

SECTION A – REVENUE MANAGEMENT

6. STANDARD OPERATING PROCEDURES FOR REVENUE MANAGEMENT

Procedures for the performing of responsibilities and duties of Revenue Management, provide the staff in the Finance Department with procedures and guidelines on the operational management aspects of the day to day running of the Finance Department of a municipality.

This Manual is intended to be a practical guide, assisting municipalities in offering reliable, and quality administrative and operational services to consumers and rate-payers.

Each section of the Procedures Manual indicates the staff involved for that specific section. Municipalities can adjust the staff members involved, based on their own circumstances. In assigning different responsibilities to staff members, care must be taken that each procedure is monitored (verified) by a staff member senior to the person performing the procedure. A staff member senior to the verifier, must review the procedure/s as indicated in the time-frames. This will reduce the opportunities to allow any person to be in a position to both perpetrate and conceal errors or fraud in the normal course of the person's duties. It will also ensure that management directives are carried out.

When monitoring/reviewing procedures performed by staff members, sufficient evidence must be available to confirm that specific procedures were performed. This evidence can then be used for performance monitoring of staff members.

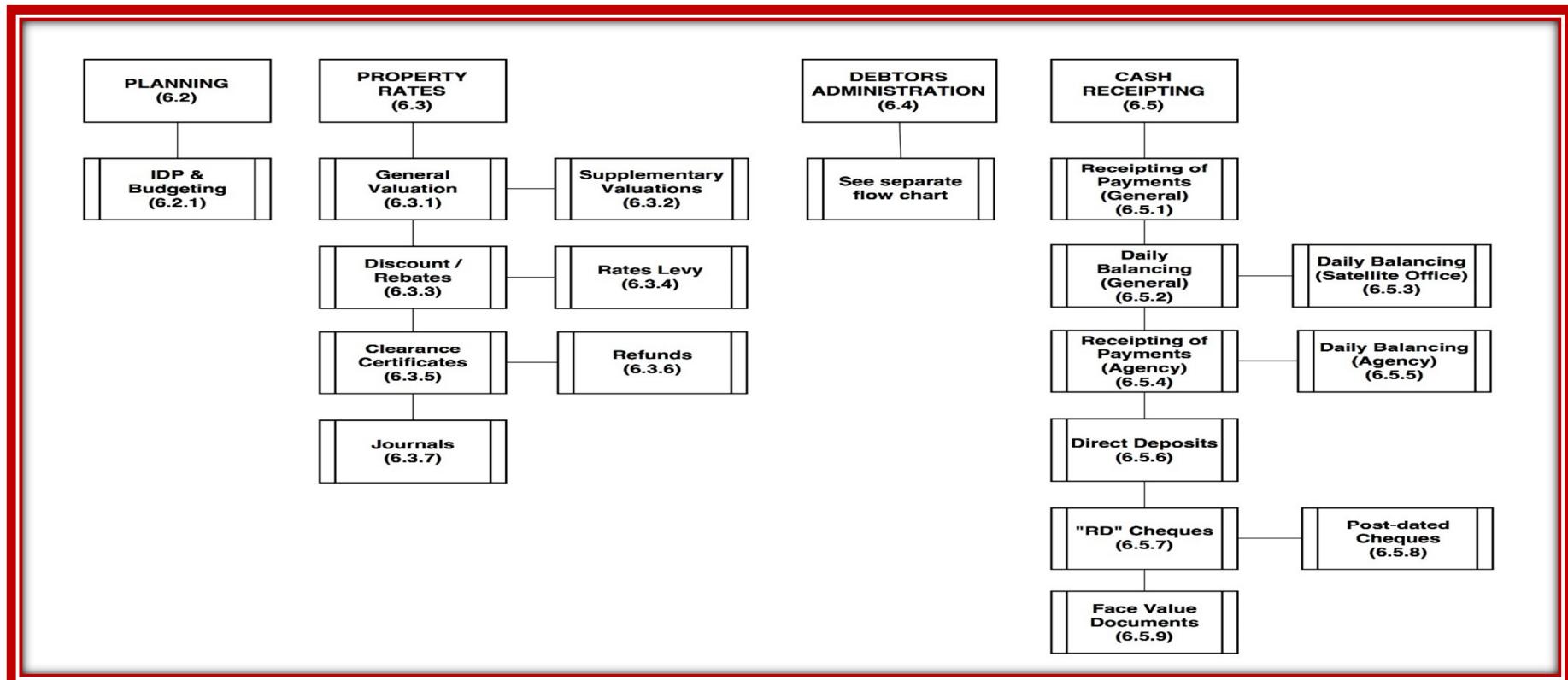
The levels of involvement of each official is indicated at each procedure and are summarised as follows:

PD	Perform Daily
PW	Perform Weekly
PM	Perform Monthly
PQ	Perform Quarterly
PBI	Perform Bi-Annually
PA	Perform Annually
VD	Verify Daily
VW	Verify Weekly
VM	Verify Monthly
VQ	Verify Quarterly
VBI	Verify Bi-Annually
VA	Verify Annually
RD	Review Daily
RW	Review Weekly
RM	Review Monthly
RQ	Review Quarterly
RBI	Review Bi-Annually
RA	Review Annually

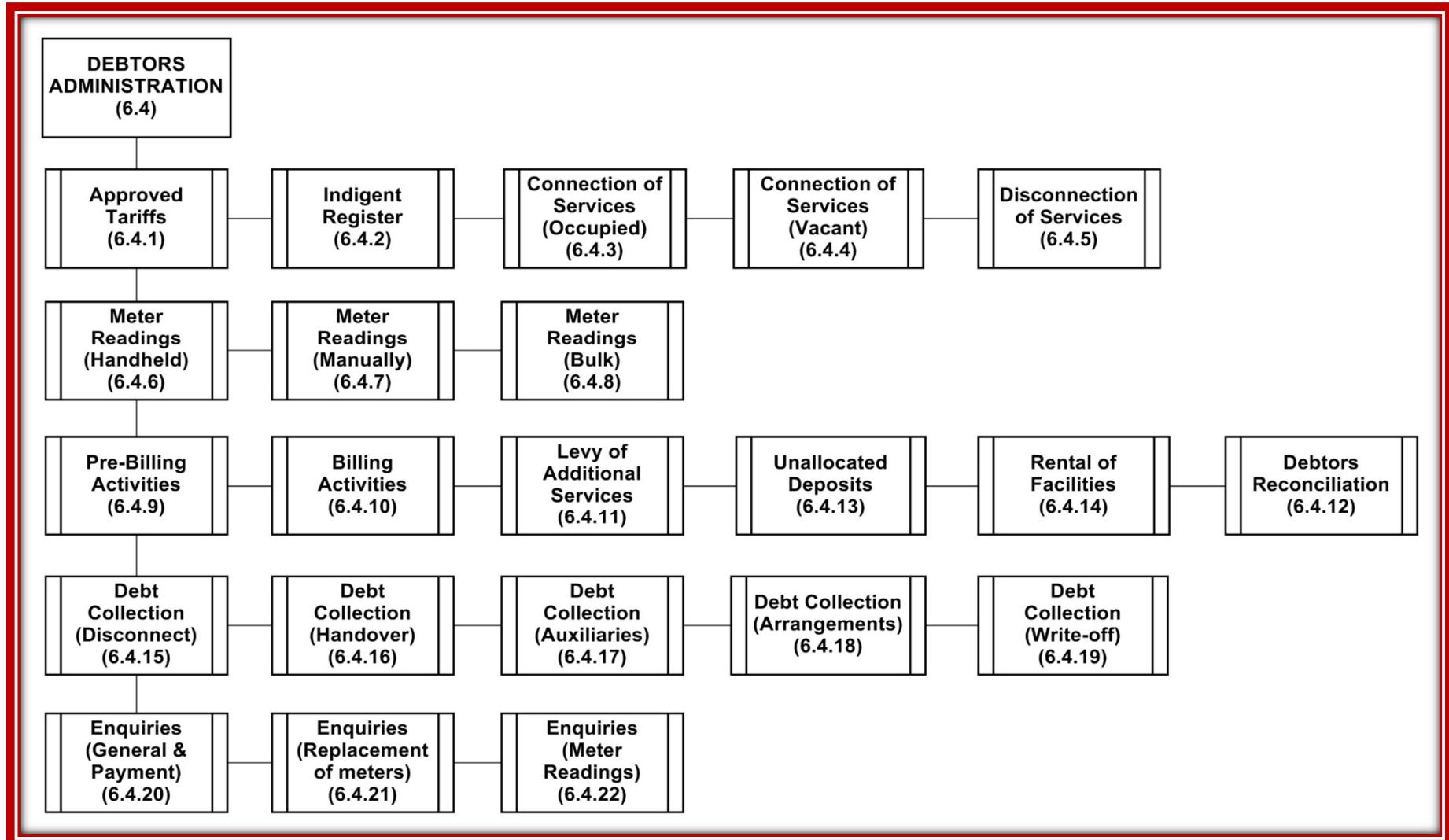
STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1. PROCESS FLOW CHARTS

High-level overview of business processes covered in this section:



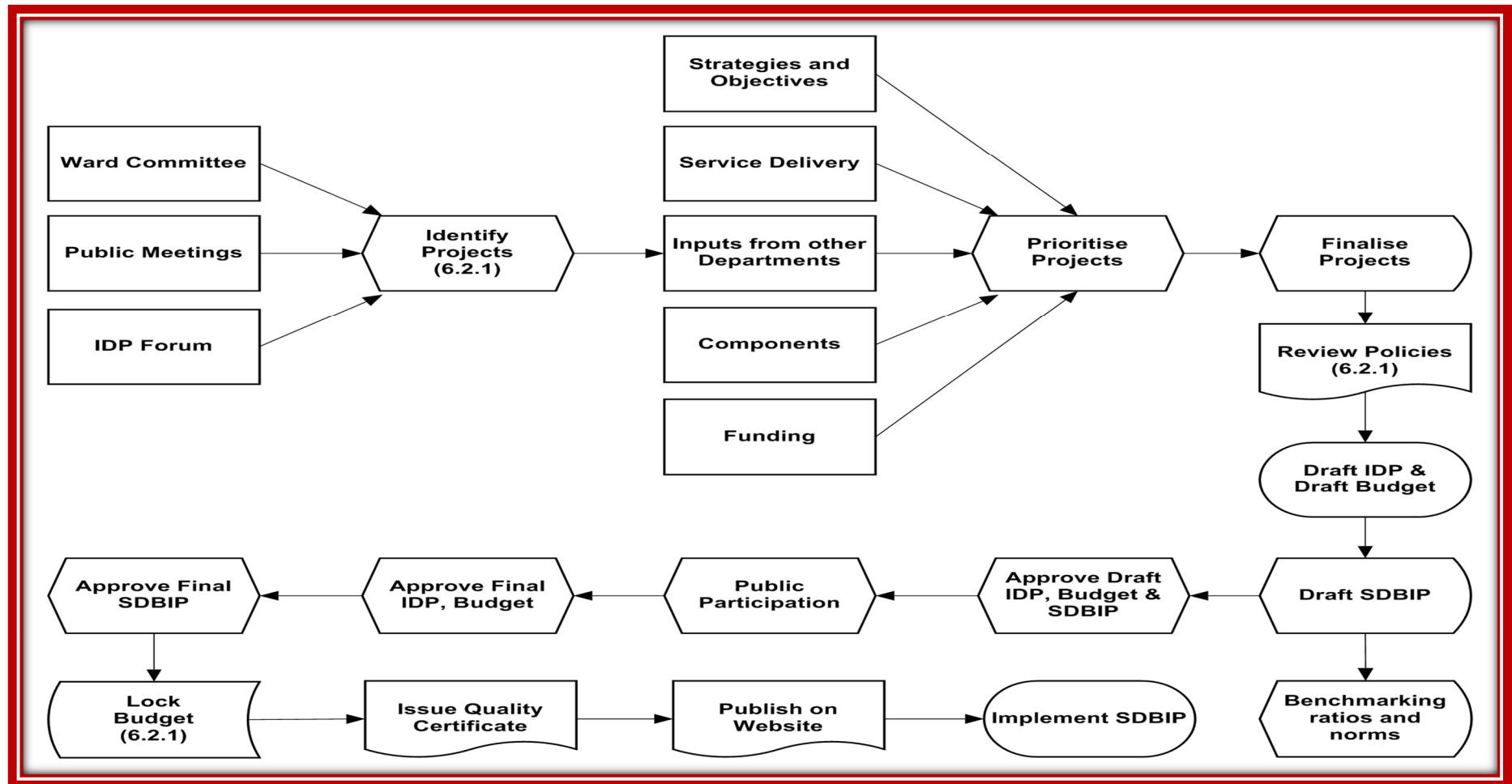
STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.1 Planning

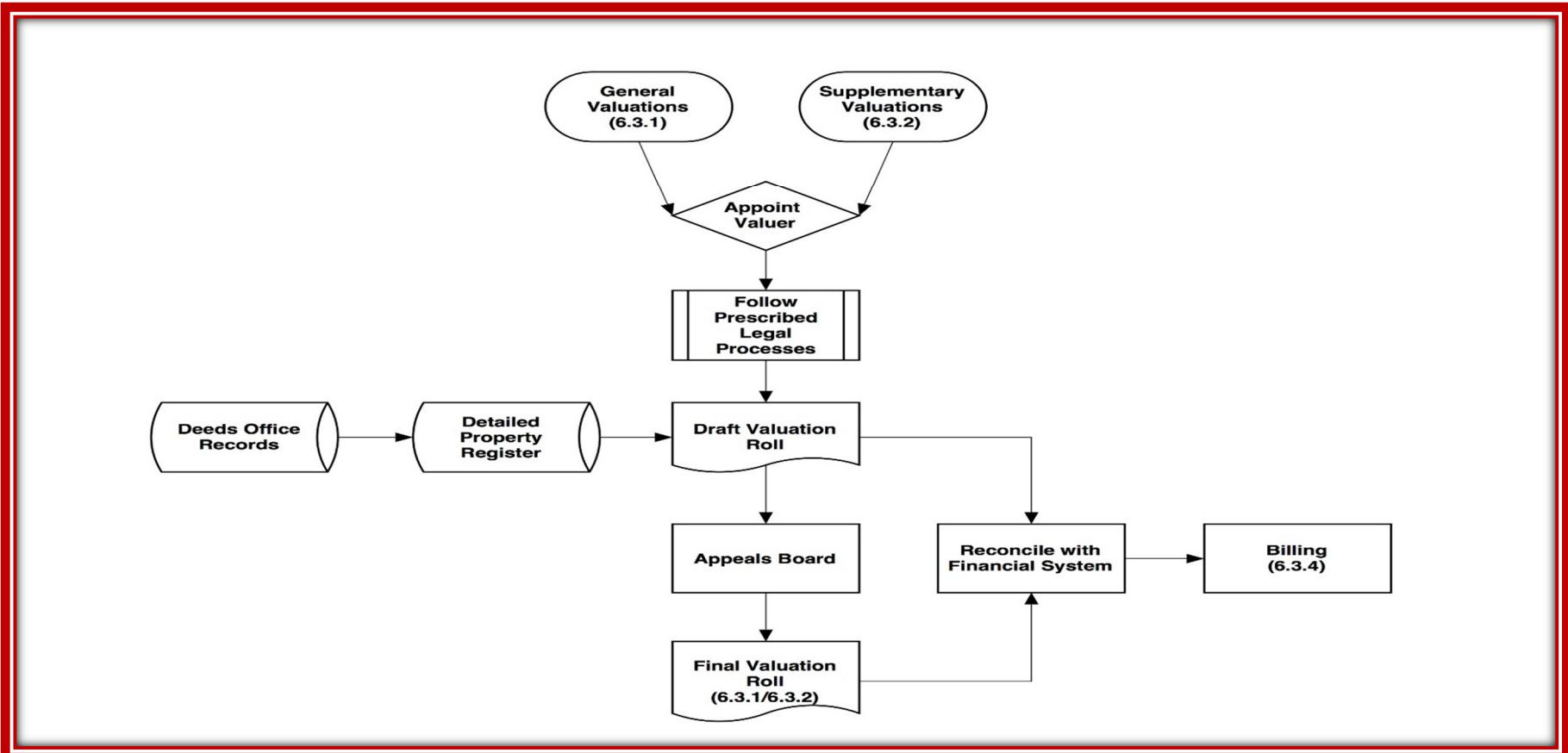
An overview of procedures for Planning Activities. Detailed standard operating procedures are set out in section 6.2.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.2 Property Rates - Valuations

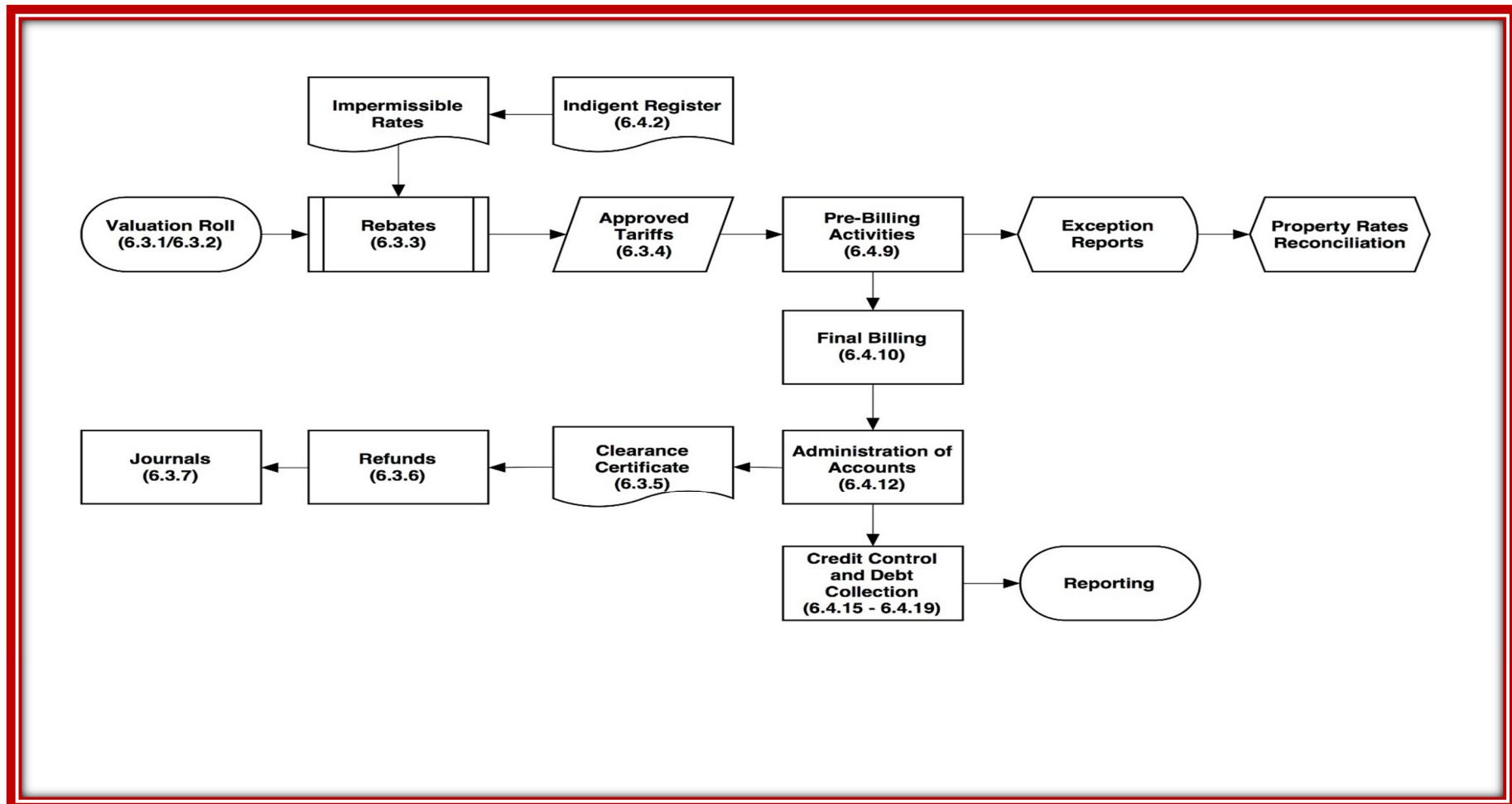
An overview for performing of General and Supplementary Valuations. Detailed standard operating procedures are set out in section 6.3.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.3 Property Rates - Billing

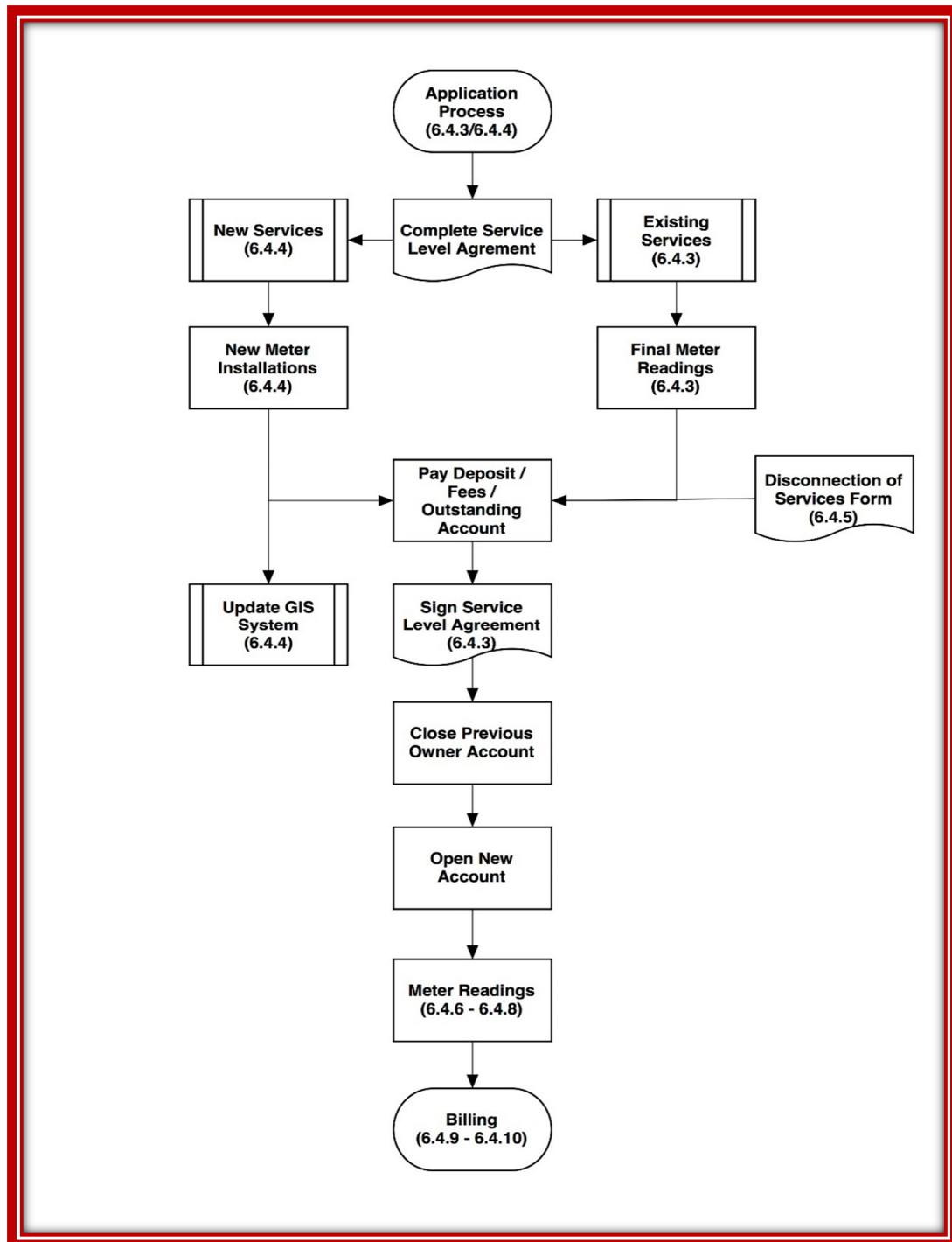
An overview for performing of Rates Levies. Detailed standard operating procedures are set out in section 6.3.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.4 Connection and Disconnection of Services

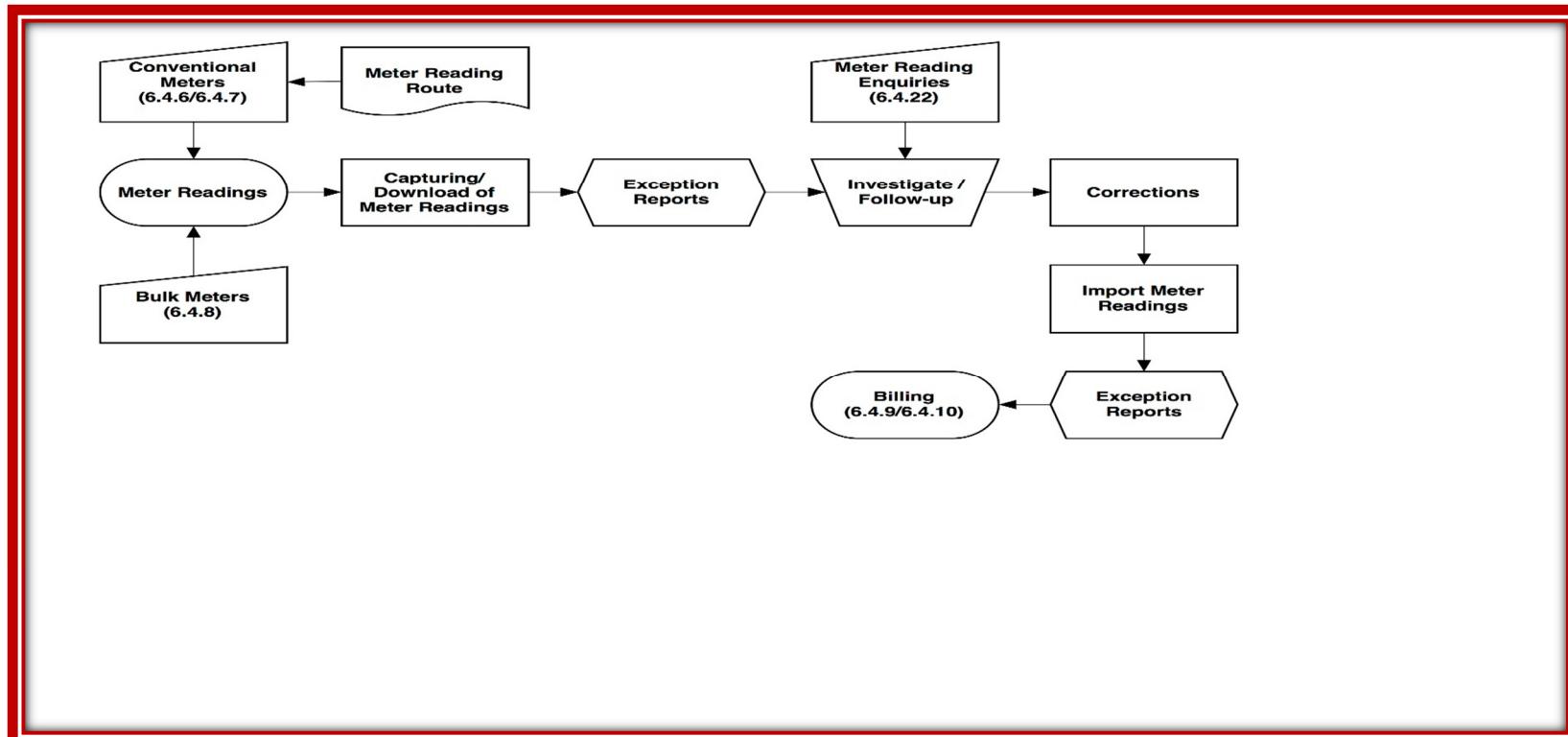
An overview for performing of Connection and Disconnection of Services. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.5 Meter Readings

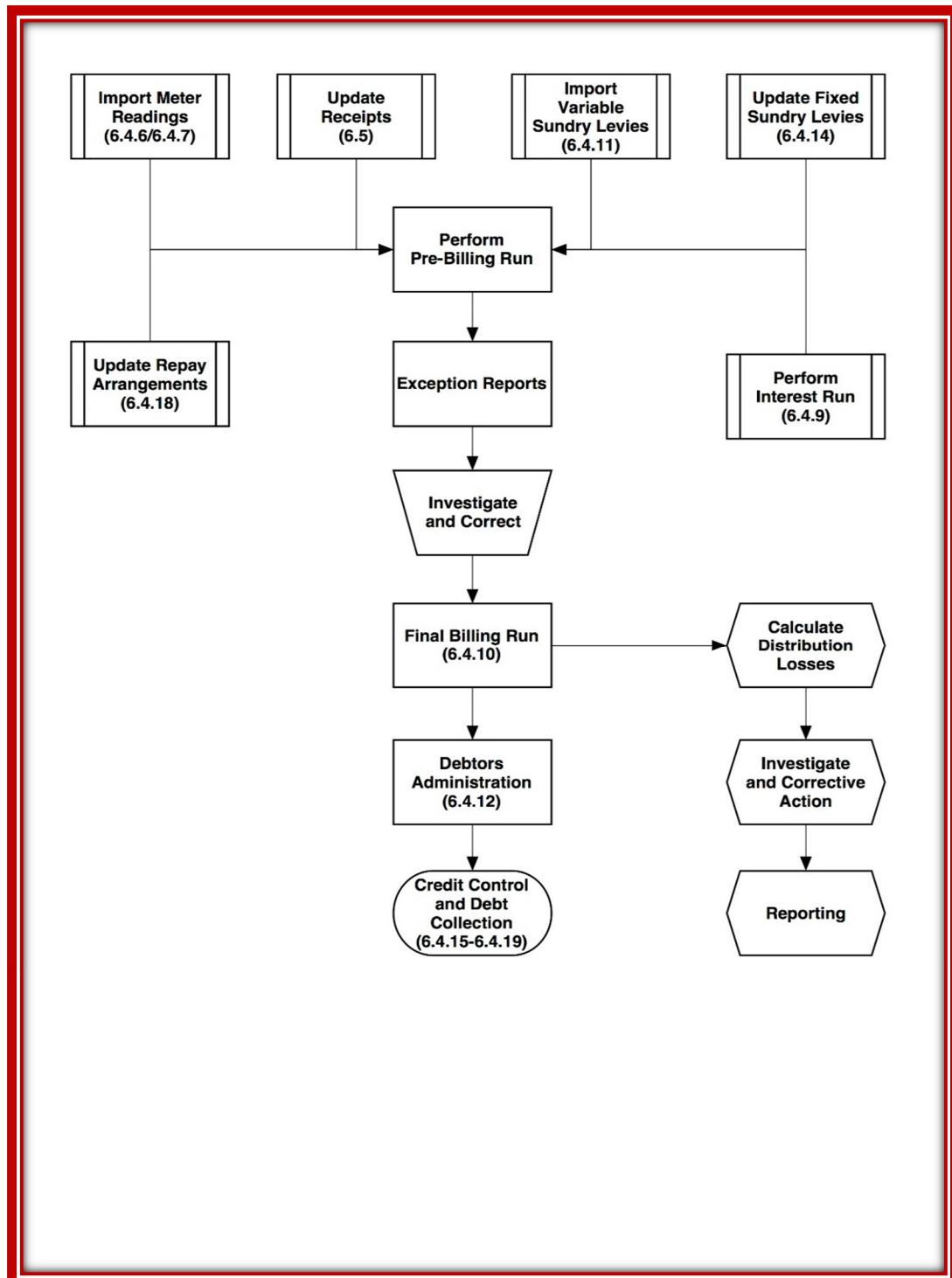
An overview for the Reading of Water and Electricity Meters. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.6 Billing of Services

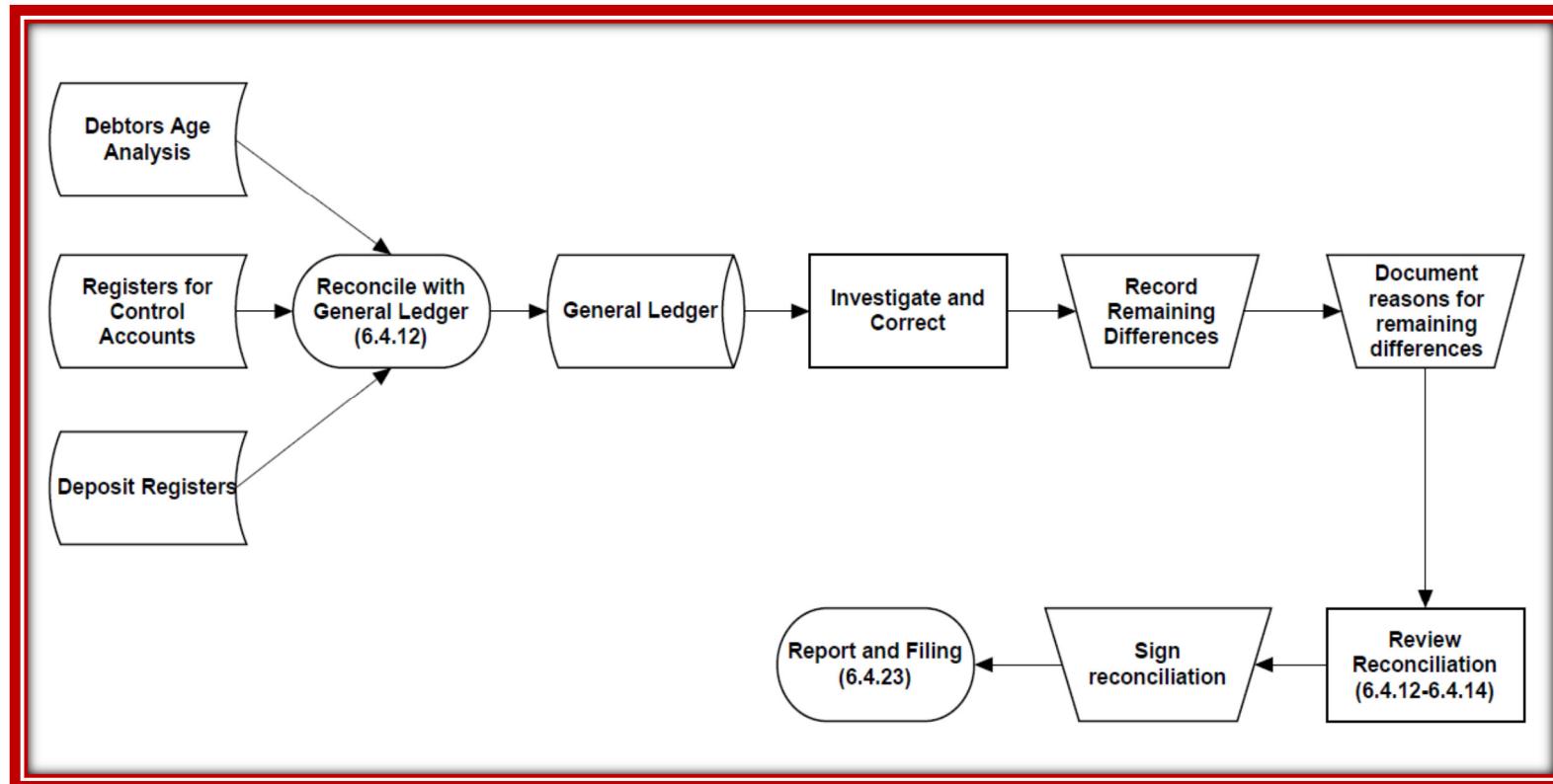
An overview for performing of Billing Activities. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.7 Debtors Reconciliation

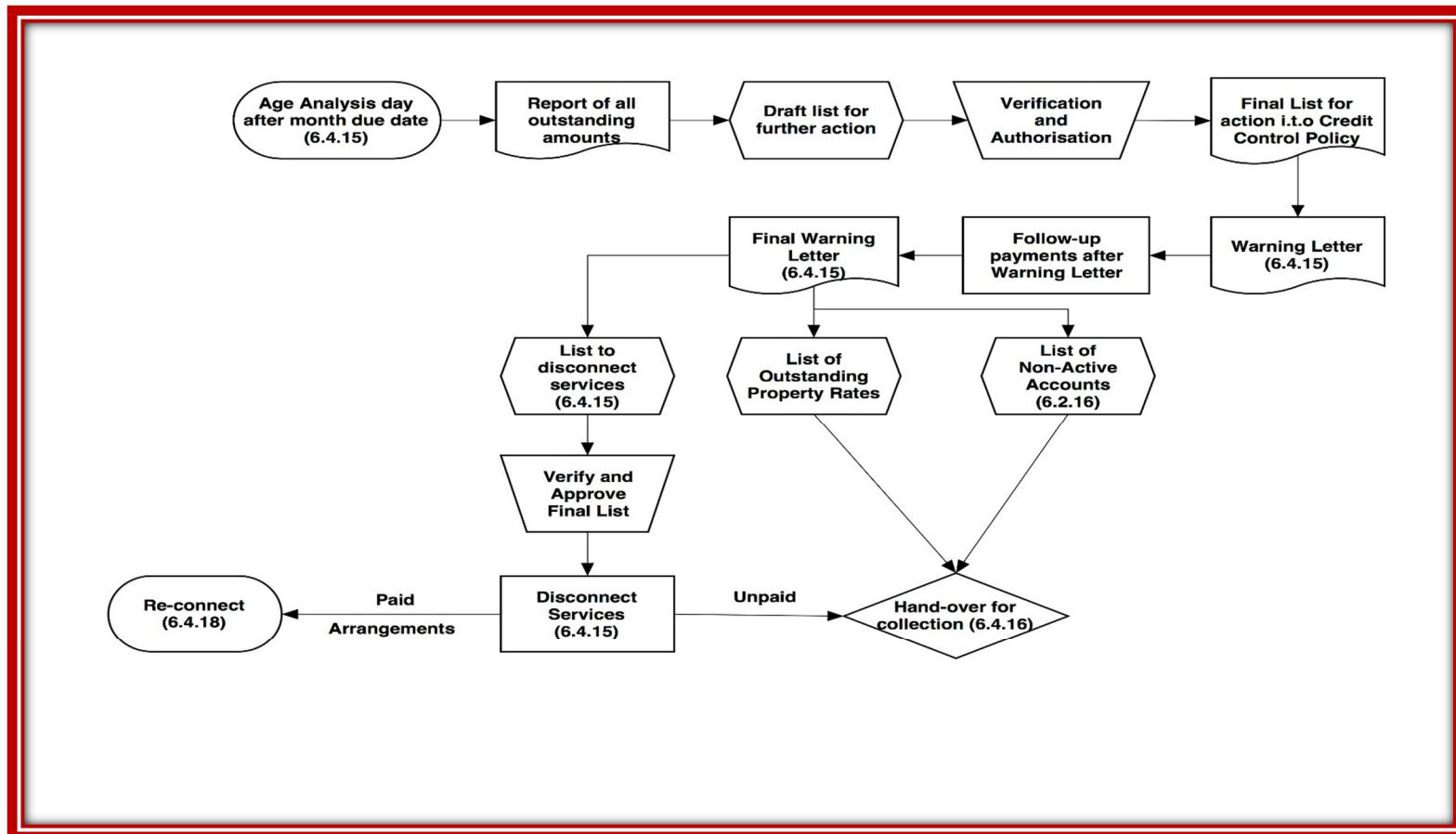
An overview for performing Debtors Reconciliations. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.8 Credit Control and Debt Collection

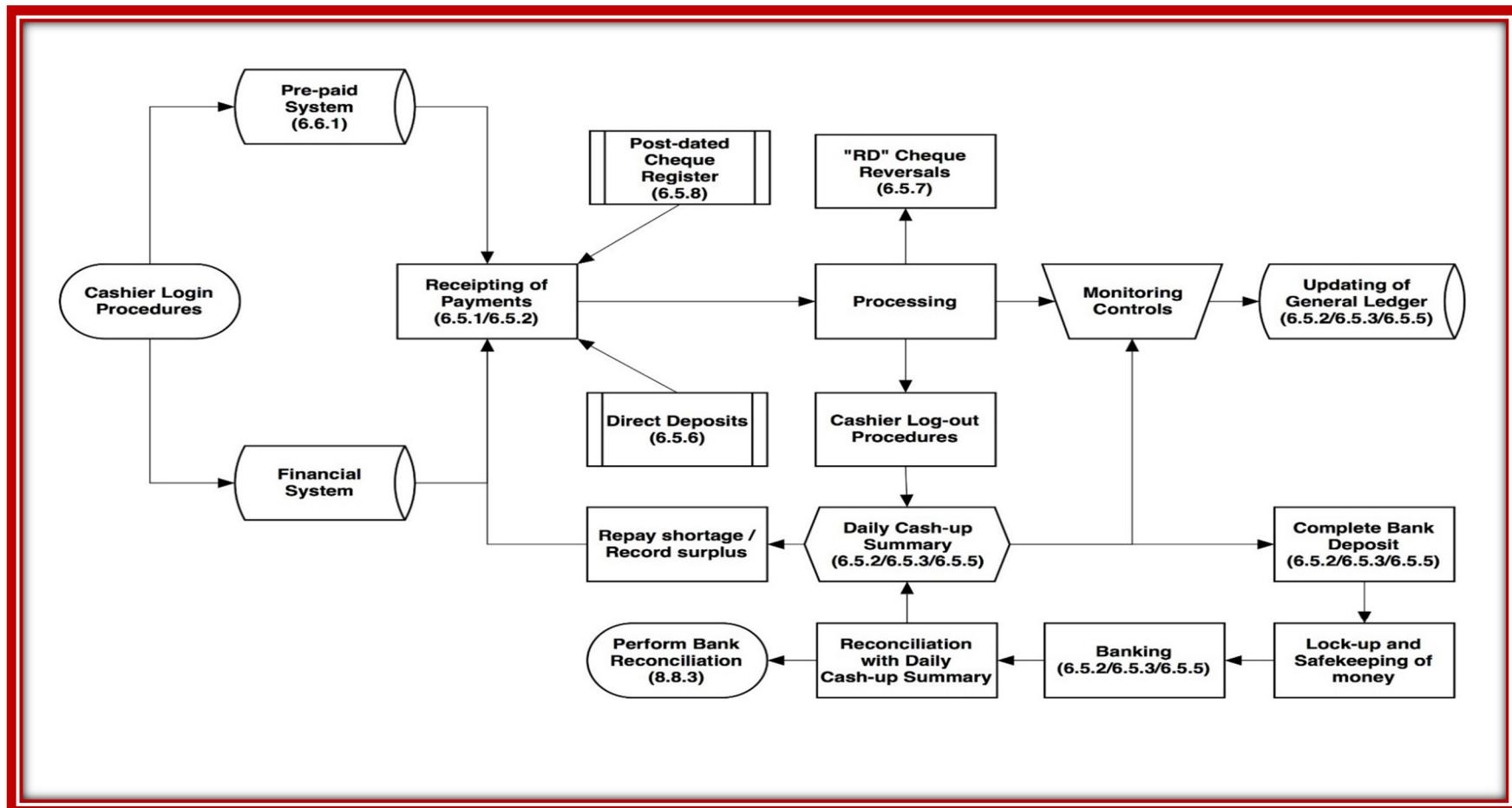
An overview for performing Credit Control and Debt Collection. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.1.9 Receipting and Banking of Payments

An overview for performing Receipting and Banking of Payments. Detailed standard operating procedures are set out in section 6.4.



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.2. PLANNING

The annual budget of a municipality must, in terms of section 17(1) of the Municipal Finance Management Act (Act 56 of 2003):

- a) Set out realistically anticipated revenue for the budget year from each revenue source; and
- b) Set out indicative revenue per revenue source by vote for the two financial years following the budget year.

The accounting officer of a municipality must take all reasonable steps, in terms of section 64(2) of the Municipal Finance Management Act (Act 56 of 2003), to ensure:

- a) That the municipality has effective revenue collection systems consistent with section 95 of the Municipal Systems Act and the municipality's credit control and debt collection policy;
- b) That revenue due to the municipality is calculated on a monthly basis;
- c) That accounts for municipal tax and charges for municipal services are prepared on a monthly basis, or less often as may be prescribed where monthly accounts are uneconomical;
- d) That all money received is promptly deposited in accordance with this Act into the municipality's primary and other bank accounts;
- e) That the municipality has and maintains a management, accounting and information system which recognises revenue when it is earned, accounts for debtors and accounts for receipts of revenue;
- f) That the municipality has and maintains a system of internal control in respect of debtors and revenue, as may be prescribed;
- g) That the municipality charges interest on arrears, except where the council has granted exemptions in accordance with its budget-related policies and within a prescribed framework; and
- h) That all revenue received by the municipality, including revenue received by any collecting agent on its behalf, is reconciled at least on a weekly basis.

Staff members involved in procedures

HI	Head: Income
SM	Manager: Strategic Services
HOD	Head of Other Municipal Departments
CFO	Chief Financial Officer
MM	Municipal Manager
FC	Finance Committee (can also be Executive Committee)
M	Mayor

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.2.1. Procedures for performing Planning Activities (Revised IDP and Annual Budget)

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Follow the procedures, as set out in Chapter 5 of the Municipal Systems Act (Act of 2000) to develop, implement and approve an Integrated Development Plan (IDP).	PA		VA		RA					N/A	N/A	Approved IDP
2	Review the Integrated Develop Plan (IDP) and previous year's actual performance against set targets. Obtain inputs from: <ul style="list-style-type: none">• Ward Committees;• Public (via Public IDP Meetings); and• Public Sector (via IDP Forum).	PA		VA		RA	MSA S 34				N/A	N/A	Attendance Register and Minutes of Meetings
3	Capture projects in the Planning Module of the financial system.	PA		VA		RA					N/A	N/A	
4	Send draft list of projects to Other Departments within Municipality for inputs.	PA	VA	RA							N/A	N/A	
5	Hold meetings within the Departments to prioritise projects.		PA	VA							N/A	N/A	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	<p>Prioritise projects, based on:</p> <ul style="list-style-type: none"> • Master Plans; • Spatial Development Framework; • Housing Implementation Plans; • Asset Replacement Policy; • Statutory Requirements; • Infrastructure Plans identified in prior years; • Duration of project; • Cost effectiveness of project; • Indicate if project is for a new/renewal asset; • Inputs received during IDP process. <p>This procedure is performed in the Planning Module on the financial system.</p>												Departmental Strategic Meetings
7	Identify funding sources of prioritised projects. (Make use of Funding segment of mSCOA)		PA	VA							N/A	N/A	
8	Allocate segments of mSCOA to all prioritised projects.		PA	VA							N/A	mSCOA Item Charts	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	<p>Calculate proposed municipal tariffs by taking into account:</p> <ul style="list-style-type: none"> the labour and other input costs of services provided by the municipality; the need to ensure financial sustainability; local economic conditions and the affordability of services; the municipality's indigents policy; relevant policy developments in the different sectors; local economic conditions such as the down turn in the property market; trends in household incomes and unemployment; imaginative ways of structuring the tariffs for utility services to encourage more efficient use of these services and to generate the resources required to fund the maintenance, renewal and expansion of the infrastructure required to provide the services; 	PA		PA	VA						N/A	N/A	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Calculate future implications on municipal tariffs.	PA		PA	VA						N/A	N/A	
11	Send list of prioritised projects, with aligned segments of mSCOA, to Strategic Manager.		VA	PA		RA					N/A	N/A	
12	Hold Executive Council Committee Meeting.				PA		VA				N/A	N/A	Minutes of Meeting
13	Finalise projects based on: <ul style="list-style-type: none"> • Available Funding; • Master Plans; • Special Development Framework; • Housing Implementation Plans; • Service Delivery Backlogs; • Asset Replacement Policy; • Statutory Requirements; • Maintenance Plans; • Strategic Objectives; • Future Operational Cost and Revenue of Project; • Municipal tariffs implications; and • Duration of project; 				PA	VA	VA				N/A	N/A	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	Indicate on Final Project List: • Strategic Objectives; • Duration of project; • Future Operational Cost and Revenue of Project; • Estimate monthly expenditure of project; and mSCOA Project Number.				PA	VA	VA				N/A	N/A	Final Project List
15	Prepare the draft Revised IDP.	PA		VA		RA	MSA S 34				N/A	N/A	Revised IDP
16	Prepare the draft Budget, by using all segments of mSCOA. All budget schedules should be generated by the financial system.										N/A	N/A	Draft Budget
17	Prepare the draft Service Delivery and Budget Implementation Plan (SDBIP).	PA	PA	RA	VA	VA					N/A	N/A	Draft SDBIP
18	Evaluate the draft Budget against approved benchmarking ratios and norms.			PA	VA	RA					N/A	N/A	Financial Ratios and Norms

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Head: Income	Strategic Manager	Heads of Other Departments	Chief Financial Officer	Municipal Manager	Finance Committee	Mayor	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
19	Submit the draft IDP, the draft Budget and the draft SDBIP to Council and follow budget procedures as set out in the MFMA, Budget Regulations and Planning and Performance Management Regulations.				PA	VA	VA				N/A	N/A	Budget Process Documents
20	Council approve the IDP and the Annual Budget.						PA				N/A	N/A	IDP / Annual Budget
21	Council approve the SDBIP.						PA	MFMA S53			N/A	N/A	SDBIP
22	Upload budget on the National Treasury Local Government Database (LG Database) portal by using data extraction from the segments of mSCOA.			PA	RA						N/A	N/A	mSCOA Data String
23	Publish the IDP, the Budget and the SDBIP on municipal website.	PA		RA			MFMA S75				N/A	N/A	
24	Implement the SDBIP.			PA	VA	VA					N/A	N/A	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the performing of Planning Activities (Revised IDP and Annual Budget) accepted by:

Employee	Signature	Date
HI		
SM		
CFO		
MM		

Procedures for the performing of Planning Activities (Revised IDP and Annual Budget) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3. PROPERTY RATES

A municipality exercises its powers in terms of section 229 of the Constitution, the provisions of the Municipal Property Rates Act (Act 6 of 2004) and Councils' approved Rates Policy to levy a rate on property.

Staff members involved in procedures

DC	Data Capturer
HC	Head Cashier
CCV	Chief Clerk: Valuations
AV	Accountant: Valuations
HI	Head: Income
CFO	Chief Financial Officer
MM	Municipal Manager

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.1. Procedures for performing General Valuations

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Perform a General Valuation in terms of the Municipal Property Rates Act, 2004 (Act no 6 of 2004) every 4 years (extended by 1 year).			PA	VA	RA			MPRA S 30	GRAP 23	Property Rates	Property Rates	Notice of General Valuation.
2	If a municipality does not have their own Valuer, appoint a registered Valuer through SCM procedures, which is responsible and accountable to prepare a completed valuation roll for the municipal area.			PA	VA	RA				GRAP 23	Property Rates	Property Rates	Appointment letter of Valuer.
3	Appoint an Appeal Board in terms of Chapter 7 of the Property Rates Act, Act 6 of 2004.						RA		MPRA S 56	GRAP 23	Property Rates	Property Rates	Proof that MM request MEC to appoint Appeal Board and appointment of Appeal Board in Government Gazette.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
4	Maintain the list of all properties, within the municipality, on the financial system.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Complete list of properties within municipal boundaries.
5	Obtain the list/ register of "monthly final inspections", with "Occupation Certificates", from building inspectorate division, to confirm that a building was erected. Sign as proof that the list/register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of new buildings/ part of buildings erected during the month.
6	Obtain the approved list/ register of revised zonings from Corporate Department. Sign as proof that the list/register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of approved revised zonings per month.
7	Obtain the list/ register of properties consolidated and/or sub-divided from Corporate Department. Sign as proof that the list/register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of properties consolidated and/or sub-divided per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
8	Update the property records with details of all structures on a plot from approved building plans, after the Building Inspectorate Division inspected the building and confirmed that a building was erected.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of properties within municipal boundaries.
9	Update the property records with extracts from the Deeds Office for properties transferred, consolidated and/or sub-divided.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of changes received from Deeds Office per month.
10	Submit the property record for each plot within the municipality area to the appointed Valuer. (Information on property record: size of plot, town planning zoning of plot, name of owner and deed registration date)		PA	VA	RA					GRAP 23	Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Receive the draft Valuation Roll from Valuer indicating: registered description of property, category of property, physical address of property, extent of property, market value of property, name of registered owner.		PA	VA	RA				MPRA S 48	GRAP 23	Property Rates	Property Rates	Draft Valuation Roll.
12	Review the draft Valuation Roll for completeness.		PA	VA	RA					GRAP 23	Property Rates	Property Rates	
13	Report any deviations on the draft Valuation Roll to Valuer for correction.		PA	VA	RA					GRAP 23	Property Rates	Property Rates	Number of deviations on draft Valuation Roll.
14	Receive the updated draft Valuation Roll from Valuer.		PA	VA	RA					GRAP 23	Property Rates	Property Rates	Updated Valuation Roll.
15	Capture the draft Valuation Roll on the financial system.			PA	RA					GRAP 23	Property Rates	Property Rates	
16	Reconcile the Valuation Roll on the financial system with draft Valuation Roll received from the Valuer.			PA	RA					GRAP 23	Property Rates	Property Rates	Draft property value reconciliation

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
17	Prepare public notice of valuation.		PA	VA	RA		RA		MPRA S 49	GRAP 23	Property Rates	Property Rates	Public Notice of valuation.
18	Place a Public Notice of valuation on the municipality's website.		PA	VA	RA		RA		MPRA S 49	GRAP 23	Property Rates	Property Rates	Proof of Public Notice on website.
19	Distribute the notice of valuation to all rate-payers by registered post.		PA	VA	RA				MPRA S 49	GRAP 23	Property Rates	Property Rates	Copy of notices send to rate-payers.
20	Receive enquiries and objections on prescribed forms, from rate payers.		PA	VA	RA				MPRA S 50	GRAP 23	Property Rates	Property Rates	Number of objections received.
21	Prepare a list of all objections by rate payers.		PA	VA	RA				MPRA S 50	GRAP 23	Property Rates	Property Rates	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
22	Send list of all objections, with copies of actual objections, to Valuer.		PA	VA	RA				MPRA S 50	GRAP 23	Property Rates	Property Rates	
23	Receive the updated Valuation Roll, with adjustments, from Valuer.		PA	VA	RA				MPRA S 51	GRAP 23	Property Rates	Property Rates	Number of objections resolved.
24	Submit the report for all adjustments more than 10% to the Appeal Board for confirmation, amendments or revocation.		PA	VA	RA				MPRA S 52	GRAP 23	Property Rates	Property Rates	Report submitted to Appeal Board.
25	Send the notices of reviewed valuations to applicable rate payers.		PA	VA	RA				MPRA S 53	GRAP 23	Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
26	Receive appeals against the adjusted valuations, in prescribed format, from rate payers.		PA	VA	RA				MPRA S 54	GRAP 23	Property Rates	Property Rates	Number of appeal forms received.
27	Send the Notices of Appeal Court sitting to Appeal Board, Valuer and applicable rate payers.		PA	VA	RA				MPRA S 54	GRAP 23	Property Rates	Property Rates	
28	Distribute the outcome of the Appeal Court to applicable rate-payers.		PA	VA	RA				MPRA S 54	GRAP 23	Property Rates	Property Rates	Number of appeals solved.
29	Receive the updated Valuation Roll from Valuer.		PA	VA	RA				MPRA S 55	GRAP 23	Property Rates	Property Rates	Valuation Roll.
30	Update the Valuation Roll on financial system.			PA	RA				MPRA S 55	GRAP 23	Property Rates	Property Rates	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
31	Reconcile the Valuation Roll on the financial system with the Valuation Roll received from the Valuer.			PA	RA				MPRA S 55	GRAP 23	Property Rates	Property Rates	Monthly property value reconciliations.
32	Maintain a Municipal Register of Properties consisting of a Part A and a Part B.			PA	RA	RA			MPRA S 23	GRAP 23	Property Rates	Property Rates	Municipal Register of Properties with a Part A and a Part B.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing General Valuations accepted by:

Employee	Signature	Date
DC		
HC		
CCV		
AV		
HI		
CFO		
MM		

Procedures for performing General Valuations approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.2. Procedures for performing of Supplementary Valuations

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Perform Supplementary Valuations, whenever necessary in respect of any rateable property.			PM	VM	RM			MPRA S 77 S78	GRAP 23	Property Rates	Property Rates	Notice of Supplementary Valuation.
2	Obtain the list/ register of "monthly final inspections", with "Occupation Certificates", from building inspectorate division, to confirm that a building was erected. Sign as proof that the list/register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of new buildings/ part of buildings erected during the month.
3	Obtain the approved list/ register of revised zonings from Corporate Department. Sign as proof that the list/register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of approved revised zonings per month.
4	Obtain the list/ register of properties consolidated and/ or sub-divided from Corporate Department. Sign as proof that the list/ register was received.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of properties consolidated and/or sub-divided per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Update the property records with detail of all the structures on a plot from approved building plans, after the Building Inspectorate Division inspected the building and confirmed that a building was erected.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	
6	Update the property records with extracts from the Deeds Office for properties transferred, consolidated and/or subdivided.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of property records updated monthly.
7	Submit the property record for each plot within the municipality area, where a Supplementary Valuation is required, to the appointed Valuer.		PM	VM	RM				MPRA S 33	GRAP 23	Property Rates	Property Rates	Number of properties within municipal boundaries.
8	Receive the draft Supplementary Valuation Roll from the Valuer indicating: registered description of property, category of property, physical address of property, extent of property, market value of property, name of registered owner.		PM	VM	RM				MPRA S 48	GRAP 23	Property Rates	Property Rates	Supplementary Valuation Roll.
9	Review the draft Supplementary Valuation Roll for completeness.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Report any deviations on the draft Supplementary Valuation Roll to the Valuer for correction.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Number of deviations on draft Valuation Roll.
11	Receive the updated draft Supplementary Valuation Roll from Valuer.		PM	VM	RM					GRAP 23	Property Rates	Property Rates	Valuation Roll.
12	Capture the draft Supplementary Valuation Roll on the financial system.			PM	RM					GRAP 23	Property Rates	Property Rates	
13	Reconcile the Valuation Roll on the financial system with the draft Valuation Roll received from the Valuer.			PM	RM					GRAP 23	Property Rates	Property Rates	Draft property value reconciliation
14	Prepare a Public Notice of the Supplementary Valuation.		PM	VM	RM		RM	MPRA S 49		GRAP 23	Property Rates	Property Rates	Public Notice of valuation.
15	Place the Public Notice of the Supplementary Valuation on the municipality's website.		PM	VM	RM		RM	MPRA S 49		GRAP 23	Property Rates	Property Rates	Proof of public notice on website.
16	Distribute the Notice of valuation to all rate-payers by registered post.		PM	VM	RM			MPRA S 49		GRAP 23	Property Rates	Property Rates	Copy of notices to rate-payers.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
17	Receive enquiries and objections on prescribed forms, from rate payers.		PM	VM	RM				MPRA S 50	GRAP 23	Property Rates	Property Rates	Number of objection forms received.
18	Prepare a list of all objections by rate payers.		PM	VM	RM				MPRA S 50	GRAP 23	Property Rates	Property Rates	
19	Send the list of all objections, with copies of actual objections, to Valuer.		PM	VM	RM				MPRA S 50	GRAP 23	Property Rates	Property Rates	
20	Receive the updated Supplementary Valuation Roll, with adjustments, from Valuer.		PM	VM	RM				MPRA S 51	GRAP 23	Property Rates	Property Rates	Number of objections resolved.
21	Send the notices of reviewed valuations to applicable rate payers.		PM	VM	RM				MPRA S 53	GRAP 23	Property Rates	Property Rates	
22	Submit the report for all adjustments more than 10% to the Appeal Board for confirmation, amendments or revocation.		PM	VM	RM				MPRA S 52	GRAP 23	Property Rates	Property Rates	Report submitted to Appeal Board.
23	Receive the appeals against adjusted valuations, in prescribed format, from rate-payers.		PM	VM	RM				MPRA S 54	GRAP 23	Property Rates	Property Rates	Number of appeal forms received.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
24	Send the Notices of Appeal Court sitting to the Appeal Board, Valuer and applicable rate payers.		PM	VM	RM				MPRA S 54	GRAP 23	Property Rates	Property Rates	Notices send to parties.
25	Distribute the outcome of Appeal Court to applicable rate payers.		PM	VM	RM				MPRA S 54	GRAP 23	Property Rates	Property Rates	Number of appeals solved.
26	Receive the updated Valuation Roll from the Valuer.		PM	VM	RM				MPRA S 55	GRAP 23	Property Rates	Property Rates	Valuation Roll.
27	Update the Valuation Roll on the financial system with results of the Supplementary Valuation.			PM	RM				MPRA S 55	GRAP 23	Property Rates	Property Rates	
28	Reconcile the Valuation Roll on the financial system with the Valuation Roll received from the Valuer.			PM	RM					GRAP 23	Property Rates	Property Rates	Monthly property value reconciliation.
29	Maintain a Municipal Register of Properties consisting of a Part A and a Part B.			PM	RM	RM			MPRA S 23	GRAP 23	Property Rates	Property Rates	Municipal Register of Properties with a Part A and a Part B.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Supplementary Valuations accepted by:

Employee	Signature	Date
DC		
HC		
CCV		
AV		
HI		
CFO		
MM		

Procedures for performing Supplementary Valuations approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.3. Procedures for performing Discount/Rebates on Property Rates

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive the Indigent Application Forms from the Indigent Department.			PM	VM					GRAP 23	Property Rates	Property Rates	Number of indigents that apply for discount/rebates.
2	Receive the Discount Application Forms from rate-payers (farmers, churches, etc.)			PM	VM					GRAP 23	Property Rates	Property Rates	Number of rate-payers (excluding Indigents) that apply for discount/rebates.
3	Review the application forms for accuracy and completeness.			PM	VM					GRAP 23	Property Rates	Property Rates	
4	Approve the application forms.				PM	VM				GRAP 23	Property Rates	Property Rates	Number of rate-payers that receive discount/rebates.
5	Capture the discount/ rebate on the financial system by taking into account the provisions of section 17 of the Municipal Property Rates Act, Act 6 of 2004 and all segments of mSCOA.		PM	RM	VM			MPRA S 17	GRAP 23	Property Rates	Property Rates	Monetary value of discount/rebates per month.	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Discount/Rates on Property Rates accepted by:

Employee	Signature	Date
CCV		
AV		
HI		
CFO		

Procedures for performing Discount/Rates on Property Rates approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.4. Procedures for performing Rates Levy

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the rate to be levied on property has been correctly promulgated each year before the start of the financial year by:</p> <ul style="list-style-type: none"> • Council passing a resolution; • Published the resolution in the Provincial Gazette; • Displaying the resolution for a period of at least 30 days at the municipality's head offices, satellite offices, libraries and on the municipality's website; • Advertising in the media a notice stating that a council resolution has been passed, giving a rate on property and that a copy of the resolution is available for inspection. 							PA	MFMA S 22	GRAP 23	Property Rates	Property Rates	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
2	Review the Rates Policy of the Municipality annually, as part of the budget process.							PA		GRAP 23	Property Rates	Property Rates	Rates Policy
3	Capture new tariffs, as approved by Council, by taking into account the provisions of sections 20, 21 and 22 of the Municipal Property Rates Act, Act 6 of 2004.				PA	VA	RA		MPRA S20, S21 & S22	GRAP 23	Property Rates	Property Rates	List of approved tariffs.
4	Update the master file.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	
5	Make printout of the master file.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	
6	Verify new tariffs captured with tariffs approved by Council.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	
7	Correct any errors.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	
8	Sign the print-out of new tariffs as proof of review and file for audit purposes.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	Signed print-out of new tariffs.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	Levy rates once a year during the first levy of the financial year (July), by using all segments of mSCOA. Perform this procedure only if and after valuation roll from Valuer reconciles with valuation roll on financial system.				PM	RM			MPRA S13	GRAP 23	Property Rates	Property Rates	Number of billing reports per year.
10	Perform a property rates calculation by using the approved tariffs and value of land and improvements, taking into account any discounts/rebates.				PM	RM				GRAP 23	Property Rates	Property Rates	Monthly property rates reconciliation .
11	Send monthly statements to rate payers, indicating the amount due, date on which amount is payable, size of property and market value of property.				PM	VM	RM		MFMA S 97 MPRA S27	GRAP 23	Property Rates	Property Rates	Number of rate-payers.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Rates Levy accepted by:

	Employee	Signature	Date
DC			
HC			
CCV			
AV			
HI			
CFO			
MM			

Procedures for Rates Levy accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.5. Procedures for issuing Rates Clearance Certificates

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive the Rates Clearance Application Form and authorisation letter from the Transfer Attorney.		PD	RD							Property Rates	Property Rates	Number of application forms received.
2	Review the application form for completeness.		PD	RD							Property Rates	Property Rates	
3	Send the incomplete application forms back to the Transfer Attorney.		PD	RD							Property Rates	Property Rates	
4	Determine if there is approval for sub-division, where applicable.		PD	RD							Property Rates	Property Rates	
5	Determine if a development levy is payable, where applicable.		PD	RD							Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Calculate the amount payable (3 x Basic Availability + Total Outstanding + Sub Division Fees + Development Levy + Outstanding from Collection Attorney + Interest)		PD	RD					MSA S 118			Property Rates	
7	Send the amount payable to the Transfer Attorney.			PD	VD							Property Rates	
8	Receive proof of payment from the Transfer Attorney.		PD	VD								Property Rates	
9	Confirm the payment received on bank statements.	PD	VD									Property Rates	
10	Issue a receipt for payment received, by using all segments of mSCOA.	PD	VD									Property Rates	
11	Issue the pre-numbered Rates Clearance Certificate after conditions of section 118 of Municipal Systems Act, Act 32 of 2000 have been met.			PD	VD				MSA S 118			Property Rates	Number of rates clearance certificates issued per month.
12	File the duplicate Rates Clearance Certificate with the approved application form in the Property File.		PD	VD								Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Send an e-mail to the Transfer Attorney if the Rates Clearance Certificate is available for collection.		PD	VD							Property Rates	Property Rates	
14	Receive property transfers from the Deeds Office.		PM	VM							Property Rates	Property Rates	
15	Record the details of a new owner on the financial system.		PM	RM							Property Rates	Property Rates	
16	Verify the category status of a new owner on the financial system and update the financial system, if needed.		PM	RM							Property Rates	Property Rates	
17	File proof of transfer in the Property File.		PM	VM							Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for issuing Rates Clearance Certificates accepted by:

Employee	Signature	Date
DC		
HC		
CCV		
AV		
HI		

Procedures for issuing Rates Clearance Certificates approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.6. Procedures for performing Property Rates Refunds

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive a refund (split) application from the Transfer Attorney.			PD	VD					GRAP 23	Property Rates	Property Rates	
2	Review the calculation of refund.			PD	VD					GRAP 23	Property Rates	Property Rates	
3	Confirm if the Discontinuing of Services Form was completed by the rate-payer. If not, refer rate-payer to the Debtors Department.			PD	VD					GRAP 23	Property Rates	Property Rates	
4	Prepare the refund journal with supporting documentation by using all segments of mSCOA.			PD	RD					GRAP 23	Property Rates	Property Rates	Number of refunds per month.
5	Process the refund journal, by using all segments of mSCOA.	PD		VD						GRAP 23	Property Rates	Property Rates	
6	File the journal in numeric order.			PD	RD					GRAP 23	Property Rates	Property Rates	
7	<u>Alternative for procedures 4 to 6:</u> Prepare a list of all refunds.			PW	RW					GRAP 23	Property Rates	Property Rates	
8	Obtain banking details of the rate payer from the Property File.			PW	VW					GRAP 23	Property Rates	Property Rates	
9	Send list to Creditors Department.			PW	VW					GRAP 23	Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	The Creditors Department follow normal payment procedures as set out in section 7.4.									GRAP 23	Property Rates	Property Rates	
11	Write-off unidentified credits older than 3 years to Accumulated Surplus, by using all segments of mSCOA.			PA	RA					GRAP 23	Property Rates	Property Rates	List of write-offs.
12	If provided for in the Credit Control Policy, write-off any amount outstanding.				PA	VA	RA			GRAP 23	Property Rates	Property Rates	List of write-offs.
13	Maintain a list of unidentified credits for future reference.			PA	RA					GRAP 23	Property Rates	Property Rates	Annual list of unidentified credits.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Property Rates Refunds accepted by:

Employee	Signature	Date
DC		
CCV		
AV		
HI		
CFO		
MM		

Procedures for performing Property Rates Refunds approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.7. Procedures for performing Journals (Property Rates)

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive the written correspondence from consumer for incorrect levies or transfer of credits between accounts.			PD	RD						Property Rates	Property Rates	Number of corrections per month.
2	Prepare the corrective journal with supporting documentation.			PD	RD						Property Rates	Property Rates	
3	Capture the corrective journal, by using all segments of mSCOA.			PD	RD						Property Rates	Property Rates	
4	File the journal in numeric order.			PD	VD	RD					Property Rates	Property Rates	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing journals (Property Rates) accepted by:

Employee	Signature	Date
CCV		
AV		
HI		
CFO		

Procedures for performing journals (Property Rates) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.3.8. Procedures for Monthly Meetings (Property Rates)

No.	Procedure	Data Capturer	Head Cashier	Chief Clerk: Valuations	Accountant: Valuations	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	CFO holds monthly meeting with the Accountant: Valuations and the Head: Income to discuss exceptions identified during the month.			PM	PM	PM	RM		GRAP 23	Property Rates	Property Rates	Number of meetings per year	
2	Determine corrective action to be taken to prevent or reduce similar exceptions.			PM	PM	PM	RM		GRAP 23	Property Rates	Property Rates	Number of outstanding findings and findings solved during year.	
3	Submit pre-audit checklist to the CFO as proof that tasks have been performed and work performed was verified as correct by relevant officials.			PM	RM				GRAP 23	Property Rates	Property Rates	Number of pre-audit checklists per year.	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Monthly Meetings (Property Rates) accepted by:

	Employee	Signature	Date
AV			
HI			
CFO			
MM			

Procedures for Monthly Meetings (Property Rates) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4. DEBTORS ADMINISTRATION

Debtor administration deals with all functions and activities to produce accurate debtor accounts on a monthly basis. It includes the processing of all input data for the monthly creation of debtor accounts such as meter readings, refuse, sewerage, property rates and sundry account accruals.

Staff members involved in procedures

MR	Meter Reader
LW	Leader Worker
C	Cashier
CE	Clerk: Enquiries
DC	Data Capturer
CCCC	Chief Clerk: Credit Control
CCCD	Chief Clerk: Consumer Data
CCD	Chief Clerk: Debtors
GIST	GIS Technician
AI	Accountant: Income/Debtors
HI	Head: Income
CFO	Chief Financial Officer
MM	Municipal Manager

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.1. Procedures for Capturing Approved Tariffs

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Capture new tariffs (including interest rates), as approved by Council.									PA	VA	RA				Service Charges	Service Charges	List of approved tariffs.
2	Review the VAT parameters for each tariff to ensure that VAT will be correctly charged/ levied in terms of the Value-Added Tax Act and any other VAT Regulations and Interpretations.									PA	VA	RA		VAT Act S 10 S 11 S 12		Service Charges	Service Charges	VAT Parameters
3	Update the VAT parameters.									PA	VA	RA				Service Charges	Service Charges	
4	Update the master file.									PA	VA	RA				Service Charges	Service Charges	
5	Make a printout from the master file.									PA	VA	RA				Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Verify the new tariffs captured with the tariffs approved by Council.							PA	VA	RA						Service Charges	Service Charges	
7	Correct any errors.							PA	VA	RA						Service Charges	Service Charges	
8	Sign the print-out of new tariffs and any changes to VAT parameters as proof of review, and file for audit purposes.							PA	VA	RA						Service Charges	Service Charges	Signed print-out of new tariffs.
9	Perform the first monthly billing process.							PM	VM	RM						Service Charges	Service Charges	
10	Update the interest rate on overdue accounts, in accordance with the Credit Control and Debt Collection Policy, when changes in interest rates occur.							PM	VM	RM						Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Make a printout from master file.							PM	VM	RM						Service Charges	Service Charges	
12	Sign the print-out of interest changes as proof of review and file for audit purposes.							PM	VM	RM						Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for capturing Approved Tariffs accepted by:

Employee	Signature	Date
AI		
HI		
CFO		

Procedures for capturing Approved Tariffs accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.2. Procedures for Compiling of an Indigent Register

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Ensure that the Municipality has formulated, approved, maintained and effectively implemented an Indigent Policy.													PA	Indigent Policy	GRAP 9 IGRAP 1	Service Charges	Service Charges
2	Request consumers/rate-payers by advertisements in newspapers/ on website to register annually as indigents.								PA	VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges Advertisement



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
3	Consumers/ rate-payers' complete application form.						VA		RA						GRAP 9 IGRAP 1	Service Charges	Service Charges	Number of applications per month
4	Verify the validity and correctness of application form with supporting documentation attached.						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	
5	Request Social Worker to verify the actual status of the indigent applicant.						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	
6	Request the consumer/rate-payer to provide any outstanding information.						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	<p>Capture the information on the approved application forms in an indigent register that contains the following headings:</p> <ul style="list-style-type: none"> • Account number; • Name of head of household; • Address; • Total earnings of household; • Amount of subsidy to be received for water; • Amount of subsidy to be received for electricity; 																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> Amount of subsidy to be received for sewerage; Amount of subsidy to be received for refuse; Total subsidy to be received; 						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	
8	Code all consumers that are approved indigent consumers on the debtor system.						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	
9	Reconcile the consumers marked as indigent with Indigent Register.						PA		VA	RA					GRAP 9 IGRAP 1	Service Charges	Service Charges	Indigent Register Reconciliation

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Record monthly subsidies.							PM	RM	RM					GRAP 9 IGRAP 1	Service Charges	Service Charges	
11	Reconcile subsidies granted to indigents in Indigent Register.							PM	RM	RM					GRAP 9 IGRAP 1	Service Charges	Service Charges	Indigent Register Reconciliation
12	Update the Indigent Register on a regular basis.						PM		VM	RM					GRAP 9 IGRAP 1	Service Charges	Service Charges	
13	Obtain quarterly reports from Ward Committees to confirm status of the registered indigents.						PQ		VQ	RQ					GRAP 9 IGRAP 1	Service Charges	Service Charges	Quarterly Reports

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
14	Perform a comprehensive checks on a quarterly basis, to ensure that employees of other municipalities, district municipalities, Provincial Departments and National Departments are not included on the Indigent Register.						PQ									GRAP 9 IGRAP 1	Service Charges	Service Charges	Quarterly Reports
15	Report any offences found immediately to the CFO.						PQ		VQ	RQ						GRAP 9 IGRAP 1	Service Charges	Service Charges	Quarterly Reports

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
16	Perform a comprehensive checks on a quarterly basis, to ensure that councillors of the municipality, other municipalities and district municipalities are not included on the Indigent Register.						PQ									GRAP 9 IGRAP 1	Service Charges	Service Charges	Quarterly Reports
17	Report any offences found immediately to the CFO.						PQ	VQ	VQ	RQ	VQ	VQ	RQ			GRAP 9 IGRAP 1	Service Charges	Service Charges	Quarterly Reports

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for compiling of an Indigent Register accepted by:

Employee	Signature	Date
CCD		
AI		
HI		
CFO		

Procedures for compiling of an Indigent Register approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.3. Procedures for Connection of Services (Occupied Property)

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	The owner/ tenant apply for services by completing pre-numbered Service-Level Agreement (in triplicate). In case of a tenant, application form must also be signed by owner to authorise that services may be connected for tenant.													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
2	Required information on Service-Level Agreement: <u>Residential</u> <ul style="list-style-type: none">• Full names of applicant;													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> • ID number of applicant; • Full names of spouse; • ID number of spouse; • Physical and postal address; • Name and address of employer; • Telephone number at work and at home; • Language preference; • Plot number; • Type of Services applied for; 													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<u>Commercial</u> <ul style="list-style-type: none"> • Company or business name; • Names, addresses and home telephone numbers of all partners, directors, members and owners; • Telephone number(s) of the business; • Registered business address; • Business registration number; • Physical and postal address; • Plot number; 													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
3	Receive completed and signed Service-Level Agreement from owner/tenant.			PD		VD										GRAP 1	Consumer Deposits	Consumer Deposits	Number of applications per month.
4	Sign the Service-Level Agreement as proof that required information was obtained and owner and/or tenant have signed Service-Level Agreement.			PD		VD										GRAP 1	Consumer Deposits	Consumer Deposits	
5	Instruct the meter reader to obtain meter readings and serial numbers.			PD		VD										GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
6	Capture meter readings and serial numbers on the Service-Level Agreement.	PD		VD												GRAP 1	Consumer Deposits	Consumer Deposits	
7	The owner/tenant pay consumer deposit at Cashier.		PD		VD									Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits		
8	Receive the signed Service-Level Agreement and receipt for consumer deposit.					PD	VD								GRAP 1	Consumer Deposits	Consumer Deposits		
9	Review plot number and meter readings on the Service-Level Agreement. If differ, investigate and send account for previous owner/tenant.					PD	RD								GRAP 1	Consumer Deposits	Consumer Deposits		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Capture final meter readings on account of previous owner/tenant.						PD	RD							GRAP 1	Consumer Deposits	Consumer Deposits	
11	Levy the previous owner/ tenant for used services, including refuse and sewerage, by using all segments of mSCOA.						PD	RD							GRAP 1	Consumer Deposits	Consumer Deposits	
12	Create the new account on financial system. Confirm that all services to be provided, are marked on account and that the services requested are not for "undeveloped property".						PD	RD						Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	Number of new debtors account created per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Disconnect services on account of previous owner/tenant. Only 1 account per property for electricity and water services, unless multiple units on property.						PD	RD						Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	Number of disconnected services per month.
14	Send the complete Service-Level Agreement with receipt to Chief Clerk: Debtors.						PD	VD							GRAP 1	Consumer Deposits	Consumer Deposits	
15	Allocate payment for consumer deposit against consumer account, by using all segments of mSCOA.						PD		RD					Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
16	Transfer consumer deposit of previous owner/ tenant to the outstanding account of previous owner/ tenant, by using all segments of mSCOA.								PD	RD				Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
17	Process the transfer journal, by using all segments of mSCOA.	PD							VD						GRAP 1	Consumer Deposits	Consumer Deposits	
18	<u>Alternative for procedures 15 to 17:</u> Prepare a list of all refunds.								PW	RW					GRAP 1	Consumer Deposits	Consumer Deposits	
19	Obtain the banking details of rate payers from Property File.								PW	VW					GRAP 1	Consumer Deposits	Consumer Deposits	
20	Send list to the Creditors Department.								PW	VW					GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
21	The Creditors Department follow normal payment procedures as set out in section 7.4.															GRAP 1	Consumer Deposits	Consumer Deposits	
22	Send a copy of the Service-Level Agreement to GIS Technician to update/verify GIS System with serial number of installed meters.	VD		PD		VD		RD								GRAP 1	Consumer Deposits	Consumer Deposits	
23	File the Service-Level Agreement in the Property File.				PD		VD		RD					Credit Control and Debt Collection Policy		GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
24	Review consumer deposits held for services on a monthly basis to ensure that at least two and a half months' current consumption is held as deposit.						PM	VM	RM					Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Connection of Services (Occupied Property) accepted by:

	Employee	Signature	Date
MR			
C			
CE			
DC			
CCCD			
CCD			
GIST			
AI			
HI			

Procedures for the Connection of Services (Occupied Property) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.4. Procedures for Connection of Services (Vacant Property)

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
1	Owner applies for services by completing pre-numbered Service-Level Agreement (in triplicate).															GRAP 1	Consumer Deposits	Consumer Deposits	
2	Required information on Service-Level Agreement: <u>Residential</u> <ul style="list-style-type: none">• Full names of applicant;• ID number of spouse;• Physical and postal address;• Name and address of employer;													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> • Telephone number at work and at home; • Language preference; • Plot number; • Type of Services applied for; <p><u>Commercial</u></p> <ul style="list-style-type: none"> • Company or business name; • Names, addresses and home telephone numbers of all partners, directors, members and owners; • Telephone number(s) of the business; • Registered business address; 													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> Business registration; number Physical and postal address; Plot number. 													Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
3	Receive the completed and signed Service-Level Agreement from owner.			PD		VD									GRAP 1	Consumer Deposits	Consumer Deposits	Number of application received per month.
4	Sign the Service-Level Agreement as proof that required information was obtained and owner has signed Service-Level Agreement.			PD		VD									GRAP 1	Consumer Deposits	Consumer Deposits	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Owner pay connection fee and consumer deposit at Cashier.			PD			VD							Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
6	Receive the signed Service-Level Agreement and receipt for connection fees and consumer deposit.			PD			VD								GRAP 1	Consumer Deposits	Consumer Deposits	
7	Capture the receipt number on Service-Level Agreement.			PD			VD								GRAP 1	Consumer Deposits	Consumer Deposits	
8	Send the Service-Level Agreement to Chief Clerk: Credit Control.			PD			VD								GRAP 1	Consumer Deposits	Consumer Deposits	
9	Contact the Technical Department to install a new meter.						PD	VD							GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
10	The Technical Department must inform the Chief Clerk: Credit Control on a daily basis of meters installed or replaced.								PD	VD	RM					GRAP 1	Consumer Deposits	Consumer Deposits	Monthly list of meters installed/replaced.
11	Obtain serial number and unit factor of meter from the Technical Department. (Including meters installed by private developer)								PD	VD						GRAP 1	Consumer Deposits	Consumer Deposits	Number of meters installed per month.
12	Capture serial number of new meter on the Service-Level Agreement.								PD	VD						GRAP 1	Consumer Deposits	Consumer Deposits	
13	Send the Service-Level Agreement to Chief Clerk: Consumer Data.								PD	VD						GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	Create a new account on the financial system, by using all segments of mSCOA. Ensure that the unit factor is correct, all services to be provided are marked on account and that the services requested are not for "undeveloped property".						PD	RD						Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	Number of new accounts created per month.
15	Send complete Service-Level Agreement with receipt to the Chief Clerk: Debtors						PD	VD							GRAP 1	Consumer Deposits	Consumer Deposits	
16	Allocate payment for consumer deposit against a consumer account, by using all segments of mSCOA.						PD		RD					Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
17	Send copy of Service-Level Agreement to GIS Technician to update/ verify GIS System with serial number of installed meters.	VD			PD	VD	VD		RD						GRAP 1	Consumer Deposits	Consumer Deposits	
18	File the Service-Level Agreement in Property File.				PD	VD	VD		RD					Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
19	Review consumer deposits held for services on a monthly basis to ensure that at least two and a half months' current consumption is held as deposit.						PM	VM	RM						GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Connection of Services (Vacant Property) accepted by:

Employee	Signature	Date
C		
CE		
DC		
CCCD		
CCD		
GIST		
AI		
HI		

Procedures for the Connection of Services (Vacant Property) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.5. Procedures for Disconnection of Services (Occupied Property)

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
1	The owner/tenant apply for disconnection of services by completing pre-numbered application form (in triplicate). In the case of a tenant, application form must also be signed by owner to authorise that services may be disconnected for tenant.				PD	VD									Credit Control and Debt Collection Policy	GRAP 1	Consumer Deposits	Consumer Deposits	
2	Receive completed and signed application form for disconnection from owner/ tenant.			PD	VD											GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
3	Sign the application form as proof that required information was obtained and owner and/or tenant have signed application form for disconnection.			PD		VD									GRAP 1	Consumer Deposits	Consumer Deposits	Number of disconnecting applications received per month.
4	Instruct the meter reader to obtain meter readings and serial numbers.			PD		VD									GRAP 1	Consumer Deposits	Consumer Deposits	
5	Capture the meter reading and serial numbers on application form.	PD		VD											GRAP 1	Consumer Deposits	Consumer Deposits	
6	Capture the final meter readings on account of previous owner/ tenant.						PD	RD							GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Levy the previous owner/tenant for used services, including refuse and sewerage, by using all segments of mSCOA.						PD	RD							GRAP 1	Consumer Deposits	Consumer Deposits	
8	Transfer consumer deposit of previous owner/tenant to outstanding account of previous owner/tenant, by using all segments of mSCOA.														GRAP 1	Consumer Deposits	Consumer Deposits	
9	Process the transfer journal, by using all segments of mSCOA.	PD								VD					GRAP 1	Consumer Deposits	Consumer Deposits	Number of disconnected services per month.
10	<u>Alternative for procedures 8 to 9:</u> Prepare a list of all refunds.									PW	RW				GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	GIS Technician	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Obtain the banking details of rate payer from the Property File.							PW	VW						GRAP 1	Consumer Deposits	Consumer Deposits	
12	Send list to the Creditors Department.							PW	VW						GRAP 1	Consumer Deposits	Consumer Deposits	
13	The Creditors Department follow normal payment procedures as set out in section 7.4.														GRAP 1	Consumer Deposits	Consumer Deposits	
14	Send a copy of the application form to GIS Technician to update/ verify GIS System with serial number of installed meters.	VD		PD		VD		RD							GRAP 1	Consumer Deposits	Consumer Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Disconnection of Services (Occupied Property) accepted by:

Employee	Signature	Date
MR		
CE		
CCCD		
CCD		
GIST		
AI		
HI		

Procedures for the Disconnection of Services (Occupied Property) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.6. Procedures for Reading of Water and Electricity Meters (Handheld)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Prepare a meter reading time table by taking the following into account:</p> <ul style="list-style-type: none"> • Numbers of meters to be read; • Number of Meter Readers available; • Number of meters that can be read per day, taking into account the area to be covered, the distribution of the meters and the number of houses per square kilometre; • Dates by which readings must be completed to meet the deadlines for the billing cycle; 	PA					PA	PA	PA	VA	RA				GRAP 9	Service Charges	Service Charges	Meter reading time table.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
2	Create a new period on the Income System for the month.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
3	Charge the meter reading appliance.	PM				PM				VM						GRAP 9	Service Charges	Service Charges	
4	Make a back-up of the previous month's readings.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
5	Store back-up on the system.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
6	Verify that back-up is in the correct format and stored on system.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
7	Delete the previous month's information on meter reading appliances.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
8	Create a new month route on meter reading appliance and upload information.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	
9	Perform the meter readings within time schedule.	PW				VW			RM	RM					GRAP 9	Service Charges	Service Charges	
10	Download the meter readings weekly from meter reading appliances.					PW			VM	RM					GRAP 9	Service Charges	Service Charges	Number of meter readings per week.
11	Create an exception report from the Meter Reading System, to identify non-readings, large deviations, etc.					PW			VM	RM					GRAP 9	Service Charges	Service Charges	Number of exception per week.
12	Create a report for the Meter Reader to follow-up non-readings, large deviations, etc.					PW			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Follow-up non-readings and large deviations by taking readings manually (per hand).	PW				VW			RM	RM					GRAP 9	Service Charges	Service Charges	
14	Investigate possible leaks and inform consumers immediately of any leaks.	PW				VW			RM	RM					GRAP 9	Service Charges	Service Charges	
15	Create an exception report for non-readings of more than 1 month.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	Number of non-readings of more than 1 month.
16	Follow-up non-readings and implement controls to perform a reading.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
17	In performing the above mentioned procedure, the municipality must ensure that they comply with the provisions in their own Credit Control Policy, Municipal By-laws and Service-Level Agreements on the number of periods for which an average meter reading may be used.					PM		PM	VM	RM					GRAP 9	Service Charges	Service Charges	
18	Correct meter readings on meter reading system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	
19	Import meter readings into financial system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
20	Create an exception report for abnormal variances in usage, to ensure that meter readings are captured correctly on financial system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for reading of Water and Electricity Meters (Handheld) accepted by:

Employee	Signature	Date
MR		
CCCC		
CCCD		
AI		
HI		
CFO		

Procedures for reading of Water and Electricity Meters (Handheld) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.7. Procedures for Reading of Water and Electricity Meters (Manually)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Prepare a meter reading time table by taking the following into account:</p> <ul style="list-style-type: none"> • Number of meters to be read; • Number of Meter Readers available; • Number of meters that can be read per day, taking into account the area to be covered, the distribution of the meters and the number of houses per square kilometre; • Dates by which readings must be completed to meet the deadlines for the billing cycle; 	PA								PA	VA	RA			GRAP 9	Service Charges	Service Charges	Meter reading time table.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
2	Create a new period on the Income System for the month.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
3	Create a meter reading report without prior month readings for meters that need to be read manually.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
4	Distribute the lists for manual reading to applicable area representatives at different Service Points.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
5	Perform meter readings within time schedule.	PW				VW				RM	RM					GRAP 9	Service Charges	Service Charges	
6	Send the complete list of meter readings to Clerk: Consumer Data.	PW				VW				RM	RM					GRAP 9	Service Charges	Service Charges	Number of meter readings per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Capture meter readings on the Meter Reading System.					PM				VM	RM				GRAP 9	Service Charges	Service Charges	
8	Create an exception report from the Meter Reading System, to identify non-readings, large deviations, etc.					PW				VM	RM				GRAP 9	Service Charges	Service Charges	Number of exceptions per month.
9	Create report for the Meter Reader to follow-up non-readings, large deviations, etc.					PW				VM	RM				GRAP 9	Service Charges	Service Charges	
10	Follow-up non-readings, large deviations by taking readings manually (per hand).	PW				VW				RM	RM				GRAP 9	Service Charges	Service Charges	
11	Investigate possible leaks and inform consumers immediately of any leaks.	PW				VW				RM	RM				GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
12	Correct meter readings on meter reading system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	Number of readings corrected per month.
13	Create exception report for non-readings for more than 1 month.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	Number of non-readings for more than 1 month.
14	Follow-up non-readings and implement controls to perform a reading.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
15	In performing the above mentioned procedure, the municipality must ensure that they comply with the provisions in their own Credit Control Policy, Municipal By-laws and Service-Level Agreements on the number of periods for which an average meter reading may be used.					PM		PM	VM	RM					GRAP 9	Service Charges	Service Charges	
16	Import meter readings into the financial system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	
17	Create an exception report to ensure that meter readings are captured correctly on the financial system.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for reading of Water and Electricity Meters (Manually) accepted by:

Employee	Signature	Date
MR		
CCCC		
CCCD		
AI		
HI		
CFO		

Procedures for reading of Water and Electricity Meters (Manually) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.8. Procedures for Reading of Bulk Electricity Meters

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
1	Create a meter reading report for bulk consumers that need to be read manually.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	Number of bulk meter readings per month.
2	Distribute lists for bulk meter readings to the Electricity Department.					PM				VM	RM					GRAP 9	Service Charges	Service Charges	
3	Perform bulk meter readings within time schedule.	PW				VW				RM	RM			Credit Control and Debt Collection Policy		GRAP 9	Service Charges	Service Charges	
4	Send the complete list of bulk meter readings to the Accountant: Income.	PW								VM	RM					GRAP 9	Service Charges	Service Charges	
5	Capture meter readings on the financial system.									PM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
6	Create an exception report from the financial system, to identify non-readings, large deviations, readings were captured in correct units, etc.									PM	RM					GRAP 9	Service Charges	Service Charges	
7	Create a report for the Electricity Department to follow-up non-readings, large deviations, etc.									PM	RM					GRAP 9	Service Charges	Service Charges	Number of non-readings per month.
8	Follow-up non-readings, large deviations by taking readings manually (per hand).	PM								VM	RM					GRAP 9	Service Charges	Service Charges	
9	Correct meter readings on the financial system.									PM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Create an exception report for non-readings of more than 1 month.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	Number of non-readings for more than 1 month.
11	Follow-up non-readings and implement controls to perform a reading.					PM			VM	RM					GRAP 9	Service Charges	Service Charges	
12	In performing the above mentioned procedure, the municipality must ensure that they comply with the provisions in their own Credit Control Policy, Municipal By-laws and Service-Level Agreements on the number of periods for which an average meter reading may be used.					PM		PM	VM	RM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for reading of Bulk Electricity Meters accepted by:

Employee	Signature	Date
MR		
CCCC		
CCCD		
AI		
HI		

Procedures for reading of Bulk Electricity Meters approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.9. Procedures for performing Pre-Billing Activities

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Perform procedures 2 to 24 before performing a Billing Test Run.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
2	Run the Estimate Report for accounts where no meter readings were obtained.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
3	Send report to the Chief Clerk: Consumer Data									PM	VM				GRAP 9	Service Charges	Service Charges	
4	Follow-up exceptions					PM				VM					GRAP 9	Service Charges	Service Charges	
5	Perform corrections - See Meter Readings section.					PM				VM					GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Run the Exception Report for R-value's.									PM	VM				GRAP 9	Service Charges	Service Charges	
7	Review the Exception Report for abnormal variances in R-value's.									PM	RM				GRAP 9	Service Charges	Service Charges	
8	Follow-up material deviations.					PM				VM	RM				GRAP 9	Service Charges	Service Charges	
9	Perform corrections for material deviations.					PM				VM	RM				GRAP 9	Service Charges	Service Charges	
10	Run the Exception Report for undeveloped properties.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Review the Exception Report for undeveloped properties to ensure that services were not charged for undeveloped properties.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
12	Run the Exception Report for levies of sewerage services per work group.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
13	Review the Exception Report for Sewerage Services to ensure that all consumers are levied for the correct type of Sewerage Service.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	Review and update monthly receipts to ensure that all receipts issued for the month were capture on consumer accounts.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
15	Update billing with new arrangement entered into during the month for outstanding amounts.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Number of debtors billed for arrangements.
16	Review miscellaneous charges.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
17	Update miscellaneous charges to consumer accounts, by using all segments of mSCOA.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Number of debtors billed for miscellaneous charges.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
18	Review interim valuations.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
19	Update interim valuations to consumer accounts.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Number of debtors billed for interim valuations.
20	Review departmental settlements (internal charges).							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
21	Update departmental settlements (internal charges), by using all segments of mSCOA.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Value of internal charges per month.
22	Perform a reconciliation between number of properties on Valuation Roll and number of properties charged for basic services.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Monthly reconciliation between Valuation Roll and Basic Service Charges

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
23	Investigate and correct any differences.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
24	File the monthly reconciliation for future reference.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
25	Perform Pre-Billing Test Run on financial system, by using all segments of mSCOA.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
26	Ensure that all adjustment reports are equal to zero to ensure that all charges have been captured and imported.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
27	Run interest for month per work group, by using all segments of mSCOA.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	Number of debtors that are levied with interest per month.
28	Perform a reconciliation between interest charged on outstanding municipal accounts and mSCOA item for interest received in General Ledger.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	Monthly reconciliation of interest on receivables.
29	Investigate and correct any differences.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
30	File the monthly reconciliation for future reference.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Pre-Billing Activities accepted by:

Employee	Signature	Date
CCCD		
AI		
HI		
CFO		

Procedures for performing Pre-Billing Activities approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.10 Procedures for performing Billing Activities

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Perform Billing Run per work group/ cycle, by using segments of mSCOA.								PM	VM	RM				GRAP 9	Service Charges	Service Charges	Number of accounts billed per month.
2	Review accounts on a sample basis.								PM	VM					GRAP 9	Service Charges	Service Charges	
3	Compile information for printing of invoices/ statements.								PM	VM	RM				GRAP 9	Service Charges	Service Charges	
4	Print invoices/ statements.								PM	VM	RM				GRAP 9	Service Charges	Service Charges	Number of invoices/ statements printed per month.
5	Send invoices/ statements to consumers/rate-payers.								PM	VM	RM				GRAP 9	Service Charges	Service Charges	Monthly confirmation that invoices/ statements were sent to debtors.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Follow-up invoices/statements that are returned to the municipality.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	Number of accounts returned per month.
7	<u>Alternative for procedures 4 to 6:</u> Send the electronic file to printers (3rd party).							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
8	Receive electronic file with draft invoices/statements from printers.							PM	VM	RM					GRAP 9	Service Charges	Service Charges	
9	Select samples from the electronic file and review for correctness.							PM	VM						GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	3rd Party prints and send invoices/ statements to consumers/ rate-payers.									VM	VM				GRAP 9	Service Charges	Service Charges	Monthly confirmation that invoices/ statements were sent to debtors.
11	Reconcile the number of invoices/ statements printed with the number of invoices sent to consumers/ rate-payers.									PM	RM				GRAP 9	Service Charges	Service Charges	Monthly reconciliation between invoices/ statements printed and invoices/ statements send.
12	Follow-up invoices/ statements that are returned to the municipality.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	Number of accounts returned per month.
13	Verify consumer details on financial system, on an annual basis.									PA	VA	RA			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	File monthly billing reports.									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
15	FOR OUTSTANDING ACCOUNTS OF GOVERNMENT DEPARTMENTS: Establish a Debt Management Committee consisting of representatives from all Provincial Departments and representatives from municipalities within the province.													PA	GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
16	Split consumer accounts between Property Rates and Services. <ul style="list-style-type: none"> • Department of Infrastructure Development/ Public Works are responsible for Property Rates; • Department utilising the services are responsible for Service Charges; 									PM	VM	RM			GRAP 9	Service Charges	Service Charges	
17	Send individual accounts for each type of service per departments (No single account per department).									PM	VM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
18	Each Municipality present individually outstanding accounts to the Debt Management Committee (Current accounts are still sent to departments on monthly basis).										PM	VM	RM		GRAP 9	Service Charges	Service Charges	
19	The Debt Management Committee should assist municipalities to recover outstanding accounts.										VM	VM	VM		GRAP 9	Service Charges	Service Charges	
20	The Debt Management Committee meets on a monthly basis with each Municipality and report on outstanding accounts.										VM	VM	VM		GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
21	Inform National Treasury of any payments due by an organ of state, if such payments are regularly in arrears for periods of more than 30 days.									VM	VM	PM		MFMA S 64(3)	GRAP 9	Service Charges	Service Charges	Letter to National Treasury

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Billing Activities accepted by:

Employee	Signature	Date
AI		
HI		
CFO		
MM		

Procedures for performing Billing Activities approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.11 Procedures for Levying of Additional Services

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a list of additional services provided to consumers from Service Points/ Transfer Stations, etc.					PD			VM	RM					GRAP 9	Service Charges	Service Charges	
2	Verify status of consumer on the financial system.					PD			VM	RM					GRAP 9	Service Charges	Service Charges	
3	Prepare a journal with special identification code for additional services. Attach supporting documentation to journal.					PW			RW						GRAP 9	Service Charges	Service Charges	Number of additional services provided during month.
4	Capture journal on the financial system, by using all segments of mSCOA.					PW									GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
5	File the journal in numeric order.					PW										GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Levying of Additional Services accepted by:

Employee	Signature	Date
DC		
CCCD		
AI		
HI		

Procedures for Levying of Additional Services approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.12 Procedures for performing Debtors Reconciliations

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Run report for all debtors with credit balances, by using all segments of mSCOA.							PM	RM	RM					GRAP 1	Receivables	Receivables	Number of debtors with credit balances.
2	Investigate debtors' accounts with credit balances.							PM	RM	RM					GRAP 1	Receivables	Receivables	
3	Perform any corrections, if needed.							PM	RM	RM					GRAP 1	Receivables	Receivables	
4	Print/ Run Debtors Age Analysis, by using all segments of mSCOA.							PM	RM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Review the reconciliation between debtors' age analysis and General Ledger. Confirm that the total outstanding debtors per debtors' age analysis agrees with the balance of outstanding debtors in the General Ledger accounts.							PM	RM	RM					GRAP 1	Receivables	Receivables	
6	Investigate any differences.							PM	RM	RM					GRAP 1	Receivables	Receivables	
7	Correct differences.							PM	RM	RM					GRAP 1	Receivables	Receivables	
8	Review the final reconciliation and sign as proof of review.							PM	RM						GRAP 1	Receivables	Receivables	Monthly Debtors Reconciliation

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
9	File the reconciliation for audit purposes/ future reference.										PM	RM				GRAP 1	Receivables	Receivables	
10	Print/ Run Consumer Deposit Register, by using all segments of mSCOA.									PM						GRAP 1	Receivables	Receivables	Consumer Deposit Register
11	Review the reconciliation between Consumer Deposit Register and General Ledger. Confirm that the balance of the Consumer Deposit Register agrees with the balance of Consumer Deposits in the General Ledger accounts.									PM	RM	RM				GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
12	Investigate any differences.									PM	RM	RM			GRAP 1	Receivables	Receivables	
13	Correct differences.									PM	RM	RM			GRAP 1	Receivables	Receivables	
14	Review the final reconciliation and sign as proof of review.									PM	RM				GRAP 1	Receivables	Receivables	Monthly Consumer Deposit Reconciliation
15	File the reconciliation for audit purposes/ future reference.									PM	RM				GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for performing Debtors Reconciliations accepted by:

Employee	Signature	Date
AI		
HI		
CFO		

Procedures for performing Debtors Reconciliations approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.13 Procedures for Clearing Unallocated Deposits

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain/ Run Unallocated Deposit Register.								PM	RM					GRAP 1	Receivables	Liabilities: Unallocated Deposits	Unallocated Deposit Register
2	Allocate all receipts that can be traced via journal.								PM	RM					GRAP 1	Receivables	Liabilities: Unallocated Deposits	
3	Capture and update corrective journals, by using all segments of mSCOA.				PM				VM	RM					GRAP 1	Receivables	Liabilities: Unallocated Deposits	
4	Review the reconciliation between Unallocated Deposit Register and General Ledger. Confirm that the total in the Unallocated Deposit Register agrees with the balance of the Unallocated Deposit																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
	General Ledger account.																	Liabilities: Unallocated Deposits	
5	Investigate any differences.							PM	RM						GRAP 1	Receivables	Liabilities: Unallocated Deposits		
6	Correct differences.							PM	RM	RM					GRAP 1	Receivables	Liabilities: Unallocated Deposits		
7	Review the final reconciliation and sign as proof of review.							PM	RM	RM					GRAP 1	Receivables	Liabilities: Unallocated Deposits	Unallocated Deposit Register Reconciliation	
8	File the reconciliation for audit purposes/future reference.							PM	RM						GRAP 1	Receivables	Liabilities: Unallocated Deposits		
9	Prepare monthly report on all unallocated deposits, including ageing and origin of deposits if it is known.							PM	RM						GRAP 1	Receivables	Liabilities: Unallocated Deposits		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
10	Develop, approve and implement an Accounting Policy on the treatment of Unallocated Deposits.										PA	RA	RA				Receivables	Liabilities: Unallocated Deposits	Accounting Policy
11	Advertise in local newspaper Councils' intention to write-off Unallocated Deposits older than 3 years to Accumulated Surplus.										PM	RM				GRAP 1	Receivables	Liabilities: Unallocated Deposits	
12	Write-off Unallocated Deposits older than 3 years to Accumulated Surplus, by using all segments of mSCOA.										PM	RM				GRAP 1	Receivables	Liabilities: Unallocated Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for clearing Unallocated Deposits accepted by:

Employee	Signature	Date
DC		
AI		
HI		
CFO		

Procedures for clearing Unallocated Deposits approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.14 Procedures for the Administration of Rental of Facilities Accounts

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Head: Corporate Services sends copies of all new rental agreements on a monthly basis to the Chief Clerk: Debtors.						PM		VM	RM	RQ			Credit Control and Debt Collection Policy	GRAP 9	Rental of Facilities	Rental of Fixed Assets	Number of new rental agreements per month.
2	Capture details on rental agreement in the rental register. <ul style="list-style-type: none"> • Name, address, telephone number, ID number, company registration number of third party; • Account number; • Duration of the contract; 						PM		VM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> • Amount payable on a monthly, quarterly, half yearly or annual basis; • Type of contract; • Escalation percentage; • Penalties for late payment; and • Any other important information. 																Rental of Fixed Assets	
3	Create a new account on the financial system.						PM		VM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	
4	Add rental tariff and code to new account.						PM		VM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Add rental period for which tariff must be levied.						PM		VM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	
6	Send captured information and copy of rental agreement to the Accountant: Income/Debtors.						PM		VM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	
7	Review information captured on financial system.							PM	RM						GRAP 9	Rental of Facilities	Rental of Fixed Assets	
8	Sign screen print as proof of the review.							PM	RM						GRAP 9	Rental of Facilities	Rental of Fixed Assets	
9	Levy rental charges during normal billing run, by using all segments of mSCOA.							PM	RM						GRAP 9	Rental of Facilities	Rental of Fixed Assets	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Print/ Run monthly age analysis of Sundry Debtors.								PM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	
11	Review the reconciliation between age analysis and General Ledger. Confirm that the total on the age analysis agrees with the balances of the General accounts.								PM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	
12	Sign final reconciliation as proof of the review.								PM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	Monthly Rental of Facilities Reconciliation
13	File the reconciliation for audit purposes/future reference.								PM	RM					GRAP 9	Rental of Facilities	Rental of Fixed Assets	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	Review rental register to ensure that escalations are captured on the financial system.										PM	RM			GRAP 9	Rental of Facilities	Rental of Fixed Assets	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Administration of Rental of Facilities Accounts accepted by:

Employee	Signature	Date
CCD		
AI		
HI		
CFO		

Procedures for the Administration of Rental of Facilities Accounts approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.15 Procedures for Credit Control and Debt Collection (Discontinued Services)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the Municipality has a Credit Control and Debt Collection Policy that provides for:</p> <ul style="list-style-type: none"> • Credit Control procedures and mechanisms; • Debt collection procedures and mechanisms; • Interest on arrears; • Termination of services or the restriction of the provision of services when payments are in arrears; and 																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
	<ul style="list-style-type: none"> Matters relating to unauthorised consumption of services, theft and damages. 													PA	Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	Credit Control and Debt Collection Policy
2	Prepare a draft cut-off list based on the Credit Control and Debt Collection Policy.							PM	VM	RM				PA	Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	
3	Inform consumers in a standard letter of municipality's actions and required payments that must be made before the services can be restored.							PM	VM	RM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
4	Prepare a final cut-off list based on the Credit Control and Debt Collection Policy.								PM	VM	RM			Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	Number of debtors on monthly cut-off list.
5	Send cut-off list to the Service Point/Technical Department to perform cut-offs.								PM	VM	RM				GRAP 1	Receivables	Receivables	
6	Perform cut-offs.		PM						VM	RM	RM				GRAP 1	Receivables	Receivables	
7	Sign the list of cut-offs to confirm that cut-offs were performed.	PM							VM	RM	RM				GRAP 1	Receivables	Receivables	Number of monthly cut-offs performed.
8	Send the list of cut-offs to Head Office.	PM							VM	RM	RM				GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	Review signed list of cut-offs to confirm that work was performed.						PM	VM	RM						GRAP 1	Receivables	Receivables	Number of monthly cut-offs performed.
10	File the signed list of cut-offs.							PM	RM						GRAP 1	Receivables	Receivables	
11	Follow procedures in the Credit Control and Debt Collection Policy for repeated offenders, including staff members and councillors.								PM	VM	RM		Credit Control and Debt Collection Policy		GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Credit Control and Debt Collection (Discontinued Services) accepted by:

Employee	Signature	Date
LW		
CCCC		
AI		
HI		

Procedures for Credit Control and Debt Collection (Discontinued Services) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.16 Procedures for Credit Control and Debt Collection (Handover)

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the Municipality has a Credit Control and Debt Collection Policy that provides for:</p> <ul style="list-style-type: none"> • Credit Control procedures and mechanisms; • Debt collection procedures and mechanisms; • Interest on arrears; • Termination of services or the restriction of the provision of services when payments are in arrears; and 																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
	<ul style="list-style-type: none"> Matters relating to unauthorised consumption of services, theft and damages. 													PA	Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	Credit Control and Debt Collection Policy
2	Obtain a list of essential services that cannot be cut-off.							PM	VM	RM					GRAP 1	Receivables	Receivables		
3	Calculate the cost effectiveness of recovery of outstanding amounts.							PM	VM	RM					GRAP 1	Receivables	Receivables		
4	Identify consumers that no longer occupy any property in the municipal area.							PM	VM	RM					GRAP 1	Receivables	Receivables		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Locate consumers that no longer occupy any property in the municipal area.							PM	VM	RM					GRAP 1	Receivables	Receivables	
6	Calculate the cost effectiveness of recovery of outstanding amount for consumers who no longer lives in the municipal area.							PM	VM	RM					GRAP 1	Receivables	Receivables	
7	Prepare a final list of hand-overs.							PM	VM	RM					GRAP 1	Receivables	Receivables	Number of debtors handed-over for collection.
8	Send list for hand-overs to the Collection Attorneys/ Collection Agents.							PM	VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	Prepare a journal to capture details of consumers that are handed-over for collection.																	
10	Capture handed-over journal, by using all segments of mSCOA.				PM		PM	VM	RM						GRAP 1	Receivables	Receivables	
11	Flag consumer account to ensure that no further interest is levied on handed-over amount.				PM		VM	VM	RM						GRAP 1	Receivables	Receivables	
12	Obtain list of costs and recoveries from the Collection Attorneys/ Collection Agents.				PM		VM	VM	RM						GRAP 1	Receivables	Receivables	Monthly R-value of amounts recovered and cost of recovery.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Prepare a journal to record legal costs against consumers account.						PM	VM	RM					GRAP 1	Receivables	Receivables	
14	Capture the legal cost journal, by using all segments of mSCOA.				PM			VM	VM	RM				GRAP 1	Receivables	Receivables	
15	Send list of recoveries to the Cashier.						PM	VM	RM					GRAP 1	Receivables	Receivables	
16	Issue receipts for recovered amounts against consumer accounts, by using all segments of mSCOA.			PM				VM	VM	RM				GRAP 1	Receivables	Receivables	
17	Calculate net amount between 'amounts recovered' and 'legal costs paid' to 'deposits made by the Collection Attorney/ Agent.							PM	VM	RM				GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
18	Recalculate commission payable to the Collection Agent.							PM	VM	RM					GRAP 1	Receivables	Receivables	
19	Send list of commission payable to the Creditors Department.							PM	VM	RM					GRAP 1	Receivables	Receivables	
20	The Creditors Department follow normal payment procedures as set out in section 7.4.														GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Credit Control and Debt Collection (Handover) accepted by:

Employee	Signature	Date
C		
DC		
CCCC		
AI		
HI		

Procedures for Credit Control and Debt Collection (Handover) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.17 Procedures for Credit Control and Debt Collection (Auxiliaries on Pre-paid Services)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the Municipality has a Credit Control and Debt Collection Policy that provides for:</p> <ul style="list-style-type: none"> • Credit Control procedures and mechanisms; • Debt collection procedures and mechanisms; • Interest on arrears; • Termination of services or the restriction of the provision of services when payments are in arrears; and 																	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> Matters relating to unauthorised consumption of services, theft and damages. 													PA	Credit Control and Debt Collection Policy			Credit Control and Debt Collection Policy
2	Prepare a list of auxiliaries for the month.								PM	RM					GRAP 1	Receivables	Receivables	Number of auxiliaries per month.
3	Send list of auxiliaries to the Chief Clerk: Credit Control.							VM	PM	RM					GRAP 1	Receivables	Receivables	
4	Load arrears against pre-paid meter.							PM	VM	RM					GRAP 1	Receivables	Receivables	
5	Send list of auxiliaries to the Accountant: Income.							PM	VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Record transactions via Import File on Test Basis, by using all segments of mSCOA.							PM	VM	RM					GRAP 1	Receivables	Receivables	
7	Review Checks and Balances.							PM	RM						GRAP 1	Receivables	Receivables	
8	Import the transactions on Live Data.							PM	VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Credit Control and Debt Collection (Auxiliaries Pre-paid) accepted by:

	Employee	Signature	Date
CCCC			
AI			
HI			

Procedures for Credit Control and Debt Collection (Auxiliaries Pre-paid) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.18 Procedures for Credit Control and Debt Collection (Repayment Arrangements)

No	Procedure	Meter Reader	Leader/Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the Municipality has a Credit Control and Debt Collection Policy that provides for:</p> <ul style="list-style-type: none"> • Credit Control procedures and mechanisms; • Debt collection procedures and mechanisms; • Interest on arrears; • Termination of services or the restriction of the provision of services when payments are in arrears; and 																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
	<ul style="list-style-type: none"> Matters relating to unauthorised consumption of services, theft and damages. 													PA	Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	Credit Control and Debt Collection Policy
2	The consumer/ rate-payer complete application form with assistance from Chief Clerk: Credit Control.								VD						GRAP 1	Receivables	Receivables	Number of applications per month	
3	Send application form to the Accountant: Income/Debtors.								PD	VD					GRAP 1	Receivables	Receivables		
4	Review the application form for completeness.								PD	RD					GRAP 1	Receivables	Receivables		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Capture arrangement based on Councils' Policy. (See Import procedures for Billing)									PD	RD			Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	Number of approved applications per month.
6	Monitor compliance with agreement.							PM	VM	RM					GRAP 1	Receivables	Receivables	
7	Reconcile Debtors with repayment arrangements with General Ledger.							PM	RM						GRAP 1	Receivables	Receivables	Debtors Reconciliation
8	Review the reconciliation and sign as proof of review.							PM	RM						GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	File reconciliation the for audit purposes/ future reference.									PM	RM				GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Credit Control and Debt Collection (Repayment Arrangements) accepted by:

Employee	Signature	Date
CCCC		
AI		
HI		
CFO		

Procedures for Credit Control and Debt Collection (Repayment Arrangements) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.19 Procedures for Credit Control and Debt Collection (Write-off of Accounts)

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	<p>Ensure that the Municipality has a Credit Control and Debt Collection Policy that provides for:</p> <ul style="list-style-type: none"> • Credit Control procedures and mechanisms; • Debt collection procedures and mechanisms; • Interest on arrears; • Termination of services or the restriction of the provision of services when payments are in arrears; and 																	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
	<ul style="list-style-type: none"> Matters relating to unauthorised consumption of services, theft and damages. 													PA	Credit Control and Debt Collection Policy	GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	Credit Control and Debt Collection Policy
2	Prepare list of write-offs based on criteria in the Credit Control and Debt Collection Policy.							PM	VM	RM				PA	Credit Control and Debt Collection Policy	GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	List of write-offs
3	Document reason/s for each amount to be written-off.							PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
4	Investigate reasons for write-off.							PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
5	Submit list of write-offs to Council.									PM	RM			GRAP 1	Bad Debts Written Off/ Receivables	GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Obtain approval from Council to perform write-offs.										PM	RM			GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	Minutes of Council Meeting
7	Prepare a journal for write-offs, with supporting documentation.							PM	VM	RM					GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	Write-off Journal
8	Capture write-off journal that is allocated to the individual consumer account, by using all segments of mSCOA.						PM	VM	RM						GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
9	File the journal in numeric order.						PM	VM	RM						GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
10	Perform a Debtors Reconciliation as set out in section 6.4.12.						PM	VM	RM						GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	Debtors Reconciliation

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Investigate any differences.								PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
12	Correct differences.								PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	
13	Review the reconciliation and sign as proof of review.								PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	Monthly Debtors Reconciliation
14	File the reconciliation for audit purposes/ future reference.								PM	VM	RM				GRAP 1	Bad Debts Written Off/ Receivables	Bad Debts Written Off/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Credit Control and Debt Collection (Write-off) accepted by:

Employee	Signature	Date
CCCC		
CCD		
AI		
HI		
CFO		

Procedures for Credit Control and Debt Collection (Write-off) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.20 Procedures for Handling Debtors Enquiries (General and Payment)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive an enquiry via e-mail, telephone or at enquiry counter.			PD											GRAP 1	Receivables	Receivables	
2	Confirm with consumer that enquiry is fully understandable.			PD						VM					GRAP 1	Receivables	Receivables	
3	Enter query and details of consumer/rate payer in the Query Register.			PD						VM	RM				GRAP 1	Receivables	Receivables	Number of enquiries per month.
4	Document corrective measures in the Query Register.			PD						VM	RM				GRAP 1	Receivables	Receivables	Number of enquiries solved per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	For all corrective measures that needs to be made on the financial system: Send corrective measures with supporting documentation to the Clerk: Debtors.			PD			VM								GRAP 1	Receivables	Receivables	
6	Resolve query within 5 working days.						PD		VM	RM					GRAP 1	Receivables	Receivables	Average number of days to solve enquiries.
7	Send results and any correction measures taken to the Clerk: Enquiries.						PD		VM	RM					GRAP 1	Receivables	Receivables	
8	Document corrective measures taken in the Query Register.			PD					VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	Contact consumer/rate-payer and inform of outcome of query.			PD					VM	RM					GRAP 1	Receivables	Receivables	
10	Prepare a monthly summary per municipal ward of queries received, solved and outstanding. Provide reasons for outstanding queries.			PM					VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for handling of Debtors Enquiries (General & Payment) accepted by:

	Employee	Signature	Date
CE			
CCD			
AI			
HI			

Procedures for handling of Debtors Enquiries (General & Payment) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.21 Procedures for Handling of Debtors Enquiries (Replacement of meters)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive query from consumer.			PD						VM					GRAP 12	Inventory	Inventory	
2	Enter query and details of consumer in the Query Register.			PD						VM					GRAP 12	Inventory	Inventory	Number of enquiries per month.
3	Send query to the Chief Clerk: Credit Control.			PD						VM			Credit Control and Debt Collection Policy		GRAP 12	Inventory	Inventory	
4	The consumer complete the Replacement Request Form with Chief Clerk: Credit Control.								PD	VM					GRAP 12	Inventory	Inventory	
5	Contact the Technical Department to install a new meter.								PD	VM					GRAP 12	Inventory	Inventory	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Obtain serial number of new meter from the Technical Department.							PD	VM						GRAP 12	Inventory	Inventory	
7	Capture serial number of new meter on the Replacement Request Form.							PD	VM						GRAP 12	Inventory	Inventory	
8	Send Replacement Request Form to the Chief Clerk: Consumer Data.							PD	VM						GRAP 12	Inventory	Inventory	
9	Capture serial numbers of new meter on the financial system.						PD		VM						GRAP 12	Inventory	Inventory	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Send confirmation to the Clerk: Enquiries that new meter was installed.					PD			VM						GRAP 12	Inventory	Inventory	
11	Document corrective measures taken in the Query Register.				PD				VM	RM					GRAP 12	Inventory	Inventory	Number of enquiries solved per month.
12	Contact consumer/rate-payer and inform outcome of query.			PD					VM	RM					GRAP 12	Inventory	Inventory	
13	Prepare a monthly summary of meters replaced to identify vandalism and/or possible impairment of infrastructure assets.					PM			VM	RM					GRAP 12	Inventory	Inventory	Number of meters replaced during month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
14	Send a copy of application form to GIS Technician to update/verify GIS System with serial number of installed meters.	VD		PD		VD		RD							GRAP 12	Inventory	Inventory	
15	Obtain monthly list of meters installed/replaced from the Technical Department.						PM	VM	RM						GRAP 12	Inventory	Inventory	
16	Reconcile monthly list of meters installed/replaced with the pre-numbered Replacement Request Form.						PM	VM	RM						GRAP 12	Inventory	Inventory	Reconciliation between meters installed/replaced and pre-numbered Replacement Request Forms.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for handling of Debtors Enquiries (Replacement of meters) accepted by:

Employee	Signature	Date
CE		
CCD		
AI		
HI		

Procedures for handling of Debtors Enquiries (Replacement of meters) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.22 Procedures for Handling of Debtors Enquiries (Incorrect meter readings)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive query from consumer.			PD						VM					GRAP 1	Receivables	Receivables	
2	Enter query and details of consumer in the Query Register.			PD						VM					GRAP 1	Receivables	Receivables	Number of enquiries per month.
3	Contact Meter Reader to perform a new reading/ verify current meter reading.			PD						VM				Credit Control and Debt Collection Policy	GRAP 1	Receivables	Receivables	
4	Complete the Debtors Account Correction Form.			PD						VM					GRAP 1	Receivables	Receivables	Number of enquiries solved per month.
5	Send the Debtors Account Correction Form to the Chief Clerk: Debtors.			PD						VM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Prepare a corrective journal/ list of adjustments.						PW	RW							GRAP 1	Receivables	Receivables	R-value of enquiries corrected per month.
7	Import corrective journal/ list of adjustments, by using all segments of mSCOA.							PW	RW						GRAP 1	Receivables	Receivables	
8	Send confirmation to the Chief Clerk: Enquiries that a new meter was installed.						PD		VM						GRAP 1	Receivables	Receivables	
9	Document corrective measures taken in the Query Register.					PD			VM	RM					GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Contact consumer/ rate-payer and inform of outcome of query.			PD				VM	RM						GRAP 1	Receivables	Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for handling of Debtors Enquiries (Incorrect meter readings) accepted by:

Employee	Signature	Date
CE		
CCCD		
CCD		
AI		
HI		

Procedures for handling of Debtors Enquiries (Incorrect meter readings) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.4.23 Procedures for Monthly Meetings (Debtors Administration)

No.	Procedure	Meter Reader	Leader Worker	Cashier	Clerk: Enquiries	Data Capturer	Chief Clerk: Consumer Data	Chief Clerk: Debtors	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	CFO holds monthly meeting with the Accountant Income/Debtors and the Head: Income to discuss exceptions identified during the month.							PM	PM	PM	PM				GRAP 1 GRAP 9	Receivables	Receivables	Number of meetings per year
2	Determine corrective action to be taken to prevent or reduce similar exceptions.							PM	PM	PM	PM				GRAP 1 GRAP 9	Receivables	Receivables	Number of outstanding findings and findings solved during year.
3	Submit pre-audit checklist to the CFO as proof that tasks have been performed and work performed was verified as correct by relevant officials.									PM	RM				GRAP 1 GRAP 9	Receivables	Receivables	Number of pre-audit checklists per year.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Monthly Meetings (Debtors Accounts) accepted by:

Employee	Signature	Date
AI		
HI		
CFO		
MM		

Procedures for Monthly Meetings (Debtors Accounts) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5 CASH RECEIPTING

The receipting of payment, either by means of cash, per cheque, card facilities or in any other approved manner, on behalf of the municipality, may only occur through officials to whom such duties have been delegated properly and to whom the necessary facilities, such as receipt books, cash receipting machines, card facilities, money drawers, safes, stationary and any other requirements are provided.

Staff members involved in procedures

C	Cashier
HC	Head Cashier
DC	Data Capturer
CCCC	Chief Clerk: Credit Control
AI	Accountant: Income/Debtors
HI	Head: Income
CFO	Chief Financial Officer
MM	Municipal Manager

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.1 Procedures for Receipting of Payments (General)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive float from the Accountant: Income/Debtors.	PD	VD									Revenue/ Receivables	Revenue/ Receivables	
2	Log-on to the financial system with own unique password.	PD	VD									Revenue/ Receivables	Revenue/ Receivables	
3	Log-on to the Pre-paid System with own unique password.	PD	VD									Revenue/ Receivables	Revenue/ Receivables	
4	Receive invoice/ statement from consumer/ rate-payer and request specify which services payment is made for.	PD	VD									Revenue/ Receivables	Revenue/ Receivables	
5	Receive payment.	PD	VD									Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	<p>Banknotes:</p> <ul style="list-style-type: none"> Scan banknotes received for fraudulent notes; No foreign currency cash; Count and clip unclipped banknotes and count once more; and Ensure that the cash received is correct. 	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
7	<p>Verify detail on cheque:</p> <ul style="list-style-type: none"> Payable to whom; The date on cheque; Amount in words against the numeric amount; Whether the cheque is signed; and No amendments have been made on the cheque. 	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
8	Card payments: <ul style="list-style-type: none">• Perform card payment transaction; and• Request consumer/ rate-payer to sign card slip, irrespective of whether it is requirement by bank.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
9	Indicate method of payment on the Receipting System, i.e. cash, cheque, card payment, etc.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
10	If payment by more than one method (e.g. cash & cheque) issue different receipts for each method.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
11	Capture card number and batch number, issued by card machine, on the financial system receipt.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
12	Issue receipt to consumer/ rate-payer, by using all segments of mSCOA.	PD	VD		VW	RM			Cash Management Policy				Revenue/ Receivables	Revenue/ Receivables

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Receipt issued must automatically update on the financial system.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
14	Issue hand-written receipts in cases of power failure if system is off-line.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
15	Capture hand receipts immediately, once power supply is restored and system is on-line, by using all segments of mSCOA.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Receipting of Payments (General) accepted by:

	Employee	Signature	Date
C			
HC			
AI			
HI			

Procedures for Receipting of Payments (General) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.2 Procedures for Daily Balancing of Cashiers (General)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Log-out from the Pre-paid System.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
2	Print session batch from the Pre-Paid System.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	Number of pre-paid transactions per month.
3	Count cash.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
4	Keep float separate from payments received for the day.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
5	Complete the daily cash-up summary.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	Number of daily cash-up summary per month.
6	Attach cancelled receipts to the daily cash-up summary.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	Number of cancelled receipts per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Prepare a bank deposit in cashiers own bank deposit book.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
8	Place money and deposit book in safe security bag with seal.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
9	Lock-up security bag and float in safe.	PD	VD		VW	RM							Revenue/ Receivables	Revenue/ Receivables
10	Send daily cash-up summary and summary of pre-paid session to the Accountant: Income/ Debtors.	PD	VD		VD	RM							Revenue/ Receivables	Revenue/ Receivables
11	Verify daily cash-up summary with receipts issued on the financial system.				PD	RM			MFMA S 64				Revenue/ Receivables	Revenue/ Receivables
12	Sign daily cash-up summary as proof of the review.	PD			PD	RM							Revenue/ Receivables	Number of daily cash-up summary per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Follow-up differences with the Cashier.	PD			PD	RM						Revenue/ Receivables	Revenue/ Receivables	
14	Issue receipt for "surplus cash", by using all segments of mSCOA.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	Number of incidents during the month.
15	Pay any shortfall immediately.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	Number of incidents during the month.
16	Deposit cash on following business day.				PD	VD	RM					Revenue/ Receivables	Revenue/ Receivables	
17	If possible, implement a Rotation of Cashier Policy, to ensure that cashiers are rotated on a regular basis (every 2 weeks) between service points.				PD	VD	RM					Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Daily Balancing of Cashiers (General) accepted by:

Employee	Signature	Date
C		
HC		
AI		
HI		
CFO		

Procedures for Daily Balancing of Cashiers (General) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.3 Procedures for Daily Balancing of Cashiers (Satellite Offices – hand written receipts issued)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Follow normal cash-up procedures.	PD	VD		VW	RM						Revenue/ Receivables	Revenue/ Receivables	
2	Send summary of daily receipts to the Head Cashier. The method of payment received and debtor account numbers must be on report.	PD	VD		VD	RM						Revenue/ Receivables	Revenue/ Receivables	
3	Issue receipts on the financial system per type and per method of payment, by using all segments of mSCOA.		PD		VD	RM						Revenue/ Receivables	Revenue/ Receivables	
4	Issue receipts on the financial system for pre-paid transactions, by using all segments of mSCOA.		PD		VD	RM						Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Send receipts issued on the financial system to satellite offices.		PD		VD	RM						Revenue/Receivables	Revenue/Receivables	
6	Attach financial system receipts in hand-written receipt books.	PD	VD		VD	RM						Revenue/Receivables	Revenue/Receivables	
7	Prepare a cash-up summary.	PD	VD		VD	RM						Revenue/Receivables	Revenue/Receivables	
8	Send daily cash-up summary to the Accountant: Income/Debtors.		PD		VD	RM						Revenue/Receivables	Revenue/Receivables	
9	Verify daily cash-up summary with receipts issued on the financial system.	PD			PD	RM			MFMA S 64			Revenue/Receivables	Revenue/Receivables	Number of daily cash-up summary per month.
10	Sign daily cash-up summary as proof of review.				PD	RM						Revenue/Receivables	Revenue/Receivables	Number of daily cash-up summary per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
11	Deposit cash on the first following business day as determined by the CFO. (At least once a week)				PD	RM	RM			Cash Management Policy		Revenue/ Receivables	Revenue/ Receivables	
12	Lock-up receipt book in place of safety to ensure security bag and float is safe.											Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Daily Balancing of Cashiers (Satellite Offices) accepted by:

	Employee	Signature	Date
C			
HC			
AI			
HI			
CFO			

Procedures for Daily Balancing of Cashiers (Satellite Offices) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.4 Procedures for Receipting of Payments (Agency Services)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive float from the Accountant: Income/Debtors.	PD	VD										Agency Services	Agency Services
2	Log-on to the Agency Services System with own unique password.	PD	VD										Agency Services	Agency Services
3	Receive invoice/ statement from customer and request specify which services payment is made for.	PD	VD										Agency Services	Agency Services
4	Receive payment.	PD	VD							Cash Management Policy			Agency Services	Agency Services
5	Banknotes: <ul style="list-style-type: none"> Scan banknotes received for fraudulent notes; No foreign currency cash; Count and clip unclipped banknotes and count once more; and Ensure that the cash received is correct. 	PD	VD			VW	RM						Agency Services	Agency Services

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Verify detail on cheque: <ul style="list-style-type: none"> • Payable to whom; • The date on cheque; • Amount in words against the numeric amount • Whether the cheque is signed; and • No amendments have been made on the cheque. 	PD	VD		VW	RM							Agency Services	Agency Services
7	Card payments: <ul style="list-style-type: none"> • Perform card payment transaction; and • Request consumer/rate-payer to sign card slip, irrespective of whether it is requirement by bank. 	PD	VD		VW	RM							Agency Services	Agency Services



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
8	Indicate method of payment on the Receipting System, i.e. cash, cheque, card payment, etc.	PD	VD		VW	RM							Agency Services	Agency Services
9	If payment by more than one method (e.g. cash & cheque) issue different receipts for each method.	PD	VD		VW	RM							Agency Services	Agency Services
10	Capture card number and batch number, issued by card machine, on receipt.	PD	VD		VW	RM							Agency Services	Agency Services
11	Issue receipt from the Agency Service System to customer. The transaction should be seamlessly integrating with the core system of the municipality. All segments of mSCOA must be used.	PD	VD		VW	RM							Agency Services	Agency Services



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Receipting of Payments (Agency Services) accepted by:

Employee	Signature	Date
C		
HC		
AI		
HI		
CFO		

Procedures for Receipting of Payments (Agency Services) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.5 Procedures for Daily Balancing of Cashiers (Agency Services)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Log-out from the Agency Service System.	PD	VD		VW	RM						Agency Services	Agency Services	
2	Print a daily/session summary from the Agency Service System.	PD	VD		VW	RM						Agency Services	Agency Services	Number of transactions per month.
3	Count cash.	PD	VD		VW	RM						Agency Services	Agency Services	
4	Keep float separate from payments received for the day.	PD	VD		VW	RM						Agency Services	Agency Services	
5	Complete a daily cash-up summary.	PD	VD		VW	RM						Agency Services	Agency Services	
6	Attach cancelled receipts to daily cash-up summary.	PD	VD		VW	RM						Agency Services	Agency Services	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Prepare a bank deposit in cashiers own bank deposit book.	PD	VD		VW	RM						Agency Services	Agency Services	
8	Place money and deposit book in safe security bag with seal.	PD	VD		VW	RM						Agency Services	Agency Services	
9	Lock-up security bag and float in safe.	PD	VD		VW	RM						Agency Services	Agency Services	
10	Send session report and daily cash-up summary to the Head Cashier.	PD	VD		VW	RM						Agency Services	Agency Services	
11	Confirm that session report agrees with the daily cash-up summary and sign as proof of review.		PD		VW	RM						Agency Services	Agency Services	
12	Send daily cash-up summary, session report and receipt issued on the financial system, to the Accountant: Income/Debtors.	PD	VD		VD	RM						Agency Services	Agency Services	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
13	Verify daily cash-up summary with receipts issued on the financial system and session report.				PD	RM				MFMA S 64		Agency Services	Agency Services	Number of daily cash-up summary per month.
14	Sign daily cash-up summary as proof of review.	PD			PD	RM						Agency Services	Agency Services	Number of daily cash-up summary per month.
15	Follow-up differences with the Cashier.	PD			PD	RM						Agency Services	Agency Services	
16	Issue receipt for "surplus cash", by using all segments of mSCOA.	PD			VD	RM						Agency Services	Agency Services	Number of incidents during the month.
17	Pay any shortfall immediately.	PD			VD	RM						Agency Services	Agency Services	Number of incidents during the month.
18	Deposit cash on the following business day.				PD	VD	RM			Cash Management Policy		Agency Services	Agency Services	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Daily Balancing of Cashiers (Agency Services) accepted by:

Employee	Signature	Date
C		
HC		
AI		
HI		
CFO		

Procedures for Daily Balancing of Cashiers (Agency Services) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.6 Procedures for Receipting of Direct Deposits

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive daily bank statement from the Head: Income.	PD				PD						Revenue/ Receivables	Revenue/ Receivables	
2	Collect faxes and other payment advices.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	
3	Verify if payment on payment advices have actually been received in bank account.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	
4	Identify all direct deposits on bank statement.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	
5	Identify account numbers for all direct deposits.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	
6	Issue receipts for all direct deposits of account numbers identified on financial system, by using all segments of mSCOA.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Obtain all segments of mSCOA to be used for grants received, from the Head: Budget and Treasury Office.	PD			VD	RM	RM					Revenue/ Receivables	Revenue/ Receivables	
8	Issue receipts for all grant payments received on financial system, by using all segments of mSCOA.	PD			VD	RM						Revenue/ Receivables	Revenue/ Receivables	
9	Obtain written approval from the Accountant: Income/Debtors to allocate unallocated deposits to the Unallocated Deposit Account.	PM			VM	RM						Revenue/ Receivables	Revenue/ Receivables	
10	Issue receipts for all unknown deposits to the Unallocated Deposits account, by using all segments of mSCOA.	PD			VD	RM						Revenue/ Receivables	Liabilities: Unallocated Deposits	
11	Confirm that the Output VAT is accounted for on all unallocated deposits.	PD			VD	RM						Revenue/ Receivables	Liabilities: Unallocated Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
12	Review Unallocated Deposit Register to ensure that all receipts issued for unallocated deposits are recorded in the Unallocated Deposit Register.	PD			VD	RM						Revenue/ Receivables	Liabilities: Unallocated Deposits	
13	Prepare a monthly summary of all unallocated deposits, including ageing of the deposits.	PD			VD	RM						Revenue/ Receivables	Liabilities: Unallocated Deposits	Number of unidentified deposits per month.
14	Follow procedures in section 6.4.13 for Clearing of Unallocated Deposits.	PM			VM	RM						Revenue/ Receivables	Liabilities: Unallocated Deposits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for receipting of Direct Deposits accepted by:

Employee	Signature	Date
HC		
AI		
HI		
CFO		

Procedures for receipting of Direct Deposits approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.7 Procedures for "RD" Cheques

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive letter from bank for RD Cheque.			PD	VD	RM				GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
2	Confirm with bank statements that the transaction was reversed.			PD	VD	RM				GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
3	Complete "Reversal of transaction" template.			PD	VD	RM				GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
4	Prepare a journal to reverse transaction with bank charges.			PD		RD	RM			GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
5	Attach "Reversal of transaction" template and copy of letter from bank onto journal.			PD		RD	RM			GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
6	Process journal, by using all segments of mSCOA.			PD	VD		RD			GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	
7	File the journal in numeric order.			PD	VD		RD			GRAP 1	Revenue/ Receivables	Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for "RD" Cheques accepted by:

Employee	Signature	Date
DC		
CCCC		
AI		
HI		
CFO		

Procedures for "RD" Cheques approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.8 Procedures for Handling of Post-dated Cheques

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Receive cheque from bank or consumer/ rate-payer.	PD	PD		VD	RM						Receivables	Receivables	
2	Record cheque in the Register for Post-dated Cheques.		PD		VD	RM						Receivables	Receivables	Number of post-dated cheques per month.
3	Review the Register for Post-dated Cheques on daily basis to identify any cheques that can be deposited.		PD		VD	RM						Receivables	Receivables	
4	Send cheques that can be deposited to the Cashier.	VD	PD		VD	RM						Receivables	Receivables	
5	Issue a receipt on the financial system for cheques that can be deposited, by using all segments of mSCOA.	PD	VD		VD	RM						Receivables	Receivables	
6	Enter receipt number of post-dated cheque in Register for Post-dated Cheques.	PD	VD		VD	RM						Receivables	Receivables	Number of post-dated cheques deposit per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Handling of Post-dated Cheques accepted by:

Employee	Signature	Date
C		
HC		
AI		
HI		

Procedures for the Handling of Post-dated Cheques approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.9 Procedures for Handling of Face Value Documents

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	All unused and used face value documents must be recorded in the Stationary Register. Face value documents should make provision for all segments of mSCOA.			PD	RM	RM						Revenue/ Receivables	Revenue/ Receivables	Number of available face value documents
2	Determine minimum level of inventory in consultation with the Accountant: Income/Debtors, Head: Income and CFO.			PA	VA	VA	RA					Revenue/ Receivables	Revenue/ Receivables	
3	Make copy of last page of face value document on hand. Face value documents should make provision for all segments of mSCOA.			PM	VM	RM						Revenue/ Receivables	Revenue/ Receivables	
4	Send last page of document to the Supply Chain Management Department to obtain quotations from suppliers.			PM	VM	RM						Revenue/ Receivables	Revenue/ Receivables	
5	Order face value documents through the Supply Chain Management process.			PM	VM	RM						Revenue/ Receivables	Revenue/ Receivables	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Receive face value documents from supplier/bank.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	
7	Record series number of face value documents in the Stationary Register.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	
8	Store face value documents in place of safety.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	
9	Issue face value documents only to duly authorised officials as determined by Delegations of Authority.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	
10	Duly authorised officials may not receive unused face value documents, if they have not returned the used face value documents.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	
11	Request official to sign the Stationary Register when face value document is issued.				PM	VM	RM					Revenue/ Receivables	Revenue/ Receivables	Number of face value documents issued per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
12	Request official to sign the Stationary register when face value document is returned.			PM	VM	RM						Revenue/ Receivables	Revenue/ Receivables	Number of face value documents returned per month.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Handling of Face Value Documents accepted by:

Employee	Signature	Date
CCCC		
AI		
HI		

Procedures for the Handling of Face Value Documents approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.5.10 Procedures for Monthly Meetings (Cash Receipting)

No.	Procedure	Cashier	Head Cashier	Data Capturer	Chief Clerk: Credit Control	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	CFO holds monthly meeting with the Accountant: Income/Debtors and the Head: Income monthly to discuss exceptions identified during the month.				PM	PM	PM	RM				Revenue/ Receivables	Revenue/ Receivables	Number of meetings per year
2	Determine corrective action to be taken to prevent or reduce similar exceptions.				PM	PM	PM	RM				Revenue/ Receivables	Revenue/ Receivables	Number of outstanding findings and findings solved during year.
3	Submit pre-audit checklist to the CFO as proof that tasks have been performed and work performed was verified as correct by relevant officials.					PM	RM					Revenue/ Receivables	Revenue/ Receivables	Number of pre-audit checklists per year.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Monthly Meetings (Cash Receipts) accepted by:

Employee	Signature	Date
AI		
HI		
CFO		
MM		

Procedures for Monthly Meetings (Cash Receipts) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.6 PRE-PAID SERVICES

The installation of prepaid water and electricity meters has many advantages for both the consumer and municipality, such as: administration costs are reduced, minimal mistakes on consumer accounts, reduction of staff at enquiry counters and debtor division as there are no meter readings and monthly billings.

Staff members involved in procedures

C	Cashier
AI	Accountant: Income/Debtors
HI	Head: Income
CFO	Chief Financial Officer
MM	Municipal Manager

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.6.1 Procedures for recording Pre-paid Services (Sales by Municipality)

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Consumer purchase pre-paid electricity at municipal offices or from vendor.							GRAP 9	Service Charges	Service Charges	
2	Consumer provides meter number to the Cashier.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
3	Cashier confirms existence of meter on the Pre-Paid System.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
4	Enter R-value of transactions or number of units.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
5	Receive money from the consumer.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
6	Print a pre-paid slip.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
7	Follow the daily balancing of cashiers' procedures as set out in section 6.5.2.	PD	VD	RM				GRAP 9	Service Charges	Service Charges	
8	Perform a monthly reconciliation between number of meters on the pre-paid system (database) and the financial system.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	Monthly pre-paid meter reconciliation.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
9	Follow-up and correct differences.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	
10	File reconciliation for future reference.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for recording Pre-paid Services (Sales by Municipality) accepted by:

Employee	Signature	Date
C		
AI		
HI		
CFO		

Procedures for recording Pre-paid Services (Sales by Municipality) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.6.2 Procedures for recording Pre-paid Services (Sales by Vendor)

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Sign agreement with the Agent, stipulating conditions and related commission in contract.				PA		GRAP 9	Service Charges	Service Charges	Signed agreement	
2	Receive electronic file from the Service Provider containing detail of daily pre-paid sales.		PD	RD	RW			Service Charges	Service Charges	Electronic pre-paid sales report.	
3	Run system functionality to upload billing data to individual debtor account of the Vendor, by using all segments of mSCOA.		PD	RD	RW		GRAP 9	Service Charges / Receivables	Service Charges / Receivables		
4	Receive money and daily session reports from the Vendor, on a weekly basis, for full amount of pre-paid sales.	PW	VW	RW			GRAP 9	Cash and Cash Equivalents/ Receivables	Cash and Cash Equivalents/ Receivables		
5	Allocate money received against individual debtor account of the Vendor, by using all segments of mSCOA.	PW	VW	RW			GRAP 9	Cash and Cash Equivalents/ Receivables	Cash and Cash Equivalents/ Receivables		
6	Reconcile hard copy submissions from the Vendor with data upload. As these are electronic submissions, they should balance.		PW	RW	RW		GRAP 9	Services Charges	Service Charges	Weekly pre-paid sales reconciliation.	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Follow-up and correct differences.		PW	RW	RW			GRAP 9	Service Charges	Service Charges	
8	File the reconciliation for future reference.		PW	RW	RW			GRAP 9	Service Charges	Service Charges	
9	Verify that conditions of the Service-Level Agreement are adhered to.		PW	RW				GRAP 9	Service Charges	Service Charges	
10	Calculate commission payable.		PW	RW				GRAP 9	Service Charges	Service Charges	Calculation of commission payable
11	Send a list of commission payable to the Creditors Department.		PW	RW				GRAP 9	Service Charges	Service Charges	
12	The Creditors Department follow normal payment procedures as set out in section 7.4.							GRAP 9	Service Charges	Service Charges	
13	Perform a monthly reconciliation between number of meters on the pre-paid system (database) and the financial system.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	Monthly pre-paid meter reconciliation.
14	Follow-up and correct differences.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
15	File the reconciliation for future reference.		PM	RM	RM			GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for recording Pre-paid Services (Sales by Vendor) accepted by:

Employee	Signature	Date
C		
AI		
HI		
MM		

Procedures for recording Pre-paid Services (Sales by Vendor) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.6.3 Procedures for recording Pre-paid Services (Sales by Service Provider)

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Provide the Service Provider with an electronic list of properties and pre-paid meters to validate their data on their system.		PM	RM	RW			GRAP 9	Service Charges	Service Charges	Electronic list of properties and pre-paid meters.
2	Receive payment from the bank. This would be as an itemised payment detail per debtor.		PD	RD	RW			GRAP 9	Cash and Cash Equivalents/ Receivables	Cash and Cash Equivalents/ Receivables	
3	Allocate payments to the individual debtor accounts, by using all segments of mSCOA.		PD	RD	RW			GRAP 9	Cash and Cash Equivalents/ Receivables	Cash and Cash Equivalents/ Receivables	
4	Receive electronic file from the Service Provider containing detail of pre-paid sales.		PD	RD	RW			GRAP 9	Service Charges	Service Charges	Electronic pre-paid sales report.
5	Run system functionality to upload billing data to individual debtor accounts, by using all segments of mSCOA.		PD	RD	RW			GRAP 9	Cash and Cash Equivalents/ Receivables	Cash and Cash Equivalents/ Receivables	
6	Obtain report from the Service Provider for sales by 3rd parties.		PW	RW	RW			GRAP 9	Service Charges	Service Charges	Hard copy pre-paid sales report.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Reconcile hard copy submissions from the Service Provider with data upload. As these are electronic submissions, they should balance.	PW	RW	RW				GRAP 9	Services Charges	Service Charges	Weekly pre-paid sales reconciliation.
8	Follow-up and correct differences.	PW	RW	RW				GRAP 9	Service Charges	Service Charges	
9	File the reconciliation for future reference.	PW	RW	RW				GRAP 9	Service Charges	Service Charges	
10	At year-end, record all sales since last upload of pre-paid sales on the financial system with a journal, by using all segments of mSCOA.	PW	RW	RW				GRAP 9	Service Charges	Service Charges	Journal
11	Perform a monthly reconciliation between number of meters on the pre-paid system (database) and the financial system.	PM	RM	RM				GRAP 9	Service Charges	Service Charges	Monthly pre-paid meter reconciliation.
12	Follow-up and correct differences.	PM	RM	RM				GRAP 9	Service Charges	Service Charges	
13	File the reconciliation for future reference.	PM	RM	RM				GRAP 9	Service Charges	Service Charges	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for recording Pre-paid Services (Sales by Service Provider) accepted by:

Employee	Signature	Date
AI		
HI		
CFO		

Procedures for recording Pre-paid Services (Sales by Service Provider) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.6.4 Procedures for Monthly Meetings (Pre-paid Services)

No.	Procedure	Cashier	Accountant: Income/Debtors	Head: Income	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	CFO holds monthly meeting with the Accountant Income/Debtors and the Head: Income to discuss exceptions identified during the month.	PM	PM	PM	RM			GRAP 9	Service Charges	Service Charges	Number of meetings per year
2	Determine corrective action to be taken to prevent or reduce similar exceptions.	PM	PM	PM	RM			GRAP 9	Service Charges	Service Charges	Number of outstanding findings and findings solved during year.
3	Submit pre-audit checklist to the CFO as proof that tasks have been performed and work performed was verified as correct by relevant officials.		PM	RM				GRAP 9	Service Charges	Service Charges	Number of pre-audit checklists per year.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Monthly Meetings (Pre-paid Services) accepted by:

	Employee	Signature	Date
AI			
HI			
CFO			

Procedures for Monthly Meetings (Pre-paid Services) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7 OTHER INCOME

Other Income refers to income received from a large number of miscellaneous items such as hiring of municipal halls, fines, building plan fees, reconnection fees, caravan parks, pound fees, rental of municipal land and buildings, firefighting fees, inspection fees, interest on arrears, hiring of sporting facilities, cemetery and cremation fees, advertising sign fees, copies of documentation, valuation certificates, etc.

The majority of other income are payable in advance. This has the effect that the service cannot be rendered before an official receipt has been issued. Outside Departments render the majority of these services.

Only Standard Procedures that have not already been addressed in other sections, are addressed in this section.

Staff members involved in procedures

OD Other Municipal Departments
C Cashier
DC Data Capturer
CCD Chief Clerk: Debtors
AI Accountant: Income/Debtors
ABTO Accountant: Budget and Treasury Office
HI Head: Income
HBTO Head: Budget and Treasury Office
CFO Chief Financial Officer
MM Municipal Manager

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.1 Procedures for Recording of Interest Received (Investments)

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain investment bank account statements.					PM	VM	RM					GRAP 9	Interest received	Interest received	
2	Prepare an Investment Register, containing the following minimum information: <ul style="list-style-type: none"> • Name of institution where investment is held; • Account number or identification number of investment; • Starting date of investment; • Expiry date of investment; • Interest rate of investment; • Opening balance of investment; 															

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
	<ul style="list-style-type: none"> • Investment top-ups; • Interest Received; • Withdrawals; • Closing balance of investments 						PM	VM	RM			Cash Management Policy	GRAP 9			
3	Prepare interest received journal, if interest was not directly deposited into bank account.						PM	VM	RM				GRAP 9	Interest received	Interest received	Investment Register
4	Recognise interest received on conditional grants as "own revenue".						PM	VM	RM				GRAP 9	Interest received	Interest received	
5	Capture interest received journal, by using all segments of mSCOA.		PM			VM	VM	RM					GRAP 9	Interest received	Interest received	Return on investment.
6	Obtain the General Ledger accounts for Investments.					PM	VM	RM					GRAP 9	Interest received	Interest received	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
7	Reconcile Investment Register with General Ledger.					PM	VM	RM					GRAP 9	Interest received	Interest received	
8	Investigate any differences.					PM	VM	RM					GRAP 9	Interest received	Interest received	
9	Correct differences.					PM	VM	RM					GRAP 9	Interest received	Interest received	
10	Review the reconciliation and sign as proof of review.					PM	VM	RM					GRAP 9	Interest received	Interest received	Investment Register Reconciliation
11	File the reconciliation for audit purposes/ future reference.						PM	RM					GRAP 9	Interest received	Interest received	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Interest Received (Investments) accepted by:

Employee	Signature	Date
DC		
ABTO		
HI		
HBTO		
CFO		

Procedures for the Recording of Interest Received (Investments) accepted by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.2 Procedures for Recording of Rental of Facilities and Equipment

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a copy of rental register from the other departments.	PW		PW	VM		RM						GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	Rental Register
2	Obtain transaction report for transactions for the week from the financial system.			PW	VM		RM						GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	
3	Reconcile the Rental Register with transaction report, by using all segments of mSCOA.			PW	VM		RM						GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	
4	Investigate any differences.			PW	VM		RM						GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
5	Correct differences.			PW	VM		RM						GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	
6	Review the reconciliation and sign as proof of review.				PW		RW					MFMA S 64	GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	Weekly reconciliations of rental of facilities and equipment.
7	File the reconciliation for audit purposes/ future reference.						PW		RM				GRAP 9	Rental of facilities and equipment	Rental of facilities and equipment	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Rental of Facilities and Equipment accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Rental of Facilities and Equipment approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.3 Procedures for Recording of Traffic Fines

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a copy of the Traffic Fine Register from Traffic Department.	PW		PW	VM		RM						GRAP 23	Fines	Fines	Traffic Register Fines
2	Obtain transaction report and list of fines issued for the week from the financial system.			PW	VM		RM						GRAP 23	Fines	Fines	
3	Reconcile the Traffic Fine Register with transaction report and list of fines issued, by using all segments of mSCOA.			PW	VM		RM						Guide on Traffic Fines	IGRAP 1	Fines	Fines
4	Investigate any differences.			PW	VM		RM						GRAP 23	Fines	Fines	
5	Correct differences.			PW	VM		RM						GRAP 23	Fines	Fines	
6	Review the reconciliation and sign as proof of review.			PW		RW					MFMA S 64		GRAP 23	Fines	Fines	Weekly reconciliations of traffic fines.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments				Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
7	File the reconciliation for audit purposes/ future reference.					PW		RM					GRAP 23	Fines	Fines		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Traffic Fines accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Traffic Fines approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.4 Procedures for Recording of Licences and Permits

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a copy of Register for licences and permits.	PW		PW	VM		RM						GRAP 23	Licences and Permits	Licences and Permits	Register for licences and permits.
2	Obtain transaction report for transactions for the week from the financial system.			PW	VM		RM						GRAP 23	Licences and Permits	Licences and Permits	
3	Reconcile the Register for licences and permits with the transaction report, by using all segments of mSCOA.			PW	VM		RM						GRAP 23	Licences and Permits	Licences and Permits	
4	Investigate any differences.			PW	VM		RM						GRAP 23	Licences and Permits	Licences and Permits	
5	Correct differences.			PW	VM		RM						GRAP 23	Licences and Permits	Licences and Permits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Review the reconciliation and sign as proof of review.				PW		RW					MFMA S 64	GRAP 23	Licences and Permits	Licences and Permits	Weekly reconciliations of licences and permits.
7	File the reconciliation for audit purposes/ future reference.					PW		RM					GRAP 23	Licences and Permits	Licences and Permits	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Licences and Permits accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Licences and Permits approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.5 Procedures for Recording of Public Contributions and Donations

No.	Procedure	Other Municipal Departments			Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a copy of the Register for public contributions and donations.	PW		PW	VM		RM					GRAP 23	Public Contributions and Donations	Transfers and Subsidies	Register for public contributions and donations
2	Obtain transaction report for transactions for the week from the financial system.			PW	VM		RM					GRAP 23	Public Contributions and Donations	Transfers and Subsidies	
3	Reconcile the Register for public contributions and donations with transaction report, by using all segments of mSCOA.			PW	VM		RM					GRAP 23	Public Contributions and Donations	Transfers and Subsidies	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI	
4	Investigate any differences.				PW	VM		RM					GRAP 23		Public Contributions and Donations	Transfers and Subsidies	
5	Correct differences.				PW	VM		RM					GRAP 23		Public Contributions and Donations	Transfers and Subsidies	
6	Review the reconciliation and sign as proof of review.				PW			RW				MFMA S 64	GRAP 23		Public Contributions and Donations	Transfers and Subsidies	Weekly reconciliation of public contributions and donations.
7	File the reconciliation for audit purposes/ future reference.						PW		RM				GRAP 23		Public Contributions and Donations	Transfers and Subsidies	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Public Contributions and Donations accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Public Contributions and Donations approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.6 Procedures for Recording of Advertisements

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	Obtain a copy of the Advertisement Register from other departments.	PW		PM	VM			RM					GRAP 9	Advertisement	Advertisement	Advertisement Register
2	Obtain written confirmation from other departments that weekly inspections were performed to ensure that: <ul style="list-style-type: none"> • No additional signs have been erected; • Signs were removed on the day after rental of space terminates; 	PW		PM	VM			RM					GRAP 9	Advertisement	Advertisement	Written confirmation from Departments

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments		Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
3	Obtain transaction report for transactions for the week from the financial system.			PW	VM			RM						GRAP 9	Advertisement	Advertisement	
4	Reconcile the Advertisement Register with transaction report, by using all segments of mSCOA.			PW	VM			RM						GRAP 9	Advertisement	Advertisement	
5	Investigate any differences.			PW	VM			RM						GRAP 9	Advertisement	Advertisement	
6	Correct differences.			PW	VM			RM						GRAP 9	Advertisement	Advertisement	
7	Perform procedures as set out in section 6.4.11 for transgressors.			PW	VM			RM						GRAP 9	Advertisement	Advertisement	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
8	Review the reconciliation and sign as proof of review.				PW		RW					MFMA S 64	GRAP 9	Advertisement	Advertisement	Weekly reconciliation of rental of facilities and equipment.
9	File the reconciliation for audit purposes/future reference.					PW		RM					GRAP 9	Advertisement	Advertisement	
10	Remove advertisements and signs of customers, not adhering to advertisement contracts.	PW	PM	VM		RM							GRAP 9	Advertisement	Advertisement	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Advertisements accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Advertisements approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.7 Procedures for Other Income

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	FOR ALL OTHER TYPES OF SERVICES: Customer completes the application form.												GRAP 9 GRAP 23	Other Income	Other Income	
2	Review the application form for completeness (review performed by specific municipal department performing the services).	PD		VW			RM						GRAP 9 GRAP 23	Other Income	Other Income	
3	Receive payment per approved tariff from the customer and follow normal cash receipting procedures as set out in section 6.5.	VD	PD		RD								GRAP 9 GRAP 23	Other Income	Other Income	
4	Attach copy of receipt to the application form.	VD	PD		RD								GRAP 9 GRAP 23	Other Income	Other Income	
5	Receive the application form with copy of receipt from customer.	PD		VW			RM						GRAP 9 GRAP 23	Other Income	Other Income	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments				Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: Budget and Treasury Office	Head: Income	Head: Budget and Treasury Office	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
6	Document details on application form and receipt in specific income register.	PD			VW				RM							GRAP 9 GRAP 23	Other Income	Other Income	
7	File application form with a copy of the receipt for future reference.	PD			VW				RM							GRAP 9 GRAP 23	Other Income	Other Income	
8	Perform services requested only, if a complete application form with copy of receipt for service to be performed was received.	PD			VW				RM							GRAP 9 GRAP 23	Other Income	Other Income	
9	Send copy of the Income Registers on a weekly basis to the Finance Department.	PW			VW				RM							GRAP 9 GRAP 23	Other Income	Other Income	



STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
10	Obtain a copy of the Income Registers from other departments.	PW		PW	VM		RM						GRAP 9 & 23	Other Income	Other Income	Other income Register
11	Obtain transaction report for transactions for the week from the financial system.			PW	VM		RM						GRAP 9 & 23	Other Income	Other Income	
12	Reconcile the Income Registers with the transaction report, by using all segments of mSCOA.			PW	VM		RM						GRAP 9 & 23	Other Income	Other Income	
13	Investigate any differences.			PW	VM		RM						GRAP 9 & 23	Other Income	Other Income	
14	Correct differences.			PW	VM		RM						GRAP 9 & 23	Other Income	Other Income	
15	Review the reconciliation and sign as proof of review.			PW		RW						MFMA S 64	GRAP 9 & 23	Other Income	Other Income	Weekly reconciliations of Other Income.
16	File the reconciliation for audit purposes/ future reference.					PW		RM					GRAP 9 & 23	Other Income	Other Income	

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for the Recording of Other Income accepted by:

Employee	Signature	Date
OD		
CCD		
AI		
HI		
CFO		

Procedures for the Recording of Other Income approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

6.7.8 Procedures for Monthly Meetings (Other Income)

No.	Procedure	Other Municipal Departments	Cashier	Data Capturer	Chief Clerk: Debtors	Accountant: Income/Debtors	Accountant: BTO	Head: Income	Head: BTO	Chief Financial Officer	Municipal Manager	Legislation	GRAP Standard	GRAP Line-Item	Proposed mSCOA Item	KPI
1	CFO holds monthly meeting with the Accountant Income/Debtors, Accountant: Budget and Treasury, the Head: Income and the Head: Budget and Treasury to discuss exceptions identified during the month.				PM		PM		PM	RM				Service Charges	Service Charges	Number of meetings per year
2	Determine corrective action to be taken to prevent or reduce similar exceptions.				PM		PM		PM	RM				Service Charges	Service Charges	Number of outstanding findings and findings solved during year.
3	Submit pre-audit checklist to the CFO as proof that tasks have been performed and work performed was verified as correct by relevant officials.						PM		RM					Service Charges	Service Charges	Number of pre-audit checklists per year.

STANDARD OPERATING PROCEDURES FOR MUNICIPALITIES

Procedures for Monthly Meetings (Other Income) accepted by:

Employee	Signature	Date
AI		
HI		
CFO		

Procedures for Monthly Meetings (Other Income) approved by:

	Signature	Date
Chief Financial Officer		
Municipal Manager		