

EMTHANJENI MUNICIPALITY



BUDGET IMPLEMENTATION AND MONITORING POLICY

DRAFT BUDGET 2021/2022 MTREF

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ABBREVIATIONS

NC073	<i>Emthanjeni Municipality</i>
AO	Accounting Officer
ASB	Accounting Standards Board
CFO	Chief Financial Officer
HOD	Senior Managers/Head of Department
IDP	Integrated Development Plan
MBRR	Municipal Budget and Reporting Regulations, 2008
MFMA	Municipal Finance Management Act
MTREF	Medium Term Revenue and Expenditure Framework
SCM	Supply Chain Management
VAT	Value Added Tax

1 PURPOSE OF THIS DOCUMENT

1.1 The objective of the budget policy is to set out:

- (a) The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget (MTREF);
- (b) The responsibilities of the mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget;
- (c) To control and inform the basis, format and information included in the Budget documentation; and
- (d) To establish and maintain procedures to ensure adherence to the Municipality's IDP review and budget processes.

DEFINITIONS

In this Budget Implementation Policy, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003), has the meaning so assigned, and:

"Accounting Officer"- means the Municipal Manager;

"Allocation", means-

- a municipality's share of the local government's equitable share referred to in section 214(l) (a) of the Constitution;
- an allocation of money to a municipality in terms of section 214(1) (c) of the Constitution;
- an allocation of money to a municipality in terms of a provincial budget; or
- any other allocation of money to a municipality by an organ of state, including by another municipality, otherwise than in compliance with a commercial or other business transaction;

"Annual Division of Revenue Act" means the Act of Parliament, which must be enacted annually in terms of section 214 (1) of the Constitution;

"Approved budget," means an annual budget-

- approved by a municipal council, or
- includes such an annual budget as revised by an adjustments budget in terms of section 28 of the MFMA;

"Basic Municipal Service" means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment;

- "Budget-related Policy" means a policy of a municipality affecting or affected by the annual budget of the municipality, including-
- the tariffs policy, which the municipality must adopt in terms of section 74 of the Municipal Systems Act;
- the rates policy which the municipality must adopt in terms of legislation regulating municipal property rates; or
- the credit control and debt collection policy, which the municipality must adopt in terms of section 96 of the Municipal Systems Act;

"Budget transfer" means transfer of funding within a function / vote.

"Budget Year" means the financial year of the municipality for which an annual budget is to be approved in terms of section 16(1) of the MFMA;

"chief financial officer" means a person designated in terms of section 80(2) (a) of the MFMA;

"councillor" means a member of a municipal council;

"creditor", means a person to whom money is owed by the municipality;

"current year" means the financial year, which has already commenced, but not yet ended;

"delegation", in relation to a duty, includes an instruction or request to perform or to assist in performing the duty;

"financial recovery plan" means a plan prepared in terms of section 141 of the MFMA;

"financial statements", means statements consisting of at least-

- a statement of financial position;
- a statement of financial performance;
- a cash-flow statement;
- any other statements that may be prescribed; and
- any notes to these statements;

"financial year" means a twelve months period commencing on 1 July and ending on 30 June each year;

"financing agreement" includes any loan agreement, lease, and instalment purchase contract or hire purchase arrangement under which a municipality undertakes to repay a long-term debt over a period of time;

"fruitless and wasteful expenditure" means expenditure that was made in vain and would have been avoided had reasonable care been exercised;

"interest on arrear account" means that interest on arrear accounts will be levied on the outstanding capital balance at prime plus 1 %

"irregular expenditure", means-

- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the MFMA Act, and which has not been condoned in terms of section 170 of the MFMA;
- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the Municipal Systems Act, and which has not been condoned in terms of that Act;

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- expenditure incurred by a municipality in contravention of, or that is not in accordance with, a requirement of the Public Office-Bearers Act, 1998 (Act No. 20 of 1998); or
- expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality's by-laws giving effect to such policy, and which has not been condoned in terms of such policy or by-law, but excludes expenditure by a municipality which falls within the definition of "unauthorised expenditure";

"investment", in relation to funds of a municipality, means-

- the placing on deposit of funds of a municipality with a financial institution; or
- the acquisition of assets with funds of a municipality not immediately required, with the primary aim of preserving those funds;

"lender", means a person who provides debt finance to a municipality;

"local community" has the meaning assigned to it in section 1 of the Municipal Systems Act;

"long-term debt" means debt repayable over a period exceeding one year;

"Municipal Structures Act" means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);

"Municipal Systems Act" means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"mayor" means the councillor elected as the mayor of the municipality in terms of section 55 of the Municipal Structures Act;

"municipal council" or "council" means the council of a municipality referred to in section 18 of the Municipal Structures Act;

"municipal debt instrument" means any note, bond, debenture or other evidence of indebtedness issued by a municipality, including dematerialised or electronic evidence of indebtedness intended to be used in trade;

"municipal entity" has the meaning assigned to it in section 1 of the Municipal Systems Act (refer to the MSA for definition);

"municipality"-

- when referred to as a corporate body, means a municipality as described in section 2 of the Municipal Systems Act; or
- when referred to as a geographic area, means a municipal area determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998);

"accounting officer" means a person appointed in terms of section 82(l) (a) or (b) of the Municipal Structures Act;

"municipal service" has the meaning assigned to it in section 1 of the Municipal Systems Act (refer to the MSA for definition);

"municipal tariff" means a tariff for services which a municipality may set for the provision of a service to the local community, and includes a surcharge on such tariff;

"municipal tax" means property rates or other taxes, levies or duties that a municipality may impose;

"National Treasury" means the National Treasury established by section 5 of the Public Finance Management Act;

"official", means-

- an employee of a municipality or municipal entity;
- a person seconded to a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity; or
- a person contracted by a municipality or municipal entity to work as a member of the staff of the municipality or municipal entity otherwise than as an employee;

"overspending"-

- means causing the operational or capital expenditure incurred by the municipality during a financial year to exceed the total amount appropriated in that year's budget for its operational or capital expenditure, as the case may be;
- in relation to a vote, means causing expenditure under the vote to exceed the amount appropriated for that vote; or
- in relation to expenditure under section 26 of the MFMA, means causing expenditure under that section to exceed the limits allowed in subsection (5) of this section;

"past financial year" means the financial year preceding the current year;

"quarter" means any of the following periods in a financial year:

- 1 July to 30 September;
- 1 October to 31 December;
- 1 January to 31 March; or
- 1 April to 30 June;

"service delivery and budget implementation plan" means a detailed plan approved by the mayor of a municipality in terms of section 53(l)(c)(ii) of the MFMA for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- projections for each month of-
- revenue to be collected, by source; and
- operational and capital expenditure, by vote;
- service delivery targets and performance indicators for each quarter; and
- any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(l) (c) of the MFMA.

"short-term debt" means debt repayable over a period not exceeding one year;

"standards of generally recognised accounting practice," means an accounting practice complying with standards applicable to municipalities or municipal entities as determined by the Accounting Standards Board;

"unauthorised expenditure", means any expenditure incurred by a municipality otherwise than in accordance with section 15 or 11(3) of the MFMA, and includes-

- overspending of the total amount appropriated in the municipality's approved budget;
- overspending of the total amount appropriated for a vote in the approved budget;
- expenditure from a vote unrelated to the department or functional area covered by the vote;
- expenditure of money appropriated for a specific purpose, otherwise than for that specific purpose;
- spending of an allocation referred to in paragraph (ii), (iii) or (iv) of the definition of "allocation" otherwise than in accordance with any conditions of the allocation; or
-

- a grant by the municipality otherwise than in accordance with the MFMA; "virement" means transfer of funds between functions / votes.

"vote" means-

- one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.

In this document unless the context otherwise indicates, words and expressions denoting the singular shall include the plural and vice versa, words and expressions denoting the male sex shall include the female sex and vice versa and reference to a natural person shall include a legal person and vice versa.

2 BUDGETING PRINCIPLES

The municipality shall ensure that revenue projections in the budget are realistic taking into account actual collection levels.

The municipality shall ensure that the budget reflects the net depreciation amount (gross depreciation less backlog depreciation) due to the increase of measurement of PPE.

Expenses may only be incurred in terms of the approved annual budget (or adjustments budget) and within the limits of the amounts appropriated for each vote in the approved budget. Vote accessibility of supply chain management systems for small businesses must be taken into account.

Municipality shall prepare a multi-year budget (three year) - medium term revenue and expenditure framework (MTREF)) and that be reviewed annually and approved by Council.

3 BUDGETING PROCESS

3.1 Planning for the preparation of the budget

- 3.1.1 The Accounting Officer with the assistance of the Chief Financial Officer and the Manager responsible for IDP shall Draft the IDP process plan as well as the budget timetable for the municipality including municipal entities for the ensuing financial year.
- 3.1.2 The mayor shall table the IDP process plan as well as the budget timetable to Council by 31 August each year for approval (10 months before the start of the next budget year).
- 3.1.3 IDP process plan as well as the budget timetable shall indicate the key deadlines for the review of the IDP as well as the preparation of the medium-term revenue and expenditure framework (MTREF) budget and the revision of the annual budget. Such target dates shall follow the prescriptions of the Municipal Finance Management Act as well as the guidelines set by National Treasury.
- 3.1.4 The mayor shall convene a strategic workshop in September/October with the senior managers in order to determine the IDP priorities which will form the basis for the preparation of the MTREF budget taking into account the financial and political pressures facing the municipality. The mayor shall table the IDP priorities with the Draft budget to Council.
- 3.1.5 The Mayor shall table the Draft IDP and MTREF budget to council by 31 March (90 days before the start of the new budget year) together with the Draft resolutions and budget related policies (policies on tariff setting, credit control, debt collection, indigents, investment and cash management, borrowings, etc.).

- 3.1.6 The Chief Financial Officer and senior managers undertake the technical preparation of the budget including: -
- 3.1.6.1 Review past performance;
 - 3.1.6.2 Prepare initial preview assumptions;
 - 3.1.6.3 Analyze past revenue trends and develop initial projections;
- 3.1.7 Prepare the IDP and make necessary revisions;
- Prepare initial budget scenarios:-
- (a) The budget must be in the prescribed format, and must be divided into capital and operating budget.
 - (b) The budget must reflect the realistically expected revenues and expenditure by major source for the budget year concerned; and
 - (c) Estimated revenue and expenditure by vote for the budget year; and
- The budget must also contain the information related to the two financial years following the financial year to which the budget relates, as well as the actual revenues and expenses for the prior year, and the estimated revenues and expenses for the current year.

Annexure A provides an outline of the budget activities, timeframes and responsibilities.

3.2 Public participation process

- 3.2.1 During the consultation process administration should consult with political executive; and
- 3.2.2 Immediately after the Draft annual budget has been tabled, the municipality must convene hearings on the Draft budget in April and invite the public and stakeholder organisations, to make representation at the council hearings and to submit comments in response to the Draft budget.

3.3 Approval of the budget

- 3.3.1 Council shall consider the next medium term expenditure framework budget for approval not later than 31 May (30 days before the start of the budget year);
- 3.3.2 The council resolution, must contain budget policies and performance measures be adopted; and
- 3.3.3 Should the municipality fail to approve the budget before the start of the budget year, the mayor must inform the MEC for Finance that the budget has not been approved.

3.4 Publication of the budget

- 3.4.1 Within 14 days after the Draft annual budget has been tabled, the Director of Corporate Services must post the budget and other budget-related documentation onto the municipal website so that it is accessible to the public as well as send hard copies to National and Provincial Treasury; and
- 3.4.2 The Chief Financial Officer must within 14 days submit the approved budget in both printed and electronic formats to the National Treasury, the Provincial Treasury as well as post it on the municipal website.

4 CONTENTS OF THE BUDGET

The budget consist of the following key elements:

4.1 Mayor's Report

4.2 Council Resolutions

4.3 The Council approves and adopts: -

- 4.3.1 Budget set out in various tables;
- 4.3.2 by standard classification;
- 4.3.3 by municipal vote;
- 4.3.4 by source and expenditure by type;
- 4.3.5 Policies; and
- 4.3.6 Tariffs.

4.4 Executive Summary

- 4.4.1 Operating Revenue Framework
 - 4.4.1.1 Property Rates ;
 - 4.4.1.2 Sale of Water and Impact of Tariff Increases;
 - 4.4.1.3 Sale of Electricity and Impact of Tariff Increases;
 - 4.4.1.4 Sanitation and Impact of Tariff Increases;
 - 4.4.1.5 Waste Removal and Impact of Tariff Increases; and
 - 4.4.1.6 Overall impact of tariff increases on households.
- 4.4.2 Operating Expenditure Framework
 - 4.4.2.1 Main operational expenditure categories;
 - 4.4.2.2 Priority areas i.e. repairs and maintenance; and
 - 4.4.2.3 Free Basic Services: Basic Social Services Package.
- 4.4.3 Capital expenditure
 - 4.4.3.1 Focus area
 - 4.4.3.2 Highlighted projects where major investment in Capex is made
 - 4.4.3.3 Future operational cost of new infrastructure

4.5 Supporting Documentation

- 4.5.1 Budget Process Overview
 - 4.5.1.1 IDP and Service Delivery and Budget Implementation Plan
 - 4.5.1.2 Financial Modelling and Key Planning Drivers
 - 4.5.1.3 Community Consultation
 - 4.5.1.4 Overview of alignment of annual budget with IDP
- 4.5.2 Measurable performance objectives and indicators
- 4.5.3 Overview of budget related-policies
- 4.5.4 Monthly revenue cash flow projections by month
- 4.5.5 IDP amendments
- 4.5.6 Amendments to Budget related policies
- 4.5.7 Details of investments
- 4.5.8 Municipal entities – new and existing
- 4.5.9 Proposed service delivery agreements
- 4.5.10 Grants to external bodies
- 4.5.11 Contracts having future budgetary implications
- 4.5.12 Capital expenditure details
- 4.5.13 Legislation compliance status
- 4.5.14 Salary, allowances and benefits of:
 - 4.5.14.1 Councillors
 - 4.5.14.2 MM, CFO, Director and Managers

- 4.5.15 Overview of budget assumptions
 - 4.5.15.1 External factors
 - 4.5.15.2 General inflation outlook and its impact on the municipal activities
 - 4.5.15.3 Credit rating outlook
 - 4.5.15.4 Interest rates for borrowing and investment of funds
 - 4.5.15.5 Collection rate for revenue services
 - 4.5.15.6 Growth or decline in tax base of the municipality
 - 4.5.15.7 Salary increases
 - 4.5.15.8 Impact of national, provincial and local policies
 - 4.5.15.9 Ability of the municipality to spend and deliver on the programmes; and
- 4.5.16 Municipal manager's quality certificate

5 OPERATING BUDGET

- 5.1 The municipality shall budget in each annual and adjustments budget for the contribution to:
 - 5.1.1 provision for accrued leave entitlements equal to between 10 - 20% of the accrued leave
 - 5.1.2 entitlement of officials as at 30 June of each financial year,
 - 5.1.3 provision for bad debts in accordance with its rates and tariffs policies
 - 5.1.4 provision for the obsolescence and deterioration of stock in accordance with its stores management policy
 - 5.1.5 Depreciation and finance charges shall be charged to or apportioned only between the departments or votes to which the projects relate.
 - 5.1.6 A sufficient proportion of the operating budget component of each annual and adjustments budget shall be set aside for maintenance in accordance with the asset maintenance plans of the Municipalities.
- 5.2 When considering the Draft annual budget, council shall consider the impact, which the proposed increases in rates and service tariffs will have on the monthly municipal accounts of households.
- 5.3 The impact of such increases shall be assessed on the basis of a fair sample of randomly selected accounts.
- 5.4 The operating budget shall reflect the impact of the capital component on:
 - 5.4.1 depreciation charges
 - 5.4.2 repairs and maintenance expenses
 - 5.4.3 interest payable on external borrowings
 - 5.4.4 other operating expenses.
- 5.5 The chief financial officer shall ensure that the cost of indigency relief is separately reflected in the appropriate votes.

6. CAPITAL BUDGET

- 6.1 Expenditure of a project shall be included in the capital budget if it meets the asset definition and has a useful life in excess of one year.
- 6.2 A municipality may spend money on a capital project only if the money for the project has been appropriated in the capital budget.
- 6.3 The envisaged sources of funding for the capital budget must be properly considered and the Council must be satisfied that this funding is available and has not been committed for other purposes.

- 6.4 Before approving a capital project, the Council must consider:
 - 6.4.1 the projected cost of the project over all the ensuing financial years until the project becomes operational,
 - 6.4.2 future operational costs and any revenues, which may arise in respect of such project, including the likely future impact on operating budget (i.e. on property rates and service tariffs).
 - 6.4.3 the impact on the present and future operating budgets of the municipality in relation to finance charges to be incurred on external loans,
 - 6.4.4 depreciation of fixed assets,
 - 6.4.5 maintenance of fixed assets, and
 - 6.4.6 any other ordinary operational expenses associated with any item on such capital budget.

- 7 Council shall approve the annual or adjustment capital budget only if it has been properly balanced and fully funded.

FUNDING OF THE BUDGET

7.1 Operational Budget

The operational budget can only be funded from –

7.1.1 Realistically expected revenues.

7.1.1.1 Based on collection levels to date

7.1.1.2 Actual revenue collected in previous financial years

7.1.2 Uncommitted accumulated surpluses to the extent that the surpluses are cash backed.

7.2 Capital Budget

7.2.1 Revenue or Surplus

7.2.1.1 If any project is to be financed from revenue this financing must be included in the cash budget to raise sufficient cash for the expenditure.

7.2.1.2 If the project is to be financed from surplus there must be sufficient cash available at time of execution of the project.

7.2.2 External loans

7.2.2.1 External loans can be raised only if it is linked to the financing of an asset;

7.2.2.2 A capital project to be financed from an external loan can only be included in the budget if the loan has been secured or if can be reasonably assumed as being secured;

7.2.2.3 The loan redemption period should not exceed the estimated life expectancy of the asset. If this happens the interest payable on the excess redemption period shall be declared as fruitless expenditure;

7.2.2.4 Interest payable on external loans shall be included as a cost in the revenue budget;

7.2.2.5 Finance charges relating to such loans shall be charged to or apportioned only between the departments or votes to which the projects relate.

7.2.3 Capital Replacement Reserve (CRR)

7.2.3.1 Council may establish a CRR for the purpose of financing capital projects and the acquisition of assets. Such reserve shall be established from the following sources of revenue:

- unappropriated cash-backed surpluses to the extent that such surpluses are not required for operational purposes;
- interest on the investments of the CRR, appropriated in terms of the investments policy;
- additional amounts appropriated as contributions in each annual or adjustments budget; and
- Sale of land and profit or loss on the sale of assets.

7.2.3.2 Before any asset can be financed from the CRR the financing may be available within the reserve and available as cash as this fund must be cash backed;

7.2.3.3 If there is insufficient cash available to fund the CRR this reserve fund must then be adjusted to equal the available cash;

7.2.3.4 Transfers to the CRR may be budgeted for in the cash budget;

7.2.4 Grant Funding

7.2.4.1 Non capital expenditure funded from grants

- must be budgeted for as part of the revenue budget;
- Expenditure must be reimbursed from the funding creditor and transferred to the operating and must be budgeted for as such.

7.2.4.2 Capital expenditure must be budgeted for in the capital budget;

7.2.4.3 Interest earned on investments of Conditional Grant Funding shall be capitalised if the conditions state that interest should accumulate in the fund. If there is no condition stated the interest can then be allocated directly to the revenue accounts.

7.2.4.4 Grant funding does not need to be cash backed but cash should be secured before spending can take place.

7.3 Unspent Funds / Roll over of Budget

7.3.1 The appropriation of funds in an annual or adjustments budget will lapse to the extent that they are unspent by the end of the relevant budget year, but except for funds relating to capital expenditure.

7.3.2 Only unspent grant (if the conditions for such grant funding allows that) or loan funded capital budget may be rolled over to the next budget year.

7.3.3 Conditions of the grant fund shall be taken into account in applying for such roll over of funds.

7.3.4 In order to apply for a rollover of unspent conditional grants the following must be submitted to National Treasury:

7.3.4.1 Municipalities must submit their June conditional grant expenditure reports according to section 71 of MFMA reflecting all accrued expenditure on conditional grants;

7.3.4.2 Submit the pre-audited AFS indicating the portion of each national conditional allocation it received which remained unspent as at 30 June;

7.3.4.3 Formal letter addressed to the National Treasury requesting the rollover of unspent conditional grants in terms of section 21(2) of the of DoRA

7.3.4.4 Motivation of Commitment:

- a. Evidence that work on each of the projects has commenced, namely either of the following:
 - Proof that the project tender was published and the period for tender submissions closed before 30 June; or
 - Proof that a contract for delivery of the project was signed before 30 June.
- b. A progress report on the state of implementation of each of the projects;
- c. The amount of funds committed to each project, and the conditional allocation from which the funds come;
- d. An indication of the time-period within which the funds are to be spent; and
- e. Proof that the Chief Financial Officer is permanently appointed.
 - National Treasury to confirm in writing approval or not;
 - The municipality must return the remaining unspent conditional grant funds National Revenue Fund;
 - Non return will result in the offset against the municipality's November equitable share allocation

7.3.5 Adjustments to the rolled over budget shall be done during the 1st Adjustments budget in the new financial year after taking into account expenditure up to the end of the previous financial year.

No unspent operating budget shall be rolled over to the next budget year

8 VIREMENTS

Virements represents a flexible mechanism to affect budgetary amendments within a municipal financial year, and is the major mechanism to align and take corrective (financial / budgetary) action within a Directorate (Vote) or functional area during a financial year.

8.1 Virement procedure requirements and restrictions

- 8.1.1 In order for a "vote" to transfer funds from one cost element, operating or capital project to another cost element, operating or capital project, a saving has to be identified within the monetary limitations of an identified cost element, operating or capital project allocations on the respective budgets.
- 8.1.2 Sufficient, budgetary provision should be available within the "giving" vote's cost element or capital project concerned to give effect to the budgetary transfer (virement). In addition, the transferring function must clearly indicate to which cost element operating, or capital project the budget provision will be transferred to and provide a clear motivation for the transfer.
- 8.1.3 Any budgetary amendment of which the net impact will be a change to the total approved annual budget allocation and any other amendments not covered in this policy are to be considered for budgetary adoption via an Adjustments Budget (per MFMA Section 28).
- 8.1.4 In terms of Section 17 of the MFMA a Municipality's budget is divided into an operating and capital budget and consequently no virements are permitted between Operating and Capital Budgets other than through an Adjustments Budget.
- 8.1.5 Virements are not permissible across, or between, votes without recommendation of the Senior Managers and the Chief Financial Officer, support of the Municipal Manager and approval of Council.
- 8.1.6 Virements between Trading- and Rate-funded functions are not allowed, due to the differing impacts on respective tariff- or Rates-borne services' budgets, unless adopted via an Adjustments Budget (MFMA Section 28).
- 8.1.7 A virement may not create new policy, significantly vary current policy, or alter the approved outcomes / outputs as approved in the IDP for the current or subsequent years (MFMA Sections 19 and 21).
- 8.1.8 Virements resulting in adjustments to the approved SDBIP need to be submitted with an Adjustments Budget to the Council with revised targets and indicators for approval. (MFMA Circular 13).
- 8.1.9 No virement may be made to cover/ allow for unauthorised, irregular or fruitless and wasteful expenditure (MFMA Section 32).
- 8.1.10 The virement that relates to an unfunded vacant position is subject to the approval of the Accounting Officer. The budget for such position may only be transferred from Employee related cost, if approved by the Municipal Manager.
- 8.1.11 No transfers are permitted within the first three months or the Draft month of the financial year without the support of Chief Financial Officer and approval by the Municipal Manager.
- 8.1.12 All virements should be approved in line with the Council's System of delegations.
- 8.1.13 All transfers within votes (directorates) or functional area must be reported by the Chief Financial Officer to the Municipal Manager on a monthly basis.

8.2 Operating Budget Virements

- 8.2.1 No virements are permitted between expenditure categories without the support of Chief Financial Officer and approval by the Municipal Manager.
- 8.2.2 Salaries, Wages and Allowances Category
 - 8.2.2.1 Virements are allowed between cost elements only if these virements are within this expenditure category.
 - 8.2.2.2 Virements in this expenditure category are subject to the approval of the Chief Financial Officer.
- 8.2.3 Remuneration of Councillors
 - 8.2.3.1 Virements in this expenditure category are allowed only if these virements are within this category.
 - 8.2.3.2 Virements in this expenditure category are subject to the approval of the Chief Financial Officer.
- 8.2.4 General Expenditure and Repairs and Maintenance (Primary)
 - 8.2.4.1 Virements to and from cost elements within each category are allowed.
 - 8.2.4.2 Virements are allowed from General Expenditure to Repairs and Maintenance.
 - 8.2.4.3 The following cost elements categories are not to be used as sources of virements, but virements are allowed within each category:
 - 8.2.4.4 Training related expenditure.
 - 8.2.4.5 Bargaining Council provisions and skills development levies.
 - 8.2.4.6 Insurance related provisions.
 - 8.2.4.7 Pensioner and Continued Members.
 - 8.2.4.8 Repairs and Maintenance.
- 8.2.5 Contracted Services and Collection Costs

Virements to and from these elements are allowed.

8.3 Operating Projects And Capital Budget Virement

- 8.3.1 All virements to capital projects will only be considered for budgetary adoption via an Adjustments Budget (per MFMA Section 28).
- 8.3.2 only virements between existing projects approved by Council and within the same Directorate will be permitted subject to approval by the Municipal Manager.
- 8.3.3 Virements will only be considered if recommended by a director responsible for the vote or functional area and supported by the Chief Financial Officer.
- 8.3.4 Motivations for virements between projects should clearly state the reason for the saving within the "giving" project, as well as the reason for the additional amount required.
- 8.3.5 No virements, of which the affect will be to add "new" projects onto the Capital Budget, will be allowed.

- 8.3.6 Virements may not cause an increase to the individual projects' total project cost.
- 8.3.7 Virements in capital budget allocations are only permitted within specified action plans and not across funding sources and must in addition have comparable asset lifespan classifications.
- 8.3.8 Implementation of the project may not be prejudiced due to the virement of funds (i.e. must not hinder completion of the project).
- 8.3.9 Virements will only be considered upon submission of revised business plans for both the "giving" and the "receiving" operating and capital project.

9 ADJUSTMENT BUDGET

The MFMA 28(2) recognises that there will be instances where unforeseen and unavoidable expenditure is required, as well as other circumstances which could necessitate the submission of an Adjustments Budget:

It is compulsory to prepare an adjustments budget:-

- 9.1 when there is an under collection of revenue
- 9.2 when a downwards adjustment of revenue and expenditure is required

The MFMA also recognises that a voluntary adjustment budget can be prepared as a result of the following:-

- 9.3 Over-collection of revenue – to support existing budgeted programmes (MFMA 28(2) (b) to be submitted after midyear performance assessment and before 28 February.
- 9.4 Unforeseen and unavoidable expenditure recommended by the Mayor (will be a prescribed framework) (MFMA 28(2) (c) must be reported to Council at its next meeting and be included in adjustments budget within 60 days of expenditure being incurred.
- 9.5 Virements – utilise savings in one vote (MFMA 28(2) (d) to be submitted after midyear performance assessment and before 28 February.
- 9.6 Under spending in prior financial year - if unforeseen (MFMA 28(2) (e) should be completed after year end but before 25 August.
- 9.7 Correct errors (MFMA 28(2) (f) to be submitted after midyear performance assessment and before 28 February.
- 9.8 To ratify unauthorised expenditure and any other expenditure within a prescribed framework in terms of Unauthorised Expenditure the Municipality may submit a Special Adjustments Budget when submitting the Annual Report for consideration.
- 9.9 When an adjustments budget is tabled, it must be accompanied by—
- 9.9.1.1 an explanation how the adjustments budget affects the annual budget;
- 9.9.1.2 a motivation of any material changes to the annual budget;
- 9.9.1.3 an explanation of the impact of any increased spending on the annual budget and the annual budgets for the next two financial years; and

- 9.9.1.4 any other supporting documentation that may be prescribed.
- 9.10 The Municipality may not change tax and tariffs unless in terms of a financial recovery plan.
- 9.11 **Formats of adjustments budget**
An adjustment budget and supporting documentation of a municipality must be in a the format specified in Schedule B of the MBRR and include all the required tables, charts and explanatory information, in view of any guidelines issued by National Treasury
- 9.12 **Funding of adjustment budgets**
An adjustments budget of a municipality must be suitably funded. The supportive documentation to accompany an adjustments budget in terms of section 28(5) of the MFMA must contain an explanation of how the adjustments budget is funded.
- 9.13 **Submission of tabled adjustments budgets**
The municipal manager must comply with section 28(7) of the MFMA together with section 22(b)(i) of the MFMA, within ten working days after mayor has tabled an adjustments budget in the municipal council. When submitting the tabled adjustments budget to National Treasury and relevant provincial treasury in terms of section 28(7) of the MFMA, municipal manager must submit in both printed and electronic.
- 9.14 **Approval of adjustments budgets**
The municipal council must consider the full consequences, fiscal or otherwise, of the adjustments budget and supporting documentation. When approving an adjustments budget, municipal council must consider and adopt separate resolutions dealing with each of the matters listed below:
- 9.14.1 Approval of the adjustment budget;
- 9.14.2 Approval of any adjustments permitted in terms of section 28(2) of the MFMA;
- 9.14.3 Approval of the transfer of funds to a separate bank account for purpose contemplated in section 12 of the MFMA;
- 9.14.4 Approval of revisions to the monthly and quarterly service delivery targets and performance indicators in the service delivery and budget implementation plan, if any, to correspond with the approval of the adjustments budget;
- 9.14.5 Approval of any amendments to budget related policies necessitated by the adjustments budget.
- 9.15 **Quality Certification**
When an adjustment budget and supporting documentation is tabled in council, made public or submitted to another organ of state, it must be accompanied by a quality certificate complying with Schedule B and signed by the municipal manager.
- 9.16 **Publication of approved adjustment budgets**
Within five working days after the municipal council has approved an adjustments budget, the municipal manager must in agreement with section 21(A) of the Municipal System Act make public that approved adjustments budget and supporting documentation, as well as the resolution referred to in item 4, Schedule B, resolutions.

10 BUDGET IMPLEMENTATION

10.1 Monitoring

10.1.1 *The accounting officer with the assistance of the chief financial officer, Senior Managers and other senior managers is responsible for the implementation of the budget, and must take reasonable steps to ensure that:*

- 10.1.1.1 funds are spent in accordance with the budget;
- 10.1.1.2 expenses are reduced if expected revenues are less than projected; and
- 10.1.1.3 revenues and expenses are properly monitored.

11.1.2 *The Accounting officer with the assistance of the chief financial officer must prepare any adjustments budget when such budget is necessary and submit it to the Mayor for consideration and tabling to Council.*

11.1.3 *The Accounting officer must report in writing to the Council any impending shortfalls in the annual revenue budget, as well as any impending overspending, together with the steps taken to prevent or rectify these problems.*

10.2 Reporting

10.2.1 Monthly budget statements

The accounting officer with the assistance of the chief financial officer must, not later than ten working days after the end of each calendar month, submit to the Mayor and Provincial and National Treasury a report in the prescribed format on the state of the municipality's budget for such calendar month, as well as on the state of the budget cumulatively for the financial year to date.

This report must reflect the following:

- 10.2.1.1 actu
al revenues per source, compared with budgeted revenues;
- 10.2.1.2 actual expenses per vote, compared with budgeted expenses;
- 10.2.1.3 actual capital expenditure per vote, compared with budgeted expenses;
- 10.2.1.4 actual borrowings, compared with the borrowings envisaged to fund the capital budget;
- 10.2.1.5 the amount of allocations received, compared with the budgeted amount;
- 10.2.1.6 actual expenses against allocations, but excluding expenses in respect of the equitable share;
explanations of any material variances between the actual revenues and expenses as indicated above and the projected revenues by source and expenses by vote as set out in the service delivery and budget implementation plan; the remedial or corrective steps to be taken to ensure that the relevant projections remain within the approved or revised budget; and projections of the revenues and expenses for the remainder of the financial year, together with an indication of how and where the original projections have been revised.
- 10.2.1.7 The report to the National Treasury must be both in electronic format and in a signed written document

10.2.2 Quarterly reports

The Mayor must submit to Council within thirty days of the end of each quarter a report on the implementation of the budget and the financial state of affairs of the municipality

10.2.2.1 Mid-year budget and performance assessment

10.2.3 The Accounting officer must assess the budgetary performance of the municipality for the first half of the financial year, taking into account all the monthly budget reports for the first six months, the service delivery performance of the municipality as against the service delivery targets and performance indicators which were set in the service delivery and budget implementation plan.

10.2.3.1 The Accounting Officer must then submit a report on such assessment to the Mayor by 25 January each year and to Council, Provincial Treasury and National Treasury by 31 January each year.

10.2.3.2 The Accounting Officer may in such report make recommendations after considering the recommendation of the Chief Financial Officer for adjusting the annual budget and for revising the projections of revenues and expenses set out in the service delivery and budget implementation plan.

11 APPROVAL AND EFFECTIVE DATE

The Chief Financial Officer (CFO) is responsible for the submission of the Policy to Council to consider its adoption after consultation with the AO. Council shall indicate the effective date for implementation of the policy.

This policy will be effective from 01 July 2021

12 POLICY AMENDMENT

The Budget Implementation and Monitoring Policy must be reviewed on an annual basis to ensure that it complies with the regulations and guidelines published by National Treasury. It is imperative that this policy is assessed with the latest MFMA Budget Circulars as published from time to time by National Treasury.

13 RELATIONSHIP WITH OTHER POLICIES

This policy needs to be read in conjunction with other relevant adopted policies of the municipality, including the following:

- Asset Disposal Policy;
- Asset Management Policy;
- Credit Control and Debt Collection Policy
- Delegation of Powers;
- Funding, Borrowing and Reserves Policy;
- Infrastructure Investment and Capital Projects Policy;
- Long Term Financial Plan Policy;
- Management of Electricity and Water Distribution Losses Policy;
- Property Rates Policy; and
- Tariff, Indigent and Free Basic Services Policy.

14 REFERENCES

The following references were observed in compiling this document:

- Municipal Finance Management Act, 2003
- Municipal Systems Act, 2000
- Municipal transfer and disposal regulations, Government Gazette no.31346
- The Local Government: Municipal Systems Act 2000 (Act No. 32 of 2000);
- The Municipal Budget and Reporting Regulations;
- MFMA Circulars 48, 51, 54, 55, 66, 67 and 67

15 POLICY IMPLEMENTATION

Procedures should be prepared and adopted by the AO, in consultation with the CFO and HOD(SO)s, to give effect to this policy.

ANNEXURE A: BUDGET PROCESS TIMETABLE

TIMEFRAME	ACTIVITY	RESPONSIBILITY
1 November Year 1 – 10 December Year 1	Heads of Departments to prepare and submit first Draft operating and capital budgets in line with the approved operational plans, budget guidelines and secured financing sources.	Senior Managers
10 December Year 1 –	Revision of the current operational and capital budget.	CFO/ Senior Managers
	Compilation of the MFMA Sec 72 Report and submission to the Mayor.	AO/ CFO
	Approval of adjustments budget by Executive Committee.	AO/ CFO
	Approval of adjustments budget by Council.	AO/ Mayor
10 December Year 1 – 21 January Year 2	Finance Department to consolidate and prepare the first Draft capital and operating budget in the following formats:	CFO/Manager Financial Services/ Senior Managers
	High level consolidated format;	
	Line item budget; and	
	Proposed Tariffs.	
	Evaluation of and discussions on first Draft budget by Executive Committee in line with operational plans, budget guidelines and IDP.	AO/ CFO/ Senior Managers
21 January Year 2 – 4 February Year 2	Finance Department to consolidate and prepare the second Draft capital and operating budget.	CFO/Manager Accounting/ Senior Managers
	Evaluation of and discussions on second Draft by Executive Committee.	AO/ CFO
7 February Year 2 – 14 February Year 2	Evaluation of and discussions on second Draft by Portfolio Committees.	Chairpersons of Portfolio Committees/
		Senior Managers
14 February Year 2 – 4 March Year 2	Evaluation and discussions of proposals from Portfolio Committees by the Executive Committee.	AO/ CFO
4 March Year 2 – 11 March Year 2	Finance Department to consolidate and prepare the third Draft capital and operating budget.	CFO/Manager Accounting/ Senior Managers
	Evaluation and Draftisation of the Draft MTERF operational and capital budgets by the Executive Committee.	AO/ CFO
11 March Year 2 – 31 March Year 2	Finance Department to consolidate and prepare the Draft capital and operating budgets.	CFO/Manager Accounting/ Senior Managers
	Evaluation of and discussions on Draft capital and operating budget by Council.	AO/ Mayor
31 March Year 2 – 29 April Year 2	Consultation on Draft budget through formal meetings with all possible stakeholders.	Mayor
		AO/ CFO
29 April Year 2 – 13 May Year 2	Finance Department to consolidate and prepare the Draft capital and operating budgets.	CFO/ Senior Managers
	Evaluation of and discussions on Draft by Executive Committee.	AO/ CFO
13 May Year 2 – 31 May Year 2	Finance Department to consolidate and prepare the Draft capital and operating budgets.	CFO/ Senior Managers
	Adoption of budget by Council.	AO/ Mayor
31 May Year 2 – 13 June Year 2	Finance Department to submit approved budget to Provincial Treasury and National Treasury.	CFO
31 May Year 2	Finance Department to Draftise all preparations to ensure proper and timeous implementation of budget, including promulgation of tariffs	CFO
30 June Year 2	Municipal Manager to submit Draft SDBIP's and Draft performance agreements of all section 57 personnel to Mayor.	AO
	Mayor to approve SDBIP's and note performance agreements.	AO/Mayor