



**ASSET MANAGEMENT AND MAINTENANCE POLICY
2024/2025**

Policy Number:	Approved by Council:
Resolution No:	

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1. PREAMBLE

Whereas section 14 of the Local Government: Municipal Finance Management Act, 2003 (Act no. 56 of 2003) determines that a municipal council may not dispose of assets required to provide minimum services, and whereas the Municipal Asset Transfer Regulations (Government Gazette 31346 dated 22 August 2008) has been issued. Further the policies outline the intentions and direction of the Ray Nkonyeni Local Municipality (RNM) to manage its assets in alignment with ISO55001, which defines Asset management as the process of decision making, planning and control over the acquisition, use, safeguarding and disposal of assets to maximise their service-delivery potential and benefits, and to minimise their related risks and costs over their entire life. And whereas the municipal council of the Ray Nkonyeni Municipality wishes to adopt a policy to guide the municipal manager in the management of the municipality's assets.

And whereas the municipal manager as custodian of municipal funds and assets is responsible for the implementation of the asset management policy which regulates the acquisition, safeguarding, maintenance, and disposal of all assets.

And whereas these assets must be protected over their useful life and may be used in the production or supply of goods and services or for administrative purposes.

And the Municipal Manager must ensure an effective Asset Management Committee that will give guidance regarding the execution of the asset management policies and procedures is in operation.

And whereas in the absence of the Asset Management Committee, the Chief Financial Officer or delegated official is deemed to be responsible for such responsibilities. Now therefore the municipal council of Ray Nkonyeni Municipality adopts the following asset management policy;

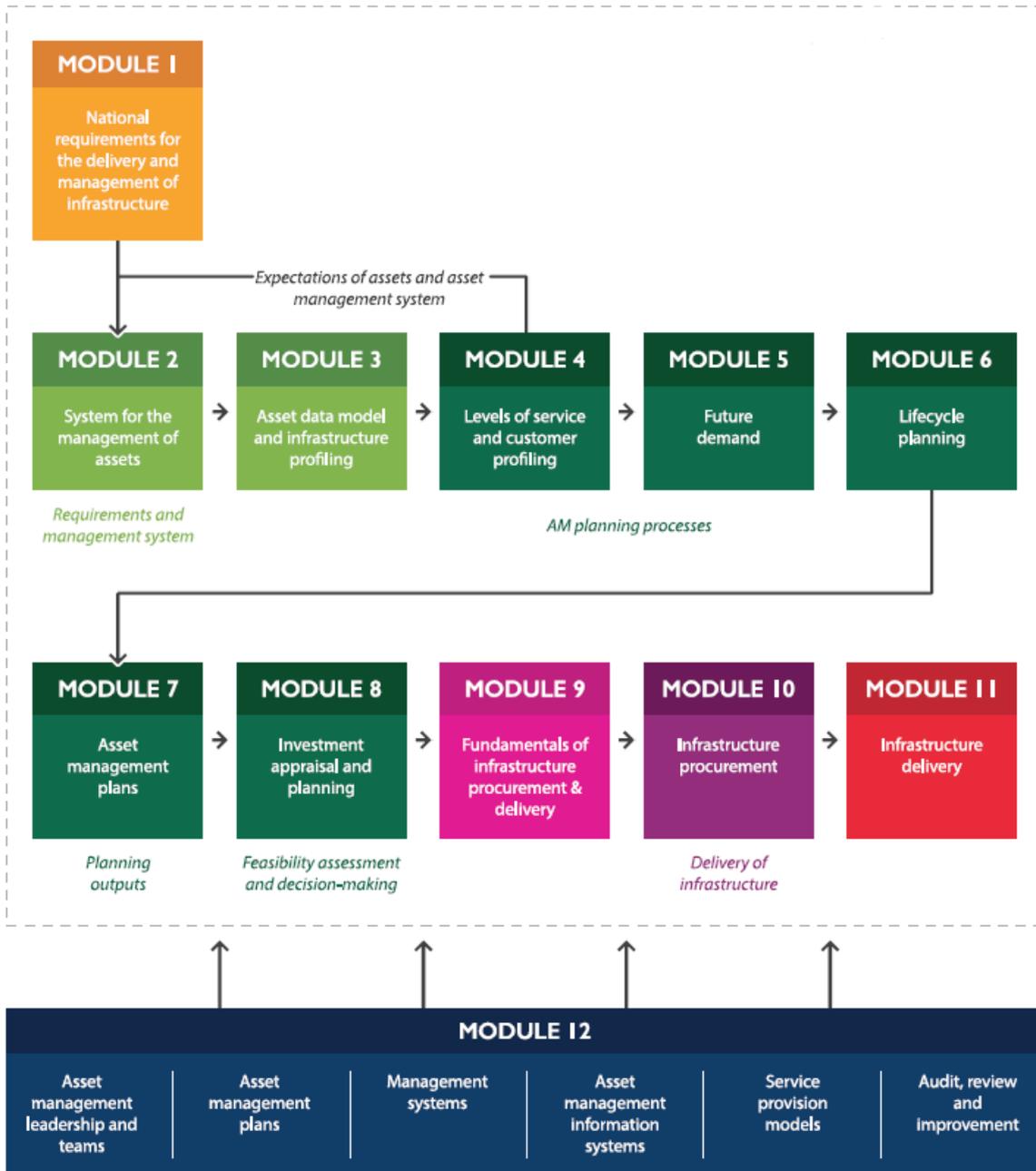
CITY INFRASTRUCTURE DELIVERY AND MANAGEMENT SYSTEM

- The CIDMS was developed by the Cities Support Programme of the National Treasury of South Africa in partnership with the eThekweni Municipality, the City of Johannesburg Metropolitan Municipality, and the City of Cape Town, following demand from metropolitan cities for a system to accelerate the delivery of infrastructure and to manage infrastructure portfolios more sustainably. CIDMS provides a holistic framework for the management of infrastructure aligned to the requirements of SANS 55001: Asset management - Management systems – Requirements, tailored for application in South African metropolitan spaces and specifically in support of the country's spatial transformation agenda. The CIDMS framework also incorporates an infrastructure delivery system based on the National Treasury's Standard for Infrastructure Procurement and

Delivery Management According to the ISO55001 the following are critical requirements for an AM system: Clear alignment to city strategic objectives (IDP) Responsiveness to stakeholder requirements, and the design of an AM system that meets stakeholder expectations.

- The establishment of a hierarchy of policies and plans, with clear line of sight throughout the organisation
- System documentation
- Strong leadership at all levels, and the fostering of an outcomes-based AM culture imbedded in a self-learning system.
- Commitment to continuous improvement

RNM shall use an approved Asset Management System (CIDMS Module 2) to plan, coordinate, control, execute, monitor, and improve all activities associated with managing the assets owned by the Municipality. A SANS55001 based management system fulfils this requirement.



2. KEY DEFINITIONS

Accounting Officer means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, 1998 (Act no. 117 of 1998) and being the head of administration and accounting officer in terms of section 55 of the Local Government: Municipal Systems Act 2000 (Act no. 32 of 2000).

Assets are items of, Intangible Assets, Investment Property, Heritage Assets or Property, Plant or Equipment defined in this Policy. A Resource that has potential or actual value to RNM, this is in terms of ISO 55000.

Asset Management Systematic and coordinated activities and practices through which RNM will optimally manage its assets and their associated performance, risks, and expenditure over their lifecycles to achieve its strategic objectives.

Asset management objective What RNM intends to achieve from its asset management activities.

Asset Management Policy Principles and mandated requirements that align with the plans of the organization to drive the development and Asset Management Policy implementation of the strategic asset management plan and objectives.

Asset Management Plan Documented information that specifies the activities, resources and timescales required for an individual asset, or a grouping of assets, to achieve the asset management objectives.

Asset Management System Management system for asset management whose function is to establish the asset management policy and asset management objectives.

Carrying Amount is the amount at which an asset is recognized after deducting any accumulated depreciation (or amortization) and accumulated impairment losses thereon.

Chief Financial Officer means an officer of a municipality designated by the Municipal Manager to be administratively in charge of the budgetary and treasury functions.

City Infrastructure and Management System A fully compliant SANS 55001 asset management system specifically designed for cities with large and varied immovable asset portfolios which incorporates best practice processes, techniques, and tools to optimize performance right across the urban infrastructure value chain.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction, or, where applicable, the amount attributed to that asset when initially recognized in accordance with the specific requirements of other Standards of GRAP.

Critical Assets are assets identified as having a high-risk profile in terms of occupational health and safety standards and the consequence of failure could result in service delivery needs not being met and human health and safety as well as the environment being negatively affected.

Depreciable Amount is the cost of an asset, or other amount substituted for cost in the financial statements, less its residual value.

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair Value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction.

Failure mode and effects analysis A systematic, proactive method for evaluating a process or component to identify where and how it might fail and to assess the relative impact of different failure modes, in order to identify the most suitable maintenance intervention/strategy.

GAAP are standards of Generally Accepted Accounting Practice.

GRAP are standards of Generally Recognized Accounting Practice.

Key Performance Indicator A performance measure enabling upward reporting and aggregation and comparison of results.

Heritage Assets are defined as culturally significant resources. Examples are works of art, historical buildings and statues.

Infrastructure Assets are defined as any asset that is part of a network of similar assets. Examples are roads, water reticulation schemes, sewerage purification and trunk mains, transport terminals and car parks.

Intangible Assets are defined as identifiable non-monetary assets without physical substance.

Integrated Development Plan An approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

Investment Properties are defined as properties (land or buildings) that are acquired for economic and capital gains.

MFMA refers to the Local Government: Municipal Finance Management Act (Act no. 56 of 2003).

Maintenance Policy Principles, best practices and mandated requirements that align with the plans of the organization to drive infrastructure development and maintenance to meet expected service levels.

Other Assets are defined as assets utilised in normal operations. Examples are plants and equipment, motor vehicles and furniture and fittings.

Property, Plant and Equipment (PPE) are tangible assets that: -

- Are held by a municipality for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and
- Are expected to be used during more than one reporting period.

Recoverable Amount is the higher of a cash-generating asset's net selling price and its value in use.

Recoverable Service Amount is the higher of a non-cash generating asset's fair value less cost to sell and its value in use.

Reliability Centred Maintenance (RCM) A maintenance management framework that enables the definition of a complete maintenance plan of an asset.

Residual Value of an asset is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

RNM-Ray Nkonyeni Municipality

Risk Register A record of information that stipulates risks identified, the levels of risk exposure before and after implementation of risk controls, and details of appointed risk owners as a minimum

SANS55000 South African National Standard that provides an overview of asset management, its principles and terminology, guideline for implementation and the expected benefits for adopting an asset management system.

Supervisory control and data acquisition An automation control system that is used in industries such as energy, oil and gas, water, power, and many more. The system has a centralized system that monitors and controls entire sites, ranging from an industrial plant to a complex of plants.

Service Delivery and Budget Implementation Plan Annual budget and KPIs of each department to ensure implementation of service delivery goals for the financial year in compliance to MFMA.

Spatial Development Framework A spatial development framework is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions regarding planning, management, and development in the municipality.

Strategic Asset Management Plan Documented information that specifies the RNM's approach to converting the strategic objectives into asset management objectives

Useful Life is: -

- The period of time over which an asset is expected to be used by the municipality; or
- The number of production or similar units expected to be obtained from the asset by the entity.

3. LEGISLATIVE AND OTHER REQUIREMENTS

This policy conforms to the requirements of the following acts, declarations, policies, studies and other strategic directives of Local government and Ray Nkonyeni Local Municipality:

- CIDMS
- SANS55001 Asset Management: Management systems – Requirements
- SANS55002 Asset Management: Management systems – Guidelines for the application of SANS55000
- GRAP 11-Construction contracts
- GRAP 17-Property plant and equipment
- GRAP 16-Investment property
- GRAP 21-Impairment of Non-cash -generating Assets
- GRAP 26- Impairment of-cash -generating Assets
- GRAP 27-Agriculture
- GRAP 31-Intangible Assets
- GRAP 103-Heritage Assets
- GRAP110-Living and non-living resources
- GRAP 13-Leases
- IGRAP18-Recongnition and de recognition of Land
- IGRAP 10-Assets received from customers
- IGRAP 16-Intangible Assets-website cost
- MFMA

- Asset Management Policy
- IDP
- Risk Management Policy
- Operational Risk Register
- Spatial Development Framework
- ICT Policy
- ICT Strategy
- Human Resources Policy

4. **SCOPE OF RNM ASSETS**

This Asset Management Policy covers the movable and immovable assets that are owned and entrusted to the RNM. These include the following asset classes:

- Electricity
- Roads and Stormwater
- Land
- Buildings
- Recreational facilities
- Furniture and equipment
- Motor vehicles
- IT equipment
- Plant and Machinery
- Intangible Assets
- Heritage Assets

Human factors such as leadership, motivation, capabilities, and culture are also addressed within the scope of this policy, as they are critical enablers to successfully achieving optimized and sustainable asset management and require due consideration.

5. OBJECTIVE

The MFMA was introduced with the objective of improving accounting in the municipal sector in keeping with global trends. Good asset management is critical to any business environment whether in the private or public sector. In the past municipalities used a cash-based system to account for assets, whilst the trend has been to move to an accrual system.

With the cash system, assets were written off in the year of disposal or, in cases where infrastructure assets were financed from advances or loans, they were written off when the loans were fully redeemed. No costs were attached to subsequent periods in which these assets would be used.

With an accrual system the assets are incorporated into the books of accounts and systematically written off over their anticipated useful lives. This necessitates that a record is kept of the cost of the assets, the assets are verified, and the condition assessed periodically, and the assets can be traced to their suppliers via invoices or other such related delivery documents. This ensures good financial discipline and allows decision makers greater control over the management of assets. An Asset Management Policy should promote efficient and effective monitoring and control of assets.

According to section 63 (1) and (2) of the MFMA, the Accounting Officer in the Municipality is responsible for the management of :

- (a) the assets of the municipality, including the safeguarding and the maintenance of those assets .
- (b) that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality.
- (c) that the municipality's assets and liabilities are valued in accordance with standards of generally recognized accounting practice; and
- (d) that the municipality has and maintains a system of internal control of assets and liabilities, including an asset and liabilities register, as may be prescribed.

The objective of this Asset Management Policy is to ensure that the municipality:

- has consistent application of asset management principles.
- implements accrual accounting.
- complies with the MFMA, Treasury Regulations, GRAP and other related legislation.
- safeguards and controls the assets of the municipality; and
- optimises asset usage.

6. ASSET MANAGEMENT COMMITTEE

To facilitate and assist the Chief Financial Officer in his/her functions, the Municipal Manager, hereby, delegates the custody of and responsibility for assets to the various Heads of Departments as defined in the organisational structure of Ray Nkonyeni Municipality. Head of departments will identify officials on an appropriate level to assist them with the application of the policy and procedures proclaimed from time to time. The members of the Asset Management Committee as established in terms of paragraph 1, must be appointed in writing by the Accounting Officer.

The responsibilities for asset management as detailed hereunder include and remain until the asset is disposed of or transferred to another entity:

- Ensuring that, when acquiring assets, decisions on how to account for the transactions, e.g. whether they should be capitalised or expensed, are made in full compliance with the MFMA, accounting standards, National Treasury and other guidelines.
- Ensuring that the purchase of assets complies with all municipal policies and procedures, including the MTREF.
- Ensuring that the correct date on which an asset is put into service or commissioned is properly recorded in the Asset Register and that the appropriate financial data are recorded.
- Ensuring that all assets are duly processed, identified, and recorded before issued for use.
- Ensuring that all council assets are appropriately safeguarded from inappropriate use or loss, including appropriate control over the physical access to these assets and regular asset verification to ensure losses have not occurred, and ensuring that any known losses are immediately reported to the Chief Financial Officer and loss control officer.
- Ensuring that proper procedures for the movement of assets from one asset holder to another, for maintenance, or disposals outside the municipality are in place and enforced.
- Ensuring assets are utilised for the purpose for which they were acquired by the municipality.
- Ensuring that all assets having a high-risk profile in terms of occupational health and safety standards and the consequence of failure could result in service delivery needs not being met and human health and safety as well as the environment being negatively affected.

7. ASSET MANAGEMENT POLICY STATEMENTS

The following presents the RNM's policy statements in accordance with planning, implementation, operation, maintenance and monitoring of the asset portfolio and asset management system in accordance with CIDMS and SANS55001.

Asset Management Strategy and Planning

• Asset Management Policy

RNM shall develop and implement an Asset Management System that is aligned with SANS55001. The RNM Asset Management Policy shall inform the development and implementation of the Strategic Asset Management Plan (SAMP) and the achievement of the Asset Management Objectives.

• Asset Management Strategy and Objectives

RNM will develop Asset Management Objectives aligned with the RNM IDP and will review them annually.

• Asset Management Planning

RNM will develop a 10-year Asset Management Plan (AMP) that is reviewed annually.

Decision Making

• Capital Investment Decision Making

RNM shall consider the impact of full lifecycle costs, maintenance and operations implications, operational risks, and long-term asset performance in capital investment decision-making for new asset and capital renewals.

• Operations and maintenance decision-making

RNM shall adopt decision-making criteria that consider lifecycle cost analyses.

Lifecycle Delivery

• Technical Standards

RNM shall adopt the AMS that adheres to relevant and appropriate international technical standards in achieving the Asset Management Objectives.

• Asset creation, operation, and disposal

RNM will develop, implement and maintain processes for the acquisition, creation, installation, commissioning, decommissioning, disposal and hand-over of new assets.

• Maintenance Delivery

RNM shall carry out the maintenance of the assets through a centralised, formalised and computerised Works Management System that includes both preventative and corrective maintenance management.

• Configuration Management

RNM shall establish, document and implement a process to record and update the asset information including design, maintenance and operational information throughout its life.

<ul style="list-style-type: none"> • Resource Management 	<p>RNM shall ensure the appropriate use of resources including funds, people, plant, tools and materials in the delivery of asset management activities.</p> <p>Assets used by RNM shall be safely and effectively operated and maintained according to the maintenance and operational specifications, including those specified by Original Equipment Manufacturers.</p> <p>RNM employees and service providers shall have suitable tools and equipment to conduct their responsibilities in an efficient, effective and safe manner.</p>
<p>Organisation and People</p>	
<ul style="list-style-type: none"> • Organisational Structure and Culture 	<p>RNM shall ensure that its asset management processes are appropriately resourced, have an appropriate organisational structure and an asset management culture to deliver on the Asset Management Objectives.</p>
<ul style="list-style-type: none"> • Competence Management 	<p>RNM will ensure that employees who manage assets are appropriately trained and equipped to deliver the tasks they are responsible for.</p> <p>All RNM staff shall have the appropriate qualifications, skills, and experience in accordance with their specified role.</p>
<ul style="list-style-type: none"> • Asset Management Leadership 	<p>The leadership of RNM shall promote a whole-of-life asset management approach and establish processes of continuous improvement to deliver on the Asset Management Objectives of the organisation.</p>
<ul style="list-style-type: none"> • Procurement and supply chain 	<p>RNM shall establish processes that ensure that outsourced activities are carried in accordance with the Asset Management Policy and are aligned with the achievement of the Asset Management Objectives.</p>
<p>Asset Information</p>	
<ul style="list-style-type: none"> • Asset Data and Information Strategy 	<p>RNM shall develop and maintain a data and information strategy that defines the data collection requirements, data storage and information systems capability needed to support the achievement of the Asset Management Objectives.</p>
<ul style="list-style-type: none"> • Asset Information System 	<p>RNM shall utilise appropriate asset information management systems with suitable decision support system capability to effectively manage its technical and related information and support decision-making.</p>

<ul style="list-style-type: none"> • Asset Data and Information 	Using data analytics, trends & reporting against defined performance targets, the RNM shall establish processes to accurately record and maintain data and information relating to all assets to keep the data relevant and reliable.
Risk and Review	
<ul style="list-style-type: none"> • Asset Costing and Valuation 	RNM shall record asset capital, renewal, and maintenance costs to support lifecycle costs analysis and inform financial planning.
<ul style="list-style-type: none"> • Performance Management 	RNM shall develop a performance management framework that will consist of levels of service, performance measures (KPIs) and performance targets.
<ul style="list-style-type: none"> • Risk management 	RNM shall establish policies and processes to manage asset related risks in alignment with the corporate risk management framework.
<ul style="list-style-type: none"> • Health, safety, and environment 	RNM shall adopt a balanced approach to SHE activities by considering economic, safety, environmental, and social impacts. RNM shall make provision to comply with the Occupational Health and Safety Act 85 of 1993 of South Africa.
<ul style="list-style-type: none"> • Stakeholders 	RNM shall identify its key stakeholders to ensure that the Asset Management Objectives are aligned with stakeholder needs.
<ul style="list-style-type: none"> • Management review, audit, and assurance 	Asset Management Leadership shall conduct an annual performance review of the Asset Management System which shall include targets for monitoring and maintenance of AM system for MFMA, CIDMS and SAN55001 compliance.

8. ROLES AND RESPONSIBILITIES

Head of departments

All HOD's are the custodians of the assets within their departments .

HOD Technical Services:

The HOD Technical Services shall report on the performance of all RNM infrastructure assets. The HOD Technical Services shall also be responsible for the development or review of the consolidated Strategic Asset Management Plan (SAMP) on an annual basis.

Managers:

Managers are responsible for ensuring that the provisions of this policy are adhered to in the management of assets within their allocated asset portfolio or asset class as defined by the CIDMS. Managers are responsible for the development of Asset Management Plans and reporting of all assets within their scope of management. This includes:

- Managers Corporate Services Department
- Managers Development Planning Services
- Managers Public Safety
- Managers Community Services
- Managers Strategic Planning and Governance
- Managers Treasury
- Managers Technical Services

Executive Committee:

The Municipal Executive Committee shall ensure compliance with the Policy and ensure implementation of the Strategic Asset Management Plan.

Assets Management Committee

The Asset Management Committee shall adopt and recommend for consideration and recommendation by the Municipal Executive Committee this policy and its subsequent revisions.

Municipal Manager

The Municipal Manager shall approve and sign the policy as recommended by the Executive committee.

Chief Financial Officer

The Chief Financial Officer shall ensure that the policy is aligned to all applicable accounting standards and legislative guidelines.

9. POLICY FRAMEWORK

The main challenges associated with managing assets can be characterized as follows:

- Moveable assets – controlling acquisition, location, use, and disposal (over a relatively short-term lifespan)
- Immovable assets – life-cycle management (over a relatively long-term lifespan).

The policy approach has been to firstly focus on the financial treatment of assets, which needs to be consistent across both the movable and immovable assets, and secondly to focus on the management of immovable assets as a fundamental departure point for service delivery. This arrangement is summarized in Figure 1.

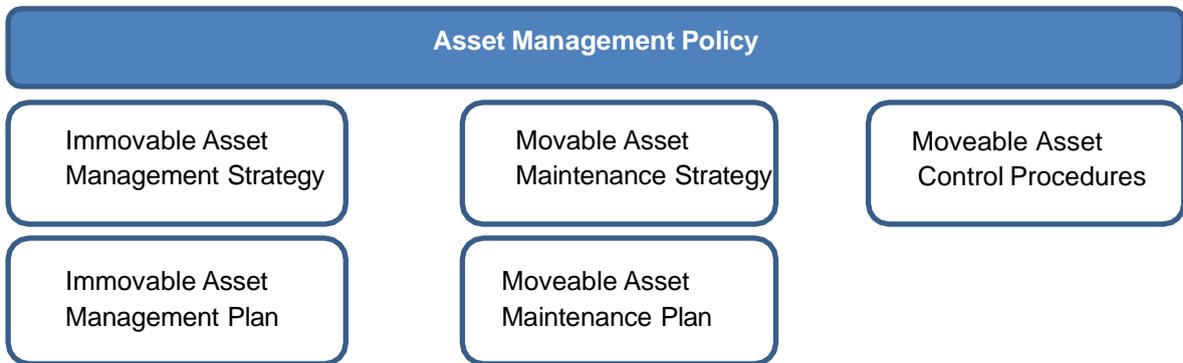


Figure 1: Proposed policy and strategic framework

10. ASSET RECONGNITION

10.1 Classification of Assets

General

When accounting for assets, the municipality should follow the various standards of GRAP relating to the assets. An item is recognized in the statement of financial position as an asset if it satisfies the definition and the criteria for recognition of assets. The first step in the recognition process is to establish whether the item meets the definition of an asset. Secondly, the nature of the asset should be determined, and thereafter the recognition criterion is applied. Assets are classified into the following categories for financial reporting purposes:

1. Property, Plant and Equipment (GRAP 17)
 - Land and Buildings (land and buildings not held as investment)
 - Infrastructure Assets (immovable assets that are used to provide basic services)
 - Other Assets (ordinary operational resources e.g. movable Assets)
2. Intangible Assets (GRAP 31)
 - Intangible Assets (assets without physical substance held for ordinary operational resources)
3. Heritage Assets (GRAP 103)
 - Heritage Assets (culturally significant resources)
4. Investment Property (GRAP 16)
 - Investment Assets (resources held for capital or operational gain)

Further asset classification has been defined in GRAP. The classifications used for infrastructure are limited and do not represent all asset types. However, these classifications are used for financial reporting consistency and should be used.

To facilitate the practical management of infrastructure assets and Asset Register data, infrastructure assets have been further classified. The recommended classifications for all assets are provided in **Appendix B**.

Policy

The asset classification specified by GRAP shall be adhered to as a minimum standard. The extended asset classification specified in Appendix B shall be adopted.

Procedures and Rules

- The Asset Management Committee shall ensure that the classifications specified by

National Treasury, GRAP, and those adopted by the municipality are adhered to.

- The Asset Management Committee shall inform the Head of Departments of the classification requirements.
- Head of Departments shall ensure that all fixed assets under their control are classified correctly.

10.2. Identification of Assets

General

An asset identification system is a means to uniquely identify each asset in the municipality to ensure that each asset can be accounted for on an individual basis. Movable assets are usually identified using a barcode system by attaching a barcode to each item. Immovable assets are usually identified by means of an accurate description of their physical location.

Policy

An asset identification system shall be operated and applied in conjunction with an Asset Register. As far as practicable, every individual asset shall have a unique identification number.

Procedures and Rules

- The Asset Management Committee shall develop and implement an asset identification system, while acting in consultation with the Head of Departments
- Head of Departments shall ensure that all the assets under their control are correctly identified.
- As far as practicable, all movable assets must be bar-coded or uniquely marked.
- Immovable assets must be identified using naming and numbering conventions that enable easy location of the assets in the field.
- GPS coordinates must be captured on the Asset Register for infrastructure assets and buildings where practicable.

10.3 Asset Register

General

An Asset Register is a database of information related to all the assets under the control of the municipality. The Asset Register consists of an inventory of all the assets, with each asset having a unique identifying number. Data related to each asset should be able to be stored in the Asset Register. The data requirements for the Asset Register are as follows:

Data type	Land	Movable	Infrastructure / Buildings
Identification			
• Unique identification number or asset mark	X	X	X
• Unique name	X	X	X
• National treasury classification	X	X	X
• Internal classification	X	X	X
• Descriptive data (make, model, etc.)	X	X	X
• Erf / Registration	X	X	X
• Title deed reference	X		
Accountability			
• Department	X	X	X
• Insurance reference		X	X
Performance			
• Age		X	X
• Condition		X	X
• Remaining useful life		X	X
• Expected useful life		X	X
• Technical asset residual value			X
• Criticality		X	X
Accounting			
• Historic cost	X	X	X
• Take on value	X	X	X
• Take on date	X	X	X
• Revalued amount	X	X	X
• Valuation difference (for purposes of valuation reserve and depreciation)	X	X	X
• Depreciation method	X	X	X
• Depreciation portion that should be transferred from revaluation reserve to accumulated depreciation (where assets were revalued)	X	X	X
• Depreciation charge for the current year	X	X	X
• Impairment losses in the current year	X	X	X
• Accumulated depreciation	X	X	X
• Carrying value	X	X	X
• Residual value	X	X	X
• Source of financing	X	X	X

Assets remain in the Asset Register for as long as they are in physical existence or until being written off. The fact that an asset has been fully depreciated is not in itself a reason for writing off such an asset.

Policy

An Asset Register shall be maintained for all assets. In some cases, such as Investment Properties and Intangible Assets, separate Asset Registers will have to be maintained. The format of the register shall include the data needed to comply with the applicable accounting standards and data needed for the technical management of the assets. The Asset Register should be continuously updated and asset records should be reconciled to the general ledger on a monthly basis.

Procedures and Rules

- The CFO must define the format of the Asset Register in consultation with the Head of Departments and must ensure that the Asset Register format complies with legislative requirements.
- The Asset Management Committee must ensure that a defined process and forms exist to update and maintain the Asset Register.

The Head of Departments must provide the CFO with the information required to compile and maintain the Asset Register.

11. RECOGNITION OF ASSETS: INITIAL MEASUREMENT

General

An asset should be recognised as an asset in the financial and asset records when:

- It is probable that future economic benefits or potential service delivery associated with the item will flow to the municipality.
- The cost or fair value of the item to the municipality can be measured reliably.
- The item is expected to be used for more than one financial year.

Spare parts and servicing equipment are usually carried as inventory in terms of the Standard of GRAP on *Inventories* and recognised in surplus or deficit as consumed. However, major spare parts and stand- by equipment qualify as property, plant and equipment when the municipality expects to use them during more than one reporting period. Similarly, if the spare parts and servicing equipment can be used only in connection with an item of property, plant and equipment, they are accounted for as property, plant and equipment.

Further guidance for the recognition of assets is provided below:

Calculation of initial cost price

Only costs that comprise the purchase price and any directly attributable costs necessary for bringing the asset to its working condition should be capitalised. The purchase price exclusive of VAT should be capitalised, unless the municipality is not allowed to claim input VAT paid on purchase of such assets. In such an instance, the municipality should capitalise the cost of the asset together with VAT.

Any trade discounts and rebates are deducted on arriving at the purchase price. Listed hereunder is a list, which list is not exhaustive, of directly attributable costs:

- Costs of employee benefits (as defined in the applicable standard on Employee Benefits) arising directly from the construction or acquisition of the item of the Asset.
- The cost of site preparation.
- Initial delivery and handling costs.
- Installation costs.
- Professional fees such as for architects and engineers.
- The estimated cost of dismantling and removing the asset and restoring the site; and
- Interest costs when incurred on a qualifying asset in terms of GRAP 5.

When payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent. The difference between this amount and the total payments is recognised as an interest expense over the period of credit.

Subsequent Expenses

Only expenses incurred on the enhancement of an asset (in the form of improved or increased services or benefits flowing from the use of such asset), or in the material extension of the useful operating life of an asset shall be capitalized.

Expenses incurred in the maintenance or reinstatement of an asset that ensures that the useful operating life of the asset is attained, shall be considered as operating expenses and shall not be capitalized, irrespective of the quantum of the expenses concerned.

Leased Assets

A lease is an agreement whereby the lessor conveys to the lessee, in return for a payment or series of payments, the right to use an asset for an agreed period of time. Leases are categorized into finance and operating leases:

- A Finance Lease is a lease that transfers substantially all the risks and rewards incident to ownership of an asset, even though the title may or may not eventually be transferred. Where the risks and rewards of ownership of an asset are substantially transferred, the lease is regarded as a finance lease and is recognized as an asset.

Where there is no substantial transfer of risks and rewards of ownership, the lease is considered an Operating Lease and payments are made in the income statement on a systematic basis.

Policy

All assets shall be correctly recognized as assets and capitalized at the correct value.

Procedures and Rules

- Head of Departments shall ensure that all leased assets under their control are correctly accounted for and recognized as assets.
- The CFO must keep a lease register with all the information that is necessary for reporting purposes, for example, opening balance, acquisitions, disposals, transfers, depreciation, accumulated depreciation, etc.
- Head of Departments shall keep a timesheet system for internal staff to capture professional time spent on infrastructure projects. The time shall be priced at recognized professional fee scales and should be included in the capitalization cost of the asset.

12. SUBSEQUENT MEASUREMENT OF ASSETS

General

After initial recognition of Property, Plant and Equipment, the municipality values its assets using the cost model, unless a specific decision has been taken to revalue a certain class of assets and in such instance the PPE will be valued using the revaluation model.

When an item of PPE is revalued, the entire class of property to which that asset belongs, should be revalued.

When an asset's carrying amount is increased as a result of the revaluation, the increase should be credited to a revaluation surplus. However, the increase shall be recognized in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognized in surplus or deficit.

When an asset's carrying amount is decreased as a result of devaluation, the decrease should be recognized as an expense in the annual financial statements. However, the decrease shall be debited directly to a revaluation surplus to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

Procedures and Rules

- The CFO shall ensure that all Property, Plant and Equipment are correctly recorded in the Asset Register and revaluated (if applicable) in terms of the municipality's policies.

13. RECOGNITION OF INVENTORY ITEMS (NON CAPITAL ITEMS)

General

Inventories encompass finished goods purchased or produced, or work in progress being produced by the municipality. They also include materials and supplies awaiting use in the production process and goods purchased or produced by the municipality, which are for distribution to other parties for no charge or for a nominal charge. GRAP 12.7 defines Inventories as assets:

- In the form of materials or supplies to be consumed in the production process.
- In the form of materials or supplies to be consumed or distributed in the rendering of services.
- Held for sale or distribution in the ordinary course of operations; or
- In the process of production for sale or distribution.

Examples of Inventories may include the following:

- Ammunition.
- Consumable stores.
- Maintenance materials.

- Spare parts for plant and equipment other than those dealt with under PPE.
- Strategic stockpiles (Energy reserves).
- Work in progress; and
- Land / Property held for sale.

Cost of inventories shall comprise of all costs of purchase (i.e. purchase price, import duties, other taxes and transport, handling and other costs attributable to the acquisition of finished goods, materials and supplies), costs of development, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Trade discounts, rebates and other similarities are deducted. Taxes recoverable by the entity from the SARS may not be included.

Costs of development for housing or similar developments which are acquired or developed for resale will include costs directly related to the development – e.g. purchase price of land acquired for such developments, surveying, conveyance costs and the provision of certain infrastructure. Infrastructure costs relating to extending the capacity of existing infrastructure are excluded. The costs of inventories of a service provider consisting of direct labour and other costs of personnel directly engaged in providing the service and other attributable overheads are included.

Policy

Assets acquired or owned by the municipality for the purpose of selling or developing such assets with the intention to sell it or utilising the asset in the production process or in the rendering of services, shall be accounted for in the municipality's financial statements as inventory items and not as property, plant and equipment.

Procedures and Rules

- The CFO must record inventories in a dedicated section of the Inventory Register and maintain it for this purpose. The amount of cost of inventories is to be recognised and carried forward until related revenues are recognised.
- Inventories shall be measured at the lower of cost and current replacement cost where they are held for:
 - 1 Distribution at no charge or for nominal charge, or
 - 2 Consumption in the production process of goods to be distributed at no charge or for a nominal charge.

In cases where the above does not apply, inventories shall be measured at lower of cost and net realisable value.

14. ASSET TYPES

14.1. Property, Plant and Equipment: LAND AND BUILDINGS

General

Land and Buildings comprise any land and buildings held (by the owner or by the lessee under a finance lease) by the municipality to be used in the production or supply of goods or for administrative purposes and/or to provide services to the community. These assets include building assets such as offices, staff housing, etc. Land held for a currently undetermined future use, should not be included in PPE:

Policy

Land and buildings are valued at the cost less accumulated depreciation model. Land shall initially be accounted for at cost price, or fair value in cases where cost price is not known and shall not be depreciated.

Land and Buildings shall be recorded in the asset register in terms of GRAP 17.

Procedures and Rules

- The CFO shall ensure that all land and buildings are correctly recorded in the Asset Register.

The CFO shall ensure the recognition and measurement of Land and Buildings is in terms of GRAP 17.

14.2. Property, Plant and Equipment: INFRASTRUCTURE ASSETS

General

Infrastructure Assets comprise assets used for the delivery of infrastructure-based services. These assets typically include electricity, solid waste, storm water, and transport assets. Many infrastructures assets form part of a greater facility e.g. a transformer in a sub-station.

Level of detail of componentization

- For the technical management of infrastructure, the most effective level of management is at the maintenance item level. It is at this level that work orders can be executed and data collected. This data is useful for maintenance analysis to improve infrastructure management decision making. This level in most cases coincides with the level that means accounting criteria of different effective lives and materiality. However, the collection of data at this level of detail can be very costly when dealing with assets that are very numerous in nature e.g. electricity meters, street signs, household connections, etc. It is therefore prudent to balance the value of the information with the cost of collecting the data. The different levels of detail are shown below:
 - Level 1: Service level (e.g. Ray Nkonyeni Municipality Electricity Network

- Level 2: Network level (e.g. HV Transmission Network (>22kV))
- Level 3: Facility level (e.g. HV Sub Station)
- Level 4: Maintenance item level (e.g. HV Current Transformer)
- Level 5: Component level (e.g. OCB of HV CT)

The preferred level of detail for the accounting and technical management of infrastructure is level 4 above.

The compilation of a detailed infrastructure Asset Register in one financial term is a costly and onerous exercise. To ensure the practicality of implementing Asset Registers (and asset management planning as a whole), the International Infrastructure Management Manual (IIMM) recommends the adoption of a continuous improvement process as a practical implementation approach. This approach recognises the value of limited data above no data and enables the municipalities to slowly, but steadily, increase their knowledge in the assets they own. The improvement principles of the IIMM recommend starting with complete coverage of the infrastructure types at a low level of detail (e.g. level 2 or 3) and then improving the level of detail over a period of several years, starting with the high-risk assets, such as pump stations, treatment works, etc.

Policy

The infrastructure Asset Register shall ensure complete representation of all infrastructure asset types. The level of detail of componentization shall be defined to a level that balances the cost of collecting and maintaining the data with the benefits of minimizing the risks of the municipality. An improvement plan stipulating the level of detail and the timing of improvements shall be prepared. Infrastructure assets should be valued at cost less accumulated depreciation and accumulated impairment. If cost can however not be established, then infrastructure assets will be valued at depreciated replacement cost. Depreciated replacement cost is an accepted fair value calculation for assets where there is no active and liquid market. Depreciation shall be charged against such assets over their expected useful lives. The remaining useful life and residual value of, and the depreciation methods applied to Infrastructure assets should be reviewed annually, but the cost related to such reviews should be measured against benefits derived to ensure value for money. Such reviews will have to be performed at least once in a three year cycle

Infrastructure assets having a high-risk profile in terms of occupational health and safety standards and the consequence of failure could result in service delivery needs not being met and human health and safety as well as the environment being negatively affected must be rated as critical in the Asset Register. Assets identified as critical in terms of the aforementioned are identified in Annexure B.

Infrastructure Assets shall be recorded under the following main categories.

- Electricity Network.
- Roads Network.
- Solid Waste Disposal.
- Storm Water Network

Procedures and Rules

- The Asset Management Committee shall define the level of detail of the infrastructure Asset Register in consultation with the Head of Departments.
- The Asset Management Committee shall approve an improvement process that defines the target level of detail for each infrastructure asset type with the target year of implementation in consultation with the Head of Departments.
- The Asset Management Committee shall ensure the recognition and measurement of Infrastructure Assets in terms of GRAP 17.
- Although a category of assets may not be regarded as critical as a whole, individual assets may fulfil in the definition of criticality and Head of Departments must inform the Asset Management Committee of such assets or any changes in the criticality of an asset/category of assets and the Asset Registers must be updated accordingly.

14.3. Property, Plant and Equipment: OTHER ASSETS

General

Other Assets include a variety of assets that are of indirect benefit to the communities they serve. These assets include office equipment, furniture and fittings, bins and containers, emergency equipment, motor vehicles, plant and equipment.

Policy

Other assets are valued at cost less accumulated depreciation and accumulated impairment losses. Depreciation shall be charged against such assets over their expected useful lives. Other assets are not revalued.

Other assets having a high-risk profile in terms of occupational health and safety standards and the consequence of failure could result in service delivery needs not being met and human health and safety as well as the environment being negatively affected must be rated as critical in the Asset Register. Assets identified as critical in terms of the aforementioned are identified in **Annexure B**.

Other Assets shall be recorded under the following main categories;

- Aircraft.
- Bins and Containers.
- Emergency Equipment.
- Furniture and Fittings.
- Motor Vehicles.
- Office Equipment.
- Plant and Equipment.
- Specialised Vehicles.

Procedures and Rules

- The Asset Management Committee, in consultation with the Head of Departments, shall ensure that all other assets are appropriately recorded in terms of the municipality's policies.
- Although a category of assets may not be regarded as critical as a whole, individual assets may fulfil in the definition of criticality and head of Departments must inform the Asset Management Committee of such assets or any changes in the criticality of an asset/category of assets and the Asset Registers must be updated accordingly

14.4. HERITAGE ASSETS

General

A *Heritage Asset* is an asset that has historical, cultural or national importance and needs to be preserved. The following is a list of some typical heritage assets encountered in the municipal environment:

- Archaeological sites.
- Conservation areas.
- Historical buildings or other historical structures (such as war memorials).
- Historical sites (for example, historical battle site or site of a historical settlement).
- Museum exhibits.
- Public statues; and
- Works of art (which will include paintings and sculptures).

Policy

Heritage assets are valued at cost less accumulated depreciation and accumulated impairment losses. No depreciation shall be charged against such assets. If the cost price of heritage assets is not known, then the heritage asset will be valued at fair value.

Procedures and Rules

- For reporting purposes, the existence of such heritage assets shall be disclosed by means of an appropriate note in the Asset Register.
- The Asset Management Committee, in consultation with the Heard of Departments, shall ensure that all heritage assets are appropriately recorded and valued in terms of *GRAP 103* and municipality's policies.

14.5. Intangible Assets

General

Intangible Assets can be purchased, or can be internally developed, by the municipality and includes, but are not limited to, computer software, servitudes and mining rights.

Policy

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment

losses. Such assets are amortised over the best estimate of the useful life of the intangible asset. If an intangible asset is generated internally by the municipality, then a distinction should be made between research and development costs. Research costs should be expensed and development costs may be capitalised if all the criteria set out in GRAP 31 has been met.

Procedures and Rules

- The Asset Management Committee, in consultation with Head of Departments, shall ensure that all intangible assets are appropriately recorded in terms of the municipality's policies.
- It is the responsibility of the Manager Information Technology to ensure that all licensed computer software other than operating software are accounted for.

14.6. Investment Property

General

Investment Property comprises of land or buildings (or parts of buildings) or both, held by the municipality as owner, or as lessee under a finance lease, to earn rental revenues or for capital appreciation or both. Investment property does not include property used in the production or supply of service or for administration. It also does not include property that will be sold in the normal course of business.

Typical investment properties include:

- Office parks (which have been developed by the municipality itself or jointly between the municipality and one or more other parties);
- Shopping centres (developed along similar lines);
- Housing developments (developments financed and managed by the municipality itself, with the sole purpose of selling or letting such houses for profit).
- Land held for a currently undetermined future use. For this class of Land and Buildings there is no intention of developing or selling the property in the normal course of business.

Policy

Investment Properties shall be accounted for in terms of GRAP 16 and shall not be classified as PPE for purposes of preparing the municipality's Statement of Financial Position. Investment Property shall initially be measured at its cost. Transaction costs shall be included in this initial measurement. Where an investment property is acquired at no cost, or for a nominal cost, its cost is its fair value as at the date of acquisition.

If the Council of the municipality resolves to construct or develop a property for future use as an investment property, such property shall in every respect be accounted for as PPE until it is ready for its intended use, where after it shall be reclassified as an investment asset.

After initial recognition, all investment property shall be measured at fair value. The fair value of investment property shall be determined annually at the reporting date in terms of the municipality's Accounting Policy. The fair value should reflect market conditions and circumstances as at the reporting date.

Procedures and Rules

- The Asset Management Committee shall ensure that investment assets are recorded in an Investment Property register.
- The Asset Management Committee shall ensure that an appropriately qualified valuator undertakes such valuations on an annual basis.

The Asset Management Committee shall ensure the recognition and measurement of Investment Property in terms of GRAP 16.

15. ASSET ACQUISITION

15.1. Acquisition of Assets

General

Acquisition of assets refers to the purchase of assets by buying, building (construction), or leasing.

Policy

Should the municipality decide to acquire an asset, the following fundamental principles should be carefully considered prior to acquisition of such an asset:

- The purpose for which the asset is required is in keeping with the objectives of the municipality and will provide significant, direct and tangible benefit to it.
- The asset fits the definition of an asset (as defined in GRAP 16, GRAP 17, GRAP 31 and GRAP 103)
- The asset has been budgeted for.
- The future annual operations and maintenance needs have been calculated and have been budgeted for in the operations budget.
- The purchase is absolutely necessary as there is no alternative municipal asset that could be economically upgraded or adapted.
- The asset is appropriate to the task or requirement and is cost-effective over the life of the asset.
- The asset is compatible with existing equipment and will not result in unwarranted additional expenditure on other assets or resources.
- Space and other necessary facilities to accommodate the asset are in place.

Procedures and Rules

- The Asset Management Committee shall ensure that the Supply Chain Management Policy makes provision for these principles.
- The CFO shall ensure that all acquired assets are appropriately insured.

15.2. Creation of New Infrastructure Assets

General

Creation of new infrastructure assets refers to the purchase and / or construction of totally new assets that has not been in the control or ownership of the municipality in the past.

Policy

The cost of all new infrastructure facilities (not additions to or maintenance of existing infrastructure assets) shall be allocated to the separate assets making up such a facility and values may be used as a basis for splitting up construction costs of new infrastructure into its significant components, each of which have an appropriate useful life.

Work in progress shall be flagged as such in the Asset Register until such time that the facility is completed. Depreciation will commence when the construction of the asset is finalised and the asset is in the condition necessary for to operate in the manner intended by management.

Each part of an item of Infrastructure with a cost that is significant in relation to the total cost of the item shall be depreciated separately.

Procedures and Rules

Head of Departments shall ensure that a “Bill of Material” is submitted to Finance that includes the details of the work in progress relating to the relevant invoice and/or payment request.

- Head of Departments shall notify Finance when the work has been completed and the assets can be recognised.
- The head of Departments shall guide the service provider to submit invoices of work in progress as per the components and classification of assets as in the Asset Register.
- Head of Departments shall provide Finance with completion certificates and bill of quantities for all completed capital projects.

15.3. Self-constructed Assets

General

Self-constructed assets relate to all assets constructed by the municipality itself or another party on instructions from the municipality.

Policy

All assets that can be classified as assets and that are constructed by the municipality should be recorded in the Asset Register and depreciated over its estimated useful life for that category of asset.

Work in progress shall be flagged as such in the Asset Register until such time that the facility is completed. Depreciation will commence when the asset is in the condition necessary for it to operate in the manner intended by management.

Procedures and Rules

- Head of Departments shall ensure that proper records of staff time, transport and material costs are kept such that all costs associated with the construction of these assets are completely and accurately accounted for.
- Head of Departments shall open a job card for each infrastructure project constructed by the municipality.
- On completion of the infrastructure project, the Head of Department shall notify Finance of the asset being commissioned and will assist Finance in ensuring that all costs (both direct and indirect) associated with the construction of the assets are summed and capitalised to the assets that make up the project.

15.4 Donated Assets

General

A donated asset is an item that has been given to the municipality by a third party in government or outside government without paying or actual or implied exchange.

Policy

Donated assets should be valued at fair value, reflected in the Asset Register, and depreciated as normal assets.

Procedures and Rules

- The department will receive an offer from the donor, the department must submit the offer to Municipal Manager.
- Municipal Manager and department will agree or decide whether to accept the donated asset or not.
- The conditions associated with the donation must be agreed upon and signed by the Municipal Manager.
- The Department must submit all necessary paperwork to the Chief Financial Officer.
- Chief Financial Officer in consultation with Asset Manager must prepare an item to the Budget & Finance Portfolio Committee
- Budget & Finance Portfolio Committee recommends to Council for the acceptance of the asset/s.
- When the Council accepts the asset/s; the Asset Manager submits the accepted asset/s to the Asset Management Committee, to agree on the accounting treatment in terms of the relevant GRAP standards.

16. ASSET DISPOSAL

16.1 Transfer of Assets

General

The processes and rules for the transfer of an asset to another municipality, municipal entity or national/provincial organ of state are governed by an MFMA regulation namely “the Local Government: Municipal Asset Transfer Regulations”.

Transfer of assets or inventory items refers to the internal transfer of assets within the municipality or from the municipality to another entity. Procedures need to be in place to ensure that the Asset Control Department can keep track of all assets and ensure that the fixed Asset Register is updated with all changes in asset locations. These procedures must be followed and apply to all transfers of assets from:

- One Department to another Department.
- One location to another within the same department.
- One building to another; and
- One entity to another.

Policy

The transfer of assets is regulated by the SCMP and shall be controlled by the transfer processes in the policy and the Asset Register shall be updated accordingly.

Procedures and Rules

- Heads of Departments must ensure that all asset transfer information is passed to Finance.
- Asset transfer form should be used whenever there is movement of asset from one location to another.
- The CFO must ensure that a process is in place to capture and record asset transfer data.
- Staff of the Municipality, except for duly authorised staff, shall not move rented assets, such as photocopy machines.
- No person shall transfer any IT equipment without the knowledge and written consent of the Manager: Information Technology.
- Head of Departments must immediately report to the Asset Management Committee any damages caused to an asset and will be held responsible to investigate the cause or nature of such damage.

16.2. Exchange of Assets

General

According to GRAP 17.33 an item of PPE may be acquired in exchange for a nonmonetary asset or assets, or a combination of monetary and non-monetary assets. The cost of such an item of property, plant and equipment is measured at fair value unless:

- (a) the exchange transaction lacks commercial substance; or
- (b) the fair value of neither the asset received, nor the asset given up is reliably measurable.

If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up.

Policy

The SCMP will be applied when assets are exchanged. The cost of assets acquired in exchange for another asset shall be measured at the fair value of the asset received, which is equivalent to the fair value of the asset given up, adjusted by the amount of any cash or cash equivalents transferred.

Procedures and Rules

- An item of PPE may be acquired in exchange for a similar asset that has a similar use in the same line of operations and which has a similar fair value or may be sold in exchange for an equity interest in a similar asset. No gain or loss is recognised in both cases.
- The Asset Management Committee shall approve all asset exchanges in consultation with the relevant Head of Departments

16.3 Alienation / Disposal of Assets

General

Alienation / Disposal (alienation) is the process of disowning redundant and obsolete assets by transferring ownership or title to another owner, which is external to the municipality.

The MFMA (section 14 and 90) and the Municipal Supply Chain Management Regulation no. 27636 have specific requirements regarding the disposal of assets. Specifically:

- A municipality may not ...” permanently dispose of an asset needed to provide the minimum level of basic municipal services”.
- Where a municipal council has decided that a specific asset is not needed to provide the minimum level of basic services, a transfer of ownership of an asset must be fair, equitable, transparent, competitive and consistent with the municipality’s supply chain management policy.

Policy

There are various methods of disposal. Different disposal methods will be needed for different types of assets. When deciding on a particular disposal method and consideration of the following, the SCMP on disposal of assets must be applied:

- The nature of the asset
- The potential market value
- Other intrinsic value of the asset
- Its location
- Its volume
- Its trade-in price
- Its ability to support wider Government programmes;
- Environmental considerations
- Market conditions
- The asset’s life

Appropriate means of disposal may include:

- I. Transferring the asset to another organ of state in terms of a provision of the Act enabling the transfer of assets.
- II. Transferring the asset to another organ of state at market related value or, when appropriate, free of charge.
- III. Selling the asset:
 - price quotations,
 - a competitive bidding process,
 - auction or
 - at market related prices,whichever is the most

advantageous; or

IV. Destroying the asset:

- controlled dumping (for items that have low value or are unhygienic)

Alienated assets shall be written-off in the Asset Register.

Procedures and Rules

- Heads of Departments shall report in writing to the Asset Management Committee on 31 October and 30 April of each financial year on all assets which they wish to alienate and the proposed method of alienation.
- The CFO shall consolidate the requests received from the various departments and shall promptly report the consolidated information to the Asset Management Committee, recommending the process of alienation to be adopted.
- The Council shall delegate to the Asset Management Committee the authority to approve the alienation of any asset.
- The Council shall ensure that the alienation of any asset takes place in compliance with Section 14 of the Municipal Finance Management Act, 2004. The Act states that the municipality may not alienate any asset required to provide a minimum level of service. The municipality may alienate any other asset, provided the municipality has considered the fair market value and the economic and community value to be received in exchange for the asset.
- Selling: Assets to be sold shall be sold in terms of paragraph 18.4.4 below.
- Supply Chain Management Unit and Disposal Committee must make sure that the auction of redundant assets is conducted at least once within a reporting period.
- Donations: Donations may be considered as a method of alienation, but such requests must be motivated to the Asset Management Committee for approval.
- Destruction: Assets that are hazardous or need to be destroyed must be identified for tenders or quotations by professional disposal agencies.
- Scrapping: Scrapping of assets that cannot be alienated otherwise may be considered as a method of alienation, but such requests must be motivated to the Asset Management Committee.
- Once the assets are alienated, the CFO shall write-off the relevant assets in the Asset Register.
- The letting of immovable property must be done at market-related tariffs, unless the relevant treasury approves otherwise. No municipal property may be let free of charge without the prior approval of the relevant treasury.
- The Asset Management Committee must review, at least annually when finalising the budget, all fees, charges, rates, tariffs or scales of fees or other charges relating to the letting of municipal property to ensure sound financial planning and management.

16.4 Selling of Assets

General

Selling of assets refers to the sale of municipal assets approved for alienation.

Policy

The selling of assets must be within the parameters laid down in the SCMP.

The disposal of computer equipment (tablets or laptops) at the end of its useful life through sale, to allow for the option of giving preference to the last user (municipal official and councillor), or to follow other means of disposal detailed below;

Further must all assets earmarked for sale be sold by public auction or tender and the following steps shall be followed:

- A notice of the intention of the municipality to sell the asset shall be published in a local newspaper.
- In the case of a public auction, the municipality shall appoint an independent auctioneer to conduct the auction; and
- In the case of a tender, the prescribed tender procedures of the municipality shall be followed.

Sold assets shall be written-off in the Asset Register.

Procedures

- A request for assets to be sold must be submitted to the Asset Management Committee for approval. The request must be accompanied by a list of assets to be sold and the reasons for sale as described in paragraph 12.3 above.
- The Asset Management Committee may approve the engagement of auctioneers either on a quotation basis or by tender depending on the goods to be alienated.
- Bidding: Bidders are afforded the opportunity to make an offer on identifiable items. Bids are compared and the highest bidder is awarded the bid.
- Tenders: Tenders shall be invited according to the municipality's tender procedures.
- Selling to Municipal official or Municipal Councillor: Asset management section will compile a list of all computer equipment that has reached its useful life on an annual basis. Municipal Official or Councillor who was using the tablet or the laptop may make an offer to buy the tablet or laptop. An offer shall be made to the CFO, who will then submit the offer to the Asset Management Steering Committee. The Asset Management Steering Committee will determine the market-related price of the asset and shall recommend the Municipal Manager for approval of the sale.
- Once the assets are sold, the CFO shall write-off the relevant assets in the Asset Register.
- If the proceeds of the sales are less than the carrying value recorded in the Asset

Register, such difference shall be recognised as a loss for the department or vote concerned in the Statement of Financial Performance. If the proceeds of the sales, on the other hand, are more than the carrying value of the asset concerned, the difference shall be recognised as a gain for the department or vote concerned in the statement of financial performance.

- Transfer of assets to other municipalities, municipal entities (whether or not under the municipality's sole or partial control) or other organs of state shall take place in accordance with the above procedures, except that the process of alienation shall be by private treaty.

16.5 Write-off of assets

General

The write-off of assets is the process to permanently remove the assets from the Asset Register. Assets can be written-off after approval of the Asset Management Committee of a report indicating that:

- The useful life of the asset has expired;
- The asset has been destroyed;
- The asset is out dated;
- The asset has no further useful life;
- The asset does not exist anymore;
- The asset has been sold; and
- Acceptable reasons have been furnished leading to the circumstances set out above.
- The SCMP has been adhered to.

The CFO may approve the ad hoc writing-off of assets without prior approval of the Asset Management Committee on condition that –

- The write-offs fall after but between the next scheduled Asset Management Committee meeting and financial year end closure; and
- The Asset Management Committee is informed of the write-offs at the next scheduled Asset Management Committee meeting.

Policy

The only reasons for writing off assets, other than the sale of such assets during the process of alienation, shall be the loss, theft, destruction, material impairment, or decommissioning of the asset in question.

Procedures and Rules

- Head of Departments shall report to the CFO on 31 October and 30 April of each financial year on any assets which such HOD wishes to have written-off, stating in full the reason for such recommendation. The CFO shall consolidate all such reports, and shall promptly submit a recommendation to the Asset Management Committee on the assets to be written off.
- An asset, even though fully depreciated, shall be written-off only on the recommendation of the HOD controlling or using the asset concerned, and with the approval of the Asset Management Committee.
- In every instance where a not fully depreciated asset is written off with no proceeds for the asset being obtained, the CFO shall immediately debit to such department or vote the full carrying value of the asset concerned as impairment expenses.

Assets that are replaced should be written-off and removed from the Asset Register

17. ASSET PHYSICAL CONTROL

17.1 Physical Control / Verification

General

Movable assets require physical control and verification of existence.

Policy

All movable assets shall be actively controlled, including an annual verification process.

Procedures and Rules

- All movable assets, where practicable, must have a visible bar code or unique asset marking as determined by the Asset Management Committee.
- Annual verification of movable assets should be conducted under the direction of Finance. This procedure would enable the municipality to identify discrepancies and dispositions and properly investigate and record the transactions.
- Procedures should be established to adequately identify assets owned by others or subject to reclamation by donors.
- The Asset Management Committee shall co-ordinate and control regular physical checks, and all discrepancies are to be reported immediately to the Asset Management Committee.
- Registers must be kept for those assets allocated to staff members. The individuals are responsible and accountable for the assets under their control. These registers should be updated when the assets are moved to different locations or allocated to a different staff member in order to facilitate control and physical verification.
- Where a change in person in direct control of equipment takes place, a handing-over certificate shall be completed and signed by both parties concerned and a copy of this certificate must be forwarded to Finance. If surpluses or deficiencies are found, the certificates shall be dealt with as with stock-taking reports.
- If for any reason the person from whom the asset is being taken over is not available, the asset manager should assist the person taking over with the checking of the equipment and the certification of any discrepancies.
- In case of failure to comply with the requirements of a handing-over certificate, the person taking over shall be liable for any shortages, unless it can be established that the shortages existed prior to their taking over.
- Any losses of and damage to equipment, excluding discrepancies at stocktaking of losses resulting from normal handling or reasonable wear and tear, shall be reported to the Asset Management Committee.
- Independent checks from asset records shall be conducted to ensure that the assets physically exist, especially those that could be disposed of without a noticeable effect

on operations.

- Yearly physical inspections of assets shall be performed to identify items which are damaged, not in use or are obsolete due to changed circumstances, to ensure that they are appropriately repaired, written off or disposed of.

The Asset Management Committee may, on request of an HOD, waive full physical verification and accept written confirmation from the HOD of infrastructure assets being verified during the course of a financial period as part of routine and/or planned maintenance and/or physical inspections. Documentation in this regard must be kept by departments and be available for inspection. The Chief Financial Officer will inform the external auditors of the Asset Management Committee's decision

17.2 Insurance of Assets

General

Insurance provides selected coverage for the accidental loss of the asset value. Generally, government infrastructure is not insured against disasters because relief is provided from the Disaster Fund through National Treasury.

Policy

Assets that are material in value and substance shall be insured at least against destruction, fire and theft. All municipal buildings shall be insured at least against fire and allied perils.

Procedures and Rules

- The Asset Management Committee will ensure that all assets are properly insured in terms of the policy.

17.3 Safekeeping of Assets

General

Asset safekeeping is the protection of assets from damage, theft, and safety risks.

Policy

Directives for the safekeeping of assets shall be developed and the safekeeping of assets shall be actively undertaken.

Procedures and Rules

- The Asset Management Committee must issue directives that detail the safekeeping of assets.
- Head of Departments must ensure that safekeeping directives are adhered to.
- Malicious damage, theft, and break-ins must be reported to the CFO within 48 hours of its occurrence or awareness. The CFO will inform the Asset Management Committee of such occurrence.
- The Municipal Manager must report criminal activities to the South African Police Service.

18. ASSET FINANCIAL CONTROL

General

Borrowing costs are interest and other costs incurred by the municipality from borrowed funds. The items that are classified as borrowing costs include interest on bank overdrafts and short-term and long-term borrowings, amortisation of premiums or discounts associated with such borrowings, amortisation of ancillary costs incurred in connection with the arrangement of borrowings, finance charges in respect of finance leases and foreign exchange differences arising from foreign currency borrowings when these are regarded as an adjustment to interest costs.

The capitalisation of borrowing costs should take place when borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress.

During extended periods in which development of an asset is interrupted, the borrowing costs incurred over that period should be recognized as an expense when incurred. Capitalization of borrowing costs should cease when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Policy

Borrowing costs shall be capitalized, if related to the construction of an asset, when the construction of an asset is expected to take a substantial period of time to get ready for its intended use or resale and an outside agency is used to finance the project.

Procedures and Rules

The CFO should reconcile the borrowing cost to be capitalized with the amount that has been capitalized on a monthly basis.

18.1 Funding Sources

General

The Municipal Finance Management Act (MFMA) provides guidelines on how to utilize funds in financing assets (Section 19 of MFMA). The municipality shall utilize any of the following sources to acquire and

/ or purchase assets:

- Grants;
- Donations;
- Internally Generated Funds;
- External Loans; and / or
- Leases

19. ASSET MAINTENANCE

19.1. Useful Life of Assets

General

Useful Life of assets is defined in paragraph 2 of the Policy and is basically the period or number of production units for which an asset can be used economically by the municipality.

National Treasury (NT) published its Local Government Asset Management Guideline in August 2008 that includes directives for useful lives of assets, but municipalities must use their own judgement based on operational experience and in consultation with specialists where necessary in determining the useful lives for the particular classes of assets. The calculation of useful life is based on a particular level of planned maintenance.

Policy

The remaining useful life of assets shall be reviewed annually. Changes emanating from such reviews should be accounted for as a change in accounting estimates in terms of GRAP 3.

Procedures and Rules

Head of Departments must determine the reasonable remaining useful lives of the assets under their control. Changes in remaining useful lives must be approved by the Asset Management Committee.

- During annual physical verification the condition of each asset must be reviewed to determine the validity of its remaining useful life as reflected on the Assets Register. All items identified as being impaired (with remaining useful live shorter than anticipated as per the Assets Register) must be reported to the Chief Financial Officer who will implement steps to ensure that the impairments are incorporated in the Assets Register and reported on as required by the standards of GRAP.
- The CFO shall ensure that remaining useful lives, and changes thereof, are properly

recorded and accounted for in the Asset Register and the general ledger.

- The Asset Management Committee shall ensure that the Remaining Useful Life of an asset shall be reviewed at each reporting date.

19.2. Residual Value of Assets

General

The Residual Value of an asset is the estimated amount that the municipality would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Policy

Residual values should be determined upon the initial recognition (capture) of assets. However, this will only be applicable to assets that are normally disposed of by selling them once the municipality does not have a need for such assets anymore, e.g. motor vehicles. In practice, the residual value of an asset is often insignificant and therefore immaterial in the calculation of the depreciable amount.

The residual value of assets shall be reviewed annually at the reporting date. Changes in depreciation charges emanating from such reviews should be accounted for as a change in accounting estimates in terms of GRAP 3.

Procedures and Rules

- Head of Departments must determine the reasonable residual values of the assets under their control. Changes in residual values must be approved by the Asset Management Committee.
- The CFO shall ensure that residual values, and changes thereof, are properly recorded and accounted for in the Asset Register and the general ledger.
- The Asset Management Committee shall ensure that the residual value of an asset shall be reviewed at each reporting date.

19.3. Depreciation of Assets

General

Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation therefore recognises the gradual exhaustion of the asset's service capacity. The depreciable amount is the cost of an asset, or other amount substituted for cost in the financial statements, less its residual value.

The depreciation method used must reflect the pattern in which economic benefits or service potential of an asset is consumed by the municipality. The following are the allowed alternative depreciation methods that can be applied by the municipality:

- Straight-line;.
- Diminishing Balance; and
- Sum of the Units.

Policy

All assets, except land; investment properties and heritage assets, shall be depreciated over their reasonable useful lives. The residual value and the useful life of an asset shall be reviewed at each reporting date. The depreciation method applied must be reviewed at each reporting date. Reasonable budgetary provisions shall be made annually for the depreciation of all applicable assets controlled or used by the municipality or expected to be so controlled or used during the ensuing financial year.

Depreciation shall take the form of an expense both calculated and debited on a monthly basis against the appropriate line item in the department or vote in which the asset is used or consumed. Depreciation of an asset should begin when the asset is ready to be used, i.e. the asset is in the location and condition necessary for it to be able to operate in the manner it is intended by management. Depreciation of an asset ceases when the asset is derecognised. Therefore, depreciation does not cease when the asset becomes idle or is retired from active use and held for disposal unless the asset is fully depreciated.

However, under certain methods of depreciation the depreciation charge can be zero while there is no production.

In the case of intangible assets being included as assets, the procedures to be followed in accounting and budgeting for the amortisation of intangible assets shall be identical to those applying to the depreciation of other assets.

Procedures and Rules

- Heads of Departments must ensure that a budgetary provision is made for the depreciation of the assets under their control in the ensuing financial year.
- Head of Departments must determine the reasonable useful life of the asset classifications under their control. Deviations from the standards of useful life must be motivated in writing to the Asset Management Committee for approval.
- In the case of an asset which is not listed in the asset classification list, Head of Departments shall determine a useful operating life, in consultation with the CFO, and shall be guided in determining such useful life by the likely pattern in which the asset's economic benefits or service potential will be consumed. The Asset Management Committee must be informed of the additional asset classification and amend the Asset Management Policy accordingly.
- Alternative depreciation methods may be used in exceptional cases, if motivated by the Head of Department controlling the asset to the Asset Management Committee. The Head of Department must then provide the Asset Management Committee with sufficient statistical information to make estimates of depreciation expenses for each financial year.
- The CFO shall ensure that depreciation shall be up to date on a monthly basis and be reconciled between the Asset Register and the general ledger.
- The CFO shall ensure that the residual value, useful life and depreciation method of an asset shall be reviewed at each reporting date.

19.4. Impairment Losses

General

Impairment is the loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation. For example:

- Significant decline in market value.
- Carrying amount of an asset far exceeds the recoverable amount or market value.
- There is evidence of obsolescence (or physical damage).
- The deterioration of economic performance of the asset concerned; and
- The loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (such as through inadequate maintenance).

The impairment amount is calculated as the difference between the carrying value and the recoverable service value. The recoverable service value is the higher of the asset's value in use or its net selling price. Where the recoverable service amount is less than the carrying amount, the carrying amount should be reduced to the recoverable service amount by way of an impairment loss. The impairment loss should be recognised as an expense when incurred unless the asset is carried at relevant amount.

If the asset is carried at a revalued amount (in the case of investment property, infrastructure and community assets) the impairment should be recorded as a decrease in the revaluation reserve. Where immovable property, plant and equipment surveys are conducted, the recoverable service value is determined using the depreciated replacement costs method by assessing the remaining useful life.

Policy

Assets shall be reviewed annually for impairment. Impairment of assets shall be recognised as an expense, unless it reverses a previous revaluation in which case it should be charged to the Revaluation Surplus. The reversal of previous impairment losses recognised as an expense is recognised as an income.

Procedures and Rules

- The Asset Management Committee must ensure that annual impairment surveys are conducted.
- The CFO shall ensure that impairment losses, or reversals thereof, are properly recorded and accounted for in the Asset Register and the general ledger.

19.5. Maintenance of Assets and the Asset Register

General

Maintenance refers to all actions necessary for retaining an asset as near as practicable to its original condition for it to achieve its expected useful life, but excluding rehabilitation or renewal. This includes all types of maintenance – corrective and preventative maintenance.

For linear infrastructure assets, such as pipes and roads, the following test is applied to differentiate between maintenance and renewal when partial sections of linear assets are renewed:

- If a future renewal of the entire pipe will include the renewal of the partial section that is now renewed, then the renewal of the partial section is treated as maintenance.
- If a future renewal of the entire pipe will retain the partial section that is now renewed, then the renewal of the partial section is treated as renewal and the pipe is split into two separate assets.

The splitting of linear infrastructure has a data management implication, but it is the easiest method that maintains the data integrity over time.

Maintenance analysis is an essential function of infrastructure management to ensure cost-effective and sustainable service delivery. To analyse maintenance data, maintenance actions undertaken against individual infrastructure assets should be recorded against such assets.

Policy

Maintenance actions performed on infrastructure assets shall be recorded against the individual assets that are individually identified in the Asset Register.

The risk and criticality of all assets must be assessed in conjunction with the annual physical asset verification process. All assets with a condition rating greater than 3 (three) must be reported to the Asset Management Committee who will give instructions with regard to the criticality grading of the assets on the Asset Register. Head of Departments must ensure that the assets identified as critical are attended to in order to prevent possible failure.

Procedures and Rules

- Head of Departments responsible for the control and utilisation of infrastructure assets shall monitor maintenance actions and budget for the operation and maintenance needs of each asset or class of assets under their control. Operating expenses must include all labour and material costs for the repair and maintenance of the assets. This includes both contracted services and services performed by employees.
- Head of Departments shall ensure that the operating expenses are expended against the operating budget and not the capital budget.
- Head of Departments shall report to the Council annually of the extent to which the

approved maintenance plan has been complied with and the extent of deferred maintenance.

- Head of Departments shall report to the Council annually on the likely effects that maintenance budgetary constraints may have on the useful operating life of the infrastructure asset classes.
- Head of Departments shall ensure that maintenance plans make provision for the additional maintenance burden of future infrastructure to be acquired.

19.6. Renewal of Assets

General

Asset Renewal is restoration of the service potential of the asset. Asset renewal is required to sustain service provision from infrastructure beyond the initial or original life of the asset. If the service provided by the asset is still required at the end of its useful life, the asset must be renewed. However, if the service is no longer required, the asset should not be renewed. Asset renewal projections are generally based on forecast renewal by replacement, refurbishment, rehabilitation or reconstruction of assets to maintain desired service levels.

Policy

Assets renewal shall be accounted for against the specific asset. The renewal value shall be capitalised against the asset and the expected life of the asset adjusted to reflect the new asset life.

Procedures and Rules

The Asset Management Committee must ensure that processes are in place to capture renewals data against specific assets and to capitalise it correctly.

- Head of Departments shall ensure that renewals expenditure are correctly budgeted for in the capital budget and expensed against this budget.
- Head of Departments must ensure that renewals expenditure data are correctly captured against the assets and the expected lives adjusted.

19.6. Replacement of Assets

General

This paragraph deals with the complete replacement of an asset that has reached the end of its useful life to provide a similar or agreed alternative level of service.

Policy

Assets that are replaced shall be written off at their carrying value. The replacement asset shall be accounted for as a separate new asset. All costs incurred to replace the asset shall be capitalised against the new asset. The SCMP will be applied.

Procedures and Rules

- The Asset Management Committee must ensure that processes are in place to capture replacement data against specific assets and to capitalise it correctly.

Heads of Department shall ensure that replacement expenditure is correctly budgeted for in the capital budget and expensed against this budget.

20. ESTABLISH DEFINED GOALS ,SERVICE LEVELS,INVENTORY GUIDELINES AND STANDARD OF MAINTENANCE

20.1 Defining Service Levels

The SAMP must define Asset Management goals that enable IDP objectives. Key performance indicators (KPIs) must be formulated for each goal to ensure the Municipality meets stakeholder expectations with regards to service levels. The KPIs must be SMART (Specific, Measurable, Achievable, Realistic, and Timely) to ensure accountability.

20.2 Standards of Maintenance

Maintenance standards are established criteria for performing various maintenance tasks such as routine activities involving maintenance planning, scheduling, and data capturing, cleaning, repairs, and lubrication as well as parts replacements and refurbishment. Three general types of maintenance strategies can be identified, namely corrective maintenance or run to failure (RTF), preventive or time-based (TBM) or use-based maintenance (UBM), predictive or condition-based maintenance (CBM). Choice of strategy depends on failure mode type, consequence, probability, and predictability of failure.

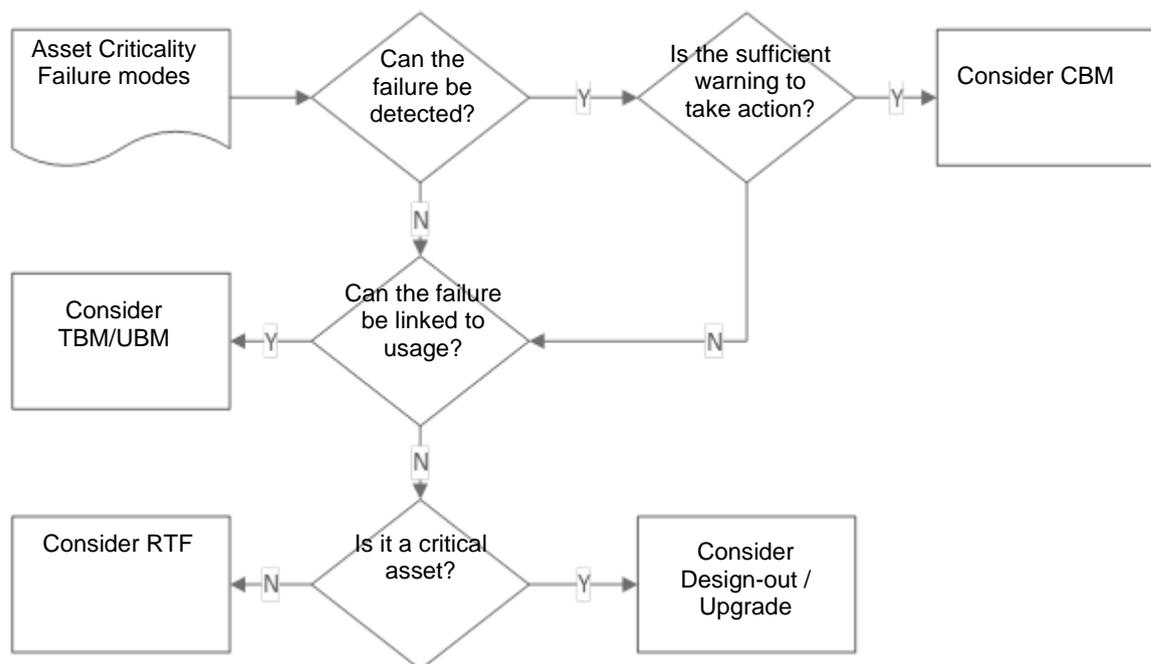


Figure 2: RCM decision making tree

Strategy	Preventative (UBM or TBM)	Predictive (CBM)	Corrective (RTF)
Tactic / Activity	Examples:	Examples:	Examples:

	<ul style="list-style-type: none"> • Lubrication, cleaning, and repairs or replacements at predetermined intervals (before failure occurs) • OHS Act Statutory maintenance plans fall in this category. • Paint walls every 5 years • Change diesel generator oil every 500 running hours 	<ul style="list-style-type: none"> • Oil Analysis • Inspections and condition assessments – visual or using condition monitoring technology and tools either continuously (SCADA) or at predetermined intervals. 	<ul style="list-style-type: none"> • Replace fused bulb • Repair leaking pipe • Replace broken window <p>(Failure has already occurred, can also be triggered by a Predictive Maintenance task)</p>
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Comprehensive maintenance plans are developed through a structured or systematic process such as FMECA or RCM at maintenance item or component level taking into consideration OEM maintenance requirements when the asset is still under warranty.

GRAP maintenance classification considers the impact of the maintenance activity on the remaining useful life of the asset. Renewals and upgrades extend the useful life of the asset therefore cost can be capitalized, whereas repairs and routine maintenance which merely maintain the functionality of the asset are classified as operational costs.

Renewals and upgrades can also be categorized as preventative, predictive or corrective maintenance depending on the maintenance strategy as determined by the RCM decision tree. In this way the Municipality can analyze if its spending is proactive (preventative and predictive maintenance) or reactive (corrective maintenance).

Standard operating procedures (SOPs) must be formulated for every maintenance activity incorporating SHEQ requirements to ensure quality work is done safely.

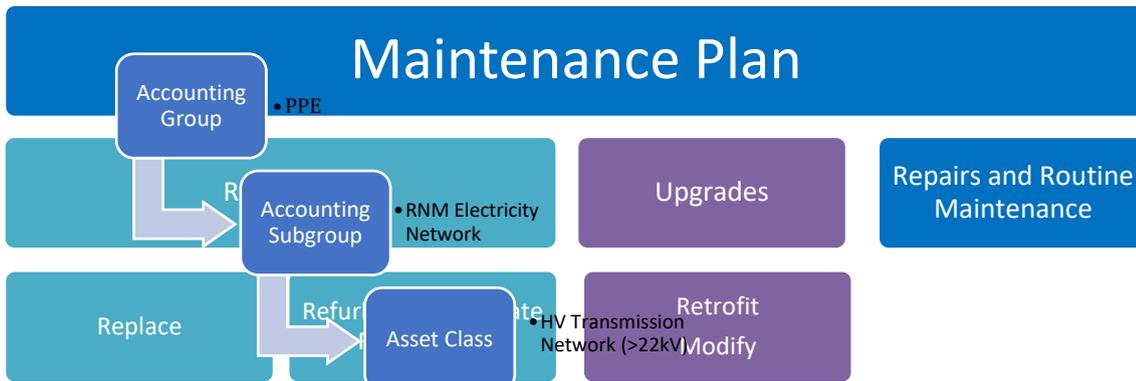
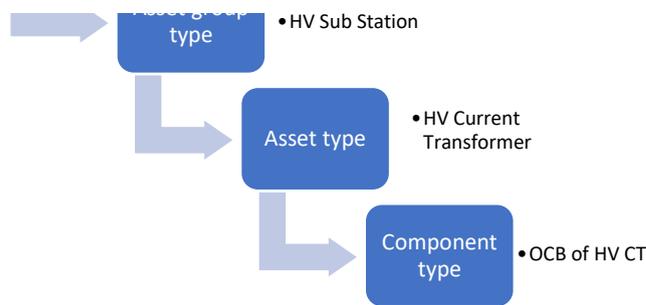


Figure 3: GRAP infrastructure maintenance classification



For RNM maintenance plans are developed at maintenance item level or asset type level as per CIDMS hierarchy (Figure 3). This is preferred level of asset information detail for the accounting and technical management of infrastructure.

Preparing Maintenance budgets

- Head of Departments shall ensure that new infrastructure acquisitions are informed by the 10-year asset management plans of that specific asset class.
- The costs associated with the maintenance activities in the Maintenance Plan shall be calculated or obtained through a budget quotation.
- The individual maintenance activity costs shall be summarized per Department and used to inform the required maintenance budgets.
- Where available maintenance budgets are inadequate, the criticality of the asset shall be used to prioritize the maintenance actions to be performed.
- Maintenance activities that cannot be funded as per maintenance schedule shall be classified as deferred maintenance and recorded as such.
- Expenditure on maintenance shall be recorded against the asset or facility (preferably maintenance item level) and cost centers where the cost is incurred.

20.3 Asset criticality analysis

Asset Management is an organizational risk management plan to manage risk associated with the ownership and use of its assets therefore any asset management or service delivery improvement initiatives should start with an asset criticality (risk) analysis. There are many models for conducting criticality analysis and each organization has its own system which takes into consideration that organization’s specific risk appetite. These models consider the consequence of asset loss or failure on production or service levels, quality, safety, and the environment, as well as probability of the failure and its predictability. It is basically a risk-ranking system that estimates consequences of a failure or loss to the organization and its probability. The criticality matrix provides a very basic method of assessing and ranking asset risk. A matrix is used as a qualitative method to assess the level of risk, ranking events as very low (blue), low (green), medium (yellow), high (orange) or very high (red). This allows all asset risks and organizational risks to be compared and ranked. Risk responses are prioritized according to the highest risk exposure categories. Special care should be given to the assets that are in the high and very high-risk categories. This implies that asset criticality should be used as a system of prioritization by informing decision making with regards to projects, maintenance work management and inventory or spares management (supply chain management). Based on asset criticality analysis, each department should develop a risk register as input to the Municipality’s Operational risk register which must be reviewed annually.

Consequence/Criticality		Insignificant	Minor	Moderate	Major	Catastrophic
Probability/Condi titi	Almost certain	Medium	Medium	Very High	Very High	Very High
	Likely	Medium	Medium	High	Very High	Very High
	Moderate	Low	Low	Medium	High	Very High
	Unlikely	Very Low	Low	Low	High	High
	Rare	Very Low	Very Low	Low	High	High

Figure 1: Risk Matrix

21. INTERGRATION OF ASSET MANAGEMENT WITHIN THE MUNICIPALITY

Asset management must be integrated into the strategic planning (IDP development) and budgeting processes of the Municipality, and the Asset Management Committee should play a key role in this process. The improvement projects or initiatives identified in the Asset Management Plans must inform and align to the annual budgets of each department (SDBIP) which in turn informs the MTREF of the municipality. The AMPs must provide input to the next 5-year Integrated Development Plan of the municipality and so ensures the continuous improvement process. The municipality should invest in an integrated enterprise asset management solution as part of the information management strategy and to set a foundation for the smart city development project.

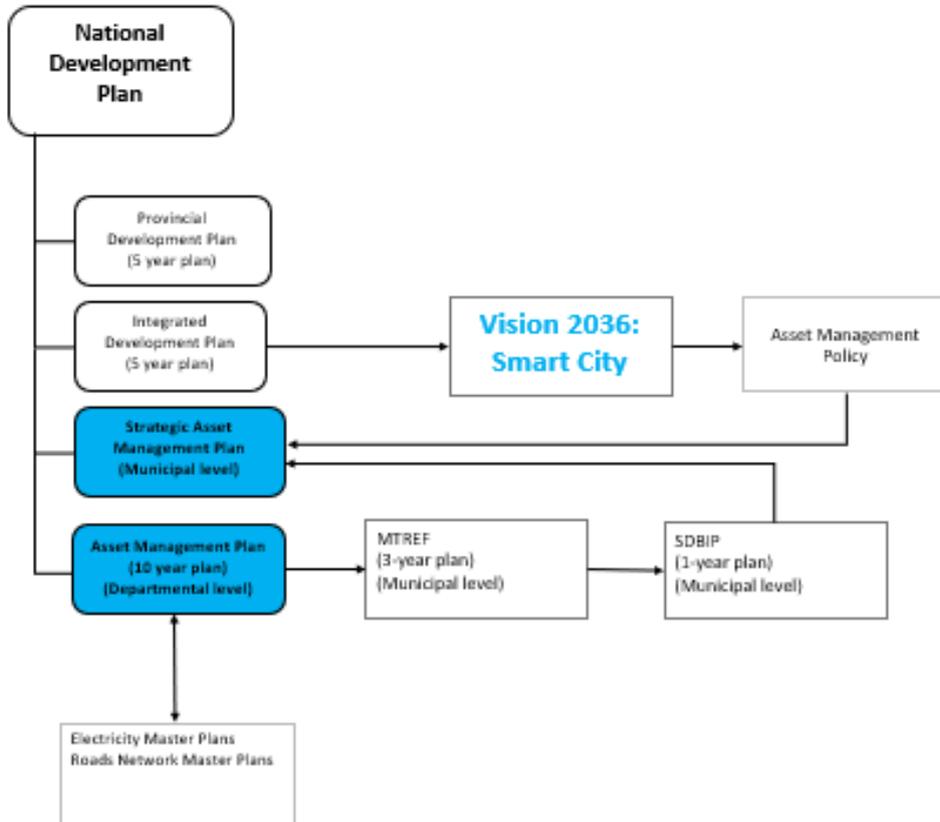


Figure 2: Integration of Asset Management within Municipality

Figure 5 shows the relationship between the key elements of the municipality’s asset management framework (the blue boxes are the new elements to be added to align to ISO 55001 requirements). It is especially relevant in depicting the relationship between the RNM’s organizational plans/objectives (IDP) and the RNM’s strategic asset management plan (SAMP) through the asset management policy (AM Policy) resulting in the development of asset management plans (AMPs) which are the mechanism for embedding asset management within the RNM.

22. POLICY REVIEW

The Chief Financial Officer shall be the custodian of the Policy and shall be responsible for the review of the policy, annually as a minimum. The approval of this policy shall lie with the Municipal Executive Committee.

ANNEXURE A ABBREVIATIONS

AM	Asset Management
AMS	Asset Management System
AMO	Asset management objective
AMP	Asset Management Plan
AMS	Asset Management System
CIDMS	City Infrastructure and Management System
CFO	Chief Financial Officer
EPWP	Expanded Public Work Program
FMEA	Failure mode and effects analysis
GAMAP	Generally Accepted Municipal Accounting Practice
GIS	Geographical Information System
GRAP Practice	Standards of Generally Recognized Accounting Practice
HOD	Head of Department
HR	Human Resource
IAM	Infrastructure Asset Management
IAMP	Infrastructure Asset Management Plan
AR	Asset Register
IAR	Infrastructure Asset Register
IAS	International Accounting Standards
IDP	Integrated Development Plan
MFMA Act	Municipal Finance Management Act
MTREF Framework	Medium Term Revenue and Expenditure Framework
NT	National Treasury
OAG	Office of the Accountant General
O&M	Operation and Maintenance
SCMP Policy	Supply Chain Management Policy
SCADA acquisition	Supervisory control and data acquisition
SDF Framework	Spatial Development Framework
SAMP Plan	Strategic Assets Management Plan
RCM	Reliability centered Maintenance
RNM	Ray Nkonyeni Municipality

