



DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY

# BUDGET PROCESS POLICY

## 1. **Definitions**

1.1. In this Policy, unless the context indicates otherwise, the following definitions are applied:-

**“Accounting Officer” (MFMA)** in relation to Dr Nkosazana Dlamini Zuma Municipality, means the Municipal Official referred to in section 60;

**“Allocation”** means-

- (a) a Municipality’s share of the local government’s equitable share referred to in section 214(l) (a) of the Constitution;
  - (b) an allocation of money to a Municipality in terms of section 214(1) (c) of the Constitution;
  - (c) an allocation of money to a Municipality in terms of a provincial budget; or
  - (d) any other allocation of money to a Municipality by an organ of state, including by another Municipality, otherwise than in compliance with a commercial or other business transaction;
- “Budget Year”** means the financial year of the Municipality for which an annual budget is to be approved in terms of section 16(1) of the MFMA;

**“Chief Financial Officer”** means a person designated in terms of Section (80)(2)(a) of the MFMA as Chief Financial Officer (CFO) of Dr Nkosazana Dlamini Zuma Municipality;

**“Council”** refers to the Council of Dr Nkosazana Dlamini Zuma Municipality;

**“Current year”** means the financial year, which has already commenced, but not yet ended;

**“Financial year”** means a twelve-month period commencing on 1st July and ending on 30th June each year;

**“IDP”** means the integrated development plan as approved by council;

<b>"Mayor"</b>	means the councillor elected as the mayor of the Municipality in terms of section 55 of the Municipal Structures Act;
<b>"MFMA"</b>	means the Local Government: Municipal Finance Management Act, 56 of 2003;
<b>"mSCOA"</b>	refers to the Municipal Standard Chart of Accounts and provides a uniform recording and classification of municipal budget and financial information at a transactional level;
<b>"Municipal entity"</b>	has the meaning assigned to it in section 1 of the Municipal System Act (refer to the MSA for definition);
<b>"Municipality"</b>	refers to Dr Nkosazana Dlamini Zuma Municipality;
<b>"National Treasury"</b>	means the National Treasury established by <b>section 5</b> of the Public Finance Management Act;
<b>"Service Delivery and Budget Implementation Plan (SDBIP)"</b>	<p>means a detailed plan approved by the Mayor of a Municipality in terms of section 53(l)(c)(ii) of the MFMA for implementing the Municipality's delivery of municipal services and its annual budget, and which must indicate-</p> <ul style="list-style-type: none"><li>(a) Projections for each month of-<ul style="list-style-type: none"><li>i. Revenue to be collected, by source; and</li><li>ii. Operational and capital expenditure, by vote;</li></ul></li><li>(b) Service delivery targets and performance indicators for each quarter; and</li><li>(c) Any other matters that may be prescribed, and includes any revisions of such plan by the Mayor in terms of section 54(l)(c) of the MFMA;</li></ul>
<b>"Standard Chart of accounts"</b>	means a multi-dimensional classification framework providing the method and format for recording and classifying financial transaction information in the general ledger forming part of the books of account containing a standard list of all available accounts;

**"Vote"**

means-

- (a) One of the main segments into which a budget of a Municipality is divided for the appropriate of money for the different departments or functional area of the Municipality; and
- (b) Which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

**2. Objective**

- 2.1. The objective of this Policy is to set out the budgeting principles which the Municipality will follow in preparing each annual budget, as well as the responsibilities of the Mayor, Municipal Manager and Chief Financial Officer in compiling such a budget.
- 2.2. The Municipality shall comply with the provisions of this Policy in the compilation of each of its budgets.

**3. Compliance with Legal Provisions**

In the process of preparing the budget, the Municipality, its Mayor, political office bearers, Municipal Manager, Chief Financial Officer and other officials shall comply with all relevant legal requirements, including in particular:

- 3.1. the provisions of Chapter 4 ( Sections 15 to 33) of the Local Government: Municipal Finance Management Act, 2003 ( "the MFMA"), as well as Sections 42, 43, 53, 54,55, 68, 69, 70, 71, 72, 75, 80, 81 and 83 thereof; and
- 3.2. the Municipal Budget and Reporting Regulations ( "the Regulations") published in terms of Section 168 of the MFMA under General Notice 393 of 2009;
- 3.3. the Minister of Finance promulgated Government Gazette No. 37577, Municipal Regulations on Municipal Standard Chart of Accounts (mSCOA), on 22 April 2014; and
- 3.4. all relevant budget-related circulars and notices issued by the National Treasury.

**4. Role of Mayor**

- 4.1. As provided in Section 21(1) of the MFMA, the Mayor is responsible for :
  - 4.1.1. Co-ordinating the process for preparing the annual budget and for reviewing the Integrated Development Plan ("IDP") and budget related-policies;

4.1.2. Tabling in the council a time schedule outlining key deadlines.

4.2. In addition, as provided in Section 21(2) of the MFMA, for purposes of preparing the budget, the Mayor is required to:

4.2.1. Take into account the Municipality's IDP;

4.2.2. Take all reasonable steps to ensure that the Municipality revises the IDP;

4.2.3. Take into account the national budget, the provincial budget, the national government's fiscal and macro-economic policy, the Annual Division of Revenue Act and any agreements reached in the budget forum;

4.2.4. Consult the relevant district municipality, if applicable, and local municipalities within the district, the provincial treasury, and when requested, the national treasury, and any national organs of state as may be prescribed;

4.2.5. Provide on request information to the National Treasury and other organs of state and other municipalities affected by the budget.

4.3. The Municipal Manager, the Chief Financial Officer and all other managers who are directly accountable to the Municipal Manager shall provide technical and administrative support to the Mayor in the preparation and approval of the annual and adjustment budgets, as well as the consultative process and the furnishing of information as contemplated above.

## **5. CFO Responsible for Preparation of Budget**

5.1. Without derogating in any way from the legal responsibilities of the Municipal Manager as Accounting Officer, the Chief Financial Officer shall be responsible for preparing the draft budget.

5.2. The Municipal Manager shall delegate to the Chief Financial Officer all such powers as may be necessary to perform the abovementioned function.

5.3. The Municipal Manager shall ensure that all heads of departments provide inputs required by the Chief Financial Officer for the purpose of preparing the budget.

5.4. The Chief Financial Officer shall ensure that the annual and adjustments budgets comply with the requirements of the National Treasury, reflect the budget priorities determined by the Mayor, are aligned with the IDP, and comply with all budget-related policies, and shall make recommendations to the Mayor on the revision of the IDP and the budget-related policies where these are indicated.

**6. Budget Time Schedule**

- 6.1. The Chief Financial Officer shall draft the budget time schedule as required by Section 21 (1) (b) for the ensuing financial year for the Council's approval.
- 6.2. Such time schedule shall indicate the target dates for the draft revision of the IDP and the preparation of the annual budget for the ensuing financial year, which target dates shall follow the prescriptions of the Municipal Finance Management Act, for the submission of all the budget-related documentation to the Mayor, Finance Committee, Executive Committee and Council.
- 6.3. Such time schedule shall provide for the deadlines set out in Appendix A, unless the Mayor, after consultation with the Chief Financial Officer, determines otherwise: provided that the requirements of the MFMA shall at all times be adhered to.
- 6.4. The Chief Financial Officer shall be responsible for ensuring that the time schedule is adhered to.

**7. Budget to be Balanced**

The annual or adjustments budget shall be approved by the council only if it has been properly balanced, that is, if the sources of finance which are realistically envisaged to fund the budget equal the proposed expenses.

**8. Funding of Expenditure**

- 8.1. An annual budget may be funded only from:
- 8.1.1. Realistically anticipated revenues to be collected;
  - 8.1.2. Cash-backed accumulated funds from previous years' surpluses not committed for other purposes;
  - 8.1.3. Borrowed funds, but only for capital projects.
- 8.2. All expenses, excluding depreciation expenses, shall be cash-funded. All redemptions of external loans shall be transferred in cash to the external financing fund from the department to which the advance was made.

**9. Zero -Based Budgeting**

Except in so far as capital projects represent a contractual commitment of the Municipality extending over more than one financial year, the annual budget shall be prepared from a zero base.

**10. Contents of Budget**

- 10.1. The budget must be in the prescribed format, and must be divided into a capital and an operating budget.
- 10.2. The budget must reflect the realistically expected revenues by major source for the budget year concerned.
- 10.3. The expenses reflected in the budget must be divided into the votes of the various departments of the Municipality.
- 10.4. The budget must also contain:
  - 10.4.1. the fore-going information for the two years immediately succeeding the financial year to which the budget relates;
  - 10.4.2. the actual revenues and expenses for the previous financial year , and
  - 10.4.3. the estimated revenues and expenses for the current year.
- 10.5. The budget must be accompanied by all of the documents referred to in Section 17(3) of the MFMA.
- 10.6. For the purposes of Section 17(3) (k), the salary, allowances and benefits of each person referred to therein must be stated individually.
- 10.7. All new projects and programmes must be accompanied by a market research or feasibility study.

**11. Sequence of Capital and Operating Components**

- 11.1. The annual budget and adjustments budget shall be prepared according to the following sequence:
  - 11.1.1. first, the capital component, and
  - 11.1.2. second, the operating component.
- 11.2. The operating component shall duly reflect the impact of the capital component on:
  - 11.2.1. depreciation charges;
  - 11.2.2. repairs and maintenance expenses;
  - 11.2.3. interest payable on external borrowings; and
  - 11.2.4. other operating expenses.
  - 11.2.5. Condition assessment expenses

- 11.3. Before approving the capital budget component of the annual or adjustments budget, the council shall consider the impact of the capital component on the present and future operating budgets of the Municipality in relation to the items referred to in 11.2.1 to 11.2.4.

## **12. Capital Replacement Reserve**

- 12.1. The Council shall establish an asset financing reserve for financing capital projects and the acquisition of capital assets.
- 12.2. Such reserve shall be established from the following sources of revenue:
- 12.2.1. unappropriated cash-backed surpluses to the extent that such surpluses are not required for operational purposes;
  - 12.2.2. interest on the investments of the asset financing reserve, appropriated in terms of the banking and investments policy;
  - 12.2.3. further amounts appropriated as contributions in each annual or adjustments budget; and
  - 12.2.4. net gains on the sale of fixed assets in terms of the fixed asset management and accounting policy.

## **13. Financing of Capital Budget**

The Chief Financial Officer shall make recommendations on the financing of the draft capital budget for the ensuing and future financial years, indicating the impact of viable alternative financing scenarios on future expenses, and specifically commenting on the relative financial merits of internal and external financing options.

## **14. Determination of Votes**

In preparing the operating budget, the Chief Financial Officer shall determine the number and type of votes to be used and the line-items to be shown under each vote, provided that in so doing the Chief Financial Officer shall properly and adequately reflect the organizational structure of the Municipality, and further in so doing shall comply with the prescribed budget format of National Treasury.

## **15. Provisions for Leave, Bad Debts and Obsolescence**

- 15.1. The Municipality shall establish and maintain a provision for accrued leave entitlements of officials as at 30 June of each financial year, and shall budget appropriately for contributions to such provision in each annual and adjustments budget.



- 15.2. The Municipality shall establish and maintain a debt allowance in respect of its approved rates and tariffs policies, and shall budget appropriately for contributions to such provision in each annual and adjustments budget.
- 15.3. The Municipality shall establish and maintain an inventory allowance and deterioration of inventory, and shall budget appropriately for contributions to such provision in each annual and adjustments budget.

## **16. Provision for Maintenance**

- 16.1. The Municipality shall adequately provide in each annual and adjustments budget for the maintenance of its fixed assets in accordance with its fixed asset management and accounting policy. At least 8% of the total carrying value for property, plant and equipment and investment property (Circular 71) of the operating budget shall be set aside for such maintenance.
- 16.2. Repairs and maintenance must be budgeted for as a project as follows:
- Is it infrastructure or non-infrastructure?
  - Preventative or corrective maintenance?
  - If preventative is it interval based or condition based?
  - If corrective is it planned or emergency?
  - What type of infrastructure is it; e.g. earthworks, civil structures, buildings, electrical equipment?

## **17. Salaries and Allowances**

The budget for salaries, allowances and salaries-related benefits shall be separately prepared, and shall not exceed the parameter (percentage) of the aggregate operating budget component of the annual or adjustments budget, (which is currently between 25% to 40%) the parameters as may be contained in the budget circular issued by National Treasury from time to time. For purposes of applying this principle, the remuneration of political office bearers and other Councilors shall be included in this limit.

## **18. Depreciation and Finance Charges**

- 18.1. Depreciation and finance charges together shall not exceed 20% of the aggregate expenses budgeted for in the operating budget component of each annual or adjustments budget.
- 18.2. Finance charges payable by the Municipality shall be apportioned between departments or votes on the basis of the proportion at the last balance sheet date of the carrying value of the fixed assets belonging to such department or vote to the

aggregate carrying value of all fixed assets in the Municipality. However, where it is the council's policy to raise external loans only for the financing of fixed assets in specified council services, finance charges shall be charged to or apportioned only between the departments or votes relating to such services.

- 18.3. The Chief Financial Officer shall determine the depreciation expenses to be charged to each vote, and the apportionment of interest payable to each vote, unless the funds set aside for depreciation will be utilized for other purposes. If this is the case a separate reconciliation must be prepared reflecting the expenditure thereof.

#### **19. Allocation of Interest Earned**

The allocation of interest earned on the Municipality's investments shall be budgeted for, subject, however, to any terms and conditions relating to the treatment of interest which may be attached to any grant made to the Municipality in terms of the banking and investment policy.

#### **20. Indigent Relief**

The cost of indigent relief must be separately reflected in the appropriate votes, calculated and implemented in terms of an applicable policy on indigents.

#### **21. Allocations from Other Organs of State**

Allocations from other organs of state shall be properly reflected in the annual and adjustments budget, and that the estimated expenses against such allocations (other than the equitable share) are appropriately recorded.

#### **22. Rates as a Source of Income**

In preparing its revenue budget, the Municipality shall strive to maintain realistic revenues from property rates in terms of its property rates policy.

#### **23. Impact of Rates and Tariffs**

When considering the draft annual budget, the Council shall consider the impact, which the proposed increases in rates and service tariffs will have on the monthly municipal accounts of households in the municipal area.

#### **24. Determination of Growth Factors**

The Chief Financial Officer shall, with the approval of the Mayor and the Municipal Manager, and having regard to the Municipality's current financial performance,

determines the recommended aggregate growth factor(s) using the National Treasury Guidelines.

## **25. Publication of Annual Budget**

In accordance with Section 22 of the MFMA, the Municipal Manager shall ensure that immediately after the annual budget is tabled in the Council:

- 26.1 The budget is made public in accordance with the provisions of Section 17(3) of the Local Government: Municipal Systems Act;
- 26.2 The local community is invited to make submissions in regard to the budget;
- 26.3 The budget is submitted to the National Treasury and Provincial Treasury in printed and electronic formats;
- 26.4 The budget is submitted to any prescribed organs of state and to other municipalities affected by it.

## **26. Consultations on Tabled Budgets**

The Municipality shall, after the annual budget is tabled, consider the views of the local community, the National and Provincial Treasuries, organs of state and municipalities which made submissions on the budget, as required by Section 23 of the MFMA, and shall comply with all other requirements of that section

## **27. Approval of Annual Budget**

The Council shall approve the budget in accordance the provisions of Section 24 of the MFMA, failing which, the Municipality shall be subject to the provisions of Section 25 of the MFMA.

## **28. Monthly Budget Reports**

The Chief Financial Officer shall compile monthly budget reports, with recommendations, comparing actual results with budgeted projections, and the heads of departments shall furnish the Chief Financial Officer with all explanations required for deviations from the budget. The Chief Financial Officer shall submit these monthly reports to the Mayor, Finance Committee and Executive Committee, and all other prescribed parties, in accordance with the prescriptions of the Municipal Finance Management Act.

## **29. Related Policies**

This Policy must be read in conjunction with the following budget –related policies of the Municipality:

- 29.1. The Credit Control and Debt Collection Policy;
- 29.2. The Indigent Management Policy;
- 29.3. Tariff Policy
- 29.4. Property Rates Policy
- 29.5. Virement Policy

### **30. Review of Policy**

This Policy is to be reviewed annually by the CFO.

### **31. Responsibility for Implementation**

The Municipal Manager shall be responsible for the implementation of this Policy, provided that the Municipal Manager shall delegate such powers to the Chief Financial Officer as may be required under paragraph 5.2 of this Policy.

### **32. Commencement**

This Policy shall come into effect upon approval by Council of Dr Nkosazana Dlamini Zuma Municipality.

### **33. COUNCIL APPROVAL AND EFFECTIVE DATE**

This Policy has been considered and approved by **Council of Dr Nkosazana Dlamini Zuma Municipality** as follows:

Resolution No: .....

ADOPTED BY COUNCIL ON THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 2022

\_\_\_\_\_  
MUNICIPAL MANAGER  
MR NC.VEZI

\_\_\_\_\_  
DATE

**SUMMARISED TIMETABLE**

<b>FINAL DATE</b>	<b>ACTION BY MUNICIPALITY</b>
31 August	Table in council timetable for preparation of coming year's annual budget
25 January	Assess current year's budget performance
31 January	Table assessment report in council
(31 January)	Consider municipal entity's proposed budget for coming year and make recommendations
(31 January or earlier)	Table municipal entity's adjustments budget for coming year
(Between 31 January and 31 March)	Table municipality's adjustments budget for current year and changes to service delivery targets and KPIs
(Between 31 January and 31 March)	Make public (adjustments budget and) revisions to service delivery and budget implementation plan for current year
31 March	Table municipality's draft budget for coming year
31 March	Table municipal entity's revised budget for coming year
Immediately after 31 March	Make public draft budget for coming year and invite submissions from community, provincial treasury and others
Before 31 May	Respond to submissions and revise draft budget for coming year
31 May	Consider approval of budget for coming year and attendant resolutions
30 June	Budget for coming year and attendant resolutions must be approved by 30 June. Approved budget of entity must be tabled.
Early June to early July: immediately after budget approved	Submit budget to national treasury and provincial treasury
Early June to early July: immediately after approval dates	Place on website annual budgets and all budget-related documents
Mid June to mid July: 14 days after budget approved	Finalise draft service delivery and budget implementation plan and draft performance agreements
Late June to late July: 28 days after budget approved	Approve service delivery and budget implementation plan

<b>FINAL DATE</b>	<b>ACTION BY MUNICIPALITY</b>
Late June to late July: 28 days after budget approved	Conclude performance agreements
Mid July to mid August: 14 days after service delivery and budget implementation plan approved	Make public projections of revenues and expenses for each month of coming year, service delivery targets for each quarter, and performance agreements

### DETAILED BUDGET TIMETABLE

<b>Section of Municipal Finance Management Act No. 56 of 2003</b>	<b>Date by which action must be completed</b>	<b>Action required</b>	<b>Responsible party</b>	<b>Practical considerations</b>
21(1)(b)	31 August	<p>Mayor must at least 10 months before start of budget year table in council time schedule outlining key deadlines for</p> <ul style="list-style-type: none"> <li>- preparation, tabling and approval of annual budget</li> <li>- annual review of IDP</li> <li>- annual review of budget-related policies</li> <li>- tabling and adoption of any amendments to IDP and budget-related policies</li> <li>- any consultative processes forming part of foregoing</li> </ul>	Mayor	Time schedule must either fit in with already scheduled council meetings or must indicate when special council meetings must be scheduled.
Section 88	20 January	Accounting officer of municipal entity must assess entity's budgetary and financial performance for first six months of financial year, and submit assessment report to board of directors and parent municipality.		
72(1), (2) and (3)	25 January	Accounting officer of municipality must assess budgetary and financial performance of municipality	Accounting officer	

Section of Municipal Finance Management Act No. 56 of 2003	Date by which action must be completed	Action required	Responsible party	Practical considerations
		for first six months of financial year, make recommendations on whether adjustments budget necessary, and recommend revised projections for revenues and expenses. This assessment must be submitted to the mayor, national treasury and the provincial treasury (presumably immediately).		
54(1)(f)	31 January	Mayor must submit accounting officer's report to council.	Mayor	Special council meeting may have to be scheduled.
54(1) and (2)	(Between 31 January and 31 March)	If municipality faces "serious financial problems" mayor must "promptly" respond to and initiate remedial steps proposed by accounting officer, including steps to reduce expenses and tabling of adjustments budget. Mayor must also consider revisions to service delivery and budget implementation plan. (Note that only council may approve changes to service delivery targets and KPIs – these changes must therefore be tabled with the adjustments budget).	Mayor	Adjustments budgets may be prepared by the accounting officer, and tabled in council by the Mayor "when necessary". They must be so prepared and tabled (within prescribed limits as to timing and frequency) whenever material adjustments to expenses or revenues are required, and not only when "serious financial problems" are looming. In general, adjustments budgets should preferably be tabled by or as soon as possible after 31 January, and certainly not later than 31 March when the draft annual budget for the next year is first tabled.

<b>Section of Municipal Finance Management Act No. 56 of 2003</b>	<b>Date by which action must be completed</b>	<b>Action required</b>	<b>Responsible party</b>	<b>Practical considerations</b>
54(3)	(Between 31 January and 31 March)	Mayor must ensure that revisions to service delivery and budget implementation plan are "promptly" made public. (Note that no concomitant revision of performance agreements is evidently envisaged).	Mayor	Presumably the accounting officer must make these revisions for the mayor's approval as part of the process of adjusting the annual budget. The deadline for these revisions must be by or as soon as possible after 31 January, but certainly not later than 31 March. See also 54(1) and (2).
87	100 days before start of financial year (approximately mid March)	Board of directors of entity must consider recommendations, and if necessary submit revised budget to parent municipality.	Board of directors of entity	
16(2)	31 March	Mayor must table (draft) annual budget of municipality at council meeting at least 90 days before start of budget year.	Mayor	Council meeting must be scheduled appropriately.
87	31 March	Mayor of parent municipality must table originally proposed or proposed revised budget (as case may be) of entity when (draft) annual budget of municipality first tabled.	Mayor	-
22(a) and 22(b)	Immediately after 31 March or earlier date if annual budget tabled before 31 March	Immediately after (draft) annual budget tabled in council, accounting officer must (1) make public budget and documents referred to in Section 17(3), and invite local community to submit representations in connection with budget, and (2) submit annual budget in both printed and electronic formats to provincial treasury, and in	Accounting officer	



<b>Section of Municipal Finance Management Act No. 56 of 2003</b>	<b>Date by which action must be completed</b>	<b>Action required</b>	<b>Responsible party</b>	<b>Practical considerations</b>
		either format to prescribed national and provincial organs of state and to other municipalities affected by the budget.		
23(2)	Before 31 May	Council must give mayor opportunity (1) to respond to submissions received on (draft) annual budget and attendant documentation and (2) to revise budget, if necessary, and table amendments for consideration by council.	Mayor and council	-
24(1) and (2)	31 May	Council must consider approval of annual budget, together with resolutions imposing rates and levies, setting tariffs, approving measurable performance objectives for revenue from each source and for each vote, approving any changes to IDP, and approving any changes to budget-related policies.	Council	Although council has until 30 June to approve budget, best practice will be to approve budget not later than 31 May.
87(4)	31 May	Board of directors of municipal entity must approve budget for coming year, having taken into account recommendations of council of parent municipality, and must make budget public.	Board of directors of municipal entity	
24(3)	(Immediate after approval date)	Accounting officer must submit approved annual budget to national treasury and provincial treasury.	Accounting officer	No time limit is specified for this action, and neither is the format in which the budget is to be submitted specified.  Common sense dictates that the submission should be at least in electronic format and that it should be made as soon

<b>Section of Municipal Finance Management Act No. 56 of 2003</b>	<b>Date by which action must be completed</b>	<b>Action required</b>	<b>Responsible party</b>	<b>Practical considerations</b>
				as possible after the approval date.
25(1) and (2)	Within 7 days of date of council meeting which failed to approve annual budget	If council fails to approve annual budget at meeting scheduled in terms of Section 24, must reconsider budget within 7 days of date of such meeting. If necessary, process must be repeated until budget approved by 30 June.	Council	As province will intervene if budget not approved by 30 June, mayor, councillors and accounting officer must co-operate to ensure obstacles to approval timeously removed.
69(3)(a) and (b)	14 days after approval of annual budget (mid June to mid July)	Accounting officer must submit to mayor draft service delivery and budget implementation plan, and drafts of annual performance agreements for municipal manager and all senior managers.	Accounting officer	
53(1)(c)(ii)	Within 28 days after date annual budget approved (late June to late July)	Service delivery and budget implementation plan must be approved by mayor, including projections of revenues and expenses for each month, and service delivery targets and performance indicators for each quarter. (Note that though the mayor approves these targets and KPIs, only the council may change them and then only following the approval of an adjustments budget. See Section 54(1) (c)).	Mayor	-
53(1)(c)(iii)(a) & (bb)	Within 28 days after date annual budget approved (late June to late July)	Mayor must take all reasonable steps to ensure that annual performance agreements for municipal managers and all senior managers are linked to measurable performance objectives approved with the budget and to the service delivery and budget implementation plan, and are concluded in accordance with Section	Mayor	No date is specified for the completion of this requirement, but the logical inference is that the date should not be much later than the date on which the service delivery and budget implementation plan must be

<b>Section of Municipal Finance Management Act No. 56 of 2003</b>	<b>Date by which action must be completed</b>	<b>Action required</b>	<b>Responsible party</b>	<b>Practical considerations</b>
		57(2) of the Municipal Systems Act.		approved. See Section 53(3) (b).
16(1)	30 June	Annual budget must be approved by council	Council	-
53(3)(a) and (b)	14 days after approval of service delivery and budget implementation plan (mid July to mid August, depending on date plan approved)	Projections of revenues and expenses for each month and service delivery targets for each quarter (as set out in approved service delivery and budget implementation plan), and performance agreements of municipal manager and senior manager must be made public, and copies of performance agreements must be submitted to council and MEC for local government.	Mayor	Although this is not specified as a requirement, logic dictates that copies of the service delivery and budget implementation plan should also be submitted to council and the MEC.

**ANNEXURE: SEVEN SEGMENTS AS OUTLINED BY MSCOA FOR PROJECTS.**

1. The MTREF budget is to be prepared taking into account the seven (7) segments as outlined by mSCOA regulation, therefore allocating all segments of mSCOA to all prioritised projects.

2. Project Segment

- a) The project segment is the starting point for budgeting and transacting in accordance with mSCOA. The project segment is linked to the Integrated Development Plan (IDP) of the municipality and must include both capital and operational projects.
- b) The project segment distinguishes projects according to the nature of the expense; i.e. whether it is a capital or an operational expense.
- c) The following section provides examples of mSCOA classifications relating to the project segment.

No.	Example	Classification
1.	A project named Construction of a New Water Reservoir called Umzinto Reservoir for R1.2 million has been approved in terms of the municipal IDP.	Capital: Infrastructure-New-Water Supply Infrastructure-Reservoirs.
2.	Revenue from the sale of electricity to households in urban areas to the value of R1 500 000.	Default Transactions: Revenue.
3.	Payment of R20 000 for water usage related to technical services office building.	Operational: Municipal Running Costs

3. Function Segment

- a) The function segment classifies the transaction according to the function or service delivery objective. It provides for the standardisation of function or service delivery objective and identifies core and non-core functions.
- b) This does not replicate the current vote structure but indicates the function being performed.
- c) The following section provides examples of MSCOA classifications relating to the function segment.

No.	Example	Classification
1.	A local municipality plans to upgrade the facilities on one of its community halls.	Community and Social Services: Core Function: Community Halls and Facilities.
2.	The district municipality budgeting for emergency fire fighters in case of an outbreak of veld fires during the winter season.	Public Safety: Core Function: Firefighting and Protection.

#### 4. Item Segment

- a) The item segment provides for the classification of item detail in the presentation of the financial position, performance and cash flow of the municipality.
- b) The classification is determined according to the nature of the transaction, either as revenue, expenditure, asset, liability or net asset.
- c) The following section provides examples of mSCOA classifications relating to the Item Segment - **Revenue**.

No.	Example	Classification
1.	In the City of Cape Town, Mrs Smith receives R100 from Mr Jones in respect of tender documents.  Mrs Smith prepares a receipt for Mr Jones.	Exchange Revenue: Sales of Goods and Rendering of Services: Sale of Goods: Publications-Tender Documents.
2.	Mr Smith paid R1500 on his electricity account for a fine relating to an illegal connection on his property.	Non-Exchange Revenue: Fines, Penalties and Forfeits-Fines: Illegal Connections-Electricity.

- d) The following section provides examples of mSCOA classifications relating to the Item Segment - **Expenditure**.

No.	Example	Classification
1.	Mr Smith, a municipal employee, travelled to Johannesburg to attend the IMFO Conference.	Flight Costs: Expenditure: Operational Cost-Travel and Subsistence: Domestic-Transport with Operator: Public Transport-Air Transport.

	He incurred flight costs of R3000 and car hire of R500.	Car Hire: Expenditure: Operational Cost-Travel and Subsistence: Domestic- Transport without Operator: Car Rental.
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- e) The following section provides an example of an mSCOA classification relating to the Item Segment – Assets.

No.	Example	Classification
1.	The municipality purchased an investment property during the financial year.  The municipality applies the cost model as the accounting policy for investment property.	Non-current Assets: Investment Property: Cost Model: Additions

- f) The following section provides an example of an mSCOA classification relating to the Item Segment: Liabilities.

No.	Example	Classification
1.	The municipality has an unspent amount of R500 000 from a capital grant received from the KZN Department of Housing.	Current Liabilities: Trade and Other Payable Non-Exchange Transactions-Transfers and Subsidies  Unspent: Capital-Monetary Allocations: Departmental Agencies and Accounts-Provincial Government: Kwazulu-Natal- Housing-Housing Development.

- g) The following section provides examples of mSCOA classifications relating to the Item Segment: Net Assets

No.	Example	Classification
1.	The municipality paid a contractor to conduct maintenance on a housing development scheme. The municipality funded this maintenance from the Housing Development Fund.	Net Assets: Reserves and Funds- Housing Development Fund: Housing Operating Fund-Utilisation.
2.	The municipality did not recognise a creditor in the previous financial year.  The creditor is owed R5 000 for the purchase of stationery.	Dr Net Assets: Accumulated Surplus/ (Deficit): Correction of Prior Period Error.  Cr Current Liabilities: Trade and Other Payable Exchange Transactions-Payables and Accruals.

- h) The following section provides examples of mSCOA classifications relating to the Item Segment: Gains and Losses

No.	Example	Classification
1.	The municipality made a profit of R5 000 on the sale of desks at a recent auction sale.	Gains and Losses: Disposal of Fixed and Intangible Assets-Property, Plant and Equipment-Furniture and Office Equipment: Gains.
2.	Record the journal to recognise the increase in provision for doubtful debts related to residential rates.  Determine if this is developed land or vacant.	DR Gains and Losses: Impairment Loss: Other Receivables from Non-Exchange Revenue-Property Rates.  CR Current assets: Receivables from Non-Exchange Transactions-Property Rates: Residential Properties-Developed: Impairment-Recognised.

## 5. Fund Segment

- a) The fund segment identifies the various sources of funding to finance both capital and operational expenditure.
- b) This segment is used to determine the source of funding against which a payment is allocated and the source of revenue against which income is received.

- c) The following section provides examples of mSCOA classifications relating to the fund segment.

No.	Example	Classification
1.	Project KZN P101-Repair two potholes. Funding source is property rates.	Operational: Revenue: General Revenue: Taxes-Property Rates: Levies.
2.	Upgrade of Kwadukuza Sport Stadium. Funding source is Municipal Infrastructure Grant.	Capital: Transfers and Subsidies: Monetary Allocations: Department Agencies and Accounts: National Government-Municipal Infrastructure Grant (Schedule 5B).

## 6. Regional Segment

- a) The regional segment assigns municipal expenditure and revenue to the lowest geographical region to identify communities that benefit from spending. It aims at measuring the impact of such spending by region; i.e. economic impact.
- b) It measures progress on addressing backlogs, ensures services are provided fairly and equitably and enables decision-making.
- c) The municipality has the discretion to allocate revenue by region as it is not a mandatory mSCOA requirement currently.
- d) No Regional Identifier - This classification is used to record transactions that are not relevant to this segment. The account is at posting level with no further breakdown required. An example would be the classification of assets (excluding capital expenditure), liabilities and net assets.
- e) Regional Identifier - This classification provides regional indicators to record transactions and distinguish at the highest level between national, provincial and local government. This is a non-posting level account with the underlying classification structure fixed unless indicated otherwise.
- f) National Functions: This category is restricted to areas specifically identified and accepted as such by National Treasury to be “municipal functions” performed as part of the national strategy and executed as co-operative governance. This is a non-posting level account and if a posting level is required motivation must be submitted to National Treasury for inclusion in this chart.
- g) Provincial Functions: The use of this category is restricted to areas specifically identified and accepted as such by National Treasury to be “municipal functions” performed as part of a provincial strategy and executed as co-operative governance; e.g. non-core functions provided for as agency services in the function



segment. This is a non-posting level account and if a posting level is required motivation must be submitted to National Treasury for inclusion in this chart.

- h) Local Government by Province: The regional segment indicators relevant to beneficiaries at a local government level are set up by province. Metros, districts and local municipalities must determine the ward or regional area for posting of transactions. This is a non-posting level account with the underlying classification structure fixed unless indicated otherwise.

## 7. Costing Segment

- a) The costing segment provides for the classification of indirect (Secondary) costs that do not directly attribute to the output and are sometimes referred to as activity based recoveries; e.g. labour, vehicle, plant and equipment, internal service charges (internal billings) and departmental charges such as office rental, audit fees and procurement.
- b) The costing segment acts as a cost collector in determining the total cost of providing a service or function, identification of productivity inefficiencies and tariff determination for municipal services.
- c) Indirect cost (secondary cost) is initially recorded as primary cost within the "Item" segment and funded according to the indicator selected in the "Fund" segment. The costing indicator within the "Costing" segment provides for the re-distribution of these primary costs between functions (no change in the funding source), together with indicators provided in the "Cost" segment.
- d) At a budgeting level it is expected that this segment will be default.
- e) The focus should be, at a minimum in the interim to provide for the recording of full cost reflection for at least the four core municipal functions being electricity, water, waste water and waste management services.

## 8. Municipal Standard Classification Segment

- a) This is a non-standardised segment, therefore the structure is not prescribed.
- b) This segment contains the "votes" set up by the Municipality based on the organisational structure in place for the municipality.
- c) This segment will be utilised in instances where the function segment structure differentiates from the organisational structure.
- d) This segment is used for internal reporting within the Municipality.