95%	1. Bulk and Commercial Metering Improvement Programme	75%	80%	85%	90%	95%	95%
E2	Vending efficiency % metering operational	To be determined.	98%	1. E2- Vending Systems Improvement Programme 2. E5 Meter Rollout Programme	85%	90%	95%	95%	98%	98%
E3	Automated meter reading coverage	3% (Approx 1000 meters)	95% (Approx 39 000 meters)	1. AMR System Integration and Upgrade Programme 2. Bulk and Commercial Metering Improvement Programme	3% (Approx 1000 meters)	3% (Approx 1000 meters)	40% (Approx 16000 meters)	60% (Approx 24000 meters)	80% (Approx 32000 meters)	95% (Approx 39 000 meters)
E4	Repairs efficiency	9.0%	10%	1. MV System Improvement Programme 2. MV Replacement Programme 3. HVI Capital Programme 4. HVI Opex Programme 5. ADMS Programme 6. Asset Management Programme 7. Infrastructure Security Programme 8. Metering Programme	9%	9%	9%	10%	10%	10%
E5	Electricity losses % of electricity purchased	12%	Reduce losses by 2% over 6 year period.	1. E5 Meter Rollout Programme 2. E5 Revenue Protection Programme 3. E5 Social Campaign Project	12%	12%	11%	11%	10%	10%
E6	Network effectiveness ASIFI	Four year average of 6	Achieve a 2% improvement per annum.	1. ADMS Programme 2. SCADA EMS Project 3. Telecommunications Programme 4. Infrastructure Security Programmes 5. GIS Systems Programme 6. MV Cable Replacement Programme 7. MV System Improvement Programme 8.HVI Programme 9. Quality Project 10. Skills Improvement Project 11. Material Managemen Project 12. Reforming culture/management project 13. Vehicle Availability Project	6	5.9	5.8	5.7	5.6	5.5
E7	Network effectiveness ASIDI	Four year average of 115 hrs	Achieve a 2% improvement per annum.	Same as ASIFI.	115hrs	112hrs	110hrs	108hrs	106hrs	104hrs

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
ELECTRICITY & ENERGY		***these columns to be completed***								
	OPERATIONAL PERFORMANCE (NON PIAP)									
	ICT Support Serice			1. Development Projects 2. IT Support Projects 3. Software Licenses						
	Facilities			Facilities Investment Programme						
	Fleet			Fleet Management Programme						
	Streetlighting			Streetlighting System Improvement and Optimisation Programme						
	Electricification			Electricification Programme						

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
	ELECTRICITY & ENERGY	*these columns to be completed*								
5	SUMMARY PROGRAMME COSTING ('000)				2025/26	2026/27	2027/28	2028/29	2029/30	2030/31

The purpose of this template is for the metro to offer early indications of what its turnaround- and reform-oriented expenditure plan would be, and how that would be funded.

Please outline the capex and opex implications of all turnaround- and reform-oriented initiatives contemplated, and the funding sources envisaged

(For A3-PIAP v2, such a tabulation will need to be fully substantiated on the basis of strategic financial modelling).

Accountability Performance: Minimum Commitments											
Support Services Optimisation Programme Opex	R	750,000	R	5,000,000	R	5,000,000	R	5,000,000	R	5,000,000	R 5,000,000
Support Services Optimisation Programme Capex	R	750,000	R	5,000,000	R	5,000,000	R	5,000,000	R	5,000,000	R 5,000,000
Governance Reform Programme Opex	R	750,000	R	750,000	R	750,000	R	750,000	R	750,000	R 750,000
Governance Reform Programme Capex											
Financial Reform Programme Opex	R	750,000	R	750,000	R	750,000	R	750,000	R	750,000	R 750,000
Financial Reform Programme Capex											
Change Management Programme Opex	R	750,000	R	10,000,000	R	10,000,000	R	10,000,000	R	10,000,000	R 10,000,000
Change Management Programme Capex											
Total Opex	**R**	**3,000,000**	**R**	**16,500,000**	**R**	**16,500,000**	**R**	**16,500,000**	**R**	**16,500,000**	**R 16,500,000**
Total Capex	**R**	**750,000**	**R**	**5,000,000**	**R**	**5,000,000**	**R**	**5,000,000**	**R**	**5,000,000**	**R 5,000,000**

Accountability Performance: Performance Targets											
PA Opex											
PA Capex											
A5 - Training & Development Programme Opex	R	750,000	R	750,000	R	750,000	R	750,000	R	750,000	R 750,000
A5 - Training & Development Programme Capex											
Total Opex	**R**	**750,000**	**R**	**750,000**	**R**	**750,000**	**R**	**750,000**	**R**	**750,000**	**R 750,000**
Total Capex	**R**	**-**	**R**	**-**	**R**	**-**	**R**	**-**	**R**	**-**	**R -**

Financial Performance						
PA Opex						
PA Capex						
PA Opex						
PA Capex						
Total Opex	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**
Total Capex	**R -**	**R -**	**R -**	**R -**	**R -**	**R -**

No	Name	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
	ELECTRICITY & ENERGY	*these columns to be completed*								
				Operational Performance						
				Bulk and Commercial Metering Improvement Programme OPEX	R -	R 15,000,000	R 15,000,000	R 15,000,000	R 15,000,000	R 15,000,000
				Bulk and Commercial Metering Improvement Programme CAPEX	R -	R -	R -	R -	R -	R -
				E2 - Vending Systems Improvement Programme Opex	R 15,200,000	R 17,500,000	R 13,000,000	R 4,700,000	R 4,700,000	R 4,700,000
				E2 - Vending Systems Improvement Programme Capex	R 25,000,000	R 20,000,000	R 20,000,000		R -	R -
				E3 - AMR System Integration and Upgrade Programme OPEX						
				E3 - AMR System Integration and Upgrade Programme CAPEX	R 10,000,000.00	R 10,000,000.00				
				E5 - Meter Rollout Programme Opex	R 50,000,000	R 185,000,000	R 185,000,000	R 185,000,000	R 185,000,000	R 135,000,000
				E5 - Meter Rollout Programme Capex	R -	R -	R -	R -	R -	R -
				E5 - Revenue Protection Programme Opex	R 116,000,000.00	R 116,000,000.00	R 117,000,000.00	R -	R -	R -
				E5 - Revenue Protection Programme Capex	R 35,000,000.00	R 35,000,000.00	R 35,500,000.00	R -	R -	R -
				E5 - Social Campaign Project Opex	R -	R -	R -	R -	R -	R -
				E5 - Social Campaign Project Capex	R -	R -	R -	R -	R -	R -
				MV System Improvement Programme Opex	R -	R -	R -	R -	R -	R -
				MV System Improvement Programme Capex	R 10,000,000	R 104,000,000	R 114,000,000	R 116,000,000		
				MV Replacement Programme Opex	R -	R -	R -	R -	R -	R -
				MV Replacement Programme Capex	R 46,000,000.00	R 92,000,000	R 92,000,000	R 46,000,000		
				HVI Opex Programme	R 65,440,000.00	R 80,400,000.00	R 87,390,000.00	R 100,200,000.00	R 115,300,000.00	
				HVI Capital Programme	R 627,000,000.00	R 1,091,000,000.00	R 1,077,000,000.00	R 1,222,000,000.00	R 1,311,000,000.00	
				ADMS Programme Opex	R -	R -	R -	R -	R -	R -
				ADMS Programme Capex	R 80,000,000.00	R 80,000,000.00	R 80,000,000.00			
				Asset Management Programme Opex	R -	R -	R -	R -	R -	R -
				Asset Management Programme Capex	R -	R -	R -	R -	R -	R -
				Infrastructure Security Programme Opex	R -	R -	R -	R -	R -	R -
				Infrastructure Security Programme Capex	R 30,000,000.00	R 30,000,000.00	R 30,000,000.00			
				SCADA EMS Project Opex	R -	R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000	R 10,000,000
				SCADA EMS Project Capex	R -	R 24,000,000	R 24,000,000	R 24,000,000	R 24,000,000	R 24,000,000
				Telecommunications Programme Opex	R -	R 1,000,000	R 1,000,000	R 1,000,000	R 1,000,000	R 1,250,000
				Telecommunications Programme Capex	R 2,000,000.00	R 78,000,000	R 77,800,000	R 79,200,000	R -	R -
				GIS Systems Programme Opex	R 4,500,000	R 4,500,000	R 4,500,000		R -	R -
				GIS Systems Programme Capex	R 6,500,000	R -	R -		R -	R -
				Quality Project Opex	R -	R -	R -	R -	R -	R -
				Quality Project Capex	R -	R -	R -	R -	R -	R -

No	Name	Starting point / status quo	Metro ambition
	ELECTRICITY & ENERGY	*these columns to be completed*	

Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6
Skills Improvement Opex	R -	R -	R -	R -	R -	R -
Skills Improvement Capex	R -	R -	R -	R -	R -	R -
Material Management Project Opex	R -	R -	R -	R -	R -	R -
Material Management Project Capex	R -	R -	R -	R -	R -	R -
Reforming culture/management project Opex	R -	R -	R -	R -	R -	R -
Reforming culture/management project Capex	R -	R -	R -	R -	R -	R -
Vehicle Availability Project Opex	R -	R -	R -	R -	R -	R -
Vehicle Availability Project Capex	R -	R -	R -	R -	R -	R -
ICT Support Services Opex	R -	R -	R -	R -	R -	R -
ICT Support Services Capex	R -	R 10,000,000	R 10,000,000	R 18,300,000	R -	R -
Fleet Management Programme Opex	R 80,000,000.00	R 80,000,000.00	R 80,000,000.00	R -	R -	R -
Fleet Management Programme Capex	R 150,000,000.00	R 150,000,000.00	R 150,000,000.00	R -	R -	R -
Facilities Investment Programme Opex	R 67,200,000.00	R 67,200,000.00	R 67,200,000.00	R 67,200,000.00	R 67,200,000.00	R -
Facilities Investment Programme Capex	R 100,000,000.00	R 200,000,000.00	R 200,000,000.00	R 200,000,000.00	R 200,000,000.00	R 100,000,000.00
Streetlighting System Improvement and Optimisation Programme Opex	R -	R -	R -	R -	R -	R -
Streetlighting System Improvement and Optimisation Programme Capex	R 40,500,000	R 40,000,000	R 40,000,000	R 20,000,000	R 20,000,000	
Electricification Programme Opex	R -	R -	R -	R -	R -	R -
Electricification Programme Capex	R 47,000,000.00	R 47,000,000.00	R 47,000,000.00			
Total Opex	**R 398,340,000**	**R 576,600,000**	**R 580,090,000**	**R 383,100,000**	**R 398,200,000**	**R 165,950,000**
Total Capex	**R 1,209,000,000**	**R 2,011,000,000**	**R 1,997,300,000**	**R 1,725,500,000**	**R 1,555,000,000**	**R 124,000,000**

Operating costs	R 402,090,000	R 593,850,000	R 597,340,000	R 400,350,000	R 415,450,000	R 183,200,000
Capital costs	R 1,209,750,000	R 2,016,000,000	R 2,002,300,000	R 1,730,500,000	R 1,560,000,000	R 129,000,000
TOTAL PROGRAMME COSTS	**R 1,611,840,000**	**R 2,609,850,000**	**R 2,599,640,000**	**R 2,130,850,000**	**R 1,975,450,000**	**R 312,200,000**

PROGRAMME FUNDING

Operating revenues						
Own operating revenues	R 364,823,000	R 378,306,440	R 391,826,360			
Transfers - TS incentive	R 13,600,000	R 36,228,571	R 45,314,286			
Total operational revenues	R 378,423,000	R 414,535,011	R 437,140,646	R -	R -	R -

Capital funding						
Transfers - TS incentive (UDFG)	R 122,400,000	R 326,057,143	R 407,828,571			
Transfers - TS incentive (USDG)	R 278,386,000	R 280,732,000	R 293,979,000			
Transfer - ISUPG	R 208,643,000	R 174,658,000	R 174,477,000			
Transfers recognised - other capital						
Borrowing	R 82,524,000	R 36,685,000	R 36,134,000			
Internally generated funds	R 74,577,000	R 83,692,000	R 8,704,000			
Total sources of capital funds	R 766,530,000	R 901,824,143	R 921,122,571	R -	R -	R -