

NATIONAL TREASURY

MFMA IMPLEMENTATION PLAN - TEMPLATE

(High Capacity Municipality Only)



Name of municipality: City of uMhlathuze

Demarcation code: KZ282

(eg: City of Johannesburg)

(eg: GT001)

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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1 MANAGEMENT ARRANGEMENTS

Reforming the municipality's finances will require a new approach to organisational change, one that takes into account change management processes as well as a clear understanding of the relevant legislation - not only the MFMA, but also the Constitution, Municipal Structures Act, Municipal Systems Act and annual Division of Revenue Act. This section outlines some of the key management and organisational considerations that must be borne in mind when commencing the reforms required. Note that this list is not exhaustive, and must be amended as required to meet the council's own individual circumstances. Refer MFMA Chapters 7, 8, 9, 13, 14 and 15, and s51 and s59 of the MSA. s51 of the MSA describes the organisation of a municipality's administration in more detail.

	CORPORATE MANAGEMENT						
	Council and the mayor						
1.1	In instances where there is no mayor, executive mayor or executive committee, designate a councillor to exercise the powers and duties assigned to a mayor	57 59	council	ref s59 of MSA	01-Jul-04	N/A	
1.2	In instances where there is an executive committee, exercise the powers and functions in consultation with the executive committee	58 59	mayor	ref s59(1) of MFMA	01-Jul-04	CR 7325 RPT 150128 14/06/2011 & CR 7719 RPT 150230 29/11/2011	
1.3	Take steps to ensure that the mayor is aware of his or her general responsibilities under the MFMA	52 59	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2450 RPT 135534 22/06/2004	Also ref s55(1)(i) of the MSA.
	Municipal officials: municipal manager, CFO and top management						
1.4	Appoint/assign a person to assume the duties of the municipal manager		council	ref s59 of MSA	01-Jul-04	CR 7583 RPT 150964 08/11/2011 APPOINTMENT OF MUNICIPAL MANAGER	Also ref s82 of the MStr.
1.5	Take steps to ensure that the municipal manager is aware of his or her fiduciary responsibilities as the accounting officer of the municipality	60 61	mayor	ref s59(1) of MFMA	01-Jul-04	CR 2424 RPT 135470 24/08/2004 & CR 7719 RPT 150230 29/11/2011	
1.6	Provide guidance and advice on compliance with the MFMA to political structures, political office-bearers and officials and undertake all fiduciary responsibilities	60(b) 61	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2424 RPT 135470 24/08/2004	
1.7	Implement the appropriate systems to help ensure that the resources of the municipality are used effectively, efficiently and economically	62(1)(a)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2424 RPT 135470 24/08/2004	
1.8	Implement the appropriate systems to help ensure that full and proper records of the financial affairs of the municipality are kept in accordance with prescribed norms and standards	62(1)(b)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2424 RPT 135470 24/08/2004	

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1.9	Appoint/assign persons to assume the roles of other senior managers to form a top (or senior) management team	77	council	ref s59 of MSA	01-Jul-04	CR 5836 RPT 145448 07/07/2009 - I & TS CR 6107 RPT 146248 09/06/2009 - CD CR 6108 RPT 146227 09/06/2009 - FS CR 6109 RPT 146227 09/06/2009 - CS CR 7805 RPT 151152 28/02/2012 - COM SER	Appointments of senior managers to be made by council only after consultation with municipal manager (ref s56 of the MSA). Note that persons assuming these duties, must meet certain competency levels (to be prescribed). In the interim municipalities should appoint such officials in an acting capacity only.
1.10	Designate a person to assume the duties of the chief financial officer (CFO)	80	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 6108 RPT 146227 09/06/2009	
1.11	Administer the budget office, advise the municipal manager, senior managers and other senior finance officials, and undertake financial duties as delegated by the municipal manager	81	CFO	restricted by s82 of MFMA	01-Jul-04	CR 6108 RPT 146227 09/06/2009	
1.12	Review contracts of employment in line with compliance with new roles and responsibilities under the MFMA for senior managers and other officials exercising financial responsibilities	78	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2424 RPT 135470 24/08/2004	Also ref s57 of the MSA.
1.13	Take all reasonable steps within their respective areas of responsibility to ensure their compliance with s78	78	senior managers & officials exercising financial responsibilities	n/a	01-Jul-04	CR 2424 RPT 135470 24/08/2004	
	Review of delegations						
1.14	Initiate a review of delegations in terms of the MFMA, in order to take account of s59 (mayor), s79 (municipal manager) and s82 (CFO)	59 79 82	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 7719 RPT 150230 29/11/2011	In reviewing delegations, also ref s160(2) of the Constitution, s32 of the MStr, & s59 to s61 of the MSA.
	Review of finance related by-laws and ordinances						
1.15	In conjunction with a review of finance and budget-related policies, review all by-laws and ordinances relating to the budget and financial management (incl tariff policy)	24(2) 53(1)(c)(i)	council	cannot be delegated, mayor to ensure	30-Jun-05	CR 7938 RPT 151935 30/05/2012	This function may not be delegated by council (ref s160(2) of Constitution), see also s74 & s75 of the MSA.
	Budget and treasury office						
1.16	Establish a budget and treasury office with CFO, officials allocated to the CFO and other persons contracted by the municipality for the work of the office	80	municipality	ref s59 of MSA	01-Jul-05	CR 2424 RPT 135470 24/08/2004	* By capacity - relates to 1 July 2005 for high capacity councils.
	Competency levels and training						
1.17	Meet prescribed financial management competency levels	83(1)	municipal manager, CFO, other finance officials	n/a	01-Jul-06	IN PROGRESS	
1.18	Provide the appropriate resources and opportunities for training of officials to meet the prescribed financial management competency levels	83(2)	municipality	ref s59 of MSA	01-Jul-06	ONGOING	
	INTERNAL CONTROL						
1.19	Ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management, internal control and internal audit, operating with prescribed norms and standards, and has and implements a tariff policy, a rates policy and credit control and debt collection policy as required by applicable legislation	62(1)(c)& (f)(i)(ii)&(i) ii)	municipal manager	ref s79(1) of MFMA	01-Jul-05	IN PROGRESS / ONGOING	* By capacity - relates to 2005/06 year for high capacity councils. Note: imposition of rates & other taxes, levies & duties may not be delegated by council (ref s160(2) of Constitution).

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1.20	Establish an internal audit unit in accordance with s165	165	municipality	ref s59 of MSA	01-Jul-05	CHIEF INTERNAL AUDITOR (IN-SOURCED) APPOINTED 01/07/2012 CR 8335 RPT 152617 04/12/2012 (TENDER 8/2/1/710 - PROVISION OF INTERNAL AUDIT SERVICES FOR PERIOD 01/12/2012 TO 30/06/2015) & CR 8890 RPT 154782	* By capacity - relates to 1 July 2005 for high capacity councils.
1.21	Establish a council audit committee in accordance with s166	166	municipality	ref s59 of MSA	01-Jul-05	AUDIT COMMITTEE CR 7333 RPT 150132 14/06/2011 PERFORMANCE AUDIT COMMITTEE CR 7332 RPT 150134 14/06/2011	* By capacity - relates to 1 July 2005 for high capacity councils. Members of the audit committee to be appointed by council.
	RESOLUTION OF FINANCIAL PROBLEMS						
1.22	Put in place an agreed resolution mechanism to ensure disputes concerning municipalities with organs of state of a financial nature are promptly resolved in accordance with s44. In instances when NT is not party to a dispute, report the matter to NT and where appropriate request mediation by NT	44	municipal manager	ref s79(1) of MFMA	01-Jul-04	INFORMED COUNCIL OF PROCEDURE TO FOLLOW AND WAS NOTED CR 3329 RPT 137882 04/10/2005 NO DISPUTES AS OF TODAY	
1.23	Put in place an agreed system to ensure the mayor promptly responds to and initiates any remedial or corrective steps proposed by the municipal manager in cases where the municipality faces serious financial problems and alert the council and MEC for local government in the province	54(2) 55	mayor	ref s59(1) of MFMA	01-Jul-04	AS FROM 01/07/2004 WHEN APPLICABLE	
1.24	Take steps to ensure that the council, the mayor and top/senior management are aware of the implications of Chapter 13 in particular, what constitutes "serious financial problems", triggers for provincial intervention and the role of the Municipal Financial Recovery Service	C 13	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2004 WHEN APPLICABLE	
1.25	Take steps to ensure that the council, the mayor and top/senior management and other officials are aware of the implications of Chapter 15 in particular, what constitutes "financial misconduct", offences, penalties, and disciplinary and criminal proceedings, to ensure that the appropriate systems are in place to investigate allegations of financial misconduct	C 15	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2004 WHEN APPLICABLE	
	GENERAL MATTERS						
1.26	Put in place an appropriate system to ensure that disciplinary action, or when appropriate, criminal proceedings are instituted against any official of the municipality who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15	62(1)(e)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 2713 RPT 135276 24/11/2004 DMS 265578	
1.27	Put in place an appropriate system to ensure that the municipality does not enter into any forbidden activity prescribed in s164, and develop a strategy to phase out those activities entered into prior to 1 July 2004	164	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2009 WHEN APPLICABLE	

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2 FINANCIAL PLANNING AND BUDGETING

This section incorporates the development of the municipality's annual budget, and the integration of that budget with a review of the municipality's integrated development plan (IDP) and budget-related policies, performance measures as well as annual performance agreements. The tabling and process for approval of the annual budget is described, together with consequences for any failure to table or adopt the budget within an appropriate timeframe. It summarises new requirements involved in implementing the annual budget, using a service delivery and budget implementation plan (SDBIP) and if required an adjustments budget. *Refer MFMA Chapters 4, 7 and 8, as well as s34 and s57 of the MSA and s215 of the Constitution.*

	BUDGET ADMINISTRATION						
2.1	Provide general political guidance over the budget process	53(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04	CR 8085 RPT 152238 04/09/2012 (2013/2014) CR 8763 RPT 154473 25/09/2013 (2014/2015)	Effective date that relates to 2005/06 budget.
2.2	Assist the mayor in performing the budgetary functions assigned to him or her and provide the administrative support, resources and information necessary for him or her to perform those functions	68	municipal manager	ref s79(1) of MFMA	01-Jul-04	2012/2013 - 01/07/2012	Effective date that relates to 2005/06 budget.
	PREPARATION OF ANNUAL BUDGET						
2.3	Coordinate annual budget process and review of IDP and budget-related policies to ensure that the tabled budget, IDP and policy revisions are consistent and credible	21(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04	CR 8085 RPT 152238 04/09/2012 (2013/2014) CR 8763 RPT 154473 25/09/2013 (2014/2015)	Effective date that relates to 2005/06 budget.
2.4	When preparing the annual budget take into account the IDP (ensuring its revision under the MSA) and take into account national budget, provincial budget and national government policy, and consult with stakeholders in accordance with s21(2)(d)	21(2), 53(1)(b)	mayor	ref s59(1) of MFMA	01-Jul-04	2013/2014 - COMPLIED BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013 2014/2015 - IN PROGRESS	Effective date that relates to 2005/06 budget. IDP review to be in accordance with s34 of MSA.
2.5	For the purposes of the annual budget, certify that revenues anticipated to be collected are realistic, and confirm that adequate provision for bad and doubtful debts has been made	18	mayor	municipal manager must assist (s68)	01-Jul-04	2013/2014 - COMPLIED BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013 2014/2015 - IN PROGRESS	Effective date that relates to 2005/06 budget.
2.6	Before approving a capital project in terms of the annual budget, consider projected costs covering all financial years until the project is operational and future operational costs and revenue including tariff implications	19(2)	council	ref s59 of MSA	01-Jul-04	2013/2014 - COMPLIED BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013 2014/2015 - IN PROGRESS	* By capacity - effective date that relates to 2005/06 budget for high capacity councils. Must be in accordance with an NT framework (as prescribed).
2.7	Set out the annual budget in a schedule that shows revenue by source, and expenditure by vote divided into capital and operating accompanied by appropriate draft resolutions, a cash flow projection, IDP and budget policy amendments, particulars on investments, municipal entities, service delivery agreements, grant allocations, employment costs and other prescribed information	17(1)(a)(b)(d)(i)(e) (2)&(3)(a) &(c) to (m)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-04	2013/2014 - COMPLIED BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013 2014/2015 - IN PROGRESS	Actual date that relates to 2005/06 budget. Must be in accordance with an NT framework (as prescribed).
2.8	Note: Set out the annual budget as above, but in addition, over a 3 year period, showing revenue and expenditure by vote for the preceding year, with measurable performance objectives for revenue by source and expenditure by vote linked to the IDP	17(1)(c)(d)(ii)&(3)(b)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-04	2013/2014 - COMPLIED BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013 2014/2015 - IN PROGRESS	* By capacity - actual date that relates to 2005/06 budget for high capacity councils. Must be in accordance with an NT framework (as prescribed).

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2.9	Table in council a time schedule outlining the key deadlines for the forthcoming annual budget at least 10 months before the start of the budget year	21(1)(b)	mayor	ref s59(1) of MFMA	01-Sep-04	CR 8085 RPT 152238 04/09/2012 (2013/2014) CR 8763 RPT 154473 25/09/2013 (2014/2015)	Actual date that relates to 2005/06 budget.
2.10	Ensure that in instances where a municipality must transfer an allocation of funds to another municipality, notify the receiving municipality by no later than 120 days before the start of the budget year of the projected amount of the allocation during each of the next 3 financial years	37(2)	municipal manager	ref s79(1) of MFMA	28-Feb-05	01/07/2012 AS WHEN APPLICABLE	Actual date that relates to 2005/06 budget - council to notify municipality of 3 year allocations by end of February each year.
	TABLING OF ANNUAL BUDGET						
	Tabling and failure to table						
2.11	Table annual budget at a council meeting at least 90 days before the start of the budget year	16(2)	mayor	ref s59(1) of MFMA	02-Apr-05	CR 8492 RPT 153501 26/03/2013 (2013/2014) IN PROGRESS (2014/2015)	Actual date that relates to 2005/06 budget.
2.12	In instances of any delay in tabling the annual budget, approving the service delivery and budget implementation plan (SDBIP) or signing of the annual performance agreements, report the matter promptly to the council and MEC for finance in the province	53(2)	mayor	ref s59(1) of MFMA	02-Apr-05	2013/2014 - N/A	Target date dependent upon 2.11 above. Relates to 2005/06 budget. Note: SDBIP - 28 July 2005, annual performance agreements - 31 July 2005.
	Consultation and revision of annual budget						
2.13	Make public the annual budget and associated documentation immediately after tabling in council, and invite the community to make representations	22(a)	municipal manager	ref s79(1) of MFMA	02-Apr-05	CR 8492 RPT 153501 26/03/2013 (2013/2014) IN PROGRESS (2014/2015)	Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.14	Submit the annual budget as tabled in printed and electronic form to NT, the provincial treasury and others as prescribed	22(b)	municipal manager	ref s79(1) of MFMA	02-Apr-05	2013/2014 - ELECTRONICALLY TO NT ON 02/04/2013 HARDCOPY TO NT ON 05/04/2013	Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.15	When the annual budget has been tabled in council, consider the views of the local community, NT, the provincial treasury and other provincial or national organs of state or municipalities	23(1)	council	ref s59 of MSA	02-Apr-05	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Target dependent upon 2.11 above. Relates to 2005/06 budget.
2.16	Provide the mayor with an opportunity to respond to budget submissions made and if necessary revise the budget and table amendments for council consideration	23(2)	council	ref s59 of MSA	01-Jun-05	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Suggested target date only. Relates to 2005/06 budget.
	APPROVAL OF ANNUAL BUDGET						
	Approval of budget						
2.17	Approve 2013/14 annual budget before start of financial year	16(1)	council	cannot be delegated, mayor must ensure approval	30-Jun-04	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Actual date that relates to 2004/05 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.18	Where a capital project spans more than 1 year, ensure that a separate appropriation is made in each financial year. Note: such projects not to exceed 3 financial years, unless in compliance with s33.	16(3)	council	cannot be delegated	30-Jun-04	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Effective date that relates to 2004/05 budget, see s31 and s33. The approval of a separate appropriation in each financial year is a budget approval matter and therefore it may not be delegated by council (ref s160(2) of Constitution).
2.19	Submit the approved annual budget to NT and the provincial treasury	24(3)	municipal manager	ref s79(1) of MFMA	30-Jun-04	2013/2014 - ELECTRONICALLY TO NT ON 14/06/2013 HARDCOPY TO NT ON 18/06/2013	DoRA applies until 1 April 2005.

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2.20	Consider the approval of the 2005/06 annual budget at least 30 days before the start of the budget year	24(1)	council	cannot be delegated, mayor must ensure approval	01-Jun-05	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.21	Approve annual budget by council resolution, with resolutions to impose and set taxes and tariffs and changes to the IDP and budget-related policy before the start of the budget year	16(1) 24(2) 53(1)(c)(i)	council	cannot be delegated, mayor must ensure approval	30-Jun-05	2013/2014 BUDGET ADOPTED CR 8598 RPT 153867 28/05/2013	Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.22	Note: Approve annual budget as above, but in addition, approve measurable performance objectives for revenue by source and expenditure by vote	24(2)	council	cannot be delegated, mayor must ensure approval	30-Jun-05	CR 8680 RPT 154029 30/07/2013	* By capacity - actual date that relates to 2005/06 budget for high capacity councils. The approval of budgets may not be delegated by council (ref 160(2) of the Constitution).
	Failure to approve						
2.23	If the council fails to adopt the annual budget by the first day of the budget year, report the matter immediately to the MEC for Local Government in the province in accordance with s55	25(3)	mayor	ref s59(1) of MFMA	01-Jul-04	2013/2014 - N/A	Target date dependent upon 2.21 above. Relates to 2004/05 budget. See s26 of MFMA.
2.24	Inform the MEC for finance in the province in writing of any impending non-compliance with any provision of the MFMA relating to the tabling or approval of a budget or compulsory consultative processes	27(1) 55	mayor	ref s59(1) of MFMA	01-Jul-04	2013/2014 - N/A	Target date dependent upon 2.21 above.
2.25	If the impending non-compliance referred to in s27(1) pertains to a time provision, apply to the MEC for finance for an extension of time if considered necessary	27(2)	mayor	ref s59(1) of MFMA	01-Jul-04	2013/2014 - N/A	Target date dependent upon 2.21 above.
2.26	Inform the council, the MEC for finance and NT in writing of any actual non-compliance with a provision of Chapter 4 and any remedial or corrective measures to be taken to avoid any recurrence of the problem	27(3)	mayor	ref s59(1) of MFMA	01-Jul-04	2013/2014 - N/A	
2.27	If the council fails to approve the annual budget before the start of the budget year, reconsider and again vote on the annual budget (as amended) within 7 days of the meeting that failed to approve the budget, and if still not adopted at that time, repeat the process until the budget is adopted	25(1)	council	cannot be delegated	07-Jul-05	2013/2014 - N/A	Target date dependent upon 2.21 above. Relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref 160(2) of the Constitution).
	IMPLEMENTATION OF ANNUAL BUDGET						
	Implementation and failure to implement						
2.28	Implement the approved budget in accordance with s69(1)	69(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	2013/07/01	Effective date that relates to 2004/05 budget.
2.29	Inform the provincial treasury in writing of any failure by the council to adopt or implement a budget-related policy or a supply chain management policy or any non-compliance by a political structure or office-bearer with the policy	73	municipal manager	ref s79(1) of MFMA	01-Jul-05	N/A	Effective date that relates to 2005/06 budget.
	Service delivery and budget implementation plan						
2.30	Submit to the mayor a draft service delivery and budget implementation plan no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-05	SUBMITTED TO MAYOR ON 13/06/2013 CR 8680 RPT 154029 30/07/2013	* Target date dependent upon 2.21 above. By capacity - relates to 2005/06 SDBIP for high capacity councils.
2.31	Approve service delivery and budget implementation plan within 28 days after the approval of the budget	53(1)(c)(ii)	mayor	ref s59(1) of MFMA, mayor to ensure	28-Jul-05	CR 8680 RPT 154029 30/07/2013	* Target date dependent upon 2.21 above. By capacity - relates to 2005/06 SDBIP for high capacity councils.
2.32	Ensure that revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter as set out in the service delivery and budget implementation plan are made public no later than 14 days after its approval	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure	11-Aug-05	CR 8680 RPT 154029 30/07/2013	* Target date dependent upon 2.31 above. By capacity - relates to 2005/06 SDBIP for high capacity councils.
	Annual performance agreements						
2.33	Submit to the mayor drafts of annual performance agreements for the municipal manager and senior managers no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-05	CR 8680 RPT 154029 30/07/2013	* Target date dependent upon 2.21 above. By capacity - relates to 2005/06 agreements for high capacity councils.
2.34	Ensure annual performance agreements comply with the MSA and are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan	53(1)(c)(ii)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	28-Jul-05	CR 8680 RPT 154029 30/07/2013	* Target date dependent upon 2.31 above. By capacity - relates to 2005/06 agreements for high capacity councils. Ref s57 of MSA.

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2.35	Ensure that performance agreements of the municipal manager, senior managers and other officials prescribed are made public no later than 14 days after the approval of the service delivery and budget implementation plan, and that copies of such performance agreements are submitted to the council and the MEC for local government in the province	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	11-Aug-05	SIGNED ON 31 JULY 2013 FOR 2013/2014 CR 8713 RPT 154278 signed 04/08/2013 MEMO TO MEC ON DMS 893248 12/08/2013 PUBLISHED ON COUNCIL'S WEBISTE http://www.umhlathuze.gov.za/TulipuMhlathuzeInternet/Default.aspx?page=1787 ON 5/08/2013	* Target date dependent upon 2.31 above. By capacity - relates to 2005/06 agreements for high capacity councils. Ref s57 of MSA.
	Adjustments budgets Note: format, content and timing of adjustments budgets for the 2004/05 financial year are not prescribed, and should be in a format consistent with council needs						
2.36	Where necessary, prepare an adjustments budget and submit it to the mayor for consideration and tabling	69(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 8413 RPT 153278 26/02/2013	Effective date that relates to 2004/05 budget. Adjustments budget to be in format consistent with council needs.
	Note: format, content and timing of adjustments budgets for the 2005/06 financial year will be prescribed, and therefore target dates may vary						
2.37	Table adjustments budget within prescribed limitations	28(4)	mayor	ref s59(1) of MFMA	01-Jul-05	NO ADJUSTMENT BUDGETS TABLED TO DATE FOR 2013/2014	Effective date that relates to 2005/06 budget. Adjustments budget to be in a prescribed format.
2.38	Where necessary, revise approved annual budget through an adjustments budget in the appropriate format	28(1) to (3)&(5) to (7)	council	cannot be delegated	01-Jul-05	NO ADJUSTMENT BUDGETS TABLED TO DATE FOR 2013/2014	Effective date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).

3 INCOME AND EXPENDITURE MANAGEMENT

Income and expenditure management involves the management of a municipality's systems that control the calculation of revenue due, receipt of that income and management of debt due. It also involves the management of a municipality's systems that control expenditures made, ensuring that all expenditure is lawful and paid in an efficient and effective manner. *Income is discussed in Chapter 8 of the MFMA, with credit control and debt collection discussed in Chapter 9 of the MSA. Expenditure management is discussed further in Chapters 4 and 8 of the MFMA.*

	INCOME MANAGEMENT						
3.1	Maintain responsibility for the management of the municipality's revenue	64(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	2013/07/01	
3.2	Take all reasonable steps to ensure that the municipality's revenue systems comply with s64(2)	64(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	2013/07/01	
3.3	Immediately inform NT of any payments due by an organ of state to the municipality in respect of municipal taxes or services if such payments are regularly in arrears for more than 30 days	64(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04	WHEN APPLICABLE	
3.4	Take all reasonable steps to ensure that any funds collected on behalf of another organ of state are transferred at least on a weekly basis and are not used by that municipality for its own purposes	64(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04	WHEN APPLICABLE	
3.5	Ensure that the municipality has and implements an appropriate rates and tariff policy, and credit control and debt collection policy	62(1)(f)	municipal manager	ref s79(1) of MFMA	01-Jul-05	CR 8598 RPT 153867 28/05/2013	* By capacity - actual date that relates to 2005/06 year for high capacity councils. Also ref s95 of the MSA, & note s98 of the MSA - a by-law must give effect to credit control policy (reviewed annually by council).
	EXPENDITURE MANAGEMENT						
	Expenditure management system						
3.6	Take responsibility for the management of the municipality's expenditure	65(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	2013/07/01	
3.7	Take all reasonable steps to ensure that the municipality's expenditure systems comply with s65(2) (excluding s65(2)(j))	65(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	2013/07/01	

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
3.8	Pay amounts due to other municipalities or to national or provincial organs of state in a timely manner	37(1)	municipality	ref s59 of MSA	01-Jul-04	WHEN APPLICABLE	See s65(2)(e) of MFMA: pay accounts within 30 days of receipt of invoice/statement.
3.9	Ensure that funds transferred to an organisation or body outside any sphere of government is done so in accordance with s67	67	municipal manager	ref s79(1) of MFMA	01-Jul-04	WHEN APPLICABLE	
3.10	Review the remuneration of political office-bearers and members of political structures to ensure that they are remunerated only in accordance with s167(1), and take steps to remedy irregular expenditure	167	municipality	ref s59 of MSA	01-Jul-04	IN TERMS OF PUBLIC OFFICE BEARERS ACT CR 8345 RPT 153039 14/12/2012	
3.11	Report to council on all expenditure on staff salaries, wages, allowances and benefits by type in accordance with s66 and as prescribed	66	municipal manager	ref s79(1) of MFMA	31-Oct-04	INCORPORATED INTO MONTHLY BUDGET STATEMENTS IN TERMS OF SECTION 71	Effective date is 1 July 2004. See s58 of MSA: municipality must publish in the media, details of the remuneration of senior staff by 31 October each year.
3.12	Note: In addition to the requirements of s65(2) above, ensure that all financial accounts of the municipality are closed at the end of each month and reconciled	65(2)(j)	municipal manager	ref s79(1) of MFMA	01-Jul-05	REAL TIME SYSTEM MONTH END PROCEDURES PERFORMED	* By capacity - relates to 2005/06 year for high capacity councils.
	Budgeted expenditure						
3.13	Ensure that all expenditure incurred is in terms of an approved budget	15(a)	municipality	ref s59 of MSA	01-Jul-04	2013/07/01	Effective date that relates to 2004/05 budget.
3.14	Ensure that all expenditure is within the limits of each budget vote	15(b)	municipality	ref s59 of MSA	01-Jul-05	2013/07/01	Effective date that relates to 2005/06 budget.
	Expenditure beyond budget year						
3.15	Incur expenditure on a capital project only when the project is budgeted for, and is approved by council after sources of funding have been considered and are available and uncommitted, and the project complies with s33 (regarding contracts with future budgetary implications)	19(1)	municipality	ref s59 of MSA	01-Jul-04	COMPLIANT FROM 01/07/2013	* By capacity - relates to 2005/06 budget for high capacity councils.
3.16	Enter into a contract that will impose financial obligations in excess of three financial years only in accordance with s33	33	municipality	ref s59 of MSA	01-Jul-04	WHEN APPLICABLE	
3.17	Where appropriations for capital projects span more than 1 year, ensure that shifting of funds between years is in accordance with s31 (the municipal manager must receive prior written approval for the increase from the mayor)	31	municipal manager	ref s79(1) of MFMA	01-Jul-05	IN PROCESS	Effective date that relates to 2005/06 budget. See s16(3) and s33 of MFMA.
	Unauthorised, irregular or fruitless and wasteful expenditure						
3.18	Authorise unforeseeable and unavoidable expenditure for which no provision was made in the approved budget if considered appropriate subject to proper compliance with s29(2) and (3)	29	mayor	ref s59(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.19	Take steps to recover actual unauthorised, irregular or fruitless and wasteful expenditure	32(2)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.20	Inform council and the mayor (or executive committee) in writing of any decision taken that is likely to result in expenditure that is unauthorised, irregular or fruitless and wasteful	32(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.21	Inform the mayor, the MEC for local government in the province and A-G in writing of any expenditure that is unauthorised, irregular or fruitless and wasteful, whether any person is responsible for the expenditure and steps taken to recover or rectify the expenditure and prevent any recurrence	32(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.22	Report to SAPS all cases of alleged irregular expenditure that constitutes a criminal offence or cases of theft or fraud	32(6)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.23	Report to SAPS all cases of alleged irregular expenditure referred to in s32(6) that involve the municipal manager, or cases in which the municipal manager has failed to act in accordance with s32(6)	32(7)	council	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.
3.24	Ensure that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented	62(1)(d)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2004/05 budget.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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4 CASH MANAGEMENT AND BANKING

Cash management and banking involves the management of a municipality's bank accounts, including the structure of those accounts and daily account deposits and withdrawals. This is linked closely with investments (in terms of cash flows and liquid short-term, often overnight investments). In order to establish better controls, the Act requires the creation of a primary bank account, and places the onus on municipalities to advise certain parties of details of all accounts held. *This is discussed primarily in Chapter 3 of the MFMA, with some references in Chapter 8.*

	BANK ACCOUNTS AND BANKING						
4.1	Open and maintain at least one bank account in the name of the municipality	7(1)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA.
4.2	Deposit all money received into the bank account(s) promptly and in accordance with Chapter 3, and any requirements to be prescribed	7(2)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA.
4.3	Check to ensure that no bank accounts have been opened in contravention of s7(3)	7(3)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA.
4.4	Check to ensure that money is withdrawn from bank account(s) in terms of s11(1)	7(4)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA.
4.5	Designate and advise NT in writing of details of the primary bank account, or any change in the primary bank account	8(1)&(5)	municipal manager	CFO only	01-Jul-04	DMS 882428 (2013/14) 27/06/2013	See s10(1)(c) & 10(2) of MFMA & DoRA.
4.6	Deposit all moneys as required by s8 into the primary bank account	8(2) to (4)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA.
4.7	Administer all bank accounts, maintain accountability to council and enforce compliance with s7, 8 and 11	10(1) 62(2)	municipal manager	s10(1)(c) of MFMA to CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	
4.8	Check to ensure that any delegation made in terms of s10(1)(c) is to the CFO only	10(2)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	
4.9	Withdraw or authorise withdrawal of money from accounts in accordance with s11(1)	11(1)	municipal manager	CFO or other senior financial official	01-Jul-04	COMPLIANT FROM 01/07/2013	
4.10	In cases where a municipality has more than one bank account, ensure that only the municipal manager or CFO is delegated authority to withdraw funds from the primary bank account	11(2)	municipal manager	CFO only	01-Jul-04	COMPLIANT FROM 01/07/2013	See s10(1)(c) & 10(2) of MFMA. Must be in accordance with an NT framework (as prescribed).
4.11	Check to ensure that all relief, charitable and trust accounts are set up in the name of the municipality and are administered by the municipal manager	12(1) 62(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
4.12	Deposit all money received for relief, charitable and trust accounts into the correct account, and make withdrawals from those accounts only for the purposes for which the fund was established and where appropriate authorised by the municipal manager	12(2) to (4)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
4.13	Notify NT of occasions when the bank account(s) of the municipality show an (consolidated) overdraft position for a period exceeding a prescribed period, and provide details of the amount, the reasons for the overdraft and the steps taken to correct the matter	70(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
4.14	Table in council a consolidated report of withdrawals each quarter, and submit a copy of the consolidated report to the provincial treasury and A-G	11(4)	municipal manager	CFO only	30-Oct-04	AS FROM 01/07/2013 - IN PROGRESS	Effective date is 1 July 2004. See s10(1)(c) & 10(2) of MFMA. To be tabled & submitted by 30 October, 30 January, 30 April & 30 July.
4.15	Submit to provincial treasury and A-G, written details of new bank accounts when opened, and all bank accounts each year	9	municipal manager	ref s79(1) of MFMA	30-Jun-05	AS FROM 01/07/2013 WHEN APPLICABLE	

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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5 SUPPLY CHAIN MANAGEMENT REFORM

The reform of supply chain management systems within municipalities is an important area within the MFMA. Municipalities must first take steps to ensure that the appropriate lines of oversight and accountability are established by taking councillors out of a role of implementation so as to concentrate purely on oversight of the process. Municipalities must ensure that they establish supply chain management systems that are fair, equitable, transparent, competitive and comply with the regulatory framework to be prescribed. Municipalities must also ensure that officers are appropriately trained and skilled to meet the prescribed competency levels. *Refer Chapter 11 of the MFMA.*

	SUPPLY CHAIN MANAGEMENT						
	Supply chain management system						
5.1	Ensure that councillors do not serve on a municipal bid committee or attend any meetings of these committees, or any other committee evaluating or approving tenders, quotations, contracts or other bids	117	municipal manager	ref s79(1) of MFMA	01-Jul-04	COMPLIANT FROM 01/07/2013	
5.2	Ensure that no person interferes with the supply chain management system of the municipality or amends or tampers with any tenders, quotations, contracts or bids after their submission	118	municipal manager	ref s79(1) of MFMA	01-Jul-04	COMPLIANT FROM 01/07/2013	
5.3	Implement an appropriate supply chain management policy in accordance with Chapter 11 and the prescribed regulatory framework	62(1)(f)(iv) 111 112 115(1)(a)	municipal manager	ref s79(1) of MFMA	01-Dec-04	CR 3386 RPT 137944 04/10/2005 RPT 153801 CR 8703 dated 31/07/2013 (4th Amendment to SCM policy)	* By capacity - relates to 1 December 2004 for high capacity councils.
5.4	Ensure that unsolicited bids are dealt with in accordance with s113 and the prescribed regulatory framework	113	municipality	ref s59 of MSA	01-Dec-04	NO INSTANCES	
5.5	If a tender other than one recommended is approved, notify in writing the A-G, the provincial treasury and NT and advise the reason for deviating from the original recommendation	114	municipal manager	ref s79(1) of MFMA	01-Dec-04	COMPLIANT FROM 01/07/2013	
5.6	Take all reasonable steps to ensure that proper mechanisms and separation of duties are in place in relation to supply chain management systems, to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices	115(1)(b)	municipal manager	ref s79(1) of MFMA	01-Dec-04	COMPLIANT FROM 01/07/2013	
5.7	Ensure that all contracts and contract management procedures are administered in accordance with s116	116	municipal manager	ref s79(1) of MFMA	01-Dec-04	COMPLIANT FROM 01/07/2013	
5.8	Note: In addition to the above requirements, establish capacity in the administration of all contracts and agreements in accordance with s116(2)(c)	116(2)(c)	municipal manager	ref s79(1) of MFMA	01-Dec-04	APPOINTMENT OF ADMIN OFFICER GR1 WITH EFFECT FROM 01/06/2012	* By capacity - relates to 1 December 2004 for high capacity councils.
	Competency levels and training						
5.9	Meet prescribed supply chain management competency levels	119(1)	municipal manager, SCM officials	n/a	01-Jul-06	IN PROGRESS	
5.10	Provide the appropriate resources and opportunities for training of officials to meet the prescribed supply chain management competency levels	119(2)	municipality	ref s59 of MSA	01-Jul-06	IN PROGRESS	
	PUBLIC-PRIVATE PARTNERSHIPS						
5.11	Ensure that the municipality only enters into a public-private partnership in accordance with the conditions and processes outlined in s120	120	municipality	ref s59 of MSA	01-Dec-04	COMPLIANT FROM 01/07/2013	Must be in accordance with an NT framework (as prescribed).

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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6 MUNICIPAL INVESTMENTS AND BORROWINGS

Municipalities must review their investment activities and their short and long-term borrowing arrangements as a high priority. *Municipal investments are to be regulated by investment regulations and municipal policy. Municipal borrowings are governed by s160(2), s218 and s230A of the Constitution, and Chapter 6 of the MFMA.*

	INVESTMENTS						
6.1	Establish an appropriate cash management and investment policy	13(2)	municipality	ref s59 & s60(2) of MSA	01-Jul-04	CR 8867 RPT 154005 29/10/2013 DMS 849279	Must be in accordance with an NT framework (as prescribed).
	BORROWINGS (INCLUDING DEBT)						
	Short-term debt						
6.2	Check to ensure that all short-term debt is incurred in accordance with the provisions of the MFMA and only when necessary to bridge shortfalls and capital needs within a financial year	45(1)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	Note that the raising of loans can only be done by council, ref s160(2) of Constitution.
6.3	Obtain resolution of council, signed by the mayor approving the short-term debt agreement, and signed by the municipal manager to create or acknowledge the debt	45(2)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
6.4	Check to ensure that the council resolution above refers to an individual short-term debt transaction, credit facility or line of credit or bank overdraft only	45(3)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
6.5	Develop a plan to ensure that all short-term debt is fully repaid by 1 July 2008 (with an aim to extinguish debt by 25% pa)	45(4)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	NT recommends that debt be extinguished over a 4 year period (maximum)
	Long-term debt						
6.6	Check to ensure that all long-term debt is incurred in accordance with the provisions of the MFMA and only for the purpose of capital expenditure (see s46(4)) and consistent with the capital budget (see s46(6)) or for the re-financing of existing long-term debt (see s46(3))	46(1)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
6.7	Obtain resolution of council, signed by the mayor approving the long-term debt agreement and signed by the municipal manager to create or acknowledge the debt	46(2)	municipality	ref s59 of MSA	01-Jul-04	2011/2012 LONG TERM BORROWING CR 7910 RPT 151837 08/05/2012 AGREEMENT ON DMS 800707 2013/2014 - IN PROGRESS	
6.8	Enter into long-term debt agreements only in accordance with s46(3)	46(3)	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
	Security over debt						
6.9	Check to ensure that all debt is denominated in Rand and is not indexed or affected by fluctuations against foreign currencies, and in instances where security is to be provided by the	47	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
6.10	Ensure that security over debt obligations is strictly in accordance with s48	48	council	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
6.11	Ensure that municipal debt guarantees are only provided in terms of s50	50	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
	Disclosure of information						
6.12	Ensure that all persons involved in the borrowing of money are aware of requirements to disclose information accurately when interacting with a prospective lender	49	all councillors and officials	n/a	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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7 ASSET AND LIABILITY MANAGEMENT

The municipality must put in place appropriate systems of control to safeguard its assets, and to manage liabilities. *Refer Chapters 3, 8 and 14 of the MFMA and s60 of the MSA.*

	ASSET MANAGEMENT						
	Asset management system						
7.1	Maintain responsibility for management of the municipality's assets and liabilities	63(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 6048 RPT 145981 09/06/2009	
7.2	Take all reasonable steps to ensure that the municipality maintains appropriate systems and controls and that assets and liabilities are valued according to GRAP	63(2)	municipal manager	ref s79(1) of MFMA	01-Jul-05	COMPLIED FROM 01/07/2013	* By capacity - relates to 2005/06 year for high capacity councils.
	Disposal of assets						
7.3	Ensure that an appropriate system is established to dispose of capital assets in accordance with s14 ie: to ensure that assets required for the minimum level of basic municipal services are not inappropriately disposed	14	municipality	ref s59 of MSA	01-Jul-04	CR 8325 RPT 152208 04/12/2012	
7.4	Consider the delegation of power to make determinations to dispose of movable capital assets below a certain value to the municipal manager	14(4)	council	ref s59 & 60(1)(a) of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
	LIABILITY MANAGEMENT						
7.5	Take appropriate steps to ensure that the municipality does not incur a liability or risk payable in a foreign currency	163	municipality	ref s59 of MSA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	

8 IN-YEAR AND ANNUAL REPORTING

The MFMA requires councils to report monthly and quarterly and mid-year, on its budget performance. It also requires that municipalities provide a range of information on the municipal website and contains other additional reporting requirements. Councils must also prepare and review their annual financial statements and provide an annual report within set timeframes. An oversight report must be prepared in response to the auditor's report on the state of municipal finances. *Refer primarily to chapters 7, 8, and 12 of the MFMA and s46 of the MSA.*

	IN-YEAR REPORTING						
	Monthly reporting						
8.1	Report to council in writing on any impending shortfalls in budgeted revenue and overspending in the budget, and steps taken to prevent or rectify such shortfalls or overspending	70(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	CR 8202 RPT 152425 06/11/2012 (2011/2012) IN PROGRESS (2012/2013)	
8.2	Submit to the mayor and provincial treasury no later than 10 working days after the end of each month, a monthly budget statement in the prescribed format reflecting information required by s71(1)(a), (b), g (iii), (2), (3) and (4)	71	municipal manager	ref s79(1) of MFMA	10-Jan-05	2013/2014 - 3 YTD - REMAINDER IN PROGRESS	* By capacity - relates to 2004/05 year for high capacity councils. Effective from 1 December 2004 (first monthly report refers to December).
8.3	Consider monthly budget statements and mid-year budget and performance assessment reports: issue appropriate instructions to the municipal manager to ensure revenue and expenditure proceed in line with the budget, identify any real or potential financial problems and submit reports and take appropriate action	54(1)	mayor	ref s59(1) of MFMA	10-Jan-05	2012/2013 CR 8345 RPT 153099 29/01/2013 2013/2014 (IN PROGRESS)	Effective date is 1 July 2004, however read in context of 8.2 above.
8.4	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(e), (f), and (5)	71	municipal manager	ref s79(1) of MFMA	10-Jan-05	2013/2014 - 3 YTD - REMAINDER IN PROGRESS	DoRA applies until 1 April 2005. Effective from 1 December 2004 (first monthly report refers to December).
8.5	Note: In addition, check and if necessary make the appropriate amendments to the SDBIP, and make revisions public	54(1)&(3)	mayor	ref s59(1) of MFMA	01-Jul-05	2012/2013 CR 8413 RPT 153278 26/02/2013 2013/2014 - NO ADJUSTMENT BUDGETS TABLED TO DATE	* By capacity - relates to 2005/06 budget for high capacity councils. Effective date 1 July 2005, however read in context of 8.3 above.
8.6	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(c), (d), and (g) (i) and (ii)	71	municipal manager	ref s79(1) of MFMA	10-Aug-05	COMPLIED FROM 01/07/2013	* By capacity - relates to 2005/06 year for high capacity councils. Effective from 1 July 2005 (first monthly report refers to July).

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
	Quarterly reporting						
8.7	Submit a report to the council on the implementation of the budget and state of municipal finances within 30 days of the end of each quarter	52(d)	mayor	ref s59(1) of MFMA	30-Oct-04	2013/2014 QUARTER 1 - RPT 154907 2012/2013 QUARTER 2 - CR 8345B RPT 153099 29/01/2013 QUARTER 3 - CR 8549 RPT 153598 28/05/2013 QUARTER 4 - CR 8815 RPT 154165 13/08/2013	To be submitted by 30 October, 30 January, 30 April & 30 July. Note also DoRA s5.
	Mid-year reporting						
8.8	Submit to the mayor, NT and provincial treasury by 25 January each year, a mid-year budget and performance assessment reflecting information required by s72(1)(a)(i), (iii), (iv), (1)(b), (2) and (3)	72	municipal manager	ref s79(1) of MFMA	25-Jan-05	2012/2013 - CR 8345B RPT 153099 29/01/2013 SUBMISSION TO NT 12/02/2013 SUBMISSION TO PT 15/01/2013 2013/2014 - IN PROGRESS	* By capacity - actual date, relates to 2004/05 budget for high capacity councils.
8.9	Note: In addition to the detail provided in the mid-year budget and performance assessment referred to above, provide information required by s72(1)(a)(ii)	72	municipal manager	ref s79(1) of MFMA	25-Jan-06	2012/2013 - CR 8345B RPT 153099 29/01/2013	* By capacity - actual date, relates to 2005/06 budget for high capacity councils.
	Other reporting						
8.10	Submit information as prescribed or required to NT, the provincial treasury, the provincial department for local government or the A-G.	74(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
8.11	If unable to comply with any of the responsibilities contained in the MFMA report that fact with reasons to the mayor and the provincial treasury	74(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04	AS FROM 01/07/2013 WHEN APPLICABLE	
8.12	Submit to NT within 3 months of 1 July 2004, a list of corporate entities, public-private partnerships and long-term contracts as detailed in s178(2)	178(2)	municipality	ref s59 of MSA	30-Sep-04	2013/2014 QUARTER 1 - RPT 154907 2012/2013 QUARTER 2 - CR 8345B RPT 153099 29/01/2013 QUARTER 3 - CR 8549 RPT 153598 28/05/2013 QUARTER 4 - CR 8815 RPT 154165 13/08/2013	
8.13	Submit to the provincial treasury and A-G, the appropriate documentation authorising lawful over-expenditure in a capital programme within a financial year	31(e)	municipal manager	ref s79(1) of MFMA	01-Jul-05	AS FROM 01/07/2013 WHEN APPLICABLE	Effective date that relates to 2005/06 budget.
	Website reporting						
8.14	Place on the website information required by s75, no later than 5 days after its tabling in council or on the date which it must be made public, whichever comes first	75	municipal manager	ref s79(1) of MFMA	01-Jul-05	2013/2014 - 28/03/2013 WEBSITE www.umhlathuze.gov.za	* By capacity - relates to 2005/06 year for high capacity councils.
	END-OF-YEAR REPORTING						
	Annual financial statements						
8.15	Prepare 2012/13 annual financial statements in accordance with s122(1) containing disclosures as required by s124 and s125	122(1) 124 125	municipality	ref s59 of MSA	31-Aug-04	COMPLETED	Also ref s5 DoRA

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
8.16	If a municipality encounters a serious financial problem or anticipates problems in meeting its financial commitments, it must immediately seek solutions to the problem and notify the MEC for local government and MEC for finance in the province and SALGA	135	municipality	ref s59 of MSA	01-Jul-05	CR 6294 RPT 146632 01/09/2009 CASH FLOW RECOVERY PLAN APPROVED BY COUNCIL DMS 658736 - STILL APPLICABLE - 5 YEAR TARIFF PRICING STRATEGY IN PROGRESS	
8.17	Submit 2012/13 annual financial statements to the A-G within 2 months after the end of the financial year	126(1)(a)	municipal manager	ref s79(1) of MFMA	31-Aug-05	SUBMITTED - 30/08/2013	Relates to 2004/05 financial statements.
8.18	Note: Ensure that annual financial statements disclose information on intergovernmental and other allocations as required by s123(1)	123(1)	municipality	ref s59 of MSA	31-Aug-05	COMPLIED	Relates to 2004/05 financial statements.
8.19	Take appropriate action in terms of s133 in instances where financial statements are not submitted to the A-G	133(1)	council	ref s59 of MSA	31-Aug-05	N/A	Target date dependent upon 8.17 above.
8.20	Ensure that the municipality addresses any issues raised by the A-G in the audit report	131	mayor	ref s59(1) of MFMA	30-Jan-06	IN PROGRESS	Relates to 2004/05 financial statements. Note: date of 30 January, based on receipt of audit report 3 months after its presentation to A-G at end of August, allowing council 60 days to respond (see s131(2) of MFMA).
8.21	Note: In addition to the requirements of s122(1) and (2), prepare annual financial statements and consolidated financial statements in accordance with GRAP	122(3)	municipality	ref s59 of MSA	01-Jul-06	COMPLIED	* By capacity - relates to 2005/06 year for high capacity councils.
	The annual report						
8.22	Prepare the 2003/04 annual report in accordance with Chapter 12 and containing information required by s121	121	municipality	ref s59 of MSA	30-Mar-05	2011/2012 CR 8352 RPT 153118 29/01/2013 2012/2013 - IN PROGRESS	* By capacity - relates to 2003/04 year for high capacity councils. Ref s46(1) of MSA.
8.23	Deal with the annual report within 9 months after the end of the financial year	121	council	ref s59 of MSA	30-Mar-05	2011/2012 CR 8352 RPT 153118 29/01/2013 2012/2013 - IN PROGRESS	* By capacity - relates to 2003/04 year for high capacity councils.
8.24	Table in council the 2004/05 annual report of the municipality and any municipal entities within 7 months after the end of the financial year	127(2)	mayor	ref s59(1) of MFMA	31-Jan-06	2011/2012 CR 8352 RPT 153118 29/01/2013 2012/2013 - IN PROGRESS	Relates to 2004/05 annual report. Ref s46(1) of MSA.
8.25	If unable to comply with s127(2), submit to council a written explanation setting out reasons for the delay, tabling the annual report as soon as possible	127(3)	mayor	ref s59(1) of MFMA	31-Jan-06	N/A	Target date dependent upon 8.24 above. Relates to 2004/05 annual report.
8.26	Immediately after the annual report is tabled in council, make public and invite representations on the annual report and submit the annual report to the A-G, the provincial treasury and the provincial department for local government	127(5)	municipal manager	ref s79(1) of MFMA	31-Jan-06	2011/2012 CR 8352 RPT 153118 DATED 29/01/2013 AT COUNCIL METING 2012/2013 - IN PROGRESS	Target date dependent upon 8.24 above. Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.27	Take the appropriate action in terms of s133 in instances where the mayor fails to table the annual report in council	133(1)	council	ref s59 of MSA	31-Jan-06	N/A	Target date dependent upon 8.24 above. Relates to 2004/05 annual report.
8.28	Ensure that council meetings at which the annual report is to be discussed are open to the public	130(1)	council	ref s59 of MSA	30-Mar-06	2011/2012 CR 8352 RPT 153118 29/01/2013	Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.29	Invite any representatives of the A-G to attend council meetings at which the annual report is to be discussed	130(2)	council	ref s59 of MSA	30-Mar-06	2011/2012 CR 8352 RPT 153118 29/01/2013 2012/2013 - IN PROGRESS	Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.30	Attend council and committee meetings where the annual report is discussed and submit copies of the minutes of those meetings to the A-G, the provincial treasury and the provincial department for local government	129(2)	municipal manager	ref s79(1) of MFMA	31-Mar-06	2011/2012 CR 8352 RPT 153118 29/01/2013 2012/2013 - IN PROGRESS	Relates to 2004/05 annual report. Ref s46(3) of MSA.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
	The oversight report						
8.31	Adopt an oversight report following consideration of the annual report, containing council's comments on the annual report in accordance with s129(1), no later than 2 months from the date on which the annual report was tabled in council	129(1)	council	ref s59 of MSA	31-Mar-06	2011/2012 - CR 8599 RPT 153940 28/05/2013	Relates to 2004/05 oversight report.
8.32	Make public the oversight report within 7 days of its adoption by council	129(3)	municipal manager	ref s79(1) of MFMA	07-Apr-06	IN PROGRESS	Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.
8.33	Submit the annual report and oversight report to the provincial legislature within 7 days after being adopted by council	132	municipal manager	ref s79(1) of MFMA	07-Apr-06	IN PROGRESS	Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.

FOR COUNCIL USE ONLY

Prepared by:

Reviewed by:

Date:

Date:

Disclaimer: Please note that this worksheet has been compiled to assist municipalities in developing their own project management plan - municipalities must review the activities and timeframes listed carefully to ensure that they suit their own individual needs. Municipalities are required to review the accuracy of the template, and therefore National Treasury cannot accept any responsibility for errors or omissions contained within this worksheet. As a template, there may be instances when the information contained here is not relevant to a municipality. This document will evolve over time, and users are requested to advise the National Treasury of any errors or omissions so that the template may be constantly improved and enhanced.

NATIONAL TREASURY

MFMA IMPLEMENTATION PLAN - TEMPLATE

(Medium Capacity Municipality Only)



Name of municipality: _____ Demarcation code: _____
 (eg: City of Johannesburg) (eg: GT001)

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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1 MANAGEMENT ARRANGEMENTS

Reforming the municipality's finances will require a new approach to organisational change, one that takes into account change management processes as well as a clear understanding of the relevant legislation - not only the MFMA, but also the Constitution, Municipal Structures Act, Municipal Systems Act and annual Division of Revenue Act. This section outlines some of the key management and organisational considerations that must be borne in mind when commencing the reforms required. Note that this list is not exhaustive, and must be amended as required to meet the council's own individual circumstances. Refer MFMA Chapters 7, 8, 9, 13, 14 and 15, and s51 and s59 of the MSA. s51 of the MSA describes the organisation of a municipality's administration in more detail.

	CORPORATE MANAGEMENT						
	Council and the mayor						
1.1	In instances where there is no mayor, executive mayor or executive committee, designate a councillor to exercise the powers and duties assigned to a mayor	57 59	council	ref s59 of MSA	01-Jul-04		
1.2	In instances where there is an executive committee, exercise the powers and functions in consultation with the executive committee	58 59	mayor	ref s59(1) of MFMA	01-Jul-04		
1.3	Take steps to ensure that the mayor is aware of his or her general responsibilities under the MFMA	52 59	municipal manager	ref s79(1) of MFMA	01-Jul-04		Also ref s55(1)(i) of the MSA.
	Municipal officials: municipal manager, CFO and top management						
1.4	Appoint/assign a person to assume the duties of the municipal manager		council	ref s59 of MSA	01-Jul-04		Also ref s82 of the MStr.
1.5	Take steps to ensure that the municipal manager is aware of his or her fiduciary responsibilities as the accounting officer of the municipality	60 61	mayor	ref s59(1) of MFMA	01-Jul-04		
1.6	Provide guidance and advice on compliance with the MFMA to political structures, political office-bearers and officials and undertake all fiduciary responsibilities	60(b) 61	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.7	Implement the appropriate systems to help ensure that the resources of the municipality are used effectively, efficiently and economically	62(1)(a)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.8	Implement the appropriate systems to help ensure that full and proper records of the financial affairs of the municipality are kept in accordance with prescribed norms and standards	62(1)(b)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.9	Appoint/assign persons to assume the roles of other senior managers to form a top (or senior) management team	77	council	ref s59 of MSA	01-Jul-04		Appointments of senior managers to be made by council only after consultation with municipal manager (ref s56 of the MSA). Note that persons assuming these duties, must meet certain competency levels (to be prescribed). In the interim municipalities should appoint such officials in an acting capacity only.
1.10	Designate a person to assume the duties of the chief financial officer (CFO)	80	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
1.11	Administer the budget office, advise the municipal manager, senior managers and other senior finance officials, and undertake financial duties as delegated by the municipal manager	81	CFO	restricted by s82 of MFMA	01-Jul-04		
1.12	Review contracts of employment in line with compliance with new roles and responsibilities under the MFMA for senior managers and other officials exercising financial responsibilities	78	municipal manager	ref s79(1) of MFMA	01-Jul-04		Also ref s57 of the MSA.
1.13	Take all reasonable steps within their respective areas of responsibility to ensure their compliance with s78	78	senior managers & officials exercising financial responsibilities	n/a	01-Jul-04		
Review of delegations							
1.14	Initiate a review of delegations in terms of the MFMA, in order to take account of s59 (mayor), s79 (municipal manager) and s82 (CFO)	59 79 82	municipal manager	ref s79(1) of MFMA	01-Jul-04		In reviewing delegations, also ref s160(2) of the Constitution, s32 of the MStr, & s59 to s61 of the MSA.
Review of finance related by-laws and ordinances							
1.15	In conjunction with a review of finance and budget-related policies, review all by-laws and ordinances relating to the budget and financial management (incl tariff policy)	24(2) 53(1)(c)(i)	council	cannot be delegated, mayor to ensure	30-Jun-05		This function may not be delegated by council (ref s160(2) of Constitution), see also s74 & s75 of the MSA.
Budget and treasury office							
1.16	Establish a budget and treasury office with CFO, officials allocated to the CFO and other persons contracted by the municipality for the work of the office	80	municipality	ref s59 of MSA	01-Jul-05		* By capacity - relates to 1 July 2005 for medium capacity councils.
Competency levels and training							
1.17	Meet prescribed financial management competency levels	83(1)	municipal manager, CFO, other finance officials	n/a	01-Jul-06		
1.18	Provide the appropriate resources and opportunities for training of officials to meet the prescribed financial management competency levels	83(2)	municipality	ref s59 of MSA	01-Jul-06		
INTERNAL CONTROL							
1.19	Ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management, internal control and internal audit, operating with prescribed norms and standards, and has and implements a tariff policy, a rates policy and credit control and debt collection policy as required by applicable legislation	62(1)(c)& (f)(i)(ii)&(i ii)	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils. Note: imposition of rates & other taxes, levies & duties may not be delegated by council (ref s160(2) of Constitution).
1.20	Establish an internal audit unit in accordance with s165	165	municipality	ref s59 of MSA	01-Jul-06		* By capacity - relates to 1 July 2006 for medium capacity councils.
1.21	Establish a council audit committee in accordance with s166	166	municipality	ref s59 of MSA	01-Jul-06		* By capacity - relates to 1 July 2006 for medium capacity councils. Members of the audit committee to be appointed by council.
RESOLUTION OF FINANCIAL PROBLEMS							
1.22	Put in place an agreed resolution mechanism to ensure disputes concerning municipalities with organs of state of a financial nature are promptly resolved in accordance with s44. In instances when NT is not party to a dispute, report the matter to NT and where appropriate request mediation by NT	44	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
1.23	Put in place an agreed system to ensure the mayor promptly responds to and initiates any remedial or corrective steps proposed by the municipal manager in cases where the municipality faces serious financial problems and alert the council and MEC for local government in the province	54(2) 55	mayor	ref s59(1) of MFMA	01-Jul-04		
1.24	Take steps to ensure that the council, the mayor and top/senior management are aware of the implications of Chapter 13 in particular, what constitutes "serious financial problems", triggers for provincial intervention and the role of the Municipal Financial Recovery Service	C 13	municipality	ref s59 of MSA	01-Jul-04		
1.25	Take steps to ensure that the council, the mayor and top/senior management and other officials are aware of the implications of Chapter 15 in particular, what constitutes "financial misconduct", offences, penalties, and disciplinary and criminal proceedings, to ensure that the appropriate systems are in place to investigate allegations of financial misconduct	C 15	municipality	ref s59 of MSA	01-Jul-04		
GENERAL MATTERS							
1.26	Put in place an appropriate system to ensure that disciplinary action, or when appropriate, criminal proceedings are instituted against any official of the municipality who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15	62(1)(e)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.27	Put in place an appropriate system to ensure that the municipality does not enter into any forbidden activity prescribed in s164, and develop a strategy to phase out those activities entered into prior to 1 July 2004	164	municipality	ref s59 of MSA	01-Jul-04		

2 FINANCIAL PLANNING AND BUDGETING

This section incorporates the development of the municipality's annual budget, and the integration of that budget with a review of the municipality's integrated development plan (IDP) and budget-related policies, performance measures as well as annual performance agreements. The tabling and process for approval of the annual budget is described, together with consequences for any failure to table or adopt the budget within an appropriate timeframe. It summarises new requirements involved in implementing the annual budget, using a service delivery and budget implementation plan (SDBIP) and if required an adjustments budget. *Refer MFMA Chapters 4, 7 and 8, as well as s34 and s57 of the MSA and s215 of the Constitution.*

BUDGET ADMINISTRATION							
2.1	Provide general political guidance over the budget process	53(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
2.2	Assist the mayor in performing the budgetary functions assigned to him or her and provide the administrative support, resources and information necessary for him or her to perform those functions	68	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
PREPARATION OF ANNUAL BUDGET							
2.3	Coordinate annual budget process and review of IDP and budget-related policies to ensure that the tabled budget, IDP and policy revisions are consistent and credible	21(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
2.4	When preparing the annual budget take into account the IDP (ensuring its revision under the MSA) and take into account national budget, provincial budget and national government policy, and consult with stakeholders in accordance with s21(2)(d)	21(2), 53(1)(b)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget. IDP review to be in accordance with s34 of MSA.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
2.5	For the purposes of the annual budget, certify that revenues anticipated to be collected are realistic, and confirm that adequate provision for bad and doubtful debts has been made	18	mayor	municipal manager must assist (s68)	01-Jul-04		Effective date that relates to 2005/06 budget.
2.6	Set out the annual budget in a schedule that shows revenue by source, and expenditure by vote divided into capital and operating accompanied by appropriate draft resolutions, a cash flow projection, IDP and budget policy amendments, particulars on investments, municipal entities, service delivery agreements, grant allocations, employment costs and other prescribed information	17(1)(a)(b)(d)(i)(e)(2)&(3)(a)&(c) to (m)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-04		Actual date that relates to 2005/06 budget. Must be in accordance with an NT framework (as prescribed).
2.7	Table in council a time schedule outlining the key deadlines for the forthcoming annual budget at least 10 months before the start of the budget year	21(1)(b)	mayor	ref s59(1) of MFMA	01-Sep-04		Actual date that relates to 2005/06 budget.
2.8	Ensure that in instances where a municipality must transfer an allocation of funds to another municipality, notify the receiving municipality by no later than 120 days before the start of the budget year of the projected amount of the allocation during each of the next 3 financial years	37(2)	municipal manager	ref s79(1) of MFMA	28-Feb-05		Actual date that relates to 2005/06 budget - council to notify municipality of 3 year allocations by end of February each year.
2.9	Before approving a capital project in terms of the annual budget, consider projected costs covering all financial years until the project is operational and future operational costs and revenue including tariff implications	19(2)	council	ref s59 of MSA	01-Jul-05		* By capacity - effective date that relates to 2006/07 budget for medium capacity councils. Must be in accordance with an NT framework (as prescribed).
2.10	Note: Set out the annual budget as above, but in addition, over a 3 year period, showing revenue and expenditure by vote for the preceding year, with measurable performance objectives for revenue by source and expenditure by vote linked to the IDP	17(1)(c)(d)(ii)&(3)(b)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-05		* By capacity - actual date that relates to 2006/07 budget for medium capacity councils. Must be in accordance with an NT framework (as prescribed).
TABLING OF ANNUAL BUDGET							
Tabling and failure to table							
2.11	Table annual budget at a council meeting at least 90 days before the start of the budget year	16(2)	mayor	ref s59(1) of MFMA	02-Apr-05		Actual date that relates to 2005/06 budget.
2.12	In instances of any delay in tabling the annual budget, approving the service delivery and budget implementation plan (SDBIP) or signing of the annual performance agreements, report the matter promptly to the council and MEC for finance in the province	53(2)	mayor	ref s59(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget. Note: SDBIP - 28 July 2005, annual performance agreements - 31 July 2005.
Consultation and revision of annual budget							
2.13	Make public the annual budget and associated documentation immediately after tabling in council, and invite the community to make representations	22(a)	municipal manager	ref s79(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.14	Submit the annual budget as tabled in printed and electronic form to NT, the provincial treasury and others as prescribed	22(b)	municipal manager	ref s79(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.15	When the annual budget has been tabled in council, consider the views of the local community, NT, the provincial treasury and other provincial or national organs of state or municipalities	23(1)	council	ref s59 of MSA	02-Apr-05		Target dependent upon 2.11 above. Relates to 2005/06 budget.
2.16	Provide the mayor with an opportunity to respond to budget submissions made and if necessary revise the budget and table amendments for council consideration	23(2)	council	ref s59 of MSA	01-Jun-05		Suggested target date only. Relates to 2005/06 budget.
APPROVAL OF ANNUAL BUDGET							

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
Approval of budget							
2.17	Approve 2004/05 annual budget before start of financial year	16(1)	council	cannot be delegated, mayor must ensure approval	30-Jun-04		Actual date that relates to 2004/05 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.18	Where a capital project spans more than 1 year, ensure that a separate appropriation is made in each financial year. Note: such projects not to exceed 3 financial years, unless in compliance with s33.	16(3)	council	cannot be delegated	30-Jun-04		Effective date that relates to 2004/05 budget, see s31 and s33. The approval of a separate appropriation in each financial year is a budget approval matter and therefore it may not be delegated by council (ref s160(2) of Constitution).
2.19	Submit the approved annual budget to NT and the provincial treasury	24(3)	municipal manager	ref s79(1) of MFMA	30-Jun-04		DoRA applies until 1 April 2005.
2.20	Consider the approval of the 2005/06 annual budget at least 30 days before the start of the budget year	24(1)	council	cannot be delegated, mayor must ensure approval	01-Jun-05		Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.21	Approve annual budget by council resolution, with resolutions to impose and set taxes and tariffs and changes to the IDP and budget-related policy before the start of the budget year	16(1) 24(2) 53(1)(c)(i)	council	cannot be delegated, mayor must ensure approval	30-Jun-05		Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.22	Note: Approve annual budget as above, but in addition, approve measurable performance objectives for revenue by source and expenditure by vote	24(2)	council	cannot be delegated, mayor must ensure approval	30-Jun-06		* By capacity - actual date that relates to 2006/07 budget for medium capacity councils. The approval of budgets may not be delegated by council (ref s160(2) of the Constitution).
Failure to approve							
2.23	If the council fails to adopt the annual budget by the first day of the budget year, report the matter immediately to the MEC for Local Government in the province in accordance with s55	25(3)	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above. Relates to 2004/05 budget. See s26 of MFMA.
2.24	Inform the MEC for finance in the province in writing of any impending non-compliance with any provision of the MFMA relating to the tabling or approval of a budget or compulsory consultative processes	27(1) 55	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above.
2.25	If the impending non-compliance referred to in s27(1) pertains to a time provision, apply to the MEC for finance for an extension of time if considered necessary	27(2)	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above.
2.26	Inform the council, the MEC for finance and NT in writing of any actual non-compliance with a provision of Chapter 4 and any remedial or corrective measures to be taken to avoid any recurrence of the problem	27(3)	mayor	ref s59(1) of MFMA	01-Jul-04		
2.27	If the council fails to approve the annual budget before the start of the budget year, reconsider and again vote on the annual budget (as amended) within 7 days of the meeting that failed to approve the budget, and if still not adopted at that time, repeat the process until the budget is adopted	25(1)	council	cannot be delegated	07-Jul-05		Target date dependent upon 2.21 above. Relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of the Constitution).
IMPLEMENTATION OF ANNUAL BUDGET							
Implementation and failure to implement							
2.28	Implement the approved budget in accordance with s69(1)	69(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
2.29	Inform the provincial treasury in writing of any failure by the council to adopt or implement a budget-related policy or a supply chain management policy or any non-compliance by a political structure or office-bearer with the policy	73	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
Service delivery and budget implementation plan							
2.30	Submit to the mayor a draft service delivery and budget implementation plan no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-06		* Target date dependent upon 2.21 above. By capacity - relates to 2006/07 SDBIP for medium capacity councils.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
2.31	Approve service delivery and budget implementation plan within 28 days after the approval of the budget	53(1)(c)(i)	mayor	ref s59(1) of MFMA, mayor to ensure	28-Jul-06		* Target date dependent upon 2.21 above. By capacity - relates to 2006/07 SDBIP for medium capacity councils.
2.32	Ensure that revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter as set out in the service delivery and budget implementation plan are made public no later than 14 days after its approval	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure	11-Aug-06		* Target date dependent upon 2.31 above. By capacity - relates to 2006/07 SDBIP for medium capacity councils.
Annual performance agreements							
2.33	Submit to the mayor drafts of annual performance agreements for the municipal manager and senior managers no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-06		* Target date dependent upon 2.21 above. By capacity - relates to 2006/07 agreements for medium capacity councils.
2.34	Ensure annual performance agreements comply with the MSA and are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan	53(1)(c)(i) ii)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	28-Jul-06		* Target date dependent upon 2.31 above. By capacity - relates to 2006/07 agreements for medium capacity councils. Ref s57 of MSA.
2.35	Ensure that performance agreements of the municipal manager, senior managers and other officials prescribed are made public no later than 14 days after the approval of the service delivery and budget implementation plan, and that copies of such performance agreements are submitted to the council and the MEC for local government in the province	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	11-Aug-06		* Target date dependent upon 2.31 above. By capacity - relates to 2006/07 agreements for medium capacity councils. Ref s57 of MSA.
Adjustments budgets							
Note: format, content and timing of adjustments budgets for the 2004/05 financial year are not prescribed, and should be in a format consistent with council needs							
2.36	Where necessary, prepare an adjustments budget and submit it to the mayor for consideration and tabling	69(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget. Adjustments budget to be in format consistent with council needs.
Note: format, content and timing of adjustments budgets for the 2005/06 financial year will be prescribed, and therefore target dates may vary							
2.37	Table adjustments budget within prescribed limitations	28(4)	mayor	ref s59(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget. Adjustments budget to be in a prescribed format.
2.38	Where necessary, revise approved annual budget through an adjustments budget in the appropriate format	28(1) to (3)&(5) to (7)	council	cannot be delegated	01-Jul-05		Effective date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).

3 INCOME AND EXPENDITURE MANAGEMENT

Income and expenditure management involves the management of a municipality's systems that control the calculation of revenue due, receipt of that income and management of debt due. It also involves the management of a municipality's systems that control expenditures made, ensuring that all expenditure is lawful and paid in an efficient and effective manner. *Income is discussed in Chapter 8 of the MFMA, with credit control and debt collection discussed in Chapter 9 of the MSA. Expenditure management is discussed further in Chapters 4 and 8 of the MFMA.*

INCOME MANAGEMENT							
3.1	Maintain responsibility for the management of the municipality's revenue	64(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.2	Take all reasonable steps to ensure that the municipality's revenue systems comply with s64(2)	64(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.3	Immediately inform NT of any payments due by an organ of state to the municipality in respect of municipal taxes or services if such payments are regularly in arrears for more than 30 days	64(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
3.4	Take all reasonable steps to ensure that any funds collected on behalf of another organ of state are transferred at least on a weekly basis and are not used by that municipality for its own purposes	64(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.5	Ensure that the municipality has and implements an appropriate rates and tariff policy, and credit control and debt collection policy	62(1)(f)	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - actual date that relates to 2006/07 year for medium capacity councils. Also ref s95 of the MSA, & note s98 of the MSA - a by-law must give effect to credit control policy (reviewed annually by council).
	EXPENDITURE MANAGEMENT						
	Expenditure management system						
3.6	Take responsibility for the management of the municipality's expenditure	65(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.7	Take all reasonable steps to ensure that the municipality's expenditure systems comply with s65(2) (excluding s65(2)(j))	65(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.8	Pay amounts due to other municipalities or to national or provincial organs of state in a timely manner	37(1)	municipality	ref s59 of MSA	01-Jul-04		See s65(2)(e) of MFMA: pay accounts within 30 days of receipt of invoice/statement.
3.9	Ensure that funds transferred to an organisation or body outside any sphere of government is done so in accordance with s67	67	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.10	Review the remuneration of political office-bearers and members of political structures to ensure that they are remunerated only in accordance with s167(1), and take steps to remedy irregular expenditure	167	municipality	ref s59 of MSA	01-Jul-04		
3.11	Report to council on all expenditure on staff salaries, wages, allowances and benefits by type in accordance with s66 and as prescribed	66	municipal manager	ref s79(1) of MFMA	31-Oct-04		Effective date is 1 July 2004. See s58 of MSA: municipality must publish in the media, details of the remuneration of senior staff by 31 October each year.
3.12	Note: In addition to the requirements of s65(2) above, ensure that all financial accounts of the municipality are closed at the end of each month and reconciled	65(2)(j)	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils.
	Budgeted expenditure						
3.13	Ensure that all expenditure incurred is in terms of an approved budget	15(a)	municipality	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.14	Ensure that all expenditure is within the limits of each budget vote	15(b)	municipality	ref s59 of MSA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Expenditure beyond budget year						
3.15	Enter into a contract that will impose financial obligations in excess of three financial years only in accordance with s33	33	municipality	ref s59 of MSA	01-Jul-04		
3.16	Incur expenditure on a capital project only when the project is budgeted for, and is approved by council after sources of funding have been considered and are available and uncommitted, and the project complies with s33 (regarding contracts with future budgetary implications)	19(1)	municipality	ref s59 of MSA	01-Jul-05		* By capacity - relates to 2006/07 budget for medium capacity councils.
3.17	Where appropriations for capital projects span more than 1 year, ensure that shifting of funds between years is in accordance with s31 (the municipal manager must receive prior written approval for the increase from the mayor)	31	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget. See s16(3) and s33 of MFMA.
	Unauthorised, irregular or fruitless and wasteful expenditure						
3.18	Authorise unforeseeable and unavoidable expenditure for which no provision was made in the approved budget if considered appropriate subject to proper compliance with s29(2) and (3)	29	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.19	Take steps to recover actual unauthorised, irregular or fruitless and wasteful expenditure	32(2)	municipality	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
3.20	Inform council and the mayor (or executive committee) in writing of any decision taken that is likely to result in expenditure that is unauthorised, irregular or fruitless and wasteful	32(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.21	Inform the mayor, the MEC for local government in the province and A-G in writing of any expenditure that is unauthorised, irregular or fruitless and wasteful, whether any person is responsible for the expenditure and steps taken to recover or rectify the expenditure and prevent any recurrence	32(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.22	Report to SAPS all cases of alleged irregular expenditure that constitutes a criminal offence or cases of theft or fraud	32(6)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.23	Report to SAPS all cases of alleged irregular expenditure referred to in s32(6) that involve the municipal manager, or cases in which the municipal manager has failed to act in accordance with s32(6)	32(7)	council	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.24	Ensure that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented	62(1)(d)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.

4 CASH MANAGEMENT AND BANKING

Cash management and banking involves the management of a municipality's bank accounts, including the structure of those accounts and daily account deposits and withdrawals. This is linked closely with investments (in terms of cash flows and liquid short-term, often overnight investments). In order to establish better controls, the Act requires the creation of a primary bank account, and places the onus on municipalities to advise certain parties of details of all accounts held. *This is discussed primarily in Chapter 3 of the MFMA, with some references in Chapter 8.*

	BANK ACCOUNTS AND BANKING						
4.1	Open and maintain at least one bank account in the name of the municipality	7(1)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.2	Deposit all money received into the bank account(s) promptly and in accordance with Chapter 3, and any requirements to be prescribed	7(2)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.3	Check to ensure that no bank accounts have been opened in contravention of s7(3)	7(3)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.4	Check to ensure that money is withdrawn from bank account(s) in terms of s11(1)	7(4)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.5	Designate and advise NT in writing of details of the primary bank account, or any change in the primary bank account	8(1)&(5)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA & DoRA.
4.6	Deposit all moneys as required by s8 into the primary bank account	8(2) to (4)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.7	Administer all bank accounts, maintain accountability to council and enforce compliance with s7, 8 and 11	10(1) 62(2)	municipal manager	s10(1)(c) of MFMA to CFO only	01-Jul-04		
4.8	Check to ensure that any delegation made in terms of s10(1)(c) is to the CFO only	10(2)	municipal manager	CFO only	01-Jul-04		
4.9	Withdraw or authorise withdrawal of money from accounts in accordance with s11(1)	11(1)	municipal manager	CFO or other senior financial official	01-Jul-04		
4.10	In cases where a municipality has more than one bank account, ensure that only the municipal manager or CFO is delegated authority to withdraw funds from the primary bank account	11(2)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA. Must be in accordance with an NT framework (as prescribed).
4.11	Check to ensure that all relief, charitable and trust accounts are set up in the name of the municipality and are administered by the municipal manager	12(1) 62(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
4.12	Deposit all money received for relief, charitable and trust accounts into the correct account, and make withdrawals from those accounts only for the purposes for which the fund was established and where appropriate authorised by the municipal manager	12(2) to (4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
4.13	Notify NT of occasions when the bank account(s) of the municipality show an (consolidated) overdraft position for a period exceeding a prescribed period, and provide details of the amount, the reasons for the overdraft and the steps taken to correct the matter	70(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
4.14	Table in council a consolidated report of withdrawals each quarter, and submit a copy of the consolidated report to the provincial treasury and A-G	11(4)	municipal manager	CFO only	30-Oct-04		Effective date is 1 July 2004. See s10(1)(c) & 10(2) of MFMA. To be tabled & submitted by 30 October, 30 January, 30 April & 30 July.
4.15	Submit to provincial treasury and A-G, written details of new bank accounts when opened, and all bank accounts each year	9	municipal manager	ref s79(1) of MFMA	30-Jun-05		

5 SUPPLY CHAIN MANAGEMENT REFORM

The reform of supply chain management systems within municipalities is an important area within the MFMA. Municipalities must first take steps to ensure that the appropriate lines of oversight and accountability are established by taking councillors out of a role of implementation so as to concentrate purely on oversight of the process. Municipalities must ensure that they establish supply chain management systems that are fair, equitable, transparent, competitive and comply with the regulatory framework to be prescribed. Municipalities must also ensure that officers are appropriately trained and skilled to meet the prescribed competency levels. *Refer Chapter 11 of the MFMA.*

	SUPPLY CHAIN MANAGEMENT						
	Supply chain management system						
5.1	Ensure that councillors do not serve on a municipal bid committee or attend any meetings of these committees, or any other committee evaluating or approving tenders, quotations, contracts or other bids	117	municipal manager	ref s79(1) of MFMA	01-Jul-04		
5.2	Ensure that no person interferes with the supply chain management system of the municipality or amends or tampers with any tenders, quotations, contracts or bids after their submission	118	municipal manager	ref s79(1) of MFMA	01-Jul-04		
5.3	Ensure that unsolicited bids are dealt with in accordance with s113 and the prescribed regulatory framework	113	municipality	ref s59 of MSA	01-Dec-04		
5.4	If a tender other than one recommended is approved, notify in writing the A-G, the provincial treasury and NT and advise the reason for deviating from the original recommendation	114	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.5	Take all reasonable steps to ensure that proper mechanisms and separation of duties are in place in relation to supply chain management systems, to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices	115(1)(b)	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.6	Ensure that all contracts and contract management procedures are administered in accordance with s116	116	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.7	Implement an appropriate supply chain management policy in accordance with Chapter 11 and the prescribed regulatory framework	62(1)(f)(i) v 111	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils.
5.8	Note: In addition to the above requirements, establish capacity in the administration of all contracts and agreements in accordance with s116(2)(c)	116(2)(c)	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils.
	Competency levels and training						
5.9	Meet prescribed supply chain management competency levels	119(1)	municipal manager, SCM officials	n/a	01-Jul-06		
5.10	Provide the appropriate resources and opportunities for training of officials to meet the prescribed supply chain management competency levels	119(2)	municipality	ref s59 of MSA	01-Jul-06		
	PUBLIC-PRIVATE PARTNERSHIPS						

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
5.11	Ensure that the municipality only enters into a public-private partnership in accordance with the conditions and processes outlined in s120	120	municipality	ref s59 of MSA	01-Dec-04		Must be in accordance with an NT framework (as prescribed).

6 MUNICIPAL INVESTMENTS AND BORROWINGS

Municipalities must review their investment activities and their short and long-term borrowing arrangements as a high priority. *Municipal investments are to be regulated by investment regulations and municipal policy. Municipal borrowings are governed by s160(2), s218 and s230A of the Constitution, and Chapter 6 of the MFMA.*

	INVESTMENTS						
6.1	Establish an appropriate cash management and investment policy	13(2)	municipality	ref s59 & s60(2) of MSA	01-Jul-04		Must be in accordance with an NT framework (as prescribed).
	BORROWINGS (INCLUDING DEBT)						
	Short-term debt						
6.2	Check to ensure that all short-term debt is incurred in accordance with the provisions of the MFMA and only when necessary to bridge shortfalls and capital needs within a financial year	45(1)	municipality	ref s59 of MSA	01-Jul-04		Note that the raising of loans can only be done by council, ref s160(2) of Constitution.
6.3	Obtain resolution of council, signed by the mayor approving the short-term debt agreement, and signed by the municipal manager to create or acknowledge the debt	45(2)	municipality	ref s59 of MSA	01-Jul-04		
6.4	Check to ensure that the council resolution above refers to an individual short-term debt transaction, credit facility or line of credit or bank overdraft only	45(3)	municipality	ref s59 of MSA	01-Jul-04		
6.5	Develop a plan to ensure that all short-term debt is fully repaid by 1 July 2008 (with an aim to extinguish debt by 25% pa)	45(4)	municipality	ref s59 of MSA	01-Jul-04		NT recommends that debt be extinguished over a 4 year period (maximum)
	Long-term debt						
6.6	Check to ensure that all long-term debt is incurred in accordance with the provisions of the MFMA and only for the purpose of capital expenditure (see s46(4)) and consistent with the capital budget (see s46(6)) or for the re-financing of existing long-term debt (see s46(3))	46(1)	municipality	ref s59 of MSA	01-Jul-04		
6.7	Obtain resolution of council, signed by the mayor approving the long-term debt agreement and signed by the municipal manager to create or acknowledge the debt	46(2)	municipality	ref s59 of MSA	01-Jul-04		
6.8	Enter into long-term debt agreements only in accordance with s46(3)	46(3)	municipality	ref s59 of MSA	01-Jul-04		
	Security over debt						
6.9	Check to ensure that all debt is denominated in Rand and is not indexed or affected by fluctuations against foreign currencies, and in instances where security is to be provided by the municipality it is in accordance with s48(3)	47	municipality	ref s59 of MSA	01-Jul-04		
6.10	Ensure that security over debt obligations is strictly in accordance with s48	48	council	ref s59 of MSA	01-Jul-04		
6.11	Ensure that municipal debt guarantees are only provided in terms of s50	50	municipality	ref s59 of MSA	01-Jul-04		
	Disclosure of information						
6.12	Ensure that all persons involved in the borrowing of money are aware of requirements to disclose information accurately when interacting with a prospective lender	49	all councillors and officials	n/a	01-Jul-04		

7 ASSET AND LIABILITY MANAGEMENT

The municipality must put in place appropriate systems of control to safeguard its assets, and to manage liabilities. *Refer Chapters 3, 8 and 14 of the MFMA and s60 of the MSA.*

	ASSET MANAGEMENT	
	Asset management system	

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
7.1	Maintain responsibility for management of the municipality's assets and liabilities	63(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
7.2	Take all reasonable steps to ensure that the municipality maintains appropriate systems and controls and that assets and liabilities are valued according to GRAP	63(2)	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils.
	Disposal of assets						
7.3	Ensure that an appropriate system is established to dispose of capital assets in accordance with s14 ie: to ensure that assets required for the minimum level of basic municipal services are not inappropriately disposed	14	municipality	ref s59 of MSA	01-Jul-04		
7.4	Consider the delegation of power to make determinations to dispose of movable capital assets below a certain value to the municipal manager	14(4)	council	ref s59 & 60(1)(a) of MSA	01-Jul-04		
	LIABILITY MANAGEMENT						
7.5	Take appropriate steps to ensure that the municipality does not incur a liability or risk payable in a foreign currency	163	municipality	ref s59 of MSA	01-Jul-04		

8 IN-YEAR AND ANNUAL REPORTING

The MFMA requires councils to report monthly and quarterly and mid-year, on its budget performance. It also requires that municipalities provide a range of information on the municipal website and contains other additional reporting requirements. Councils must also prepare and review their annual financial statements and provide an annual report within set timeframes. An oversight report must be prepared in response to the auditor's report on the state of municipal finances. *Refer primarily to chapters 7, 8, and 12 of the MFMA and s46 of the MSA.*

	IN-YEAR REPORTING						
	Monthly reporting						
8.1	Report to council in writing on any impending shortfalls in budgeted revenue and overspending in the budget, and steps taken to prevent or rectify such shortfalls or overspending	70(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.2	Consider monthly budget statements and mid-year budget and performance assessment reports: issue appropriate instructions to the municipal manager to ensure revenue and expenditure proceed in line with the budget, identify any real or potential financial problems and submit reports and take appropriate action	54(1)	mayor	ref s59(1) of MFMA	10-Jan-05		Effective date is 1 July 2004, however read in context of 8.2 above.
8.3	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(e), (f), and (5)	71	municipal manager	ref s79(1) of MFMA	10-Jan-05		DoRA applies until 1 April 2005. Effective from 1 December 2004 (first monthly report refers to December).
8.4	Submit to the mayor and provincial treasury no later than 10 working days after the end of each month, a monthly budget statement in the prescribed format reflecting information required by s71(1)(a), (b), g (iii), (2), (3) and (4)	71	municipal manager	ref s79(1) of MFMA	10-Aug-05		* By capacity - relates to 2005/06 year for medium capacity councils. Effective from 1 July 2005 (first monthly report refers to July).
8.5	Note: In addition, check and if necessary make the appropriate amendments to the SDBIP, and make revisions public	54(1)&(3)	mayor	ref s59(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 budget for medium capacity councils. Effective date 1 July 2006, however read in context of 8.3 above.
8.6	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(c), (d), and (g) (i) and (ii)	71	municipal manager	ref s79(1) of MFMA	10-Aug-06		* By capacity - relates to 2006/07 year for medium capacity councils. Effective from 1 July 2006 (first monthly report refers to July).
	Quarterly reporting						
8.7	Submit a report to the council on the implementation of the budget and state of municipal finances within 30 days of the end of each quarter	52(d)	mayor	ref s59(1) of MFMA	30-Oct-04		To be submitted by 30 October, 30 January, 30 April & 30 July. Note also DoRA s5.
	Mid-year reporting						

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
8.8	Submit to the mayor, NT and provincial treasury by 25 January each year, a mid-year budget and performance assessment reflecting information required by s72(1)(a)(i), (iii), (iv), (1)(b), (2) and (3)	72	municipal manager	ref s79(1) of MFMA	25-Jan-06		* By capacity - actual date, relates to 2005/06 budget for medium capacity councils.
8.9	Note: In addition to the detail provided in the mid-year budget and performance assessment referred to above, provide information required by s72(1)(a)(ii)	72	municipal manager	ref s79(1) of MFMA	25-Jan-07		* By capacity - actual date, relates to 2006/07 budget for medium capacity councils.
	Other reporting						
8.10	Submit information as prescribed or required to NT, the provincial treasury, the provincial department for local government or the A-G.	74(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.11	If unable to comply with any of the responsibilities contained in the MFMA report that fact with reasons to the mayor and the provincial treasury	74(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.12	Submit to NT within 3 months of 1 July 2004, a list of corporate entities, public-private partnerships and long-term contracts as detailed in s178(2)	178(2)	municipality	ref s59 of MSA	30-Sep-04		
8.13	Submit to the provincial treasury and A-G, the appropriate documentation authorising lawful over-expenditure in a capital programme within a financial year	31(e)	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Website reporting						
8.14	Place on the website information required by s75, no later than 5 days after its tabling in council or on the date which it must be made public, whichever comes first	75	municipal manager	ref s79(1) of MFMA	01-Jul-06		* By capacity - relates to 2006/07 year for medium capacity councils.
	END-OF-YEAR REPORTING						
	Annual financial statements						
8.15	Prepare 2003/04 annual financial statements in accordance with s122(1) containing disclosures as required by s124 and s125	122(1) 124 125	municipality	ref s59 of MSA	31-Aug-04		Also ref s5 DoRA
8.16	If a municipality encounters a serious financial problem or anticipates problems in meeting its financial commitments, it must immediately seek solutions to the problem and notify the MEC for local government and MEC for finance in the province and SALGA	135	municipality	ref s59 of MSA	01-Jul-05		
8.17	Submit 2004/05 annual financial statements to the A-G within 2 months after the end of the financial year	126(1)(a)	municipal manager	ref s79(1) of MFMA	31-Aug-05		Relates to 2004/05 financial statements.
8.18	Note: Ensure that annual financial statements disclose information on intergovernmental and other allocations as required by s123(1)	123(1)	municipality	ref s59 of MSA	31-Aug-05		Relates to 2004/05 financial statements.
8.19	Take appropriate action in terms of s133 in instances where financial statements are not submitted to the A-G	133(1)	council	ref s59 of MSA	31-Aug-05		Target date dependent upon 8.17 above.
8.20	Ensure that the municipality addresses any issues raised by the A-G in the audit report	131	mayor	ref s59(1) of MFMA	30-Jan-06		Relates to 2004/05 financial statements. Note: date of 30 January, based on receipt of audit report 3 months after its presentation to A-G at end of August, allowing council 60 days to respond (see s131(2) of MFMA).
8.21	Note: In addition to the requirements of s122(1) and (2), prepare annual financial statements and consolidated financial statements in accordance with GRAP	122(3)	municipality	ref s59 of MSA	01-Jul-07		* By capacity - relates to 2006/07 year for medium capacity councils.
	The annual report						
8.22	Table in council the 2004/05 annual report of the municipality and any municipal entities within 7 months after the end of the financial year	127(2)	mayor	ref s59(1) of MFMA	31-Jan-06		Relates to 2004/05 annual report. Ref s46(1) of MSA.
8.23	If unable to comply with s127(2), submit to council a written explanation setting out reasons for the delay, tabling the annual report as soon as possible	127(3)	mayor	ref s59(1) of MFMA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
8.24	Immediately after the annual report is tabled in council, make public and invite representations on the annual report and submit the annual report to the A-G, the provincial treasury and the provincial department for local government	127(5)	municipal manager	ref s79(1) of MFMA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.25	Take the appropriate action in terms of s133 in instances where the mayor fails to table the annual report in council	133(1)	council	ref s59 of MSA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report.
8.26	Ensure that council meetings at which the annual report is to be discussed are open to the public	130(1)	council	ref s59 of MSA	30-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.27	Invite any representatives of the A-G to attend council meetings at which the annual report is to be discussed	130(2)	council	ref s59 of MSA	30-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.28	Attend council and committee meetings where the annual report is discussed and submit copies of the minutes of those meetings to the A-G, the provincial treasury and the provincial department for local government	129(2)	municipal manager	ref s79(1) of MFMA	31-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.29	Prepare the 2003/04 annual report in accordance with Chapter 12 and containing information required by s121	121	municipality	ref s59 of MSA	30-Mar-07		* By capacity - relates to 2005/06 year for medium capacity councils. Ref s46(1) of MSA.
8.30	Deal with the annual report within 9 months after the end of the financial year	121	council	ref s59 of MSA	30-Mar-07		* By capacity - relates to 2005/06 year for medium capacity councils.
The oversight report							
8.31	Adopt an oversight report following consideration of the annual report, containing council's comments on the annual report in accordance with s129(1), no later than 2 months from the date on which the annual report was tabled in council	129(1)	council	ref s59 of MSA	31-Mar-06		Relates to 2004/05 oversight report.
8.32	Make public the oversight report within 7 days of its adoption by council	129(3)	municipal manager	ref s79(1) of MFMA	07-Apr-06		Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.
8.33	Submit the annual report and oversight report to the provincial legislature within 7 days after being adopted by council	132	municipal manager	ref s79(1) of MFMA	07-Apr-06		Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.

FOR COUNCIL USE ONLY

Prepared by: _____
Date: _____

Reviewed by: _____
Date: _____

Disclaimer: Please note that this worksheet has been compiled to assist municipalities in developing their own project management plan - municipalities must review the activities and timeframes listed carefully to ensure that they suit their own individual needs. Municipalities are required to review the accuracy of the template, and therefore National Treasury cannot accept any responsibility for errors or omissions contained within this worksheet. As a template, there may be instances when the information contained here is not relevant to a municipality. This document will evolve over time, and users are requested to advise the National Treasury of any errors or omissions so that the template may be constantly improved and enhanced.

NATIONAL TREASURY

MFMA IMPLEMENTATION PLAN - TEMPLATE

(Low Capacity Municipality Only)



Name of municipality: _____ Demarcation code: _____
 (eg: City of Johannesburg) (eg: GT001)

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
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1 MANAGEMENT ARRANGEMENTS

Reforming the municipality's finances will require a new approach to organisational change, one that takes into account change management processes as well as a clear understanding of the relevant legislation - not only the MFMA, but also the Constitution, Municipal Structures Act, Municipal Systems Act and annual Division of Revenue Act. This section outlines some of the key management and organisational considerations that must be borne in mind when commencing the reforms required. Note that this list is not exhaustive, and must be amended as required to meet the council's own individual circumstances. Refer MFMA Chapters 7, 8, 9, 13, 14 and 15, and s51 and s59 of the MSA. s51 of the MSA describes the organisation of a municipality's administration in more detail.

	CORPORATE MANAGEMENT						
	Council and the mayor						
1.1	In instances where there is no mayor, executive mayor or executive committee, designate a councillor to exercise the powers and duties assigned to a mayor	57 59	council	ref s59 of MSA	01-Jul-04		
1.2	In instances where there is an executive committee, exercise the powers and functions in consultation with the executive committee	58 59	mayor	ref s59(1) of MFMA	01-Jul-04		
1.3	Take steps to ensure that the mayor is aware of his or her general responsibilities under the MFMA	52 59	municipal manager	ref s79(1) of MFMA	01-Jul-04		Also ref s55(1)(i) of the MSA.
	Municipal officials: municipal manager, CFO and top management						
1.4	Appoint/assign a person to assume the duties of the municipal manager		council	ref s59 of MSA	01-Jul-04		Also ref s82 of the MStr.
1.5	Take steps to ensure that the municipal manager is aware of his or her fiduciary responsibilities as the accounting officer of the municipality	60 61	mayor	ref s59(1) of MFMA	01-Jul-04		
1.6	Provide guidance and advice on compliance with the MFMA to political structures, political office-bearers and officials and undertake all fiduciary responsibilities	60(b) 61	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.7	Implement the appropriate systems to help ensure that the resources of the municipality are used effectively, efficiently and economically	62(1)(a)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.8	Implement the appropriate systems to help ensure that full and proper records of the financial affairs of the municipality are kept in accordance with prescribed norms and standards	62(1)(b)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.9	Appoint/assign persons to assume the roles of other senior managers to form a top (or senior) management team	77	council	ref s59 of MSA	01-Jul-04		Appointments of senior managers to be made by council only after consultation with municipal manager (ref s56 of the MSA). Note that persons assuming these duties, must meet certain competency levels (to be prescribed). In the interim municipalities should appoint such officials in an acting capacity only.
1.10	Designate a person to assume the duties of the chief financial officer (CFO)	80	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.11	Administer the budget office, advise the municipal manager, senior managers and other senior finance officials, and undertake financial duties as delegated by the municipal manager	81	CFO	restricted by s82 of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
1.12	Review contracts of employment in line with compliance with new roles and responsibilities under the MFMA for senior managers and other officials exercising financial responsibilities	78	municipal manager	ref s79(1) of MFMA	01-Jul-04		Also ref s57 of the MSA.
1.13	Take all reasonable steps within their respective areas of responsibility to ensure their compliance with s78	78	senior managers & officials exercising financial responsibilities	n/a	01-Jul-04		
	Review of delegations						
1.14	Initiate a review of delegations in terms of the MFMA, in order to take account of s59 (mayor), s79 (municipal manager) and s82 (CFO)	59 79 82	municipal manager	ref s79(1) of MFMA	01-Jul-04		In reviewing delegations, also ref s160(2) of the Constitution, s32 of the MStr, & s59 to s61 of the MSA.
	Review of finance related by-laws and ordinances						
1.15	In conjunction with a review of finance and budget-related policies, review all by-laws and ordinances relating to the budget and financial management (incl tariff policy)	24(2) 53(1)(c)(i)	council	cannot be delegated, mayor to ensure	30-Jun-05		This function may not be delegated by council (ref s160(2) of Constitution), see also s74 & s75 of the MSA.
	Budget and treasury office						
1.16	Establish a budget and treasury office with CFO, officials allocated to the CFO and other persons contracted by the municipality for the work of the office	80	municipality	ref s59 of MSA	01-Jul-06		* By capacity - relates to 1 July 2006 for low capacity councils.
	Competency levels and training						
1.17	Meet prescribed financial management competency levels	83(1)	municipal manager, CFO, other finance officials	n/a	01-Jul-06		
1.18	Provide the appropriate resources and opportunities for training of officials to meet the prescribed financial management competency levels	83(2)	municipality	ref s59 of MSA	01-Jul-06		
	INTERNAL CONTROL						
1.19	Ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management, internal control and internal audit, operating with prescribed norms and standards, and has and implements a tariff policy, a rates policy and credit control and debt collection policy as required by applicable legislation	62(1)(c)& (f)(i)(ii)&(i) ii)	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils. Note: imposition of rates & other taxes, levies & duties may not be delegated by council (ref s160(2) of Constitution).
1.20	Establish an internal audit unit in accordance with s165	165	municipality	ref s59 of MSA	01-Jul-07		* By capacity - relates to 1 July 2007 for low capacity councils.
1.21	Establish a council audit committee in accordance with s166	166	municipality	ref s59 of MSA	01-Jul-07		* By capacity - relates to 1 July 2006 for low capacity councils. Members of the audit committee to be appointed by council.
	RESOLUTION OF FINANCIAL PROBLEMS						
1.22	Put in place an agreed resolution mechanism to ensure disputes concerning municipalities with organs of state of a financial nature are promptly resolved in accordance with s44. In instances when NT is not party to a dispute, report the matter to NT and where appropriate request mediation by NT	44	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.23	Put in place an agreed system to ensure the mayor promptly responds to and initiates any remedial or corrective steps proposed by the municipal manager in cases where the municipality faces serious financial problems and alert the council and MEC for local government in the province	54(2) 55	mayor	ref s59(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
1.24	Take steps to ensure that the council, the mayor and top/senior management are aware of the implications of Chapter 13 in particular, what constitutes "serious financial problems", triggers for provincial intervention and the role of the Municipal Financial Recovery Service	C 13	municipality	ref s59 of MSA	01-Jul-04		
1.25	Take steps to ensure that the council, the mayor and top/senior management and other officials are aware of the implications of Chapter 15 in particular, what constitutes "financial misconduct", offences, penalties, and disciplinary and criminal proceedings, to ensure that the appropriate systems are in place to investigate allegations of financial misconduct	C 15	municipality	ref s59 of MSA	01-Jul-04		
GENERAL MATTERS							
1.26	Put in place an appropriate system to ensure that disciplinary action, or when appropriate, criminal proceedings are instituted against any official of the municipality who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15	62(1)(e)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
1.27	Put in place an appropriate system to ensure that the municipality does not enter into any forbidden activity prescribed in s164, and develop a strategy to phase out those activities entered into prior to 1 July 2004	164	municipality	ref s59 of MSA	01-Jul-04		

2 FINANCIAL PLANNING AND BUDGETING

This section incorporates the development of the municipality's annual budget, and the integration of that budget with a review of the municipality's integrated development plan (IDP) and budget-related policies, performance measures as well as annual performance agreements. The tabling and process for approval of the annual budget is described, together with consequences for any failure to table or adopt the budget within an appropriate timeframe. It summarises new requirements involved in implementing the annual budget, using a service delivery and budget implementation plan (SDBIP) and if required an adjustments budget. *Refer MFMA Chapters 4, 7 and 8, as well as s34 and s57 of the MSA and s215 of the Constitution.*

BUDGET ADMINISTRATION							
2.1	Provide general political guidance over the budget process	53(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
2.2	Assist the mayor in performing the budgetary functions assigned to him or her and provide the administrative support, resources and information necessary for him or her to perform those functions	68	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
PREPARATION OF ANNUAL BUDGET							
2.3	Coordinate annual budget process and review of IDP and budget-related policies to ensure that the tabled budget, IDP and policy revisions are consistent and credible	21(1)(a)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget.
2.4	When preparing the annual budget take into account the IDP (ensuring its revision under the MSA) and take into account national budget, provincial budget and national government policy, and consult with stakeholders in accordance with s21(2)(d)	21(2), 53(1)(b)	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2005/06 budget. IDP review to be in accordance with s34 of MSA.
2.5	For the purposes of the annual budget, certify that revenues anticipated to be collected are realistic, and confirm that adequate provision for bad and doubtful debts has been made	18	mayor	municipal manager must assist (s68)	01-Jul-04		Effective date that relates to 2005/06 budget.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
2.6	Set out the annual budget in a schedule that shows revenue by source, and expenditure by vote divided into capital and operating accompanied by appropriate draft resolutions, a cash flow projection, IDP and budget policy amendments, particulars on investments, municipal entities, service delivery agreements, grant allocations, employment costs and other prescribed information	17(1)(a)(b)(d)(i)(e)(2)&(3)(a)&(c) to (m)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-04		Actual date that relates to 2005/06 budget. Must be in accordance with an NT framework (as prescribed).
2.7	Table in council a time schedule outlining the key deadlines for the forthcoming annual budget at least 10 months before the start of the budget year	21(1)(b)	mayor	ref s59(1) of MFMA	01-Sep-04		Actual date that relates to 2005/06 budget.
2.8	Ensure that in instances where a municipality must transfer an allocation of funds to another municipality, notify the receiving municipality by no later than 120 days before the start of the budget year of the projected amount of the allocation during each of the next 3 financial years	37(2)	municipal manager	ref s79(1) of MFMA	28-Feb-05		Actual date that relates to 2005/06 budget - council to notify municipality of 3 year allocations by end of February each year.
2.9	Before approving a capital project in terms of the annual budget, consider projected costs covering all financial years until the project is operational and future operational costs and revenue including tariff implications	19(2)	council	ref s59 of MSA	01-Jul-06		* By capacity - effective date that relates to 2007/08 budget for low capacity councils. Must be in accordance with an NT framework (as prescribed).
2.10	Note: Set out the annual budget as above, but in addition, over a 3 year period, showing revenue and expenditure by vote for the preceding year, with measurable performance objectives for revenue by source and expenditure by vote linked to the IDP	17(1)(c)(d)(ii)&(3)(b)	mayor	ref s59(1) of MFMA, municipal manager must assist (s68)	31-Aug-06		* By capacity - actual date that relates to 2007/08 budget for low capacity councils. Must be in accordance with an NT framework (as prescribed).
TABLING OF ANNUAL BUDGET							
Tabling and failure to table							
2.11	Table annual budget at a council meeting at least 90 days before the start of the budget year	16(2)	mayor	ref s59(1) of MFMA	02-Apr-05		Actual date that relates to 2005/06 budget.
2.12	In instances of any delay in tabling the annual budget, approving the service delivery and budget implementation plan (SDBIP) or signing of the annual performance agreements, report the matter promptly to the council and MEC for finance in the province	53(2)	mayor	ref s59(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget. Note: SDBIP - 28 July 2005, annual performance agreements - 31 July 2005.
Consultation and revision of annual budget							
2.13	Make public the annual budget and associated documentation immediately after tabling in council, and invite the community to make representations	22(a)	municipal manager	ref s79(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.14	Submit the annual budget as tabled in printed and electronic form to NT, the provincial treasury and others as prescribed	22(b)	municipal manager	ref s79(1) of MFMA	02-Apr-05		Target date dependent upon 2.11 above. Relates to 2005/06 budget.
2.15	When the annual budget has been tabled in council, consider the views of the local community, NT, the provincial treasury and other provincial or national organs of state or municipalities	23(1)	council	ref s59 of MSA	02-Apr-05		Target dependent upon 2.11 above. Relates to 2005/06 budget.
2.16	Provide the mayor with an opportunity to respond to budget submissions made and if necessary revise the budget and table amendments for council consideration	23(2)	council	ref s59 of MSA	01-Jun-05		Suggested target date only. Relates to 2005/06 budget.
APPROVAL OF ANNUAL BUDGET							
Approval of budget							

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
2.17	Approve 2004/05 annual budget before start of financial year	16(1)	council	cannot be delegated, mayor must ensure approval	30-Jun-04		Actual date that relates to 2004/05 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.18	Where a capital project spans more than 1 year, ensure that a separate appropriation is made in each financial year. Note: such projects not to exceed 3 financial years, unless in compliance with s33.	16(3)	council	cannot be delegated	30-Jun-04		Effective date that relates to 2004/05 budget, see s31 and s33. The approval of a separate appropriation in each financial year is a budget approval matter and therefore it may not be delegated by council (ref s160(2) of Constitution).
2.19	Submit the approved annual budget to NT and the provincial treasury	24(3)	municipal manager	ref s79(1) of MFMA	30-Jun-04		DoRA applies until 1 April 2005.
2.20	Consider the approval of the 2005/06 annual budget at least 30 days before the start of the budget year	24(1)	council	cannot be delegated, mayor must ensure approval	01-Jun-05		Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.21	Approve annual budget by council resolution, with resolutions to impose and set taxes and tariffs and changes to the IDP and budget-related policy before the start of the budget year	16(1) 24(2) 53(1)(c)(i)	council	cannot be delegated, mayor must ensure approval	30-Jun-05		Actual date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).
2.22	Note: Approve annual budget as above, but in addition, approve measurable performance objectives for revenue by source and expenditure by vote	24(2)	council	cannot be delegated, mayor must ensure approval	30-Jun-07		* By capacity - actual date that relates to 2007/08 budget for low capacity councils. The approval of budgets may not be delegated by council (ref s160(2) of the Constitution).
	Failure to approve						
2.23	If the council fails to adopt the annual budget by the first day of the budget year, report the matter immediately to the MEC for Local Government in the province in accordance with s55	25(3)	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above. Relates to 2004/05 budget. See s26 of MFMA.
2.24	Inform the MEC for finance in the province in writing of any impending non-compliance with any provision of the MFMA relating to the tabling or approval of a budget or compulsory consultative processes	27(1) 55	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above.
2.25	If the impending non-compliance referred to in s27(1) pertains to a time provision, apply to the MEC for finance for an extension of time if considered necessary	27(2)	mayor	ref s59(1) of MFMA	01-Jul-04		Target date dependent upon 2.21 above.
2.26	Inform the council, the MEC for finance and NT in writing of any actual non-compliance with a provision of Chapter 4 and any remedial or corrective measures to be taken to avoid any recurrence of the problem	27(3)	mayor	ref s59(1) of MFMA	01-Jul-04		
2.27	If the council fails to approve the annual budget before the start of the budget year, reconsider and again vote on the annual budget (as amended) within 7 days of the meeting that failed to approve the budget, and if still not adopted at that time, repeat the process until the budget is adopted	25(1)	council	cannot be delegated	07-Jul-05		Target date dependent upon 2.21 above. Relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of the Constitution).
	IMPLEMENTATION OF ANNUAL BUDGET						
	Implementation and failure to implement						
2.28	Implement the approved budget in accordance with s69(1)	69(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
2.29	Inform the provincial treasury in writing of any failure by the council to adopt or implement a budget-related policy or a supply chain management policy or any non-compliance by a political structure or office-bearer with the policy	73	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Service delivery and budget implementation plan						
2.30	Submit to the mayor a draft service delivery and budget implementation plan no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-07		* Target date dependent upon 2.21 above. By capacity - relates to 2007/08 SDBIP for low capacity councils.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
2.31	Approve service delivery and budget implementation plan within 28 days after the approval of the budget	53(1)(c)(i)	mayor	ref s59(1) of MFMA, mayor to ensure	28-Jul-07		* Target date dependent upon 2.21 above. By capacity - relates to 2007/08 SDBIP for low capacity councils.
2.32	Ensure that revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter as set out in the service delivery and budget implementation plan are made public no later than 14 days after its approval	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure	11-Aug-07		* Target date dependent upon 2.31 above. By capacity - relates to 2007/08 SDBIP for low capacity councils.
Annual performance agreements							
2.33	Submit to the mayor drafts of annual performance agreements for the municipal manager and senior managers no later than 14 days after the approval of the annual budget	69(3)	municipal manager	ref s79(1) of MFMA	14-Jul-07		* Target date dependent upon 2.21 above. By capacity - relates to 2007/08 agreements for low capacity councils.
2.34	Ensure annual performance agreements comply with the MSA and are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan	53(1)(c)(i) ii)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	28-Jul-07		* Target date dependent upon 2.31 above. By capacity - relates to 2007/08 agreements for low capacity councils. Ref s57 of MSA.
2.35	Ensure that performance agreements of the municipal manager, senior managers and other officials prescribed are made public no later than 14 days after the approval of the service delivery and budget implementation plan, and that copies of such performance agreements are submitted to the council and the MEC for local government in the province	53(3)	mayor	ref s59(1) of MFMA, mayor to ensure. Note also s60 MSA	11-Aug-07		* Target date dependent upon 2.31 above. By capacity - relates to 2007/08 agreements for low capacity councils. Ref s57 of MSA.
Adjustments budgets							
Note: format, content and timing of adjustments budgets for the 2004/05 financial year are not prescribed, and should be in a format consistent with council needs							
2.36	Where necessary, prepare an adjustments budget and submit it to the mayor for consideration and tabling	69(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget. Adjustments budget to be in format consistent with council needs.
Note: format, content and timing of adjustments budgets for the 2005/06 financial year will be prescribed, and therefore target dates may vary							
2.37	Table adjustments budget within prescribed limitations	28(4)	mayor	ref s59(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget. Adjustments budget to be in a prescribed format.
2.38	Where necessary, revise approved annual budget through an adjustments budget in the appropriate format	28(1) to (3)&(5) to (7)	council	cannot be delegated	01-Jul-05		Effective date that relates to 2005/06 budget. The approval of budgets may not be delegated by council (ref s160(2) of Constitution).

3 INCOME AND EXPENDITURE MANAGEMENT

Income and expenditure management involves the management of a municipality's systems that control the calculation of revenue due, receipt of that income and management of debt due. It also involves the management of a municipality's systems that control expenditures made, ensuring that all expenditure is lawful and paid in an efficient and effective manner. *Income is discussed in Chapter 8 of the MFMA, with credit control and debt collection discussed in Chapter 9 of the MSA. Expenditure management is discussed further in Chapters 4 and 8 of the MFMA.*

INCOME MANAGEMENT							
3.1	Maintain responsibility for the management of the municipality's revenue	64(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.2	Take all reasonable steps to ensure that the municipality's revenue systems comply with s64(2)	64(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.3	Immediately inform NT of any payments due by an organ of state to the municipality in respect of municipal taxes or services if such payments are regularly in arrears for more than 30 days	64(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
3.4	Take all reasonable steps to ensure that any funds collected on behalf of another organ of state are transferred at least on a weekly basis and are not used by that municipality for its own purposes	64(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.5	Ensure that the municipality has and implements an appropriate rates and tariff policy, and credit control and debt collection policy	62(1)(f)	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - actual date that relates to 2007/08 year for low capacity councils. Also ref s95 of the MSA, & note s98 of the MSA - a by-law must give effect to credit control policy (reviewed annually by council).
	EXPENDITURE MANAGEMENT						
	Expenditure management system						
3.6	Take responsibility for the management of the municipality's expenditure	65(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.7	Take all reasonable steps to ensure that the municipality's expenditure systems comply with s65(2) (excluding s65(2)(j))	65(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.8	Pay amounts due to other municipalities or to national or provincial organs of state in a timely manner	37(1)	municipality	ref s59 of MSA	01-Jul-04		See s65(2)(e) of MFMA: pay accounts within 30 days of receipt of invoice/statement.
3.9	Ensure that funds transferred to an organisation or body outside any sphere of government is done so in accordance with s67	67	municipal manager	ref s79(1) of MFMA	01-Jul-04		
3.10	Review the remuneration of political office-bearers and members of political structures to ensure that they are remunerated only in accordance with s167(1), and take steps to remedy irregular expenditure	167	municipality	ref s59 of MSA	01-Jul-04		
3.11	Report to council on all expenditure on staff salaries, wages, allowances and benefits by type in accordance with s66 and as prescribed	66	municipal manager	ref s79(1) of MFMA	31-Oct-04		Effective date is 1 July 2004. See s58 of MSA: municipality must publish in the media, details of the remuneration of senior staff by 31 October each year.
3.12	Note: In addition to the requirements of s65(2) above, ensure that all financial accounts of the municipality are closed at the end of each month and reconciled	65(2)(j)	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils.
	Budgeted expenditure						
3.13	Ensure that all expenditure incurred is in terms of an approved budget	15(a)	municipality	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.14	Ensure that all expenditure is within the limits of each budget vote	15(b)	municipality	ref s59 of MSA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Expenditure beyond budget year						
3.15	Enter into a contract that will impose financial obligations in excess of three financial years only in accordance with s33	33	municipality	ref s59 of MSA	01-Jul-04		
3.16	Incur expenditure on a capital project only when the project is budgeted for, and is approved by council after sources of funding have been considered and are available and uncommitted, and the project complies with s33 (regarding contracts with future budgetary implications)	19(1)	municipality	ref s59 of MSA	01-Jul-05		* By capacity - relates to 2006/07 budget for medium capacity councils.
3.17	Where appropriations for capital projects span more than 1 year, ensure that shifting of funds between years is in accordance with s31 (the municipal manager must receive prior written approval for the increase from the mayor)	31	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget. See s16(3) and s33 of MFMA.
	Unauthorised, irregular or fruitless and wasteful expenditure						
3.18	Authorise unforeseeable and unavoidable expenditure for which no provision was made in the approved budget if considered appropriate subject to proper compliance with s29(2) and (3)	29	mayor	ref s59(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.19	Take steps to recover actual unauthorised, irregular or fruitless and wasteful expenditure	32(2)	municipality	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
3.20	Inform council and the mayor (or executive committee) in writing of any decision taken that is likely to result in expenditure that is unauthorised, irregular or fruitless and wasteful	32(3)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.21	Inform the mayor, the MEC for local government in the province and A-G in writing of any expenditure that is unauthorised, irregular or fruitless and wasteful, whether any person is responsible for the expenditure and steps taken to recover or rectify the expenditure and prevent any recurrence	32(4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.22	Report to SAPS all cases of alleged irregular expenditure that constitutes a criminal offence or cases of theft or fraud	32(6)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.23	Report to SAPS all cases of alleged irregular expenditure referred to in s32(6) that involve the municipal manager, or cases in which the municipal manager has failed to act in accordance with s32(6)	32(7)	council	ref s59 of MSA	01-Jul-04		Effective date that relates to 2004/05 budget.
3.24	Ensure that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented	62(1)(d)	municipal manager	ref s79(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.

4 CASH MANAGEMENT AND BANKING

Cash management and banking involves the management of a municipality's bank accounts, including the structure of those accounts and daily account deposits and withdrawals. This is linked closely with investments (in terms of cash flows and liquid short-term, often overnight investments). In order to establish better controls, the Act requires the creation of a primary bank account, and places the onus on municipalities to advise certain parties of details of all accounts held. *This is discussed primarily in Chapter 3 of the MFMA, with some references in Chapter 8.*

	BANK ACCOUNTS AND BANKING						
4.1	Open and maintain at least one bank account in the name of the municipality	7(1)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.2	Deposit all money received into the bank account(s) promptly and in accordance with Chapter 3, and any requirements to be prescribed	7(2)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.3	Check to ensure that no bank accounts have been opened in contravention of s7(3)	7(3)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.4	Check to ensure that money is withdrawn from bank account(s) in terms of s11(1)	7(4)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.5	Designate and advise NT in writing of details of the primary bank account, or any change in the primary bank account	8(1)&(5)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA & DoRA.
4.6	Deposit all moneys as required by s8 into the primary bank account	8(2) to (4)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA.
4.7	Administer all bank accounts, maintain accountability to council and enforce compliance with s7, 8 and 11	10(1) 62(2)	municipal manager	s10(1)(c) of MFMA to CFO only	01-Jul-04		
4.8	Check to ensure that any delegation made in terms of s10(1)(c) is to the CFO only	10(2)	municipal manager	CFO only	01-Jul-04		
4.9	Withdraw or authorise withdrawal of money from accounts in accordance with s11(1)	11(1)	municipal manager	CFO or other senior financial official	01-Jul-04		
4.10	In cases where a municipality has more than one bank account, ensure that only the municipal manager or CFO is delegated authority to withdraw funds from the primary bank account	11(2)	municipal manager	CFO only	01-Jul-04		See s10(1)(c) & 10(2) of MFMA. Must be in accordance with an NT framework (as prescribed).
4.11	Check to ensure that all relief, charitable and trust accounts are set up in the name of the municipality and are administered by the municipal manager	12(1) 62(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
4.12	Deposit all money received for relief, charitable and trust accounts into the correct account, and make withdrawals from those accounts only for the purposes for which the fund was established and where appropriate authorised by the municipal manager	12(2) to (4)	municipal manager	ref s79(1) of MFMA	01-Jul-04		

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
4.13	Notify NT of occasions when the bank account(s) of the municipality show an (consolidated) overdraft position for a period exceeding a prescribed period, and provide details of the amount, the reasons for the overdraft and the steps taken to correct the matter	70(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
4.14	Table in council a consolidated report of withdrawals each quarter, and submit a copy of the consolidated report to the provincial treasury and A-G	11(4)	municipal manager	CFO only	30-Oct-04		Effective date is 1 July 2004. See s10(1)(c) & 10(2) of MFMA. To be tabled & submitted by 30 October, 30 January, 30 April & 30 July.
4.15	Submit to provincial treasury and A-G, written details of new bank accounts when opened, and all bank accounts each year	9	municipal manager	ref s79(1) of MFMA	30-Jun-05		

5 SUPPLY CHAIN MANAGEMENT REFORM

The reform of supply chain management systems within municipalities is an important area within the MFMA. Municipalities must first take steps to ensure that the appropriate lines of oversight and accountability are established by taking councillors out of a role of implementation so as to concentrate purely on oversight of the process. Municipalities must ensure that they establish supply chain management systems that are fair, equitable, transparent, competitive and comply with the regulatory framework to be prescribed. Municipalities must also ensure that officers are appropriately trained and skilled to meet the prescribed competency levels. *Refer Chapter 11 of the MFMA.*

	SUPPLY CHAIN MANAGEMENT						
	Supply chain management system						
5.1	Ensure that councillors do not serve on a municipal bid committee or attend any meetings of these committees, or any other committee evaluating or approving tenders, quotations, contracts or other bids	117	municipal manager	ref s79(1) of MFMA	01-Jul-04		
5.2	Ensure that no person interferes with the supply chain management system of the municipality or amends or tampers with any tenders, quotations, contracts or bids after their submission	118	municipal manager	ref s79(1) of MFMA	01-Jul-04		
5.3	Ensure that unsolicited bids are dealt with in accordance with s113 and the prescribed regulatory framework	113	municipality	ref s59 of MSA	01-Dec-04		
5.4	If a tender other than one recommended is approved, notify in writing the A-G, the provincial treasury and NT and advise the reason for deviating from the original recommendation	114	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.5	Take all reasonable steps to ensure that proper mechanisms and separation of duties are in place in relation to supply chain management systems, to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices	115(1)(b)	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.6	Ensure that all contracts and contract management procedures are administered in accordance with s116	116	municipal manager	ref s79(1) of MFMA	01-Dec-04		
5.7	Implement an appropriate supply chain management policy in accordance with Chapter 11 and the prescribed regulatory framework	62(1)(f)(i) v) 111	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils.
5.8	Note: In addition to the above requirements, establish capacity in the administration of all contracts and agreements in accordance with s116(2)(c)	116(2)(c)	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils.
	Competency levels and training						
5.9	Meet prescribed supply chain management competency levels	119(1)	municipal manager, SCM officials	n/a	01-Jul-06		
5.10	Provide the appropriate resources and opportunities for training of officials to meet the prescribed supply chain management competency levels	119(2)	municipality	ref s59 of MSA	01-Jul-06		
	PUBLIC-PRIVATE PARTNERSHIPS						

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
5.11	Ensure that the municipality only enters into a public-private partnership in accordance with the conditions and processes outlined in s120	120	municipality	ref s59 of MSA	01-Dec-04		Must be in accordance with an NT framework (as prescribed).

6 MUNICIPAL INVESTMENTS AND BORROWINGS

Municipalities must review their investment activities and their short and long-term borrowing arrangements as a high priority. *Municipal investments are to be regulated by investment regulations and municipal policy. Municipal borrowings are governed by s160(2), s218 and s230A of the Constitution, and Chapter 6 of the MFMA.*

	INVESTMENTS						
6.1	Establish an appropriate cash management and investment policy	13(2)	municipality	ref s59 & s60(2) of MSA	01-Jul-04		Must be in accordance with an NT framework (as prescribed).
	BORROWINGS (INCLUDING DEBT)						
	Short-term debt						
6.2	Check to ensure that all short-term debt is incurred in accordance with the provisions of the MFMA and only when necessary to bridge shortfalls and capital needs within a financial year	45(1)	municipality	ref s59 of MSA	01-Jul-04		Note that the raising of loans can only be done by council, ref s160(2) of Constitution.
6.3	Obtain resolution of council, signed by the mayor approving the short-term debt agreement, and signed by the municipal manager to create or acknowledge the debt	45(2)	municipality	ref s59 of MSA	01-Jul-04		
6.4	Check to ensure that the council resolution above refers to an individual short-term debt transaction, credit facility or line of credit or bank overdraft only	45(3)	municipality	ref s59 of MSA	01-Jul-04		
6.5	Develop a plan to ensure that all short-term debt is fully repaid by 1 July 2008 (with an aim to extinguish debt by 25% pa)	45(4)	municipality	ref s59 of MSA	01-Jul-04		NT recommends that debt be extinguished over a 4 year period (maximum)
	Long-term debt						
6.6	Check to ensure that all long-term debt is incurred in accordance with the provisions of the MFMA and only for the purpose of capital expenditure (see s46(4)) and consistent with the capital budget (see s46(6)) or for the re-financing of existing long-term debt (see s46(3))	46(1)	municipality	ref s59 of MSA	01-Jul-04		
6.7	Obtain resolution of council, signed by the mayor approving the long-term debt agreement and signed by the municipal manager to create or acknowledge the debt	46(2)	municipality	ref s59 of MSA	01-Jul-04		
6.8	Enter into long-term debt agreements only in accordance with s46(3)	46(3)	municipality	ref s59 of MSA	01-Jul-04		
	Security over debt						
6.9	Check to ensure that all debt is denominated in Rand and is not indexed or affected by fluctuations against foreign currencies, and in instances where security is to be provided by the municipality it is in accordance with s48(3)	47	municipality	ref s59 of MSA	01-Jul-04		
6.10	Ensure that security over debt obligations is strictly in accordance with s48	48	council	ref s59 of MSA	01-Jul-04		
6.11	Ensure that municipal debt guarantees are only provided in terms of s50	50	municipality	ref s59 of MSA	01-Jul-04		
	Disclosure of information						
6.12	Ensure that all persons involved in the borrowing of money are aware of requirements to disclose information accurately when interacting with a prospective lender	49	all councillors and officials	n/a	01-Jul-04		

7 ASSET AND LIABILITY MANAGEMENT

The municipality must put in place appropriate systems of control to safeguard its assets, and to manage liabilities. *Refer Chapters 3, 8 and 14 of the MFMA and s60 of the MSA.*

	ASSET MANAGEMENT	
	Asset management system	

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
7.1	Maintain responsibility for management of the municipality's assets and liabilities	63(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
7.2	Take all reasonable steps to ensure that the municipality maintains appropriate systems and controls and that assets and liabilities are valued according to GRAP	63(2)	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils.
	Disposal of assets						
7.3	Ensure that an appropriate system is established to dispose of capital assets in accordance with s14 ie: to ensure that assets required for the minimum level of basic municipal services are not inappropriately disposed	14	municipality	ref s59 of MSA	01-Jul-04		
7.4	Consider the delegation of power to make determinations to dispose of movable capital assets below a certain value to the municipal manager	14(4)	council	ref s59 & 60(1)(a) of MSA	01-Jul-04		
	LIABILITY MANAGEMENT						
7.5	Take appropriate steps to ensure that the municipality does not incur a liability or risk payable in a foreign currency	163	municipality	ref s59 of MSA	01-Jul-04		

8 IN-YEAR AND ANNUAL REPORTING

The MFMA requires councils to report monthly and quarterly and mid-year, on its budget performance. It also requires that municipalities provide a range of information on the municipal website and contains other additional reporting requirements. Councils must also prepare and review their annual financial statements and provide an annual report within set timeframes. An oversight report must be prepared in response to the auditor's report on the state of municipal finances. *Refer primarily to chapters 7, 8, and 12 of the MFMA and s46 of the MSA.*

	IN-YEAR REPORTING						
	Monthly reporting						
8.1	Report to council in writing on any impending shortfalls in budgeted revenue and overspending in the budget, and steps taken to prevent or rectify such shortfalls or overspending	70(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.2	Consider monthly budget statements and mid-year budget and performance assessment reports: issue appropriate instructions to the municipal manager to ensure revenue and expenditure proceed in line with the budget, identify any real or potential financial problems and submit reports and take appropriate action	54(1)	mayor	ref s59(1) of MFMA	10-Jan-05		Effective date is 1 July 2004, however read in context of 8.2 above.
8.3	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(e), (f), and (5)	71	municipal manager	ref s79(1) of MFMA	10-Jan-05		DoRA applies until 1 April 2005. Effective from 1 December 2004 (first monthly report refers to December).
8.4	Submit to the mayor and provincial treasury no later than 10 working days after the end of each month, a monthly budget statement in the prescribed format reflecting information required by s71(1)(a), (b), g (iii), (2), (3) and (4)	71	municipal manager	ref s79(1) of MFMA	10-Aug-06		* By capacity - relates to 2006/07 year for low capacity councils. Effective from 1 July 2006 (first monthly report refers to July).
8.5	Note: In addition, check and if necessary make the appropriate amendments to the SDBIP, and make revisions public	54(1)&(3)	mayor	ref s59(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 budget for low capacity councils. Effective date 1 July 2007, however read in context of 8.3 above.
8.6	Note: In addition to the detail provided in the monthly budget statement referred to above, provide information required by s71(1)(c), (d), and (g) (i) and (ii)	71	municipal manager	ref s79(1) of MFMA	10-Aug-07		* By capacity - relates to 2007/08 year for low capacity councils. Effective from 1 July 2007 (first monthly report refers to July).
	Quarterly reporting						
8.7	Submit a report to the council on the implementation of the budget and state of municipal finances within 30 days of the end of each quarter	52(d)	mayor	ref s59(1) of MFMA	30-Oct-04		To be submitted by 30 October, 30 January, 30 April & 30 July. Note also DoRA s5.
	Mid-year reporting						

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
8.8	Submit to the mayor, NT and provincial treasury by 25 January each year, a mid-year budget and performance assessment reflecting information required by s72(1)(a)(i), (iii), (iv), (1)(b), (2) and (3)	72	municipal manager	ref s79(1) of MFMA	25-Jan-07		* By capacity - actual date, relates to 2006/07 budget for low capacity councils.
8.9	Note: In addition to the detail provided in the mid-year budget and performance assessment referred to above, provide information required by s72(1)(a)(ii)	72	municipal manager	ref s79(1) of MFMA	25-Jan-08		* By capacity - actual date, relates to 2007/08 budget for low capacity councils.
	Other reporting						
8.10	Submit information as prescribed or required to NT, the provincial treasury, the provincial department for local government or the A-G.	74(1)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.11	If unable to comply with any of the responsibilities contained in the MFMA report that fact with reasons to the mayor and the provincial treasury	74(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
8.12	Submit to NT within 3 months of 1 July 2004, a list of corporate entities, public-private partnerships and long-term contracts as detailed in s178(2)	178(2)	municipality	ref s59 of MSA	30-Sep-04		
8.13	Submit to the provincial treasury and A-G, the appropriate documentation authorising lawful over-expenditure in a capital programme within a financial year	31(e)	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Website reporting						
8.14	Place on the website information required by s75, no later than 5 days after its tabling in council or on the date which it must be made public, whichever comes first	75	municipal manager	ref s79(1) of MFMA	01-Jul-07		* By capacity - relates to 2007/08 year for low capacity councils.
	END-OF-YEAR REPORTING						
	Annual financial statements						
8.15	Prepare 2003/04 annual financial statements in accordance with s122(1) containing disclosures as required by s124 and s125	122(1) 124 125	municipality	ref s59 of MSA	31-Aug-04		Also ref s5 DoRA
8.16	If a municipality encounters a serious financial problem or anticipates problems in meeting its financial commitments, it must immediately seek solutions to the problem and notify the MEC for local government and MEC for finance in the province and SALGA	135	municipality	ref s59 of MSA	01-Jul-05		
8.17	Submit 2004/05 annual financial statements to the A-G within 2 months after the end of the financial year	126(1)(a)	municipal manager	ref s79(1) of MFMA	31-Aug-05		Relates to 2004/05 financial statements.
8.18	Note: Ensure that annual financial statements disclose information on intergovernmental and other allocations as required by s123(1)	123(1)	municipality	ref s59 of MSA	31-Aug-05		Relates to 2004/05 financial statements.
8.19	Take appropriate action in terms of s133 in instances where financial statements are not submitted to the A-G	133(1)	council	ref s59 of MSA	31-Aug-05		Target date dependent upon 8.17 above.
8.20	Ensure that the municipality addresses any issues raised by the A-G in the audit report	131	mayor	ref s59(1) of MFMA	30-Jan-06		Relates to 2004/05 financial statements. Note: date of 30 January, based on receipt of audit report 3 months after its presentation to A-G at end of August, allowing council 60 days to respond (see s131(2) of MFMA).
8.21	Note: In addition to the requirements of s122(1) and (2), prepare annual financial statements and consolidated financial statements in accordance with GRAP	122(3)	municipality	ref s59 of MSA	01-Jul-08		* By capacity - relates to 2007/08 year for low capacity councils.
	The annual report						
8.22	Table in council the 2004/05 annual report of the municipality and any municipal entities within 7 months after the end of the financial year	127(2)	mayor	ref s59(1) of MFMA	31-Jan-06		Relates to 2004/05 annual report. Ref s46(1) of MSA.
8.23	If unable to comply with s127(2), submit to council a written explanation setting out reasons for the delay, tabling the annual report as soon as possible	127(3)	mayor	ref s59(1) of MFMA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Comments (NT)
8.24	Immediately after the annual report is tabled in council, make public and invite representations on the annual report and submit the annual report to the A-G, the provincial treasury and the provincial department for local government	127(5)	municipal manager	ref s79(1) of MFMA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.25	Take the appropriate action in terms of s133 in instances where the mayor fails to table the annual report in council	133(1)	council	ref s59 of MSA	31-Jan-06		Target date dependent upon 8.24 above. Relates to 2004/05 annual report.
8.26	Ensure that council meetings at which the annual report is to be discussed are open to the public	130(1)	council	ref s59 of MSA	30-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.27	Invite any representatives of the A-G to attend council meetings at which the annual report is to be discussed	130(2)	council	ref s59 of MSA	30-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.28	Attend council and committee meetings where the annual report is discussed and submit copies of the minutes of those meetings to the A-G, the provincial treasury and the provincial department for local government	129(2)	municipal manager	ref s79(1) of MFMA	31-Mar-06		Relates to 2004/05 annual report. Ref s46(3) of MSA.
8.29	Prepare the 2003/04 annual report in accordance with Chapter 12 and containing information required by s121	121	municipality	ref s59 of MSA	30-Mar-08		* By capacity - relates to 2006/07 year for low capacity councils. Ref s46(1) of MSA.
8.30	Deal with the annual report within 9 months after the end of the financial year	121	council	ref s59 of MSA	30-Mar-08		* By capacity - relates to 2006/07 year for low capacity councils.
The oversight report							
8.31	Adopt an oversight report following consideration of the annual report, containing council's comments on the annual report in accordance with s129(1), no later than 2 months from the date on which the annual report was tabled in council	129(1)	council	ref s59 of MSA	31-Mar-06		Relates to 2004/05 oversight report.
8.32	Make public the oversight report within 7 days of its adoption by council	129(3)	municipal manager	ref s79(1) of MFMA	07-Apr-06		Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.
8.33	Submit the annual report and oversight report to the provincial legislature within 7 days after being adopted by council	132	municipal manager	ref s79(1) of MFMA	07-Apr-06		Target date dependent upon 8.31 above. Relates to 2004/05 oversight report.

FOR COUNCIL USE ONLY

Prepared by: _____ Reviewed by: _____
Date: _____ Date: _____

Disclaimer: Please note that this worksheet has been compiled to assist municipalities in developing their own project management plan - municipalities must review the activities and timeframes listed carefully to ensure that they suit their own individual needs. Municipalities are required to review the accuracy of the template, and therefore National Treasury cannot accept any responsibility for errors or omissions contained within this worksheet. As a template, there may be instances when the information contained here is not relevant to a municipality. This document will evolve over time, and users are requested to advise the National Treasury of any errors or omissions so that the template may be constantly improved and enhanced.

NATIONAL TREASURY

MFMA IMPLEMENTATION PLAN - TEMPLATE

(For Municipalities With Municipal Entities Only)



Name of municipality: _____
(eg: City of Johannesburg)

Code: _____
(eg: GT001)

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Explanatory Notes
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9 MUNICIPAL ENTITIES

The MFMA, along with amendments to the Municipal Systems Act, contain a number of important reforms concerning the establishment and operation of municipal entities. *Refer MFMA Chapter 10, and MSA Chapter 8A.*

	MANAGEMENT ARRANGEMENTS						
	Establishment of an entity						
9.1	When considering the establishment of, or participation in, a municipal entity, determine the function or service to be performed and make the appropriate assessment as required by s84(1)(b)	84(1)	municipality	ref s59 of MSA	01-Jul-04		
9.2	Establish or participate in a municipal entity only in terms of s84(2)(a), following an information statement, invitation for community comment and solicitation of views prior to the council meeting at which a decision is to be made	84(2)	municipality	ref s59 of MSA	01-Jul-04		
	Corporate Management						
9.3	Guide the municipality in exercising its rights and powers over the entity to ensure legislative compliance without impeding the entity from performing its operational responsibilities	56	mayor	ref s59(1) of MFMA	01-Jul-04		
9.4	Guide and advise the entity in relation to MFMA compliance	60	municipal manager	ref s79(1) of MFMA	01-Jul-04		
9.5	Appoint/assign persons to assume the duties of CEO for each entity		board	ref s93J of MSA	01-Jul-04		See s93J(1) of MSA - board to appoint CEO.
9.6	Take steps to ensure that the CEO for each entity is aware of his or her fiduciary responsibilities as accounting officer of the entity concerned	94	municipal manager	ref s79(1) of MFMA	01-Jul-04		See s93J(2) of MSA - CEO to report to the board.
9.7	Implement the appropriate systems to help ensure that the resources of the entity are used effectively	95(a)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.8	Implement the appropriate systems to help ensure that full and proper records of the financial affairs of the entity are kept	95(b)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.9	Determine the upper limits of the salary, allowances, and other benefits of the CEO and other senior managers, monitor that expenditure and ensure that the entity reports on all matters listed in s89(b)	89	municipality	ref s59 of MSA	01-Jul-04		
9.10	Take all reasonable steps within their respective areas of responsibility to ensure their compliance with s105	105	senior managers of entity	n/a	01-Jul-04		
9.11	Initiate a review delegations in terms of the MFMA, in order to take account of s106 (CEO)	106	CEO	ref s106(1) of MFMA	01-Jul-04		See s86H of MSA - council by-law to detail entity functionality, including delegations.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Explanatory Notes
9.12	Meet prescribed financial management competency levels	107	CEO, CFO, senior managers & other finance officials of entity	n/a	01-Jul-06		
	Internal control						
9.13	Ensure that the entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control and internal audit operating with any prescribed norms and standards	95(c)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.14	Establish an internal audit unit in accordance with s165	165	entity	ref s106(1) of MFMA	01-Jul-05		* By capacity - relates to 1 July 2005 for high, 1 July 2006 for medium, 1 July 2007 for low capacity municipalities.
9.15	Establish an entity audit committee in accordance with s166	166	entity	ref s106(1) of MFMA	01-Jul-05		* By capacity - relates to 1 July 2005 for high, 1 July 2007 for medium, 1 July 2008 for low capacity municipalities. Members to be appointed by council.
	Resolution of financial problems						
9.16	Put in place an agreed resolution mechanism to ensure disputes concerning entities with organs of state of a financial nature are promptly resolved in accordance with s44. In instances when NT is not party to a dispute, report the matter to NT and where appropriate request mediation by NT	44	municipal manager	ref s79(1) of MFMA	01-Jul-04		
9.17	Take action if the entity experiences serious or persistent financial problems in circumstances in which the board has failed to take action	109	municipality	ref s59 of MSA	01-Jul-04		
9.18	Ensure that the entity does not enter into any forbidden activity prescribed in s164, and develop a strategy to phase out those activities entered into prior to 1 July 2004	164	entity	ref s106(1) of MFMA	01-Jul-04		
9.19	Take steps to ensure that the board, the chairman and senior management are aware of the implications of Chapter 15, in particular what constitutes "financial misconduct", offences, penalties, and disciplinary and criminal proceedings, to ensure that the appropriate systems are in place to investigate allegations of financial misconduct	C 15	entity	ref s106(1) of MFMA	01-Jul-04		
	FINANCIAL PLANNING AND BUDGETING						
	Budget preparation						
9.20	Submit to the municipality a proposed budget for each financial year not later than 150 days before the start of the entity's financial year or earlier if requested by the municipality	87(1)	board	ref s106(1) of MFMA	01-Feb-05		Actual date that relates to 2005/06 budget.
9.21	Consider the proposed budget of the entity and if necessary make recommendations to the board	87(2)	municipality	ref s59 of MSA	26-Feb-05		Suggested date that relates to 2005/06 budget.
9.22	Consider recommendations on the proposed budget by the municipality and if necessary submit a revised budget not later than 100 days before the start of the financial year	87(2)	board	ref s106(1) of MFMA	23-Mar-05		Actual date that relates to 2005/06 budget.
9.23	Table the proposed budget of the entity in the council when the annual budget of the municipality is tabled	87(3)	mayor	ref s59(1) of MFMA	02-Apr-05		Actual date that relates to 2005/06 budget.
9.24	Approve the budget of the entity not later than 30 days before the start of the financial year, taking into account hearings or recommendations of the council	87(4)	board	ref s106(1) of MFMA	01-Jun-05		Effective date that relates to 2005/06 budget.

Plan Ref	Action Required	Act Ref	Responsibility Under the MFMA	Delegation To	Final Target Date	Date Action Completed	Explanatory Notes
9.25	Ensure budget is in accordance with s87(5), and where appropriate s17(1) and 17(2)	87(5)	CEO	ref s106(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
9.26	Revise budget with the approval of the mayor based only on reasons outlined in s87(6)	87(6)	board	ref s106(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
9.27	Ensure that projected allocations from the municipality are provided for in the entity's budget	87(7)	CEO	ref s106(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
9.28	Table the approved or adjusted budget of the entity at the next council meeting of the municipality	87(9)	mayor	ref s59(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
9.29	Make public the approved or adjusted budget of the entity	87(10)	CEO	ref s106(1) of MFMA	01-Jul-05		Effective date that relates to 2005/06 budget.
	Budget implementation						
9.30	Implement the entity's budget in accordance with s100	100	CEO	ref s106(1) of MFMA	01-Jul-04		Effective date that relates to 2004/05 budget.
	INCOME AND EXPENDITURE MANAGEMENT						
	Income management						
9.31	Take all reasonable steps to ensure that the entity's revenue systems comply with s97	97(1)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.32	Immediately inform the municipality of any payments due by an organ of state to the entity in respect of service charges if such payments are regularly in arrears for more than 30 days	97(2)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.33	Take all reasonable steps to ensure that revenue received is reconciled at least monthly and all accounts are reconciled monthly	98	CEO	ref s106(1) of MFMA	01-Jul-04		
	Expenditure management						
9.34	Take responsibility for the management of the entity's expenditure	99(1)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.35	Take all reasonable steps to ensure that the entity's expenditure systems comply with s99(2)	99(2)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.36	Ensure that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented	95	CEO	ref s106(1) of MFMA	01-Jul-04		
9.37	Ensure that all expenditure is in accordance with the operational policies of the entity	95	CEO	ref s106(1) of MFMA	01-Jul-04		
9.38	Ensure that disciplinary action, or when appropriate, criminal proceedings are instituted against any official of the entity who has allegedly committed an act of financial misconduct or an offence in terms of Chapter 15	95 172(3)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.39	On discovery of any irregular expenditure or any fruitless and wasteful expenditure, report that expenditure in writing to the mayor, municipal manager and the A-G	102(1)	board	ref s106(1) of MFMA	01-Jul-04		
9.40	On discovery of any irregular expenditure that may constitute a criminal offence and any other losses suffered by the entity resulting from suspected criminal conduct, report that matter promptly to SAPS	102(2)	board	ref s106(1) of MFMA	01-Jul-04		

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9.41	Ensure that all expenditure is incurred in terms of an approved budget	87(8)	entity	ref s106(1) of MFMA	01-Jul-05		Effective date that refers to 2005/06 budget.
	CASH MANAGEMENT AND BANKING						
9.42	Open at least one bank account in the name of the entity	85(1)	entity	ref s106(1) of MFMA	01-Jul-04		
9.43	Deposit all money received into the bank account(s) promptly and in accordance with Chapter 10 and any requirements to be prescribed	85(2)	entity	ref s106(1) of MFMA	01-Jul-04		
9.44	Check to ensure that no bank accounts that have been opened in contravention of s85(3)	85(3)	entity	ref s106(1) of MFMA	01-Jul-04		
9.45	Check to ensure that money is withdrawn from bank account(s) only in terms of requirements to be prescribed	85(4)	entity	ref s106(1) of MFMA	01-Jul-04		
9.46	Administer all bank accounts, maintaining accountability to the board and enforce any requirements prescribed in terms of s85(4)	85(5)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.47	Submit to the municipality written details of all new bank accounts when opened, and all bank accounts each year	86(1)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.48	Submit to the A-G, NT and relevant provincial treasury details of the new bank accounts referred to in s86(1)	86(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
	SUPPLY CHAIN MANAGEMENT REFORM						
9.49	Ensure that no person interferes with the supply chain management system of the entity or amends or tampers with any tenders, quotations, contracts or bids after their submission	118	CEO	ref s106(1) of MFMA	01-Jul-04		
9.50	Implement an appropriate supply chain management policy in accordance with Chapter 11 and the prescribed regulatory framework	111 112 115(1)(a)	CEO	ref s106(1) of MFMA	01-Dec-04		* By capacity - relates to 1 December 2004 for high, 1 July 2006 for medium, 1 July 2007 for low capacity municipalities
9.51	Ensure that unsolicited bids are dealt with in accordance with s113 and the prescribed regulatory framework	113	entity	ref s106(1) of MFMA	01-Dec-04		
9.52	If a tender other than one recommended is approved, notify in writing the municipality, A-G, the provincial treasury and NT and advise the reason for deviating from the original recommendation	114	CEO	ref s106(1) of MFMA	01-Dec-04		
9.53	Take all reasonable steps to ensure that proper mechanisms and separation of duties are in place in relation to supply chain management systems, to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices	115(1)(b)	CEO	ref s106(1) of MFMA	01-Dec-04		
9.54	Ensure that all contracts and contract management procedures are administered in accordance with s116	116	CEO	ref s106(1) of MFMA	01-Dec-04		
9.55	Note: In addition to the above requirements, establish capacity in the administration of contracts and agreements in accordance with s116(2)(c)	116(2)(c)	CEO	ref s106(1) of MFMA	01-Dec-04		* By capacity - relates to 1 December 2004 for high, 1 July 2006 for medium, 1 July 2007 for low capacity municipalities.
9.56	Meet prescribed supply chain management competency levels	119(1)	CEO, SCM officials	n/a	01-Jul-06		
9.57	Provide the appropriate resources and opportunities for training of officials to meet the prescribed supply chain management competency levels	119(2)	entity	ref s106(1) of MFMA	01-Jul-06		

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	MUNICIPAL INVESTMENTS AND BORROWINGS						
9.58	Ensure that all entity borrowings are made in accordance with Chapter 6	108	entity	ref s106(1) of MFMA	01-Jul-04		
	ASSET AND LIABILITY MANAGEMENT						
	Asset management						
9.59	Maintain responsibility for management of the entity's assets and liabilities	96(1)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.60	Take all reasonable steps to ensure that the entity's asset and liability systems comply with s 96(2)	96(2)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.61	Ensure that an appropriate system is established to dispose of capital assets in accordance with s90(2) ie: to ensure that assets required for the minimum level of basic municipal services are not inappropriately disposed	90(2)	council	ref s59 of MSA	01-Jul-04		
9.62	Consider the delegation of power to make determinations to dispose of movable capital assets below a certain value to the CEO	90(4)	council	ref s59 of MSA	01-Jul-04		
	Liability management						
9.63	Take appropriate steps to ensure that the entity does not incur a liability or risk payable in a foreign currency	163	entity	ref s106(1) of MFMA	01-Jul-04		
	IN-YEAR AND ANNUAL REPORTING						
	In-year reporting						
9.64	Report in writing to the board at its next meeting, and to the municipal manager any financial problems of the entity outlined in s101(1)(a)	101(1)	CEO	ref s106(1) of MFMA	01-Jul-04		
9.65	Table the report outlined in s101(1) to council at its next meeting	101(2)	municipal manager	ref s79(1) of MFMA	01-Jul-04		
9.66	Report promptly to the speaker of the council any interference by a councillor outside that councillor's assigned duties	103	CEO	ref s106(1) of MFMA	01-Jul-04		
9.67	Submit to NT, the relevant provincial treasury, the department for local government in the province or the A-G information as prescribed or required, and if unable to comply with any of the responsibilities contained in the MFMA report that fact with reasons to the council of the municipality	104	CEO	ref s106(1) of MFMA	01-Jul-04		
9.68	Submit to the municipal manager no later than 7 working days after the end of each month a monthly budget statement in the prescribed format and in accordance with s87(11) to (14)	87(11) to 87(14)	CEO	ref s106(1) of MFMA	07-Aug-04		Effective 1 July 2004.
9.69	Submit to NT within 3 months of 1 July 2004, a list of any corporate entities as detailed in s178(2)	178(2)	municipality	ref s59 of MSA	30-Sep-04		
9.70	Submit to the board and municipality by 20 January each year and make public a mid-year budget and performance assessment for the entity taking into account the annual report for the past year, and progress made to resolve any problems identified in that report	88	CEO	ref s106(1) of MFMA	20-Jan-05		Effective 1 July 2004.

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9.71	Note: In addition to the detail provided in the mid-year budget and performance assessment referred to above, take into account monthly budget statements and targets set in the service delivery, business plan or other agreements between the entity and municipality	88	CEO	ref s106(1) of MFMA	20-Jan-06		Effective 1 July 2005.
	End-of-year reporting						
9.72	Prepare annual financial statements in accordance with s122(1), containing disclosures as required by s124 and s125	122(1) 124 125	entity	ref s106(1) of MFMA	01-Jul-04		
9.73	Note: In instances in which a municipality has sole control or effective control of an entity which is a private company, and in addition to s122(1), prepare consolidated financial statements and comply with any requirements as may be prescribed	122(2)	municipality	ref s59 of MSA	01-Jul-05		* By capacity - relates to 2004/05 year for high, 2005/06 for medium, 2006/07 for low capacity municipalities.
9.74	Note: Ensure that annual financial statements disclose information on allocations as required by s123(1)	123(2)	entity	ref s106(1) of MFMA	01-Jul-05		Effective date that relates to 2004/05 financial statements.
9.75	Monitor whether the CEO has prepared an annual report and annual financial statements in compliance with s121(1) and 126(2), and establish reasons for any non-compliance and promptly report any non-compliance together with the reasons for the non-compliance to the council, provincial treasury and A-G	128	municipal manager	ref s79(1) of MFMA	01-Jul-05		Effective date that relates to 2004/05 annual report and financial statements.
9.76	Submit annual financial statements to the municipality and A-G within 2 months after the end of the financial year	126(2)	CEO	ref s106(1) of MFMA	31-Aug-05		Actual date that relates to 2004/05 financial statements.
9.77	Note: In instances in which a municipality has sole control or effective control of an entity which is a private company, and in addition to s126(1), submit consolidated financial statements to the A-G within 3 months after the end of the financial year	126(1)(b)	municipal manager	ref s79(1) of MFMA	30-Sep-05		Actual date that relates to 2004/05 financial statements.
9.78	Take the appropriate action in terms of s133 in instances where financial statements are not submitted to the A-G	133(1)	council	ref s59 of MSA	30-Sep-05		Actual date that relates to 2004/05 financial statements.
9.79	Submit annual report to the municipal manager of the municipality within 6 months after the end of the financial year, or earlier if otherwise agreed	127(1)	CEO	ref s106(1) of MFMA	31-Dec-05		Actual date that relates to 2004/05 annual report.
9.80	Prepare the annual report in accordance with Chapter 12 and containing information required by s121	121	entity	ref s106(1) of MFMA	30-Mar-06		Actual date that relates to 2004/05 annual report.
9.81	Deal with the annual report within 9 months after the end of the financial year	121	council	ref s59 of MSA	30-Mar-06		Actual date that relates to 2004/05 annual report.
9.82	Submit the annual report and oversight report for the entity to the provincial legislature within 7 days after being adopted by council	132	municipal manager	ref s79(1) of MFMA	07-Apr-06		Actual date that relates to 2004/05 annual report.

FOR COUNCIL USE ONLY

Prepared by: _____
Date: _____

Reviewed by: _____
Date: _____

Disclaimer: Please note that this worksheet has been compiled to assist municipalities in developing their own project management plan - municipalities must review the activities and timeframes listed carefully to ensure that they suit their own individual needs. Municipalities are required to review the accuracy of the template, and therefore National Treasury cannot accept any responsibility for errors or omissions contained within this worksheet. As a template, there may be instances when the information contained here is not relevant to

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a municipality. This document will evolve over time, and users are requested to advise the National Treasury of any errors or omissions so that the template may be constantly improved and enhanced.