REVENUE ENHANCEMENT PROGRAMME FOR SWELLENDAM LOCAL MUNICIPALITY

PROJECT IMPLEMENTATION PLAN

PROJECT DETAILS	
Project Name	Revenue enhancement programme
Project Number	RFP117/2025
Professional Service Provider	AES Consulting (Pty) Ltd
Employer	DBSA
End User Client	Swellendam Local Municipality
Programme Duration	25 June 2026 to 28 February 2028 (18 months)

Prepared For:		**Prepared by:**	
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	Role	Name	Signature	Date
Compiled by:	Project Manager	C. Bhebhe		16/07/2026
Approved by DBSA:				
Approved by SLM:				

TABLE OF CONTENTS

EXECUTIVE SUMMARY

This Project Implementation Plan sets out the approach, work programme, governance arrangements, deliverables, reporting requirements, milestone cash flow and risk controls for the development and implementation of Revenue Enhancement Programmes for Swellendam Local Municipality. The Development Bank of Southern Africa Limited is the employer and programme sponsor, while the municipality is the beneficiary institution and operational owners of the resulting improvements.

The programme is intended to strengthen the full municipal revenue management value chain. It will establish a credible baseline through the Single and Integrated Revenue Management Framework (SIRMF), improve billing and customer-data integrity, review cost-of-supply and tariff structures, assess electricity and water metering and land-use alignment, review indigent management and revenue-related procedures, implement approved quick wins, transfer skills, and develop prioritised interventions and business cases for sustainable revenue protection and growth.

The municipality will retain separate data sets, stakeholder engagements, technical work, reports, approval records, action plans and close-out documentation. Monthly progress reports will be submitted and discussed through the applicable municipal Project Steering Committee Meetings to be held monthly or as and when required.

This Project Implementation Plan must be read with the signed Service Level Agreement, appointment letter, approved proposal, approved financial proposal, and the Terms of Reference for RFP117/2025. Where a conflict arises, the signed contract and formally approved written variations will prevail.

1. INTRODUCTION

The municipality requires a structured revenue enhancement intervention to address revenue leakage, data integrity weaknesses, non-revenue losses, ineffective or non-cost-reflective tariffs, metering deficiencies, indigent-management risks, weak integration between municipal systems and limited capacity to finance revenue-protection infrastructure.

Municipality	ToR context and implementation emphasis
Swellendam Local Municipality (SLM)	A constrained revenue base, material bad-debt and impairment pressures, electricity and water losses, illegal connections, poor or inaccessible meters, incomplete integration of customer, billing, property and GIS data, challenges in areas supplied by Eskom and increasing indigent demand. The programme must therefore emphasise accurate billing, credit-control enablement, meter and data integrity, tariff sustainability and protection of trading-service revenue.

1.1 PROJECT IDENTIFICATION DETAILS

The project name is “Development of a Revenue Enhancement Programme for Swellendam Local Municipality.

1.2 SCOPE OF WORK & DELIVERABLES

The Terms of Reference establish ten integrated work packages as below.

No.	Work package	Principal activities	Key outputs	Timing
1	Inception and Project Implementation Plan	Conduct inception; confirm scope, governance and work packages; issue information requirements; review and adopt PSC terms of reference.	Inception Report; approved PIP; information request; adopted PSC terms of reference.	Weeks 1-2
2	Stakeholder engagement and awareness	Engage municipal departments, customer care, technical services, planning, ICT, finance, DBSA, Eskom, NERSA, DWS, water boards and other relevant stakeholders.	Stakeholder Engagement Report; stakeholder register; communication and awareness plan.	Months 1-18

No.	Work package	Principal activities	Key outputs	Timing
3	Existing-situation / AS-IS assessment	Apply the SIRMF tool; assess institutional, financial and business-process performance; analyse billing, collections, debt, tariffs, policies, by-laws, SOPs, customer care, indigent management, systems, losses and controls.	Comprehensive AS-IS / Revenue Situation Analysis Report; prioritised findings; quick-win register.	Months 1-3
4	Cost-of-supply and tariff review	Review cost drivers, cost-of-supply information, tariff policies and tariff structures for electricity, water and solid waste; identify anomalies and restructure tariffs for cost reflectiveness.	Cost-of-Supply and Tariff Review Report; recommended tariff framework and restructuring proposals; training materials.	Months 4-6
5	Electricity and water meter audit, meter management and land use	Confirm the verified audit population; perform desktop and agreed physical verification; assess functionality, reading accuracy, tampering, illegal connections, inaccessible/unmetered properties, land use, zoning and billing alignment.	Meter Audit Report; meter and property exception database; revenue-loss analysis; corrective action plan.	Months 7-8
6	Customer billing data cleansing and systems integration	Profile, reconcile and cleanse customer, account, property, valuation, deeds, GIS, meter, billing and financial information; document unresolved exceptions and controls.	Customer Data Cleansing Report; credible billable-customer register or approved updated data set; reconciliation and exception logs.	Months 9-11
7	Indigent management, policies, SOPs and staffing	Audit the indigent register and policy; review Free Basic Services administration, revenue-related policies, customer-care procedures, operating procedures and staffing requirements.	Indigent Management Review; revised policy/SOP recommendations; staffing and process-improvement plan.	Months 12-13

No.	Work package	Principal activities	Key outputs	Timing
8	Low-hanging fruits and skills transfer	Agree implementable quick wins with DBSA and the municipality; support implementation; coach officials; transfer tools and methods throughout the revenue value chain.	Quick-Win Implementation Progress Report; skills-transfer plan, attendance and materials; benefits tracker.	Months 14-15
9	Prioritised interventions and business cases	Prioritise short-, medium- and long-term revenue-protection and infrastructure interventions; determine cost implications; identify funding options and develop agreed business cases.	Revenue Enhancement Intervention Plan; prioritised project register; up to three agreed business cases or as confirmed by contract.	Months 16-17
10	Final REP / MRIP and close-out	Consolidate all findings, recommendations, cost implications, funding options, benefits, lessons and outstanding actions; present to PSC, Council and DBSA; hand over records.	Final consolidated Revenue Enhancement Programme / Municipal Revenue Improvement Plan; Council and DBSA presentation; Close-Out Report and handover pack.	Month 18

1.2.1 Scope Reconciliation and Baseline Confirmation

Any numerical population stated in the Terms of Reference, including meter counts, must be verified against the municipality's current system extracts, meter registers, property records and approved contract scope during inception. Where source documents contain inconsistent counts, the PSC will approve the final audit population and sampling or verification methodology before fieldwork begins.

1.3 LOCATION OF WORKS

The Swellendam Municipality is a Category B municipality which is nestled in the Western Cape and forms an integral part of the Overberg District. It covers an area of 3,835 square kilometers and comprise towns of Swellendam, Barrydale, Suurbraak, Buffeljagsrivier, and rural areas of Malgas, Infanta and Stormsvlei.

1.4 JUSTIFICATION OF THE PROGRAMME

The municipality's average collection rate is 91% for the past four financial years, which is below the average NT norm of 95%; this lower collection rate could impact the municipality's cash flow and budgetary planning. Amongst others, the municipality is experiencing the following challenges

- Low Revenue Collection.
- Illegal Connections (Water and Electricity).
- Unaffordability of Municipal services by consumers, leading to the increase in the number of indigent households.
- Lack of adequate and revenue driven development within the municipality leading to low revenue opportunities.
- Culture of non-payment of municipal services by the customers.
- Lack of data Integrity.
- Low payment rate by Government Departments.
- Poor status of the meters, inaccessible meters, unmetered properties, meters buried under, properties charged flat rates etc.

1.5 PURPOSE OF THE PROGRAMME

To support Swellendam Local Municipality (LLM) with the development and implementation of a revenue enhancement programme.

1.6 OBJECTIVES OF THE PROGRAMME

- Increase and protect municipal own-revenue generation and improve long-term financial sustainability.
- Establish a complete, accurate and credible revenue base by reconciling customer, property, valuation, GIS, billing and financial information.
- Identify revenue leakage, control gaps, illegal connections, metering deficiencies, non-revenue losses and unbilled or incorrectly billed services.
- Review cost-of-supply information, tariff structures and related policies to support cost-reflective and defensible tariffs for electricity, water and solid waste services.
- Strengthen indigent management, Free Basic Services administration, customer care, standard operating procedures and revenue-management staffing arrangements.
- Identify and implement approved low-hanging fruits that can produce measurable short-term improvements.
- Develop and prioritise short-, medium- and long-term interventions and bankable business cases, including cost implications and potential funding options.

- Transfer practical skills and tools to municipal officials so that improvements continue after project closure.

2. PROFESSIONAL & STAKEHOLDERS DETAILS

2.1 Employer and Professional Team

PROFFESIONAL RESPONSIBILITIES	COMPANY	CONTACT PERSON	TELEPHONE	EMAIL
Revenue Enhancement Specialist	DBSA	Collins Makgopa	082 541 1963	collinsm2@dbsa.org
Project Manager/Team Leader	AES Consulting	Cliford Bhebhe	074 661 0248/ 061 519 0649	cliford@aesconsulting.co.za
Electrical Engineer	AES Consulting	Prince Manjonjo Khutso Makgoka	081 500 1595 067 990 6386	prince@aesconsulting.co.za khutso@aesconsulting.co.za
Civil Engineer	AES Consulting	Henry Ukama	073 503 4120	henry@aesconsulting.co.za
Financial Expert or Revenue Enhancement specialist	AES Consulting	Charles Munkuli Siyasanga Hashe	073 133 1708 081 759 0553	cctmus@gmail.com
Geo-Information Science (GISc) Expert	AES Consulting	Losso Ekolo John Mpala	083 673 0058 072 718 2410	losmoses@gmail.com jmpala@mpsurveys.co.za
Town Planner	AES Consulting	Marzia Jonker Justics Khoza	072 419 0679	marziajonker@gmail.com khosaj@khosads.co.za
Legal Expert	AES Consulting	Hayley Appel	011 897 1900	Hayley@tuckers.co.za

2.2 Stakeholders details

RESPONSIBILITIES	COMPANY	CONTACT PERSON	TELEPHONE	EMAIL
Municipal Manager	Swellendam Local Municipality			
Municipal Manager – Executive Secretary	Swellendam Local Municipality			
Chief Financial Officer	Swellendam Local Municipality			
Manager - Finance	Swellendam Local Municipality			

Accountant – BTO	Swellendam Local Municipality			
Manager - Electrical	Swellendam Local Municipality			
Manager – Water and Sanitation	Swellendam Local Municipality			
Manager - ICT	Swellendam Local Municipality			
Manager - GIS	Swellendam Local Municipality			
Manager – Waste Management	Swellendam Local Municipality			
PMU Manager	ESKOM			
	COGTA			
	Department of Energy (DOE),			
	National Energy Regulator of South Africa (NERSA),			

3. PROJECT PLAN & MILESTONES

3.1 PROJECT PLAN

Refer to annexure 1

3.2 PROJECT MILESTONES

MILESTONE	START	FINISH
Milestone 1: Project Inception and Preparation (PIP) of Inception Report and PIP	17 July 2026	5 August 2026

Milestone 2: Strength Weakness Opportunities Threats (SWOT) Analysis and Existing Situation/(AS-IS), and Stakeholder Engagement Reports	6 August 2026	28 October 2026
Milestone 3: Cost Of Supply Studies, Tariff Structure Review, Analysis And Restructuring Of The Tariff Codes For Cost Reflectiveness	29 October 2026	3 February 2027
Milestone 4: Audit 100% desktop and 10600 Stands Of Electricity & Water Meters, Metering Management And Land Use/ Zoning.	4 February 2027	14 April 2027
Milestone 5: Review of Indigent register, policies and management	15 April 2027	9 June 2027
Milestone 6: Review and Development of best standard practice procedure and staffing requirements	10 June 2027	4 August 2027
Milestone 7: Implementation Of The Identified Low Hanging Fruit/ Initiatives /Quick Wins (Within Budget) And Transfer Of Skills To The Relevant Municipal Officials	5 August 2027	29 September 2027
Milestone 8: Identification And Prioritization Of The Interventions/ Infrastructure Projects For The Short, Medium To Long Term, To Broaden And Protect Revenue Protocol Of The Municipality And Develop Bankable Business Cases For Funding.	30 September 2027	22 December 2027
Milestone 9: A Final Consolidated Municipal Revenue Improvement Plan (MRIP)	17 January 2028	28 February 2027

4. CASHFLOW PROJECTIONS

FEES PER DELIVERABLE		
NO	**DELIVARABLE**	**FEES**
1	Inception meeting and development of the Project Implementation Plan.	R65 000.00

2	Analysis of the existing situation / AS-IS analysis of the municipal revenue management value chain and development of the stakeholder engagement plan.	R320 000.00
3	Cost of supply studies, Tariff structure review and analysis and restructuring of the tariffs for cost reflectiveness.	R120 000.00
4	Audit of 6500 electricity meters and 4100 water meter metering management and land use/ zoning.	R550 000.00
5	Customer billing data analysis and cleansing and integration with financial systems, property information and GIS.	R220 000.00
6	Review indigent register, management and indigent policy	R55 000.00
7	Review and Development of best standard practice procedure and staffing requirements to enhance customer care and revenue management operations processes	R65 000.00
8	Implementation of the low hanging fruits/ initiatives quick wins (within budget of R1 000 000) and transfer of skills to the relevant municipal officials.	R1 000 000.00
9	Identification and prioritisation of the interventions/ infrastructure projects for the short, medium to long term. Business cases to be developed. Total = (R Amount x 3 projects)	R65 000.00
10	a) A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/project list and various funding options that the municipality can access to be able to implement same. b) Close out report	R85 000.00
SUB-TOTAL		**R2 545 000.00**
VAT@15%		**R381 750.00**
TOTAL		**R2 926 750.00**

CASHFLOW: SWELLENDAM LM (REVENUE ENHANCEMENT PROGRAMME)																				
NO	DELIVARABLE	FEES	Jul-26	Aug-26	Sept-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sept-27	Oct-27	Nov-27	Dec-27
1	Inception meeting and development of the Project Implementation Plan.	R65 000	R65 000																	
2	Analysis of the existing situation / AS-IS analysis of the municipal revenue management value chain and development of the stakeholder engagement plan.	R320 000		R128 000	R38 400	R96 000														
3	Cost of supply studies, Tariff structure review and analysis and restructuring of the tariffs for cost reflectiveness.	R120 000				30 000,00	30 000,00	30 000,00	30 000,00											
4	Audit of 6500 electricity meters and 4100 water meter metering management and land use/ zoning.	R550 000							137 500,00	137 500,00	137 500,00	137 500,00								
5	Customer billing data analysis and cleansing and integration with financial systems, property information and GIS.	R220 000										R110 000	R110 000							
6	Review indigent register, management and indigent policy	R55 000										27 500,00	27 500,00							
7	Review and Development of best standard practice procedure and staffing requirements to enhance customer care and revenue management operations processes	R65 000													R65 000					
8	Implementation of the low hanging fruits/ initiatives quick wins (within budget of R1 000 000) and transfer of skills to the relevant municipal officials.	R1 000 000															R333 333	R333 333	R333 333	
9	Identification and prioritisation of the interventions/ infrastructure projects for the short, medium to long term. Business cases to be developed	R65 000														R65 000				
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10	a) A final consolidated Municipal Revenue Improvement Plan (MRIP) with fully costed recommendations/project list and various funding options that the municipality can access to be able to implement same.	R85 000															R85 000			
	b) Close out report																			

5. PROGRAMME IMPLEMENTATION METHODOLOGY

The PSP will apply a phased, evidence-based and participatory methodology. Each phase concludes with documented validation before the project proceeds to the next decision point.

Phase	Purpose	Key methods	Decision point
1. Mobilise and establish governance	Confirm scope, responsibilities, access, reporting and implementation controls.	Inception workshop; contract and ToR review; information request; stakeholder mapping; risk workshop.	PSC approves the PIP and governance arrangements.
2. Diagnose and establish the baseline	Determine the current performance and weaknesses across the revenue value chain.	Single and Integrated Revenue Management Framework (SIRMF) assessment; interviews; document review; data profiling; process walkthroughs; financial and operational analysis.	PSC approves the AS-IS baseline and priority findings.

Phase	Purpose	Key methods	Decision point
3. Verify systems, data and assets	Test the completeness and accuracy of billable customers, property information, meter records and system linkages.	Data reconciliation; GIS and valuation matching; meter desktop review; field verification; exception analysis.	Municipality validates exception registers and agreed corrections.
4. Design improvements and quick wins	Translate findings into practical, costed and prioritised interventions.	Tariff modelling; policy/SOP review; action planning; benefits assessment; business-case development.	PSC approves quick wins and intervention priorities.
5. Implement, transfer skills and monitor	Support approved improvements and build municipal capacity.	Joint implementation; coaching; workshops; templates; progress and benefits tracking.	PSC confirms implementation progress and ownership.
6. Consolidate, adopt and close	Produce the final REP/MRIP and formally hand over the programme.	Final report; presentations; close-out workshop; handover register; lessons learned.	PSC, Council and DBSA consider and accept final outputs.

6. GOVERNANCE AND ACCOUNTABILITY

A separate governance structure will operate for the municipality. DBSA may receive a consolidated programme dashboard, but approval decisions remain municipality-specific.

6.1 Municipal Project Steering Committee (MPSC)

- Chaired by the Accounting Officer or authorised delegate.
- Provides strategic direction, monitors budget, progress, benefits, risks, quality and timelines, and approves key deliverables.
- Meets monthly, with additional meetings convened when required.
- Includes representatives of DBSA, the municipality and the PSP; a valid quorum requires 50% plus one and representation from all three parties.
- Recommends or confirms sign-off on the quality of reports and oversees the Technical Project Steering Committee.

6.2 Technical Project Steering Committee (TPSC)

- Chaired by the Municipal Project Champion.
- Coordinates technical work, data access, stakeholder participation, validation of findings and implementation actions.
- Reviews technical deliverables and recommends approval to the PSC; it does not exercise final approval authority.
- Meeting frequency is agreed at the first TPSC meeting and may be increased during data-intensive and implementation phases.
- The PSP provides secretariat support, including agendas, action registers and minutes.

6.3 Roles and Responsibilities

Role	Primary responsibility
DBSA Project Leader / Manager	Contract oversight; interface with DBSA; strategic guidance; monitoring of progress, risks, quality, budget and final acceptance.
Municipal Accounting Officer / MPSC Chair	Executive sponsorship; ensures municipal participation and access; resolves escalated matters; chairs MPSC and supports adoption of outputs.
Municipal Project Champion / TPSC Chair	Day-to-day municipal coordination; mobilises departments; tracks information requests and municipal actions; chairs TPSC.
Municipal CFO / Revenue Management Lead	Provides financial, billing, tariff, debt, collection and policy information; validates recommendations and implementation responsibilities.
Municipal Technical Services / Infrastructure	Provides electricity, water, meter, asset, loss and technical information; supports field verification and corrective planning.
Municipal ICT, GIS, Valuation and Planning	Provides system extracts, data dictionaries, GIS and property information; supports reconciliations and data correction.
PSP Project Manager	Overall planning, resourcing, coordination, reporting, risk management, quality assurance and delivery of the PIP.
PSP Technical Specialists	Execute financial, tariff, engineering, data, GIS, planning, legal/policy, project-management and capacity-building workstreams.

7. STAKEHOLDER ENGAGEMENT AND COMMUNICATION

7.1 Stakeholder Groups

- DBSA Project Leader and programme stakeholders.
- Municipal Manager, CFO, finance, revenue, debt collection, customer care and indigent-management officials.
- Technical services, electricity, water, roads, solid waste and infrastructure officials.
- ICT, GIS, valuation, town planning, legal, internal audit, risk management and supply-chain management functions.
- Eskom, NERSA, Department of Water and Sanitation, water boards and other sector institutions where relevant.
- Communities, consumers, business stakeholders and government departments where awareness or data validation is required.

7.2 Communication and Meeting Cadence

Engagement	Frequency	Purpose	Owner
Inception meeting	Once	Confirm scope, governance, stakeholders, information requirements, deliverables and programme commencement.	DBSA / Municipality / PSP
TPSC working session	As agreed,; normally fortnightly during active technical phases	Resolve data and technical matters, review findings and track actions.	Municipal Project Champion / PSP
MPSC meeting	Monthly	Review progress, budget, risks, benefits and deliverables; approve decisions and remove constraints.	Accounting Officer / MPSC Chair
Monthly progress report	Monthly	Report hours, costs, milestone completion, risks, decisions, lessons and next-period activities.	PSP Project Manager
Stakeholder or community awareness activity	At relevant milestones	Create awareness, obtain input and support implementation of approved changes.	Municipality with PSP support

Engagement	Frequency	Purpose	Owner
Council / DBSA presentation	Final phase and as required	Present the final REP/MRIP, findings, recommendations, cost implications and funding options.	PSP / Municipality / DBSA

8. REPORTING AND DELIVERABLE ACCEPTANCE

8.1 Monthly Progress Report Content

- Cost to date, cost incurred since the previous report and current cash-flow position.
- Percentage completion by work package and overall programme completion.
- Milestones achieved, activities planned for the next month and decisions required.
- Risks, issues, dependencies, mitigation actions and matters requiring escalation.
- Stakeholder workshops, comments received and how comments were resolved.
- Quick-win implementation progress, benefits observed and lessons learned.

8.2 Deliverable Review and Acceptance Procedure

- The PSP submits the draft deliverable and an evidence or handover index to the Municipal Project Champion and DBSA Project Leader.
- The TPSC performs the technical review and consolidates comments within the agreed review period, normally five working days unless otherwise approved.
- The PSP issues a comment-response matrix and revised deliverable.
- The TPSC recommends acceptance or further revision to the MPSC.
- The MPSC approves, conditionally approves or rejects the deliverable with recorded reasons.
- Approval is documented in signed minutes, an acceptance certificate or formal written confirmation.

8.3 Deliverable Acceptance Matrix

Deliverable	Minimum acceptance criteria	Approval
Inception Report and PIP	Scope, work packages, resources, information requirements, schedule, governance, risks, reporting and cash flow are clear and aligned to the contract.	MPSC / DBSA
AS-IS / Revenue Situation Analysis	SIRMF completed; evidence supports findings; revenue risks and quick wins are prioritised; limitations are disclosed.	MPSC

Deliverable	Minimum acceptance criteria	Approval
Cost-of-Supply and Tariff Outputs	Cost drivers and current tariffs assessed; restructuring recommendations are implementable and supported; training completed.	MPSC / CFO
Meter Audit Outputs	Approved audit population and methodology applied; exceptions, revenue implications and corrective actions documented.	MPSC / Technical and Finance Leads
Data Cleansing Outputs	Reconciliation and cleansing rules applied; updated records and unresolved exceptions handed over with audit trail.	MPSC / Revenue, ICT, GIS and Valuation Leads
Indigent, Policy, SOP and Staffing Outputs	Gaps assessed; recommendations aligned to legislation and municipal processes; implementation responsibilities identified.	MPSC / CFO
Quick Wins, Skills Transfer and Intervention Plan	Approved quick wins tracked; skills-transfer evidence provided; interventions are prioritised, costed and assigned.	MPSC
Final REP/MRIP and Close-Out Report	All workstreams consolidated; cost implications, funding options, benefits, lessons, outstanding actions and handover records included.	MPSC, Council and DBSA

9. RESOURCES AND SKILLS TRANSFER

The programme requires a multi-disciplinary resource profile. The final named team and time allocation will be confirmed against the approved proposal and appointment terms.

Discipline / role	Primary contribution
Project Director / Engagement Partner	Executive oversight, quality assurance, client liaison and resolution of escalated matters.
Project Manager	Planning, coordination, progress reporting, risk management, governance support and deliverable integration.
Municipal Finance and Revenue Specialist	SIRMF, financial analysis, billing, collections, debt, policies, indigent management and revenue improvement.
Tariff / Cost-of-Supply Specialist	Cost-of-supply analysis, tariff modelling, restructuring and training.

Discipline / role	Primary contribution
Electrical Engineering / Metering Specialist	Electricity meter audit, technical losses, tampering, illegal connections, technology and revenue-protection solutions.
Civil / Water Services Specialist	Water meter and loss assessment, water-service billing and technical interventions.
GIS / Data / Valuation Specialist	Customer, property, valuation, deeds, GIS, meter and billing reconciliation; data cleansing and exception control.
Town Planning / Land-Use Specialist	Land use, zoning, property usage and tariff alignment.
Legal / Policy / SOP Specialist	By-laws, policies, indigent policy, standard operating procedures, compliance and staffing/process recommendations.
Training and Change Support	Skills-transfer plan, workshops, coaching, knowledge products and benefits tracking.

9.1 Skills-Transfer Approach

- Joint execution of assessments, reconciliations, fieldwork and action planning with nominated municipal officials.
- Practical workshops on SIRMF, tariff review, data-cleansing rules, exception management, meter-audit follow-up and benefits tracking.
- Handover of templates, working papers, registers, procedures, dashboards and training materials.
- Identification of municipal process owners and post-project responsibilities for each action in the REP/MRIP.
- Attendance records and evidence of competency development included in the close-out pack.

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10. RISK MANAGEMENT

The initial programme risks are set out below.

ID	Risk	Likelihood	Impact	Mitigation / management action	Owner
R1	Delayed or incomplete information	High	High	Issue prioritised information request at inception; maintain weekly tracker; escalate critical gaps; agree alternative evidence.	Municipal Project Champion / PSP PM
R2	Poor data quality and incompatible formats	High	High	Profile data early; agree cleansing and matching rules; maintain exception and audit logs; engage system vendors where needed.	Data Lead / Municipal ICT
R3	Inconsistent meter populations or inaccessible meters	Medium	High	Verify the audit universe; PSC approves methodology and physical-verification plan; record limitations and use risk-based sampling where approved.	Metering Lead / Technical Services
R4	Limited availability of officials and stakeholders	Medium	High	Approve stakeholder calendar; nominate alternates; combine workshops; escalate repeated non-attendance.	Municipal Project Champion
R5	Delay in review or approval of deliverables	Medium	High	Agree review periods; issue comment-response matrix; track decisions at TPSC and PSC; escalate overdue approvals.	PSC Chair / DBSA Project Leader
R6	Resistance to revised tariffs, policies or credit-control actions	Medium	High	Use evidence-based engagement; communicate impacts and benefits; phase implementation; support Council and community awareness.	Municipality / Change Lead

ID	Risk	Likelihood	Impact	Mitigation / management action	Owner
R7	Scope expansion or conflicting requests	Medium	High	Apply formal change control; assess effect on cost, time and resources; proceed only after written approval.	DBSA Project Leader / PSP PM
R8	Third-party system or vendor dependency	Medium	Medium	Identify dependencies early; schedule interfaces; document technical responsibilities; escalate delays.	Municipal ICT / PSP PM
R9	Quick-win procurement or implementation delays	Medium	High	Select initiatives with manageable dependencies; confirm funding and procurement route before approval; maintain benefits tracker.	Municipality / DBSA
R10	Confidentiality, privacy or cyber-security breach	Low	High	Use authorised secure transfer; restrict access; minimise personal data; maintain access and handover controls; report incidents immediately.	All parties
R11	Parallel municipal streams strain resources	Medium	Medium	Maintain municipality-specific work plans; stagger intensive phases where necessary; monitor utilisation and quality monthly.	PSP Project Director
R12	Non-adoption or poor sustainability after closure	Medium	High	Assign municipal owners; embed actions in IDP/budget and operational plans; transfer tools; track implementation commitments.	Accounting Officer / CFO
R13	Political factors- election year	High	High	Ensure effective community awareness of the programme	Municipal Manager

11. QUALITY MANAGEMENT AND DATA GOVERNANCE

11.1 Quality Controls

- Workstream outputs undergo technical review and project-level quality review before submission.
- All material findings are traceable to evidence, system extracts, interviews, field records or documented assumptions.
- Reconciliation rules, data changes and unresolved exceptions are documented to preserve an audit trail.
- Reports distinguish verified facts, estimates, assumptions, limitations and recommendations.
- Formal version control, comment-response matrices and approval records are maintained for all key deliverables.

11.2 Data Governance and Confidentiality

- Municipal data will be used only for authorised project purposes and accessed by approved team members.
- Personal and customer information will be handled in accordance with applicable confidentiality, privacy and information-security requirements.
- Data extracts will be transferred through approved secure channels and stored in controlled project repositories.
- Original municipal records will not be altered without authorised change controls and a documented audit trail.
- At closure, agreed data sets, working registers and project records will be handed over or securely disposed of in accordance with contract requirements.

12. ASSUMPTIONS, DEPENDENCIES AND CHANGE CONTROL

12.1 Key Assumptions and Dependencies

- DBSA and the municipality will nominate authorised project representatives and committee members promptly.
- Municipal departments will provide timely access to relevant systems, records, policies, officials, sites and third-party service providers.
- Current data extracts and system documentation will be made available in usable formats.
- Field verification will be supported by municipal officials and conducted subject to safety, access and community protocols.
- Council, DBSA and municipal review processes will be scheduled to avoid avoidable approval delays.

- Any direct implementation budget for quick wins will be separately confirmed, governed and procured.

12.2 Change-Control Procedure

- A party submits a written change request describing the proposed change and reason.
- The PSP assesses the effect on scope, deliverables, resources, timing, risk and cost.
- The TPSC reviews the technical implications and recommends a position.
- DBSA and the authorised municipal authority approve, reject or defer the change in writing.
- Approved changes are reflected in the PIP, schedule, risk register, cash flow and relevant contract records before execution.

13. PROJECT CLOSURE AND APPROVAL

13.1 Closure Requirements

- All approved deliverables, reports, data sets, registers, tools, training materials and presentations handed over.
- Final REP/MRIP presented to the MPSC, Municipal Council and DBSA.
- Outstanding actions, dependencies, unresolved exceptions and post-project owners recorded.
- Benefits realised and expected future benefits documented, with baseline measures where available.
- Lessons learned and recommendations for sustaining the programme agreed.
- Close-Out Report and formal acceptance record completed for each municipality.

13.1 Approval

By approving this Project Implementation Plan, the parties confirm the baseline approach, scope allocation, governance structure, reporting cadence, 18-month programme, milestone deliverables and risk-management arrangements. Approval does not amend the signed contract; any contractual variation remains subject to formal written authorisation.