

Reference: T8/2/31

TREASURY CIRCULAR MUN NO. : 38/2012

THE MAYOR, CITY OF CAPE TOWN: MS P DE LILLE
THE MAYOR, WEST COAST DISTRICT MUNICIPALITY: MR JH CLEOPHAS
THE MAYOR, MATZIKAMA MUNICIPALITY: MR J BOCK
THE MAYOR, CEDERBERG MUNICIPALITY: MR J WHITE
THE MAYOR, BERGRIVIER MUNICIPALITY: MR EB MANUEL
THE MAYOR, SALDANHA BAY MUNICIPALITY: MRS R JAGER
THE MAYOR, SWARTLAND MUNICIPALITY: MR T VAN ESSEN
THE MAYOR, CAPE WINELANDS DISTRICT MUNICIPALITY: MR N DE BRUYN
THE MAYOR, WITZENBERG MUNICIPALITY: MR S LOUW
THE MAYOR, DRAKENSTEIN MUNICIPALITY: MS G VAN DEVENTER
THE MAYOR, STELLENBOSCH MUNICIPALITY: ALDERMAN CJ SIDEGO
THE MAYOR, BREEDE VALLEY MUNICIPALITY: MR BD KIVEDO
THE MAYOR, LANGEBERG MUNICIPALITY: MS D GAGIANO
THE MAYOR, OVERBERG DISTRICT MUNICIPALITY: MR L DE BRUYN
THE MAYOR, THEEWATERSKLOOF MUNICIPALITY: MR CB PUNT
THE MAYOR, OVERSTRAND MUNICIPALITY: MS N BOTHA-GUTHRIE
THE MAYOR, CAPE AGULHAS MUNICIPALITY: MR R MITCHELL
THE MAYOR, SWELLENDAM MUNICIPALITY: COUNCILLOR N MYBURGH
THE MAYOR, EDEN DISTRICT MUNICIPALITY: MR V VAN DER WESTHUIZEN
THE MAYOR, KANNALAND MUNICIPALITY: MR J DONSON
THE MAYOR, HESSEQUA MUNICIPALITY: MR E NEL
THE MAYOR, MOSSEL BAY MUNICIPALITY: MRS M FERREIRA
THE MAYOR, GEORGE MUNICIPALITY: MR C STANDERS
THE MAYOR, OUDTSHOORN MUNICIPALITY: MR G APRIL
THE MAYOR, BITOU MUNICIPALITY: MR M BOOYSEN
THE MAYOR, KNYSNA MUNICIPALITY: MS J WOLMARANS
THE MAYOR, CENTRAL KAROO DISTRICT MUNICIPALITY: MR E NJADU
THE MAYOR, LAINGSBURG MUNICIPALITY: MR W THERON
THE MAYOR, PRINCE ALBERT MUNICIPALITY: MR G LOTTERING
THE MAYOR, BEAUFORT WEST MUNICIPALITY: MR HT PRINCE

THE MUNICIPAL MANAGER, CITY OF CAPE TOWN: MR A EBRAHIM
THE MUNICIPAL MANAGER, WEST COAST DISTRICT MUNICIPALITY: MR H PRINS
THE MUNICIPAL MANAGER, MATZIKAMA MUNICIPALITY: MR DGI O'NEILL
THE MUNICIPAL MANAGER, CEDERBERG MUNICIPALITY: MR I KENNED

THE MUNICIPAL MANAGER, BERGRIVIER MUNICIPALITY: MS C LIEBENBERG
THE MUNICIPAL MANAGER, SALDANHA BAY MUNICIPALITY: MR L SCHEEPERS
THE MUNICIPAL MANAGER, SWARTLAND MUNICIPALITY: MR J SCHOLTZ
THE MUNICIPAL MANAGER, CAPE WINELANDS DISTRICT MUNICIPALITY: MR M MGAJO
THE MUNICIPAL MANAGER, WITZENBERG MUNICIPALITY: MR D NASSON
THE MUNICIPAL MANAGER, DRAKENSTEIN MUNICIPALITY: MR J METTLER
THE MUNICIPAL MANAGER, STELLENBOSCH MUNICIPALITY: MR D BERETTI
THE MUNICIPAL MANAGER, BREEDE VALLEY MUNICIPALITY: MR G MATTHYSE
THE MUNICIPAL MANAGER, LANGEBERG MUNICIPALITY: MR SA MOKWENI
THE MUNICIPAL MANAGER, OVERBERG DISTRICT MUNICIPALITY: MR MP DU PLESSIS
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THE MUNICIPAL MANAGER, OVERSTRAND MUNICIPALITY: MR C GROENEWALD
THE MUNICIPAL MANAGER, CAPE AGULHAS MUNICIPALITY: MR R STEVENS
THE MUNICIPAL MANAGER, SWELLENDAM MUNICIPALITY: MR N NEL
THE MUNICIPAL MANAGER, EDEN DISTRICT MUNICIPALITY: MR GW LOUW
THE MUNICIPAL MANAGER, KANNALAND MUNICIPALITY: MR M HOOGBAARD
THE MUNICIPAL MANAGER, HESSEQUA MUNICIPALITY: MR J JACOBS
THE MUNICIPAL MANAGER, MOSSEL BAY MUNICIPALITY: DR M GRATZ
THE MUNICIPAL MANAGER, GEORGE MUNICIPALITY: MR T BOTHA
THE MUNICIPAL MANAGER, OUDTSHOORN MUNICIPALITY: MR T MNYIMBA
THE MUNICIPAL MANAGER, BITOU MUNICIPALITY: MR A PAULSE (Acting)
THE MUNICIPAL MANAGER, KNYSNA MUNICIPALITY: MS L WARING
THE MUNICIPAL MANAGER, CENTRAL KAROO DISTRICT MUNICIPALITY: MR N NORTJE (Acting)
THE MUNICIPAL MANAGER, LAINGSBURG MUNICIPALITY: MR P WILLIAMS
THE MUNICIPAL MANAGER, PRINCE ALBERT MUNICIPALITY: MR H METTLER
THE MUNICIPAL MANAGER, BEAUFORT WEST MUNICIPALITY: MR J BOOYSEN

THE CHIEF FINANCIAL OFFICER, CITY OF CAPE TOWN: MR K JACOBY
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THE CHIEF FINANCIAL OFFICER, BREEDE VALLEY MUNICIPALITY: MR D McTHOMAS
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THE CHIEF FINANCIAL OFFICER, THEEWATERSKLOOF MUNICIPALITY: MR F VAN DER WESTHUIZEN
(Acting)
THE CHIEF FINANCIAL OFFICER, OVERSTRAND MUNICIPALITY: MR H KLEINLOOG
THE CHIEF FINANCIAL OFFICER, CAPE AGULHAS MUNICIPALITY: MR H SCHLEBUSCH
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THE CHIEF FINANCIAL OFFICER, GEORGE MUNICIPALITY: MR M CUPIDO (Acting)
THE CHIEF FINANCIAL OFFICER, OUDTSHOORN MUNICIPALITY: MR D LOTT
THE CHIEF FINANCIAL OFFICER, BITOU MUNICIPALITY: MR A BREDENHANN (Acting)
THE CHIEF FINANCIAL OFFICER, KNYSNA MUNICIPALITY: MR G EASTON
THE CHIEF FINANCIAL OFFICER, CENTRAL KAROO DISTRICT MUNICIPALITY: MR N NORTJE (Acting)
THE CHIEF FINANCIAL OFFICER, LAINGSBURG MUNICIPALITY: MS A GROENEWALD
THE CHIEF FINANCIAL OFFICER, PRINCE ALBERT MUNICIPALITY: MR J NEETHLING (Acting)
THE CHIEF FINANCIAL OFFICER, BEAUFORT WEST MUNICIPALITY: MR D LOUW

THE HEAD OFFICIAL: PROVINCIAL TREASURY (DR JC STEGMANN)
THE HEAD: BRANCH FISCAL AND ECONOMIC SERVICES (MR H MALILA)
THE HEAD: BRANCH GOVERNANCE AND ASSET MANAGEMENT (VACANT)
THE HEAD: PUBLIC POLICY SERVICES (MR A PHILLIPS)
THE HEAD: PROVINCIAL GOVERNMENT PUBLIC FINANCE (MS JD GANTANA)
THE HEAD: LOCAL GOVERNMENT FINANCE (MR TC ARENDSE)
THE HEAD: FINANCIAL GOVERNANCE (MR A HARDIEN)
THE HEAD: ASSET MANAGEMENT (MR I SMITH)
THE CHIEF FINANCIAL OFFICER (MR A GILDENHUYS)
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THE SENIOR MANAGER: ACCOUNTING SERVICES: LOCAL GOVERNMENT (MR T MADONDILE) Acting
THE SENIOR MANAGER: CORPORATE GOVERNANCE (MR B VINK)
THE SENIOR MANAGER: BUDGET MANAGEMENT: PROVINCIAL GOVERNMENT (MS M SHERATON-KORSTEN)
THE SENIOR MANAGER: BUDGET MANAGEMENT: LOCAL GOVERNMENT (MR ML BOOYSEN)
THE SENIOR MANAGER: PROVINCIAL GOVERNMENT FINANCE (MS A PICK)
THE SENIOR MANAGER: LOCAL GOVERNMENT REVENUE AND EXPENDITURE (GROUP ONE) (MR F SABBAT)
THE SENIOR MANAGER: LOCAL GOVERNMENT REVENUE AND EXPENDITURE (GROUP TWO) (MR M SIGABI)
THE SENIOR MANAGER: PUBLIC FINANCE POLICY RESEARCH AND MODELLING (MS C HORTON)
THE SENIOR MANAGER: IMMOVEABLE ASSET MANAGEMENT (MR R DANIELS) Acting
THE SENIOR MANAGER: MOVEABLE ASSET MANAGEMENT (MS N EBRAHIM)
THE SENIOR MANAGER: SUPPORTING AND INTERLINKED FINANCIAL SYSTEMS (MR A BASTIAANSE)
THE SENIOR MANAGER: STRATEGIC AND OPERATIONAL MANAGEMENT SUPPORT (MS A SMIT)
THE SENIOR MANAGER: BUSINESS INFORMATION AND DATA MANAGEMENT (MR P PIENAAR)
THE HEAD: OFFICE OF THE FINANCE MINISTRY (MS T EVANS)

THE PROVINCIAL AUDITOR
MASTER RECORDS OFFICIAL: FINANCIAL MANAGEMENT
THE HEAD OF DEPARTMENT: LOCAL GOVERNMENT
THE CHIEF DIRECTOR: LOCAL GOVERNMENT BUDGET ANALYSIS - NATIONAL TREASURY (MR J HATTINGH)
THE CHIEF DIRECTOR: MFMA IMPLEMENTATION – NATIONAL TREASURY (MR TV PILLAY)

MUNICIPAL GOVERNANCE REVIEW AND OUTLOOK 2012 – ACHIEVING GOVERNANCE AND CONSEQUENTLY CLEAN AUDITS

1. PURPOSE

The purpose of this circular is to amplify the previous e-mail correspondence of 31 July to you, as well as the discussion at the MMs forum of 3 August 2012. In essence it's about more actively assisting municipalities in further raising the level of their governance and resultantly also audit outcomes.

In this context, a larger number of municipalities should maintain or achieve clean audit outcomes for the 2012/13 financial year. Nonetheless, all can significantly improve on their 2010/11 audit findings (and 2011/12 when that becomes available) and at least aim for an unqualified audit with lesser findings.

To accomplish this would require the dedication and joint efforts of all Municipal Managers, Municipal Chief Financial Officers, Provincial Treasury and Department of Local Government. However, positive and lasting results can only be achieved if Municipal Managers take primary responsibility for driving this endeavour. Each Municipal Manager and his/her executive management team would therefore need to set stretch annual targets, which he/she believes it can realistically attain for the current and future years.

The above initiative will be an annual process aspiring towards systematically achieving higher levels of governance maturity over the long term and will be called **the Municipal Governance Review and Outlook (MGRO)**. The MGRO, being driven by supportive gap analysis and resultant action plans, represents a very different approach from the previous Financial Governance Review and Outlook (FGRO), Financial Management Improvement Plan (FMIP) and Operation Clean Audit (OPCA), which were assessment and report-driven in nature.

2. BACKGROUND

The Provincial Treasury, in support of the PSO 12 endeavours, (generally improving the state of governance throughout the Western Cape) is proposing the following aspirational Financial Management Capability (FMC) targets to be endeavoured for by all Municipal Managers.

| YEAR | FMC target | MATURITY LEVEL |
|-------------|---|-------------------------------------|
| 2013/2014 | Level 3: Corporate Conformance Level 3: Fiscal Performance | Control Level or clean audit status |
| 2015/2016 | Level 4: Corporate Performance Level 4: Fiscal Performance | Information Level |
| 2016/2018 | Level 5: Corporate Conformance Level 5: Fiscal Performance | Managed Level |
| 2020/2021 | Level 6: Fiscal Performance | Optimising Level |

It is conceded that some municipalities will achieve these targets earlier and others later, but for now the immediate focus would be on getting everyone to a level 3, i.e. essentially clean audit status. However, the ones that can achieve clean audit status will for all intents and purposes be at a level 3+, if that status is achieved not only in the current reportable audit elements, but also on Predetermined Objectives (PDOs). As part of the MGRO process Municipal Managers should indicate which year these targets are achievable for their particular municipalities. This would then become a goal set by the respective Municipal Manager for all to work to.

Provincial Treasury previously issued an annual Local Government Financial Governance Review and Outlook (LGFGRO) for all municipalities. The FGRO was modeled on the Canadian FMC version and was meant to guide the achievement of higher levels of financial maturity within municipalities based on pre-determined assessment criteria. The FGRO was premised on an annual assessment performed by the relevant Provincial Treasury units in the disciplines of financial governance, accounting, financial systems and supply chain management (SCM).

Municipalities have however raised reservations on whether the FGRO in its current format is the appropriate tool to measure their FMC. Furthermore, it was seen as an assessment on top of other assessments, notably the increasingly extensive regularity audits. The FGRO also excluded the financial management improvement plans (FMIP)/audit action plans of municipalities to deal with previous audit issues.

Financial Management Improvement Plans (FMIPs) also suffered from a retrospective focus and although essential to prevent repetitive negative audit outcomes, it did not adequately prepare Municipal Managers and Chief Financial Officers for new audit methodologies and approaches.

Although both the FRGO and FMIP concepts are integral to the improvement of financial management, in their application, apart from being labour intensive for all concerned, they inadequately addressed the full spectrum of corporate conformance and performance matters. Neither was adequate attention given to first laying a proper foundation. This foundation is the intelligent compliance with rules and regulations and having defined processes and internal controls in place to monitor this (conformance). Achievement of the latter would equate to at least a level 3 maturity and as a consequence would result in clean audits.

3. WAY FORWARD

In view of the aforementioned, it was agreed at the Municipal Managers' forum held on 3 August 2012 that the process to achieve clean audit outcomes should firstly address the conformance issues, i.e.:

- o Understanding the current foundation already laid by Municipal Managers, together with innovative measures;
- o The gap between these and the proximate target of clean audits and resultant roadmap to get there;
- o Critical risks and steps to reduce/treat the risk in its current form in order to minimise its impact on the stated objective,
- o The putting in place of mechanisms to address the conformance issues,

- o Learning from one another and exporting and importing good practices that have been shown to work; and
- o Building thereon and moving beyond conformance to further improve the overall service delivery performance of the municipality as an integral whole and so eventually aspiring to progressively attain FMC levels 4 to 6.

To accomplish the foregoing, the previous processes have been collapsed into the MGRO now made up of a governance action plan (GAP) to be crafted by each Municipal Manager and his/her team and that consists of the following:

- A gap analysis assessment to be done between the present and the desired state;
- The resultant action plan to close this gap over time, building on current achievements, initiatives and foundation already laid within the respective municipality;
- The action plan also to cover the steps to prevent a re-occurrence of previous negative audit findings;
- Specific assistance required from the Provincial Treasury and Department of Local Government; and
- The governance action plan to be annual or multiyear as might be feasible and desirable at the discretion of the Municipal Manager.

The proposed action plan of each municipality is thus the basis on which Municipal managers are to be engaged on via a work session to be held in the week of 17 - 25 September 2012, so as to end up with a consolidated governance action plan (GAP) for the balance of the financial year or even multi-years where that's relevant.

The key areas to be covered are predetermined objectives, financial (mis)statements, IT controls, expenditure management, HR management, SCM, asset management (inventory, registers, stock and disposal management), and internal controls.

To better assist Municipal Managers, Provincial Treasury and the Department of Local Government will likewise determine what's necessary to get to a

clean/better audit per municipality, using own information and parameters already available plus the latest management reports.

Municipalities would be welcome to use Provincial Treasury criteria (as developed for the previously planned MGRO) as guidelines.

It implies that this will be an annual process towards achieving and sustaining clean audit status, i.e. at least the control or level 3 and from there to systematically climb the FMC ladder towards the ultimate PSO12 target of FMC level 6.

4. ENGAGEMENT BETWEEN PROVINCIAL TREASURY, MUNICIPALITIES AND DEPARTMENT OF LOCAL GOVERNMENT

It is suggested that the intended trilateral engagements be on a high level involving the respective Municipal Managers, Chief Financial Officers, Head of Human Resources, Head of Internal Audit and or Head of Risk Management, the Head of Treasury, relevant Chief Directors as well as the delegation from Department of Local Government. Secretariat will be from the Provincial Treasury.

5. MONITORING AND EVALUATION

Given the high premium placed on this endeavour by the Premier, AGSA and the National Minister of Finance, each municipality must please institute a periodic monitoring and evaluation process to its Mayor and Council.

Municipal Managers will further be expected to provide feedback on progress at scheduled PCF meetings or MINMAY's, depending on which is the most appropriate.

For round one, i.e. the report-back from the first endeavour coming September, that responsibility will rest on the chairpersons of the respective sessions, namely, Messrs J Scholtz and H Prins for West Coast; Mr H Prins for Winelands; Mr C

Groenewald for Overberg, Mr J Jacobs for Eden and Central Karoo and Mr A Ebrahim for the City. The PCF of September has been tentatively shifted to coincide with the scheduled MINMAY of 27 November 2012.

Provincial Treasury will in turn monitor and evaluate the progress of the joint Governance Action Plan (GAP) per municipality on a quarterly basis through its MGRO process and provide feedback to municipalities.

6. WORK SCHEDULE FOR 2012/13 FINANCIAL YEAR

The following work schedule will apply for the 2012/13 financial year:

| | |
|--|-------------------------|
| Provincial Treasury Circular to municipalities introducing MGRO | 06/08/2012 - 17/08/2012 |
| Municipalities to develop Governance Action Plans (GAP) to ensure clean audit reports and to move their municipalities closer to FMC level 3/4 | 06/08/2012 -14/09/2012 |
| Provincial Treasury to develop their own Governance Action Plans (GAP) per municipality which should incorporate actions by themselves and actions they believe municipalities should take to move closer to FMC level 3/4 | 14/08/2012 – 09/09/2012 |
| Work sessions by Municipal Managers and Teams on their GAP's as compiled by them with Provincial Treasury and Department of Local Government | 17/09/2012 - 25/09/2012 |
| Refinement of discussed GAP's: Municipal Managers | 27/09/2012 – 05/10/2012 |
| GAP sign off by Municipal Managers | 08/10/2012 – 12/10/2012 |
| Joint GAP submitted | 19/10/2012 |
| MGRO chairpersons to provide feedback at PCF/Extended MINMAY | 27/11/2012 |
| On site follow-up by Treasury and Local Government (MGRO 2) | February and March 2013 |

| | |
|--|--|
| Municipalities to submit high-level feedback on GAP implementation to Provincial Treasury to coincide with AGSA's quarterly reports to the Provincial Parliament | Three working days before end of quarter |
|--|--|

7. LOGISTICS

The work sessions will be held per district and with the City as set out in the engagement matrix overleaf. A pro-forma agenda is also attached for your information and use.

As stated earlier the whole exercise is meant to be a co-operative, focused and practical one, with as ultimate objective the improvement of the state of governance in municipalities, with as by-product clean audits.

As municipalities know best what needs to be done to achieve this, the process must be led by the respective Municipal Manager, as without this happening, there can be no successful sustainable outcome. All will agree that lasting solutions as a rule cannot be imposed from the outside.

It's meant to be very practical and solution driven and that would include the identification of best practices and the sharing of experiences that will aid in achieving better governance and administrative and thus also better audit outcomes.

The purpose of this circular is to communicate the 2012 MGRO 1 engagement dates to municipality's in advance in order to ensure that managers and key role-players within municipalities make the necessary provision for this important engagement within their diaries.

Confirmation of attendance or any apologies (which could leave the respective municipality in a poorer state) should please reach the Secretariat at the Provincial Treasury by no later than 27 August 2012.

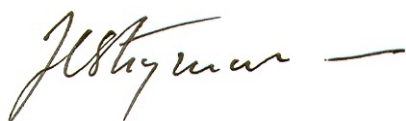
Any logistic or technical enquiries in this regard may be directed to:

Attention: Ms Tania Grainger
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Fax: (021) 483 4411
Tel: (021) 483 6422
Cell: 072 374 3571
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Or

Attention: Mr Bazil R Vink
Director: Corporate Governance (Governance, Risk, Compliance & Legal)
Tel: (021) 483 – 6646
Fax: (021) 483 – 3707
Cell: 083 5628247
E-mail: Bazil.Vink@westerncape.gov.za

On matters of substance and clarity please feel free to contact the undersigned,
Dr JC Stegmann, at (021)483 4709 or alternatively 082 8219 007 or per e-mail
at johan.stegmann@westerncape.gov.za.



HEAD OFFICIAL: PROVINCIAL TREASURY

DATE: 1 20 August 2012

MGRO 1 2012 ENGAGEMENT MATRIX

| MONDAY | Municipality | Region | 17-Sep-12 | Venue |
|------------------|-------------------------|----------------------|------------------|---|
| | George | Eden | 1 1/2 hour | Garden Route Casino and Spa (Mossel Bay) |
| | Knysna | Eden | 1 1/2 hour | |
| | Mossel Bay | Eden | 1 1/2 hour | |
| | Oudtshoorn | Eden | 1 1/2 hour | |
| | Kannaland | Eden | 1 1/2 hour | |
| | Eden District | Eden | 1 1/2 hour | |
| | Bitou | Eden | 1 1/2 hour | |
| TUESDAY | Municipality | Region | 18-Sep-12 | Venue |
| | Hessequa | Eden & Central Karoo | 1 1/2 hour | Garden Route Casino and Spa (Mossel Bay) |
| | Central Karoo District | Eden & Central Karoo | 1 1/2 hour | |
| | Beaufort West | Eden & Central Karoo | 1 1/2 hour | |
| | Prince Albert | Eden & Central Karoo | 1 1/2 hour | |
| | Laingsburg | Eden & Central Karoo | 1 1/2 hour | |
| WEDNESDAY | Municipality | Region | 19-Sep-12 | Venue |
| | Overberg District | Overberg | 1 1/2 hour | Caledon spa (Caledon) |
| | Cape Agulhas | Overberg | 1 1/2 hour | |
| | Theewaterskloof | Overberg | 1 1/2 hour | |
| | Overstrand | Overberg | 1 1/2 hour | |
| | Swellendam | Overberg | 1 1/2 hour | |
| THURSDAY | Municipality | Region | 20-Sep-12 | Venue |
| | City of Cape Town | Metro | 3 hours | CT boardroom (City of Cape Town) |
| FRIDAY | Municipality | Region | 21-Sep-12 | Venue |
| | Drakenstein | Cape Winelands | 1 1/2 hour | Devon Valley Hotel (Stellenbosch) |
| | Stellenbosch | Cape Winelands | 1 1/2 hour | |
| | Cape Winelands District | Cape Winelands | 1 1/2 hour | |
| | Witzenberg | Cape Winelands | 1 1/2 hour | |
| | Breede River/ Langeberg | Cape Winelands | 1 1/2 hour | |
| | Breede Valley | Cape Winelands | 1 1/2 hour | |
| TUESDAY | Municipality | Region | 25-Sep-12 | Venue |
| | Saldanha Bay | West Coast | 1 1/2 hour | Saldanha Bay Protea Hotel (Saldanha Bay) |
| | Swartland | West Coast | 1 1/2 hour | |
| | Cederberg | West Coast | 1 1/2 hour | |
| | Matzikama | West Coast | 1 1/2 hour | |
| | West Coast District | West Coast | 1 1/2 hour | |
| | Bergriver | West Coast | 1 1/2 hour | |



MGRO 1 2012 ENGAGEMENT (AUDIT OUTCOMES)
DATE: 17 – 25 SEPTEMBER 2012 ,TIME 07H00 – 21H00
VENUE: AS PER ENGAGEMENT MATRIX

| NO | ITEM/MATTER | TIME | RESPONSIBLE |
|--|--|---------------|---|
| 1. | Coffee & tea on arrival | 07h00 – 07h15 | All |
| 2. | Opening, welcoming & Introductory Comments | 07h15 – 07h30 | Chairperson (MM from Pre-selected Municipality: Non-metro meetings)/City Manager |
| 3. | Logistics and process | 07h30 – 07h45 | Dr J C Stegmann (HOT Western Cape Provincial Treasury) |
| 4. | Presentation on best practices for improving municipal audit outcomes | 07h45 – 08h45 | Mr H Prins/Mr J Scholtz (MM WCD AND SWARTLAND MUNICIPALITIES) (For Non-metro meetings only) |
| 5. | What will it take to achieve a clean audit outcome | 08h45 – 09h15 | Ms T Zondi (BUSINESS EXECUTIVE AUDITOR GENERAL WESTERN CAPE) |
| 6. | - Realising a clean/better municipal audit outcome: Municipality x1 | 09h15 – 10h45 | Municipal Manager (MM selected municipality) |
| REFRESHMENTS AND BEVERAGES BREAK: 10H45 – 11H00 | | | |
| 7. | - Realising a clean/better municipal audit outcome Municipality x2 | 11h00 – 12h30 | Municipal Manager (MM selected municipality) |
| 8. | - Realising a clean/better municipal audit outcome Municipality x3 | 12h30 – 14h00 | Municipal Manager (MM selected municipality) |
| LUNCH : 14H00-14H30 | | | |
| 9. | - Realising a clean/better municipal audit outcome Municipality x4 | 14h30 – 16h00 | Municipal Manager (MM selected municipality) |
| 10. | - Realising a clean/better municipal audit outcome Municipality x5 | 16h00 - 17h30 | Municipal Manager (MM selected municipality) |
| REFRESHMENTS AND BEVERAGES BREAK: 17H30 – 17H45 | | | |
| 11. | - Realising a clean/better municipal audit outcome Municipality x6 | 17h45 - 19h15 | Municipal Manager (MM selected municipality) |
| 12. | - Realising a clean/better municipal audit outcome Municipality x7 | 19h15 - 20h45 | Municipal Manager (MM selected municipality) |
| 13. | Conclusion Remarks & Closure of the meeting | 20h45 – 21h00 | Chairperson (MM from Pre-selected Municipality)/City Manager |