



FINAL INTEGRATED DEVELOPMENT PLAN

2022 - 2027

**MALUTI –A– PHOFUNG LOCAL
MUNICIPALITY
C/O MOTLOUNG AND SETAI STREETS
WITSIESHOEK
9870**

**Tel: 058 718 6616 Fax: 058 718 1777
e-mail: mmadmin@map.fs.gov.za**

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FOREWORD FROM THE EXECUTIVE MAYOR

The document represents the final document of the FINAL 2022 – 2027 IDP for the new municipal council after the November 2021 Local Government Elections. The development of this document is guided by both the Local Government: Municipal Finance Management Act, No. 56 of 2003 and Section 25 (1) Local Government: Municipal Systems Act, No. 32 of 2000 as amended. During the preparation of this document, the municipality took into account the State of the Nation Address, State of Province Address, national budget, relevant provincial budget, the national government's fiscal and macro-economic policy, the annual Division of Revenue Act and provincial grants. It is worth noting that the above said pieces of legislation also require us as the Council to consult communities before we approve the IDP and Budget. With the relaxation of the Covid – 19 restrictions, the municipal Council was able to physically consult communities in all the 35 Wards of the municipality since the advent of Coronavirus in March 2020.

The municipality is continuously confronted with huge infrastructure backlogs and a challenge in providing continued services like water, sanitation, electricity, refuse removal, construction and upgrading of streets. This is as a result of low collection rate by the municipality due to none-payment of services by communities offered to them and electricity illegal connections. As we usher in the new 2022 – 2027 municipal planning (IDP), the municipal council commits to focus on infrastructure development – construction and maintenance of access roads; construction and rehabilitation of bridges and footbridges; households' electrification; construction and maintenance of streets and high mast lights; installation of smart metres.

Accordingly, to address the electricity challenges, the municipality has had numerous engagements with ESKOM for the refurbishment of our electricity infrastructure. To this end, an Active Partnership Agreement was signed between the ESKOM and the municipality. For the operationalization of the agreement, different work streams constituted by officials from ESKOM and the municipality had to be established to finalize the signing the Distribution Agency Agreement by both parties.

In an endeavour to circumvent water and sanitation challenges faced by our communities, the Minister of Water and Sanitation, Honourable Senzo Mchunu, has issued a directive in terms of Section 41 (1) (ii) of the Water Services Act, 108 of 1997 for Bloem Water to immediately intervene to refurbish and upgrade Waste Water Treatment Works and Water Treatment Works, manage and supervise operation and maintenance of water and sanitation infrastructure, develop a Water Services Development Plan, and development of Feasibility Studies and Implementation Readiness Studies for future projects to ensure sustainable water supply and sanitation in all areas of the municipality. For the operationalization of this intervention, the Minister has allocated an amount of about R 2 billion and a Service Level Agreement has to be signed between the Department of Water and Sanitation, Maluti-a-Phofung LM and Bloem Water.

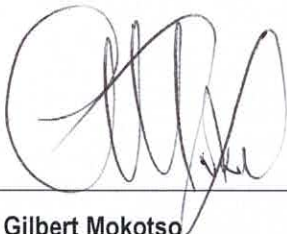
The Municipal Council will also endeavour to ensure that it strengthens its oversight function in ensuring that its Municipal Public Accounts Committee (MPAC) and other oversight committees are functional and effective. The municipality will also continue with the strides to strengthen local economic development initiatives. The municipal council will also need to prioritize the construction and maintenance of public amenities in our area. Youth, women, people with disability and HIV/AIDS also

remain our area of strategic focus. It is regrettable that we, like other municipalities, had to experience budget allocation cuts from both provincial and national governments. The new Council has started the process of filling all vacant senior managers' position ensuring that there is stability in the municipal administration as this will ensure that we turn the municipality around and achieve positive and deliver on our Constitutional mandate.

The municipality has also started conducting skills audit in an attempt to understand the skills that the municipality has and consequently the skills gap within the municipality.

All the sections of this document were prepared with the relevant information during the preparation process. Inputs that were made by communities and stakeholders during the one-on-one sessions were incorporated into the document.

In conclusion I would like to encourage our communities and families not to despair during these trying time. We are all in this together. Let us support each other and pray for one another humble ourselves under the Mighty hand of God and in due season, He shall definitely lift us up. Our God is good and gracious enough to hear us. Let us continue to do everything we need to do to in ensuring that our communities receive their much needed services as they look upon us. Let us not also remember that Coronavirus is still with us and continue to wash your hands regularly with water and soap or sanitizer; keep social distance; obey regulations and adhere to other none-pharmaceutical measures to stop the spread of the virus.



Cllr. Gilbert Mokotso

Executive Mayor

DATE: 27-06-2022

OVERVIEW BY THE MUNICIPAL MANAGER

Maluti-A-Phofung Local Municipality (MAP) is pleased to present the final 2022/2027 Integrated Development Planning (IDP) for the new term of the Council after – 2022-2027. The development of this IDP is guided by Section 25 (1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) as amended, which provides that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

MAP is coming from a difficult past where it was even placed under administration by the provincial department in terms of the provisions of Section 139 of the Constitution. This has led to some internal instability - politically and administratively. As a result, we could not submit annual financial statements (AFS) as required for the past four (4) financial years (2017/18 - 2020/21). However, we have already made significant strides in reversing such distressing state. Accordingly, December 2021 we managed to submit all the previous years' AFS. Our sleeves are rolled up towards instilling a sense of responsibility and accountability as we currently examining reasons for the latest adverse audit opinion against us. We will no longer tolerate historical problem of lack of supporting documentation. .

Furthermore, the Council has already approved ideal processes pertaining to the filling of senior managerial positions. The delays in this regard have costs us greatly as the Administration. The anticipated time for the assumption of duties of the appointed senior managers is July 2022. This is envisaged to play a pivotal role towards a much-needed stability for the institution.

MAP has also ensured that whatever we do, prioritises the promotion participatory democracy. Hence the local community was the primary actor in the IDP finalizing processes. The public hearings through outreach programme were conducted from the 23rd of February 2022 to the 08th of March 2022 in all 35 Wards. This was mainly to solicit inputs from community members and stakeholders for the development of the new 5 – year IDP (2022 – 2027).

We managed to successfully convene a strategic planning session on 28 – 30 March 2022 in Harrismith. Here we were doing our own diagnosis of the state of our municipality, reviewing where we come from, where we are and where are we going to. We emerged there with the key programmes and focus areas for the next five years (2022 – 2027).

As the municipality we are also quite mindful of the impact of COVID-19 on our operations. It can no longer be business as usual as we are slowly adjusting to the new normal. The administration has put in place systems and processes to ensure that we respond to Corona Virus in such a manner that we can protect employees and become relatively productive.

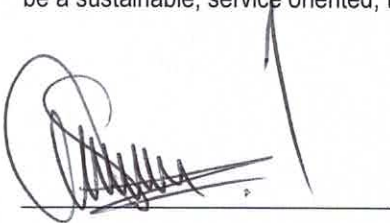
We are approaching the new term of Council at the time when there is massive decline in our budget because of the economic recession as well as world pandemic. This simply means we should look at ways of operating in lean staff and achieving more with less. At the moment we are reviewing the organogram that will clearly respond to the rapid changes by embracing

Information Communication Technology as an enabler towards municipal operations. The municipal Cost Containment measures that were introduced will also guide us to reduce unnecessary items for expenditure that will not have direct impact on service delivery.

The district development model (DDM), championed by the Thabo Mofutsanyana District Municipality, as announced by the President presents new challenges and opportunities. We are committed to improve, at municipal level, the way we work and interact with other spheres of government as well as private sector. This implies we have repositioned ourselves as an organisation to respond to the new demands stemming from the DDM.

I must also take this opportunity to appreciate the work of our employees during the Corona Virus as they have been dedicated to ensuring that much needed services are provided to our communities. It seems obvious that things will not be done as they used to before such as how we conduct meetings and generally the traditional ways of conducting our business but there is hope now that there is easing of regulations and flexing of the Disaster Management Act. The Corona Virus has thrust us into the intensification of change towards utilisation of technology in our business processes.

Lastly, let me take this opportunity to appreciate the valuable input that we received from our communities and stakeholders during the IDP/Budget process. We will continue to be transparent and accountable administration in realizing our vision "To be a sustainable, service oriented, tourist destination of choice."



Mr Futhuli Mothamaha

Municipal Manager

BACKGROUND

Section 34 of the Local Government: Municipal Systems Act, 32 of 2000 as amended, provides for the annual review of the IDP in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demands. This FINAL 2022 – 2027 IDP document is the first FINAL of the 2022/2027 IDP of the new Council of Maluti-a-Phofung Local Municipality (MAP). The strategic objectives and targets contained in this document were reached subsequent to extensive systematic and structured internal and external consultation through various public participation mechanisms with the community and stakeholders within the MAP area of jurisdiction.

In terms of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, Section 25 (1) each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which, *inter alia*, links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and aligns the resources and capacity of the municipality.

As far as the status of the IDP is concerned, Section 35 of the MSA clearly states that an Integrated Development Plan adopted by the Council of a municipality: (a) is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality; (b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's Integrated Development Plan and national or provincial legislation, in which case such legislation prevails; and (c) binds all other persons to the extent that those parts of the IDP that impose duties or affect the rights of those persons have been passed as a by-law.

Section 36 furthermore stipulates that a municipality must give effect to its integrated development plan and conduct its affairs in a manner that is consistent with its integrated development plan. The IDP is the key instrument to achieve developmental local governance for decentralized, strategic, participatory, implementation orientated, coordinated and integrated development.

Preparing an IDP is not only a legal requirement in terms of the legislation but it is actually the instrument for realizing municipalities' major developmental responsibilities to improve the quality of life of citizens". It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of the municipality's development trajectory to harness implementation efforts.

Integrated Development Planning also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Local development priorities, identified in the IDP process, constitute the backbone of the local government's budgets, plans, strategies and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests.

The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

In terms of Section 26 of the Local Government: Municipal Systems Act, 32 of 2000 as amended, the core components of an IDP are:

- ✓ The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- ✓ An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- ✓ The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- ✓ The Council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- ✓ A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- ✓ The Council's operational strategies;
- ✓ Applicable disaster management plans;
- ✓ A financial plan, which must include a budget projection for at least the next three years; and
- ✓ The key performance indicators and performance targets determined in terms of the Performance Management System.

Guiding Parameters

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on National Development Plan Vision 2030; Popular Mandate across Spheres of Government; Government Outcomes; Medium Term Strategic Framework (MTSF); the National Spatial Development Perspective (NSDP); National Growth Path; the Joe Gqabi Growth and Development Strategy; Millennium Development Goals; State of the Nation Address '22 (SONA 22); and State of the Province Address '22 (SOPA22).

❖ *National Development Plan, Vision 2030*

The RDP formed the basis of government's attempt to attack poverty and deprivation, and to build a united, non-racial and non-sexist South Africa. Informed by the principles of inclusivity, government translated the RDP into policies, programs and budgets.

The Diagnostic Report of the National Planning Commission, released in June 2011, sets out South Africa's achievements and its shortcomings since 1994. The Vision Statement of the NDP is a step in the process of charting a new path for our country.

The NDP has the following objectives:

- ✓ Seeks to eliminate poverty and reduce inequality;
- ✓ Seeks a country wherein all citizens have the capabilities to grasp the ever-broadening opportunities available;
- ✓ Plans to change the life chances of millions of our people, especially the youth; life chances that remain stunted by the apartheid history

Table 1: Priority Programs

PRIORITY PROGRAM	OBJECTIVES OF THE PROGRAM
AGRICULTURE	Aims to improve livelihoods of emerging and subsistence farmers
TOURISM	Aims to grow the tourism industry
WATER AND SANITATION	Aims to eradicate backlogs in line with national targets
MUNICIPAL SERVICES UPGRADING	Aims to improve municipal services to create sustainable human settlements, particularly in the seven new rural nodes
SOCIAL SAFETY NET	Aims to support the poorest, through EPWP, home gardens etc.
ACCESS AND LINKAGES	Access Aims to improve roads and access to electricity and ICT, to support Economic development
GOVERNANCE	Aims to improve Government's performance, particularly in supporting economic development and improving service delivery (coordination, health, education, etc.)

❖ **Priority Programs of Maluti-a-Phofung Local Municipality**

MAP's priority programs are derived from various community engagement platforms like ward committee meetings, IDP roadshows, Stakeholder Engagements, etc.

Table 2: MAP Priorities

PRIORITY PROGRAM	OBJECTIVES OF THE PROGRAM
SMME Development	Aims to stimulate local economy and create sustainable enterprises
Manufacturing	Aims to stimulate and create vibrant local economy
Mining	Aims to stimulate and create vibrant local economy
Agriculture	Aims to improve livelihoods of emerging and subsistence farmers
Timber	Aims to create new jobs through new afforestation and timber processing
Tourism	Aims to grow the tourism industry

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Roads and storm water	Aims to eradicate backlogs in line with national targets
Rural Electrification	Aims to improve municipal services to create sustainable human settlements, particularly in rural nodes
Small Town Regeneration	The program focuses on Commercial, Institutional and residential property development
Township Establishment	Access Aims to improve roads and access to electricity and ICT, to support Economic development
Governance	Aims to improve Government's performance, particularly in supporting economic development and improving service delivery (coordination, health, education, etc.)
Environmental and Waste Management	Aims to protect the environment
Social Infrastructure (Public Amenities)	Aims to create a conducive environment for social activities
Community Skilling	Aims to develop community capacity to champion their own development

EXECUTIVE SUMMARY

SECTION A: INTRODUCTION

Section 23 of the Local Government: Municipal Systems Act, 32 of 2000 as amended, explains that a municipality must undertake developmentally-oriented planning so as to ensure that it strives to achieve the objects of local government as set out in Section 152 of the Constitution of the Republic of South Africa, 1996 to give effect to its developmental duties as required by Section 153 of the Constitution of the Republic of South Africa, 1996 and together with other organs of state contribute to the progressive realization of the fundamental rights contained in Sections 24, 25, 26, 27 and 29 of the Constitution of the Republic of South Africa, 1996. An IDP is a super-plan that gives a framework for development. It tries to address the needs of the people in the area, draws in stakeholders and other spheres of government and plans for infrastructure and local economic development. The components of Maluti-a-Phofung Integrated Development Plan are as set out in the Integrated Development Plan Format Guide developed by the Department of Provincial and Local Government of the Republic of South Africa.

SECTION B: UPDATED SITUATIONAL ANALYSIS

The municipality has in terms of the situation analysis, analysed each Key Performing Area's current status and challenges thereof, and further proposed strategies that will bring change to the current situation to better the services of its communities. The list of community needs/priorities are included in section B below.

SECTION C: VISION AND MISSION

In this section, the municipality reflects on its vision which serves as a framework or a road map to guide every aspect of the organization by describing what needs to be accomplished. It has also through its mission and values declared its purpose and the standard against which the institution will weigh its actions and decisions.

SECTION D: STRATEGIC OBJECTIVES

This describes the goals, objectives and the priorities which serve as the end towards which the municipality's efforts and actions are directed and coordinated. It contains the performance indicators set by a municipality which include general key performance indicators prescribed by National Department of Cooperative Government and Traditional Affairs. Clear performance targets for 2022/2027 financial year are also reflected. The performance information reflected in the IDP informs the budget allocation with the service delivery receiving more consideration than other areas of operation.

SECTION E: DEVELOPMENT STRATEGIES

The IDP process is guided by various policies and strategies that are developed by both the National and Provincial government. The alignment is the process by which the various organs of government develop and implement consistent

strategies and programs. This section therefore outlines the key policies and strategies considered by Maluti-a-Phofung municipality in its intergraded development review.

SECTION F: PERFORMANCE MANAGEMENT SYSTEM

This section reflects on the functioning of the MAP's PMS.

SECTION G: OPERATIONAL BASED AND SERVICE DELIVERY PROJECTS

This section reflects on all planned projects by the district municipality and other sector departments, both funded and unfunded.

SECTION H: FINANCIAL VIABILITY AND FINANCIAL PLAN

This section deals with the analysis of the financial position and financial viability of the municipality.

1. SECTION A: INTRODUCTION

1.1. Purpose of this Document

An Integrated Development Plan (IDP), once adopted by the Municipal Council, is a key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) 32 of 2000 as:

35(1) (a) *“...the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality”;*
(b) *“...binds the municipality in the exercise of its executive authority...”*

Maluti-a-Phofung Local Municipality (MAP) developed its IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Local Government: Municipal Finance Management Act 56 of 2003. In terms of the Local Government: Municipal Systems Act, Chapter 5, Section 25 (1) each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- b) aligns the resources and capacity of the municipality with the implementation of the plan;
- c) forms the policy framework and general basis on which annual budgets must be based;
- d) complies with the provisions of this Chapter; and
- e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

1.2. IDP Contents

The IDP development and content is informed by legislative framework; situational analysis; National, Provincial and District plans and policies such as the National Development Plan (NDP), the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the Eastern Cape Provincial Spatial Development Plan (ECPSDP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP), the Maluti-a-Phofung 5-year Strategy, SONA and SOPA. The IDP also contains performance management system, service delivery and budget implementation plan and financial plan

1.3. Process Followed

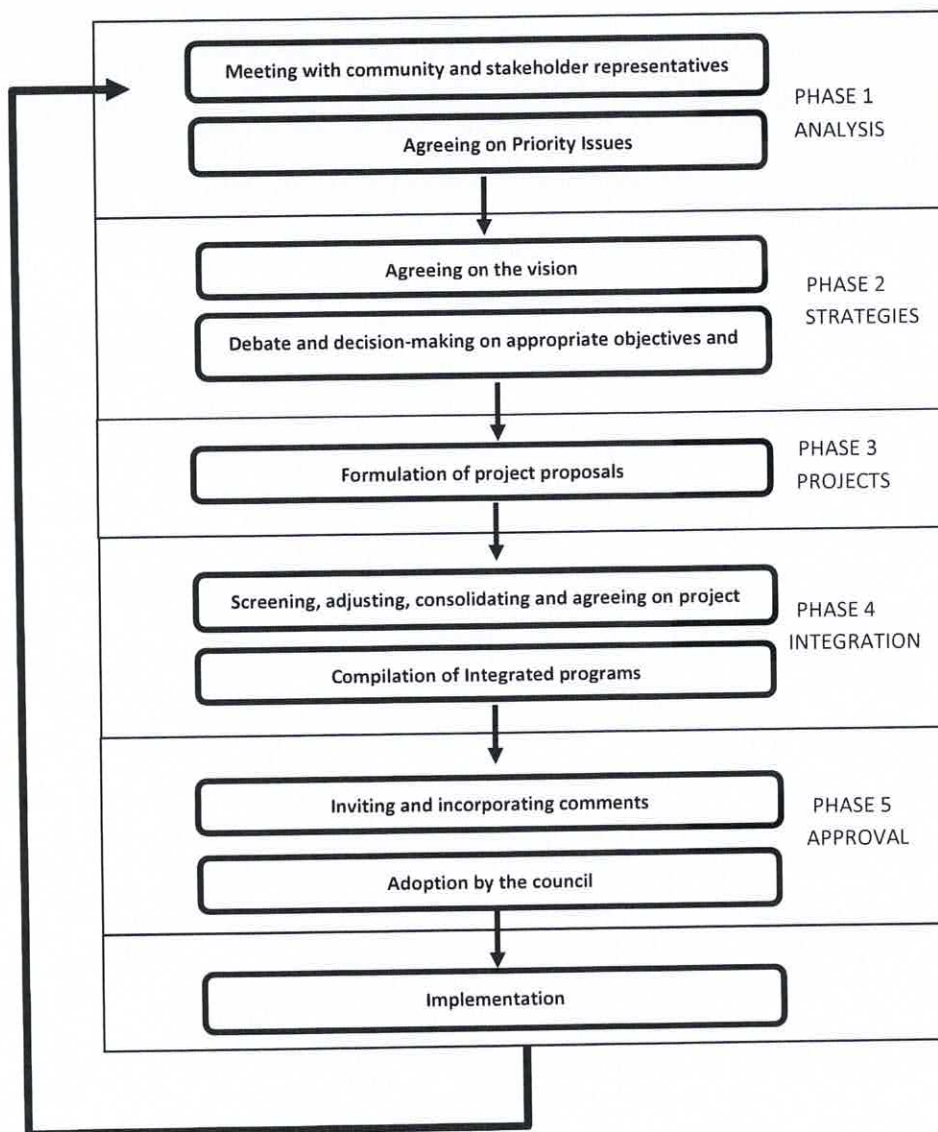
1.3.1. Process Plan

The MAP 2022/2023 IDP and Budget Process Plan was adopted by Council on 17 August 2021 with Council Resolution No.

13.2.23. The FINAL 2022-2027 IDP and Budget was noted by Council on 31 March 2022 and the final IDP and Budget will

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be adopted in May/June 2022. The IDP Process as depicted in the figure below is a continuous cycle of planning, implementation and evaluation.



1.3.2. Phases in the Development of the IDP

Table 3: Phases in the development of the IDP

PHASES	PERIOD	KEY EVENTS/ACTIVITIES	OUTPUT
Preparation	July 21 – Sept 21	- Mayor begins planning for next three-year budget in accordance with co-ordination role of budget process; - Accounting officers and senior officials of the municipality begin planning for next three-year budget; - Accounting officers and senior officials of the municipality review options and contracts for service delivery; - Process Plan prepared; - Submitted the Process Plan to Council for adoption on 17 August 2021. - IDP process plan advertised	Approved Plan Process
Analysis	Oct 21 – Dec 21	- Accounting officer does initial review of national policies and budget plans and potential price increases of services - IDP Steering committee to prepare FINAL budget	Updated Analysis Situation
Objectives, Strategies & Projects	Nov 21 - Feb 22	- Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements - Council finalizes tariff (rates and service charges) policies for next financial year - Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the FINAL budget for tabling. (Proposed national and provincial allocations for three years must be available by 29 January)	FINAL Budget
PHASES	PERIOD	KEY EVENTS/ACTIVITIES	OUTPUT
Integration	31 January 2022 – 31 March 2022	- Strategic planning session to prioritize projects and programs IGR session to integrate programs and projects with other sector departments - IDP Steering committee to prepare FINAL budget	Strategic Framework & FINAL IDP

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		- Accounting Officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous year's audited financial statements and annual report - Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year - Maluti-a-Phofung strategic planning session to be held in March 2022. - Council to approve FINAL IDP & Budget in March 2022	Final IDP, Budget, PMS & SDBIP
Approval	April 2022 – June 2022	- IDP Steering Committee - Council adopts FINAL IDP & Budget - FINAL IDP & Budget submitted to MEC for Local Government and to Provincial Treasury - DM Rep Forum - IDP Rep Forum (FINAL IDP & budget) - Advertise for comments & public participation - Council interacts with public through ward meetings around FINAL Budget and IDP - Mayor's strategic planning session - IDP & Budget Rep Forum - Council approves final IDP & budget May/June 2022 - Final IDP Submitted to MEC for Local Government and to Provincial Treasury - Summaries of the adopted IDP and Budget published for public information - SDBIP and FINAL performance agreements of Section 56 Managers submitted to Executive Mayor and MAYCO - SDBIP and final performance agreements of section 56 Managers to be approved by Executive Mayor	

1.4. Key Developmental Challenges

The situational analysis reflected the following as the overarching development challenges in Maluti-a-Phofung's development:

- ✓ Huge infrastructure development backlogs
- ✓ High rate of unemployment with decreasing levels of employment in key economic sector (Agriculture)
- ✓ Low levels of skills development and literacy
- ✓ Limited access to basic household and community services;
- ✓ High dependency on government grant
- ✓ Loss of Natural Capital
- ✓ Unutilized suitable land for agriculture and forestry production
- ✓ Lack of value adding initiatives
- ✓ Unsustainable developmental practices
- ✓ Inadequate energy and water supply;
- ✓ Inadequate food security;
- ✓ Waste Management
- ✓ Cost recovery and revenue collection

1.5. Powers and Functions

The Constitution indicates that the objects of local government are:

- ✓ To promote democratic and accountable government for local communities;
- ✓ To ensure the provision of services to communities in a sustainable manner;
- ✓ To promote social and economic development;
- ✓ To promote a safe and healthy environment; and
- ✓ To encourage the involvement of communities and community organizations in the matters of local government.

Within this Constitutional role, powers and functions have been defined in terms of the Local Government: Municipal Structures Act as amended. Below are the powers and functions performed the Maluti-a-Phofung Local Municipality:

Table 4: Powers and Function

Constitutional mandates Schedule 4 (Part B) Schedule 5 (Part B)	Definition
Air pollution	Any change in the quality of the air that adversely affects human health or wellbeing or the ecosystems useful to mankind, now or in the future.
Building Regulations	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans, Building inspections, and

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Child Care facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting equipment	Planning, co-ordination and regulation of fire services and specialized fire fighting services such as mountain, veld and chemical fire services; coordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the Development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipal public transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government
Billboards and the display of advertisements in public places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area
Cemeteries	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.

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Cleaning	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell Liquor to public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for accommodation	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the Public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal Abattoirs	The establishment; conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.

Public places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions

1.6. Intergovernmental Relations

In an effort to strengthen IGR, MAP will prioritize the IGR as one of its priority areas of focus and will establish an IGR structure that will incorporate all IGR activities in the municipality and will also ensure that the structure is used as a reporting structure for all government activities. The MAP uses its IDP and Budget Forum to interact with other government departments and other State Owned Entities and, where possible, one-on-one engagements are usually held for strategic projects.

1.6.1. Traditional Leadership – Partnerships

In terms of the guidelines issued by the MEC for Local Government and Traditional Affairs in 2011, eleven Traditional Leaders are serving in the Municipal Council and its Committees, although current there are nine serving in Council due to the fact that two have since passed on. Due to the rural nature of the Maluti-a-Phofung Municipality, the participation of and cooperation with Traditional Leaders is critical for the success of the municipality's development programs. To this end the municipality has categorized Traditional Leaders as a key stakeholder that the Executive Mayor converses with on a regular basis under the guise of Executive Mayor's Conversations with stakeholders. In recognition of the valuable contribution of Traditional Leadership authorities in the programs of Maluti-a-Phofung Municipality, the Council has adopted guidelines in terms of which assistance is being provided to Traditional Leaders on certain defined occasions.

1.7. Public Participation

One of the main features about integrated development planning and budget process is the involvement of community and stakeholder organizations in the process. This ensures that the IDP addresses the real issues that are experienced by the citizens. The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organizations in the matters of local government". The White Paper on Local Government also put emphasis on public participation. Through the Municipal Systems Act participation in the decision making processes of the municipality is determined to be a right of communities, residents and ratepayers. Integrated development planning is emphasized as a special field of public participation.

The MAP has a fully functional Public Participation Unit located in the Office of the Speaker which is responsible for coordinating all public participation activities of the municipality. The MAP only has a Public Participation Policy and needs to develop and adopt the Public Participation Strategy that will inform all its public participation activities.

1.7.1. Public Participation Mechanisms

The following are some of the public participation mechanisms that the MAP uses in engaging with its communities:

- ✓ IDP Representative Forum;
- ✓ Executive Mayor's conversations with different stakeholders;
- ✓ Public Participation Forum;
- ✓ Ward community meetings convened by Councillors on quarterly basis;
- ✓ Published annual reports on municipal progress;
- ✓ Ward Committee meetings;
- ✓ Newspaper advertisements and notices;
- ✓ Making the IDP document available to all members of the public;
- ✓ Outreaches by Maluti-a-Phofung Municipality to communities and Stakeholders;
- ✓ Use of loud hailer to invite communities to meetings;
- ✓ Stakeholder Forums such as Farmers' Forum; Local Communicators Forums; Local AIDS Council; Roads Forums; Maluti-a-Phofung Sports Council; Maluti-a-Phofung Youth Council; PWD Structure; etc.

1.7.2. Public Participation Challenges

As part of reviewing the strategy, the public participation performance of the institution was assessed. Functionality of public participation platforms such as Ward Committees, village and township-based meetings and war rooms was assessed. The following issues were identified as challenges for effective participation of communities in the affairs of the municipality:

❖ Ward Committees

- ✓ Lack of capacitation of the ward committees
- ✓ Lack of capacity of chairpersons of the ward committees
- ✓ Lack of proper mechanism to uplift the issues raised at ward committee level to relevant structures and eventually to council for implementation and feedback
- ✓ Poor or lack of monitoring of wards performance

❖ Village Meetings

- ✓ Poor sitting of village meetings which leads to ineffective utilization of CPLWs.
- ✓ Lack of training in minute taking and report writing for the CPLWs
- ✓ Lack of proper system for information management from the community to the municipality and sector departments for report back
- ✓ Minimal commitment from CPLWs who resign frequently

- ✓ Chairpersons' competing commitments mostly with programs of the district municipality to the detriment of local municipal programs

❖ Information Management

- ✓ Poor recording of information including minutes during public participation engagements
- ✓ Lack of information management system to process and
- ✓ There is no clear flow of information between the different platforms
- ✓ No relationship between the IDP outreaches, the village meetings, the ward committee meetings and the Public Participation Forum

1.8. Communications

The MAP has developed and adopted its Communications Strategy. The strength of this communication strategy will lay heavily on social media, meet and greet, and print communication. Information Technology-based communication will be used whenever possible and feasible or whenever resources allow. As a means of interacting and providing information to its communities, the municipality quarterly distributes its newsletter, Blue Snow, to its communities where communities are kept informed by the developments in their areas. MAP maintains its website, primarily to respond to legislative imperatives but also, developmentally, to provide meaningful feedback to communities.

1.8.1. Community Participation and Community Issues

With the relaxation of the restrictions as imposed by Covid-19 regulations, the Executive Mayor had from the 23rd of February 2022 to the 08th of March 2022 embarked on an IDP and Budget Outreach Programmes in order to solicit inputs from both stakeholders and community members for the development of the 5 – year IDP in line with their term of council.

Below are the key issues raised by stakeholders and communities during these engagements:

- ✓ Paving of roads;
- ✓ Re-gravelling of streets;
- ✓ Construction of storm water drainages;
- ✓ Construction of footbridges
- ✓ Fixing of potholes;
- ✓ Provision of sustainable water;
- ✓ Construction of additional reservoirs;
- ✓ Provision of sustainable electricity;
- ✓ Installation of street lights and the maintenance of existing ones;
- ✓ Installation of high mast lights and the maintenance of existing ones;
- ✓ Provision of vending stations;
- ✓ Construction of VIP toilets;

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- ✓ Sucking of full VIP toilets;
- ✓ Provision of reliable sewerage;
- ✓ Construction of sports fields and maintenance of existing ones;
- ✓ Constant refuse removal and;
- ✓ Construction of community halls

The tables below, depict the list of needs and priorities that emanated from the engagements with stakeholders and communities:

Table 5: Ward Priorities

Ward 1: Councillor: Mandlenkosi Dlamini			
Top priorities 1. Water Connection in Makgolokweng and Linda Mkhonto; 2. Residential sites in Tshiame E; 3. Formalization of Linda Mkhonto Informal; 4. Repairing of Tshiame Sewer treatment plant to avoid sewer spillages in the area; 5. Paving of Tshiame B internal roads;			
Tshiame B – Location	Makgolokweng Village	Linda Mkhonto Informal Settlement	Farms
Paving of roads	Gravelling of roads	Water stand pipes	Construction of VIP toilets (250)
Installation of high mast lights and street light maintenance	Construction of High and Primary Schools	Construction of VIP toilets	Provision of mobile clinic
Renovation of old houses in Old Location	Upgrading of sports grounds	Construction of RDP houses	Construction of RDP house
Construction of speed humps in all main roads	Fencing of graveyard	Electrification of all households	Availability of land for residential purposes
Fixing of leaking water taps, meters and flushing system	Construction of RDP houses	Relocation of dumping site away from households	Learnerships/apprenticeship for young graduates
Upgrading of sports ground and stadium	Paving of streets	Availability of land for residential purposes	Provision of water
Construction of library	Electrification of 300 households	Construction of flushing toilets	
Construction of parks and recreational facilities	Construction of parks and recreational facilities		
Police station to operate for 24/7	Operationalizing of Clinic to operate for 24/7		
Construction of 100 RDP houses in Tshiame D	Provision of land for agricultural use		

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Construction of water channel to from the mountain to Tshiame B & D	Provision of water		
Construction of storm water drainage in Tshiame B, C, D			
Issuing of tittle deeds			
Clinic to operate for 24/7			
Issuing of billing accounts Tshiame D households			
Provision of vending machine			

Ward 2 – Cllr Kemelo Moloi

Top 5 priorities

1. Re-graveling of roads and street - the whole ward
2. Paving all streets of Clubview Phase 1,2 and 3
3. Paved main access roads (6 km roads Matsikeng and 6 km roads Mphatlalatsane)
4. 8 High mast lights needed (1st Phase) and maintenance of street lights Clubview
5. Tap Water – Matsikeng and Mphatlalatsane Deering

Electricity formalization Matsikeng and Difariking section

Foot bridge – Matsikeng to Clubview Phase 3

Clubview Phase 1,2 and 3 be incorporated into Strekfontein Water supply

Grass cutting main pave road from Lancaster Phatlalatsane to Bluegumbosch (Clubview Phase 1,2 and 3)

Sewer network connection – Mphatlalatsane Mthimkhulu, Mabittle and central areas in Mphatlalatsane

Proper sewer network connection – Clubview, Phase 1 & 2, Mphatlalatsane intermediate School and Clinic

VIP Toilets Matsikeng and Mphatlalatsane

Balemising buildings and yard – formalize and grant access to use that centre for food security, agricultural activities, Poultly

Normalisation of electricity supply in households the whole ward – electricity smart meters

Rehabilitation of illegal G5 mining in Clubview Phase 1 (near Golf Course)

Maintenance of Mphatlalatsane Graveyard access roads on both side (Marumo and Skoti Mpate sections)

Formalisation of open space in clubview phase 3 into community park

Clinic – Matsikeng

Community Hall Matsikeng

Speed hump main pave road to Bluegumbosch (CCV Lounge and Clubview Intermediate)

Community park Matsikeng - Palamenteng

2 big street refuse bins- Main paved road clubview phase 1,2 and 3

2 Electricity vending stations

RDP Houses (Mphatlalatsane and Matsikeng)

Storm water channels road from old bottle store building,BIC street to Madiba section

Job opportunities, Leaderships and internship for Youth

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Sports, Arts and recreational facility – stadium clubview phase 3
Eradicating illegal dumping areas –Clubview Phase 1, entrance to Mokwepa flats, near Puma garage Mphatlalatsane site and Clubview Phase 3 near Mthembu car scrap yard
Old Agri mark building BIC in Mphatlalatsane – revitalize into community development centre
Revitalization of Golf Course
Revitalization of land between Clubview and Bluegumbosch as a field for growing crops
Revitalization of land between Clubview phase 2, and Mphatlalatsane (planting lawns and trees also be declared community park)
Bridge between Marumo section and Mphatlalatsane (Old Mphatlalatsane and Matsikeng Graveyard)
Water pipe leakage and sewerage spillages prevention
Construction of sports facility Matsikeng

Ward 3 – Cllr Mahlola Mokoena
Top 5 priorities
1. Sites – affordable prices
2. Roads maintenance Ext 4 Phahameng, Motampelong, Silahliwe, Kestell, Tshiame B and surrounding farms
3. Storm water: kestell, Tlholong and Tshiame B
4. Foot Bridge between Ext 4 and Nkarabeng School and next to clinic
5. Water connections Ext. 5
6. Clinic to operate 24/7
7. Connection of High mast lights Gedult Farm and Rietlagte Farm
Maintenance of high mast lights and street lights
Primary School
RDP houses, Incomplete houses and FET College in Kestell
Storm water channels Phahameng
Renovations of old houses in old location
Upgrading of Sports & recreation facility
Sports & recreational facilities
Fencing of Social Development Office
Fair appointment of tenders and SMMEs assistance
Fire emergency
Paving of roads
Youth Centre/Information Centre
Upgrading of Netball court and Tennis court /Security
Sewer leakages,
Functioning of Computer Lab and FET College in Kestell
Clean water at farms
Mobile clinic at Eerstegeluck farm, Diyatalawa Farm, Gedult farm and Rietlagte farm
MAP Water Satellite office

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Industrial area for job creation
Paving of Diyatalawa farm road to N5
Implementation of By-laws

Ward 4 – Cllr Thembinkosi Mahlambi

Ward Top 5 Priorities

1. Water connections to all informal settlements
2. Installation of electricity in Silahlwe and Dumping Site
3. Provision of residential sites
4. Construction of clinic
5. Paving of streets

Location	Formal Settlement	Farms
Paving of streets	Water connections to all households	Construction of VIP toilets (100)
Installation of high mast lights and maintenance of street lights	Electrification of households	Mobile clinic
Renovations of old houses in old location	Construction of RDP houses	Construction of RDP houses
Construction of speed humps in all paved main roads	Construction of water channels	
Fixing of water leaks, meters and flushing system		
Upgrading of sports grounds		
Construction of library		
Construction of parks and recreational facilities		
Construction of RDP houses		
Police station to operate for 24/7		
Issuing of title deeds		
Clinic to operate for 24/7		

WARD 5 – Cllr Neo Motaung

Top 5 priorities:

1. Improvement of water supply at Pholani Section
2. Paving of roads
3. Re-graveling of roads
4. Construction of storm water drainages in Pholani
5. Installation and maintenance of high mast lights

ELECTRICITY:

1. Installation of additional high mast lights and maintenance of existing ones;
2. Maintenance of street lights;

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3. Provision of solar geysers
WATER:
1. Upgrading of water networks
SANITATION
1. Construction of toilets;
2. Fixing of leaking sewer in the whole ward
SPORTS, RECREATION AND PUBLIC AMENITIES:
1. Maintenance and paving of graveyards;
2. Upgrading and planting of grass at sports fields in the township;
3. Construction of Community Hall;
4. Planting of trees along the streets to prevent soil erosion
ROADS:
1. Paving of roads in the following areas:
✓ Mohlakeng;
✓ Squira Park and
✓ MaBoesmaneng
✓ Makhosi Street
2. Upgrading of roads to the graveyards
3. Construction of sidewalks in all streets
BRIDGES
1. Construction of bridge between Squira Park and MaBoesmaneng;
2. Construction of 3 bridge between Mohlakeng and Pholani
3. Construction of storm water drainage
EDUCATION:
Construction of primary schools at Mohlakeng and Pholani areas.
AGRICULTURE
Provision of land to be used as a commonage
HOUSING
1. Formalization of Informal Settlements to enable the better provision of basic services;
2. Availability of residential sites
EMPLOYMENT
Creation of employment opportunities particularly for local

WARD 6 – Cllr Eleanor Quinta
Ward Priorities
ELECTRICITY:
1. All overhead copper electric cables must be replaced with bundle conductor cables. This will reduce cable theft in Harrismith as well as ensure a more stable electrical supply to residents;
2. Security must be placed on a permanent basis at all major substations to prevent vandalism;

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3. Insurance must be paid for major transformers, this way, if there is a faulty transformer, it can easily and effortlessly be replaced;
4. Surge protectors (or similar devices) must be installed in order to protect vulnerable electrical equipment from being damaged;
5. A tactical team must be appointed to deal with and prevent the connection of numerous illegal connections in Maluti-a-Phofung;
6. The Harrismith Cherry Picker must be repaired in order to alleviate the pressure on the Phuthaditjhaba Cherry Picker having to travel to Harrismith every time it is needed.

WATER:

1. All water leaks must be repaired, as it is causing major loss of our purified water;
2. Boreholes must be installed for residents living in rural areas, simply placing a Jojo Tank on the property is not enough. These tanks have a short life span and must be filled on a regular basis;
3. The Water Treatment Plant that was intended to supply Kings Hill residents with water, must be rehabilitated and connected. This will also relieve the pressure on the current Water Treatment Plant and can also act as a backup;
4. Tshiame Water supply must be expanded to supply residents full time with water, at the moment residents only receive water at irregular intervals.

SEWAGE and REFUSE REMOVAL:

1. The Wilger Waste Water Treatment Plant must be fixed and upgraded, as it is poisoning residents and the environment;
2. The Schoomplaas Waste Water Treatment Plant must be fixed, as it is flowing directly into the Wilger River, therefore contaminating the Vaal River;
3. The sewage water dam in Tshiame needs to be addressed, the sewage is running down the street and forming a dam next to the main road. This is a major health hazard for residents;
4. Regular scheduled refuse removal must be implemented and maintained;
5. Cleaning of street and open spaces must be maintained. EPWP workers must be provided with the correct equipment and managed properly, in order to clean the Greater Harrismith area;
6. The Taxi Rank in Bester Street, must be cleaned regularly, and bins and public toilets must be installed for commuters to use.

ROADS:

1. Proper rehabilitation must be budgeted and planned for the roads in Greater Harrismith. Simply patching potholes is no longer serving its purpose;
2. Farm roads and bridges need to be upgraded and maintained as they are in an appalling condition. Mobile clinics, ambulances and school transport simply cannot drive on these roads in order to fulfil their duties;
3. Storm water drains must be cleaned on a regular basis to ensure the flow of water away from the tar. Without this, standing water causes further damage to the tar.

SAFETY:

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1. Streetlights and Floodlights must be repaired or replaced. These lights serve as a security measure against crime. There are many solar options available as an alternative that is fairly cheap to install and has no running costs involved. The solar option will also then mean that there will be light during load shedding or power outages;
2. Traffic lights need to be maintained or replaced, as this is becoming an increasing concern in Harrismith;
3. The Maluti-a-Phofung Traffic Department staff base needs to be expanded in order to cater to the growing population. Two traffic officers is simply not sufficient to control traffic in the Greater Harrismith area;
4. The Fire Brigade must be rehabilitated and equipped with a functional fire engine to deal with fires in the Greater Harrismith Area. The personnel must be trained and equipped. The fire engine must have water in the tanker at all times, therefore a supervisor must manage the department properly

BILLING SYSTEM:

Upgrading of the billing system to enable improved revenue collection.

BUILDINGS:

1. Dilapidated buildings on abandoned yards must be demolished, these buildings only serve as hiding ground for thieves and becomes a hive of drug activities at night;
2. The Harrismith Town Hall must be renovated in line with its status as a Heritage Building. This building is also the only community hall in Ward 6;
3. The Building and Planning Department must be efficiently capacitated. Without this department sufficiently being able to fulfil its duties has a ripple effect on infrastructure. With buildings just being built without proper planning and permission has dire consequences and the Infrastructure Department are unable to fulfil their duties to community;
4. The Old Club House is registered as a building of historical significance. This building is another famous spot for thieves hiding from police and security companies, as well as hang out place for local drug addicts. This building needs to be fixed or sold to a REGISTERED Community Organisation for use by the community of Ward 6.

TREES AND PARKS:

1. Cutting of trees is essential to supply of a stable electricity connection in Harrismith. The trees often short the electricity in storms and are also often used by thieves to hide in the thick branches;
2. Sidewalks, open spaces and sports grounds must be maintained and grass cut to ensure health safety as these become breeding grounds for rodents and other unsavoury creatures.

INDIGENT REGISTER:

The indigent register must be drawn up and implemented, as this would greatly assist poor residents to receive free basic services.

HEALTH:

1. Sufficient budgeting or pressure on the Department of Health must be placed in order to ensure improvement in the health conditions of the residents of Ward 6. The mobile clinic needs to be more frequently available and visible. Harrismith Community Clinic as well as Thebe Hospital needs more staff. The current staff are simply not enough to serve this large community efficiently;
2. There must be better control of farm animals grazing in residential areas in Harrismith. Uncontrolled animals not only pose as a health hazard to the community, but is also a safety issue, due to the danger that certain animals pose, i.e. pigs.

SIGNAGE:

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Signs with street names need to be maintained or replaced, it not only serves as an information board, but is also a necessity in case of an emergency, in order for ambulances, fire engines and police to better reach their destination.

WARD 7 – Cllr Matshediso Tsoeu Mofokeng

Top 5 priorities

1. Construction of Koali road to Tankiso shop
2. Re- gravelling of all roads in the ward and roads to cemeteries
3. Installation of high mast light
 - ✓ Makgalaneng next to Koali
 - ✓ Makgalaneng next to Majara School
 - ✓ Paul Roux next to Thabiso Shop
 - ✓ Dithotaneng
 - ✓ Poelong selomo Traven
4. Vending Station
5. Paving of all street in Die Bult

Normalisation of Electricity

Electricity meter boxes

Clean water

Construction of RDP houses

Foot bridge between Paul Roux and Phamong

Construction of Clinic Makgalaneng

Maintenance of Water network (reservoir) at Dithotaneng and Mantshatlala store

Construction of Community Hall

Construction of Stadium at Koali School

Paving of all streets in Die Bult

Maintenance and construction of street light in Die Bult

Recreational Centre and educational facilities

Tittle deeds

Storm water drainage

Ward 08 – Cllr Kgauta Motaung

Ward Needs

Roads

1. Paving of all road from Masetjhaba Store to Mabopane;
2. Paving of road from Makgalaneng to Masetjhaba Store;
3. Upgrading of access roads at the following areas:
 - ✓ From Phomolong to Lebohang School;
 - ✓ From Phomolong to Monontsha;

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✓ To Tiisetsang Crèche
Water
1. Provision of water to the following areas:
✓ Sekafeta;
✓ Tukathole
Bridges
1. Construction of footbridge in the following areas:
✓ Between Makgalaneng and Sekafeta;
✓ Between Tukathole to Lebohang School;
✓ Between Phomolong and Makgalaneng
Sanitation
1. Upgrading of VIP toilets to flushing toilets;
2. Construction of additional VIP toilets
3. Fixing of leaking sewer
4. Sucking of VIP toilets
Health
✓ Provision of mobile clinic
Electricity
1. Upgrading of electricity supply;
2. Maintenance of electricity infrastructure;
3. Continuous maintenance of high mast lights;
4. Installation of new electricity meter boxes;
Construction of RDP houses
Upgrading of sports grounds

WARD 9 – Cllr Mokoena Nthabi

Top 5 Priorities

1. Reconstruction of main road connecting wards 7, 9 and 28 in villages of Paballong, Kudumane and Leribe;
2. Paving of Paballong Road, Poelong Road, Leribe Road, Kudumane Road
3. Re-gravelling of all roads in the whole ward;
4. Construction of footbridges in the following areas:
 - ✓ Kudumane next to Mathemalodi
 - ✓ Poelong next to Lynes Day Care
 - ✓ Extension of Paballong footbridge
5. Installation of high mast lights in the following areas:
 - ✓ 1 X Leribe village;
 - ✓ 2 X Paballong Phase 1;
 - ✓ 1 X Paballong Phase 2;

6. Electricity Vending Machine;
7. Maintenance of street lights and high mast lights
8. Rehabilitation and renovation of Poelong community hall and Kudumane Community hall
9. Sucking of VIP Toilets
10. Re opening of Police Satellite in Paballong Clinic
11. Construction of clinic to cater Kudumane, Leribe and other surrounding wards;
12. Construction of speed humps and maintenance of Monontsha Road,
13. Re construction of damaged rant next to Koiee
14. Supply of clean water and maintenance of water networks in Kudumane and Leribe
15. RDP Houses
16. Storm water drainage
17. Construction of VIP Toilets

Ward 10 – Cllr Mojalefa Naledi

Top priorities

- 1) Normalisation of electricity
- 2) Construction of meter channel (Methakala)
- 3) Installation of High Mast lights at the following areas:
 - ✓ Sekgutlong;
 - ✓ Sedibeng;
 - ✓ Kgubetswana
- 4) Construction of footbridges at the following areas:
 - ✓ Between Sekgutlong and Mafika-Ditshiu
 - ✓ Mphatlalatsane graveyard
 - ✓ Between Lere la Tshepe and Masaleng;
 - ✓ Between Monatisa and Kganyane;
 - ✓ Between Sekgutlong and Tshirela
- 5) Paving of access roads
 - ✓ Tseki Secondary to Bolata via Diteneng Village
 - ✓ Kganyane to Tsoha o iketsetse
 - ✓ Tseki Bridge to mphatlalatsane via Dinare school
 - ✓ Tseki to sekgutlong
 - ✓ Masaleng Clinic to St. John Apostolic Church
- 6) Electricity connection at Tseki Masimong & Poelong
- 7) Vending Stations;
- 8) Prevention of crime
- 9) Storm water drainage on tarred road between Tseki shopping centre and Itloltiseng school
- 10) Re-graveling of all streets

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- 11) Refurbishment of water infrastructure;
- 12) Normalization of households' electricity connection
- 13) Maintenance of cemetery access roads;
- 14) Fencing of graveyards;
- 15) Construction of RDP houses;
- 16) Construction of storm water channels;
- 17) Provision of equipping for drilled boreholes
- 18) Installation of high mast light
 - ✓ Sekgutlong
 - ✓ Sedibeng
 - ✓ Poelong
 - ✓ Kgubetswana
- 19) Youth Development facilities;
- 20) Job creation;
- 21) Local economic development;
- 22) Cleaning and maintenance of shopping centre;
- 23) Training and educational programs;
- 24) Recreational facilities for senior citizens;
- 25) Construction of speed humps;
- 26) Upgrading of sports grounds;
- 27) Fixing of water and sewer leakage**

Ward 11 – Cllr Joseph Rantsane

Roads

1. Paving of the following roads:
 - ✓ Mohato to Lekgotleng road;
 - ✓ Thokoza road;
 - ✓ Wetsie's cave road;
 - ✓ Hlatseng to road to Clarens;
 - ✓ Leratong road to Dinkoeng
2. Gravelling and construction of storm water drainage on the following access roads:
 - ✓ Mantsubise;
 - ✓ Monontsha;
 - ✓ Marallaneng;
 - ✓ SehlaJaneng;
 - ✓ Hlatseng
 - ✓ Leratong
3. Re-gravelling of all streets

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Water
- Water networks at the following areas: ✓ Monontsha masimong; ✓ Mantsubise lekgotleng; ✓ Mantsubise mashaleng; ✓ Hlatseng ha Sam. - Maintenance of Majakaneng reservoir.
Electricity
- Provision of vending stations in all areas of ward 11. - Installation of high mast lights; - Maintenance of street lights at Monontsha. - Upgrading of electricity network at the following areas: ✓ Monontsha ✓ Masimong; ✓ Mantsubise; and ✓ Mashaleng.
Construction of community hall at Marallaneng.
Construction of footbridges between Silahlwe and Mabitleng and between Sekgutlong and Thokoza
- Construction of VIP toilets at the following areas: ✓ Marallaneng phase 2; ✓ Hlatseng Sehlajaneng; ✓ Leratong
Completion of RDP houses and building of new ones
Construction of storm water channels
Installation of boreholes Leratong
Toilets at cemeteries
Sports ground
Satellite Police Station
Paved road from Hlatseng to Golden Gate (R712)
Fencing of graveyards
Upgrading of sports grounds
Donga rehabilitation to stop graveyards erosion
Creation of employment opportunities
Recreational parks
Building of Namoha Monument (battle of Namoha)

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Ward 12 – Cllr Mopeloa Malefo
Top 5 priorities
1. Paved road from Makgalanyane School to Maluti Shop, Dikgakeng school to Naledi village, Lepanya School via Old Cemetery 2. Upgrading and maintenance of roads Masimong, Diteneng, HaNchabeng and Semphurwaneng villages especially graveyard 3. Construction of Foot bridges in Thella Boy to Lepanya school, Naledi to Makong village and from Masimong to Maboshoane village and Kgopjane to Tseki Village 4. Storm water drainage in all villages 5. Opening of 09 Vending stations to cover all areas in ward. 6. Formalisation of electricity and repair of damaged poles at Ha-nchabeng, Diteneng and Mokhohlong 7. Installation of VIP toilets
RDP houses, priority should be the families that have been affected by disaster
High mast lights especially at Thabantsho Village
Maintenance of all High mast lights in the ward
Electricity cut offs on illegal connections
Crime prevention
Bursaries
Renovation of Dikgakeng School and Makhalanyana School

Ward 13 – Cllr Mokwinhi Malemoha
Ward Priorities
1. Malakoane road and Thahameso road be paved 2. B-strong section and Sefoso section electricity be legalized 3. Central section be prioritised in terms of water connections 4. Renewal of 2 Old Bridges (vehicle bridge) Jesu o Teng section and Bridge between Korinthe and Sefoso areas 5. Re-construction of all roads in ward
ELECTRICITY:
1. Provision of a vending station; 2. Upgrading of electricity infrastructure; 3. Installation of a high mast light at Sefoso section, Matjhabakung, Theosane, Ha-Morare and Bolata Shopping centre and Maintenance of the existing high mast lights 4. Electrification of houses; 5. Re-gravelling of all roads in the Ward
WATER:
1. Central Section water connection
TOILETS
1. Construction of VIP toilets; 2. Sucking of VIP toilets 3. Sewage spillage – maintenance of pipes
HOUSES
1. Construction of RDP houses;

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2. Construction of houses meant for people living with disabilities
ROADS:
1. Upgrading of roads in the whole ward;
2. Construction of storm water drainage;
3. Paving of Thahamiso roads
BRIDGES
1. Renewal of 2 Old Bridges (vehicle bridge) Jesu o Teng section and Bridge between Korinthe and Sefoso areas
2. Reconstruction of Footbridge between Masakaneng and Selemela areas
PUBLIC FACILITIES
1. Upgrading of sports fields
2. Construction of a Library
3. Construction of a recreational facilities
4. Provision of free Wi-Fi
CEMETERY
1. Provision of land for new graveyards
2. Provision for safety at graveyard
EMPLOYMENT
1. Creation of employment opportunities;
2. Learnerships for young people and for those people living with disability

WARD 14 – Cllr Puleng Makae
Top 5 priorities
1. Installation of electricity for households around B strong area in Bolata
2. Construction of Paved roads in the ward.
3. Construction of Foot bridges- Selebalo le Makong, B-Strong to Kgoptjane, Dikoena to Mahlabatheng
4. Installation of VIP toilets
5. Vending stations- Boiketlo, Theosane, Whiteshop
RDP houses
Incomplete RPD houses
Upgrading of sports grounds
Illegal electricity cut offs
High mast lights
High mast lights maintenance
Job creations
Speed humps -
Road bridge to Dikwena from Mahlabatheng
CWP recruitment

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Unpaid indigent registration workers
Police Satellite for affidavits

WARD 15 – Cllr J Mabitle Moloi
Top priorities
1. Construction of paved road from joining Thabong, Tsirela and Sekgutlong;
2. Construction of road from Thabana Tsoana to Selebalo School;
3. Construction of main road from Tsirela Road to Tsolo Sec School;
4. Re-gravelling of all ward roads;
5. Construction of Phase 2 Reservoir at Thabana Tsoana;
6. Drilling of Boreholes
7. Installation of additional high mast lights and maintenance of existing ones;
8. Installation of street lights and maintenance of existing ones;
9. Construction of RDP houses and fixing of existing ones;
10. Upgrading of electricity networks;
11. Electrification of all households;
12. Construction of community hall;
13. Construction of clinic at Thabong;
14. Construction, maintenance and security of transformers;
15. Provision of water and upgrading of water networks including fixing of leakages;
16. Construction of bridges between Madimong and Sekoto;
17. Construction of bridge in Sekgutlong;
18. Construction of bridge in Tsirela;
19. Construction of bridge in Phahameng;
20. Construction of footbridges between Makeneng and Madimong, between Phiri and Tsolo School and in Thella Boy;
21. Construction of VIP toilets;
22. Re-opening of the satellite Police Station;
23. Construction of sport field;
24. Cleaning of grave sites;
25. Provision of electricity vending stations;
26. Fixing of leaking sewer at Chirwa and Thabana Tsoana
27. Bursaries and learnership for youth
28. Creation of employment opportunities for young people
29. Visibility of police to prevent livestock theft

WARD 16 – Cllr Samuel Hallele

Top 5 Priorities

1. Re- gravelling of roads in the entire ward
2. Construction of Pavement road in the following areas:
 - Makong to Matsieng Clinic
 - Makeneng to Thabong
 - Thabatjhitja
 - And the road on the southern part of Turfontein
3. Construction of Primary school in Turfontein.
4. Construction of RDP houses
5. Installation of 6 high mast lights Mantolo and Turfontein and also street lights in some areas

PART B

1. Job creation for the disability people
2. Construction of Pavement road in the following areas:
 - Makong to Matsieng Clinic
 - Makeneng to Thabong
 - Thabatjhitja
 - And the road on the southern part of Turfontein
3. Electricity Auditing project

PART C

MAINTENANCE

- Access roads and streets
- Leakages of Water connections
- Cemeteries security
- Community Halls maintenance and reconstruction
- Speed humps, Moreneng, Sefateng, Sebokeng and Makeneng
- Incomplete RDP houses Mantolo Village
- 4 Vending stations

Ward 17 – Cllr Mmadisemelo Moloi

Top priorities

1. Re-gravelling of all roads within the ward;
2. Removal of illegal dumping at Mahlabatheng Village near the graveyard;
3. Paving of road between Thuso Road and Magasela Road:
4. Construction of toilets
5. Maintenance of road leading to the Cemetery
6. Construction of the following footbridges:

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✓ Between Maboshwane Village and Phahameng Village
✓ Between Mahlabatheng Village and Namahadi
7. Maintenance of high must lights;
8. Electrification of all households;
9. Fixing of leaking pipes;
10. Construction of RDP houses;
11. Construction of Community Hall at Moreneng Tribal open space
Youth employment
Upgrading of electricity infrastructure
Installation Street lights and their maintenance
Sports and recreation facilities
SMMEs assistance
Learnerships/Internship

WARD 18 – Cllr Lerato Sesoai
Top 5 priorities
1. Pave of street Letshalemaduke, Hamafose and Hasethunya
2. Re-gravelling of all access roads in the ward
3. Normalisation of illegal line for electricity
4. Construction of Motor Vehicle Bridge from Mantshatlala School to Boitekong.
5. Allocation of VIP toilets and Installation of Sewer network system.
6. Construction of RDP houses
Fraud- electricity auditors
Amount of flat rate
RDP houses: Letsha-le-maduke, Kgatleng,, Unfinished houses Madikwe and Hasethunya
Water connections: Letsha-le-Maduke
Leaking water Letsha-le-maduke
Leaking reservoir: Tribal Council
Sewer leaking Ha Mafose
Foot bridges: Letsha-le-maduke, Kgatleng,
Re-graveling of roads: Makunyeng, Ha Mafose, ations Kgatleng
Sewer pipe at dongs
Water pipe leaking Letsha-le-maduke
Vending stations
Sites
High mast lights Namahadi
Upgrading and fencing of sports ground Namahadi

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Sponsorship Maphiring Creche
VIP toilets Makunyeng, Letsha-le-maduke
Forest cutting next to AME church
High mast lights maintenance
Incomplete RDP houses
Open electricity meter boxes
Youth employment
Formalization of illegal electricity connections
Electricity auditing
Sewer leakages
Water connections at informal settlements

WARD 19 – Cllr Ditaba Nhlapo
Top Priorities - Provision of pipeline from Mangaung reservoir to Thaba Bosiu Reservoir; - Upgrading of Thaba Bosiu pumping station of water; - Water purification /treatment plant at Metsi-Matsho dam for community of Thaba Bosiu, Qoqolosing and Jwala-Boholo to get water from Metsi-Matsho Dam; - Paving of 20 km of internal roads at the following areas: ✓ Hasethunya; ✓ Winnie-Park; ✓ Thaba-Bosiu; ✓ Qoqolosing; ✓ Jwala-Boholo; and ✓ Molla-Kwekwe - Re-graveling of all access road at the following areas: ✓ Hasethunya; ✓ Winnie-Park; ✓ Thaba-Bosiu; ✓ Qoqolosing; ✓ Jwala-Boholo; and ✓ Molla-Kwekwe - Finishing of Rout 4 road proper and reconstruction of 9 km that was poorly built and paving of the entire road; - Electrification of Thaba-Bosiu, Qoqolosing, Jwala-Boholo, Molla-Kwekwe, Winnie Park and Hasethunya; - Building of the main line of Electric pole at some areas within ward; - Installation of high mast light at Thaba-Bosiu, Molla-Kwekwe, Hasethunya, Winnie-Park, Qoqolosing and Jwala-Boholo;

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10. Building of water main line at entire ward and water yard connections at Qoqolosing, Jwala-Boholo, Hasethunya, Molla-Kwekwe and Winnie-Park;
11. Provision of VIP toilets at all areas of ward 19;
12. Sucking of the VIP toilets to the entire ward;
13. Upgrading of Metsi-Matsho School sewage pumping station;
14. Fixing of leaking sewage in Metsi-Matsho;
15. Upgrading of Qoqolosing reservoir for supplying Qoqolosing and Jwala-Boholo with water as it almost 15 years they have been without water;
16. Crime prevention by opening satellite at Thaba Bosiu;
17. Ward Councillor Office to serve community daily in the office;
18. Upgrading of roads to cemeteries as all of them are very bad condition;
19. Addition of Vending Stations at Winnie Park, Hasethunya, Jwala-Boholo and Molla-Kwekwe;
20. Provision of RDP houses and build 100 RDP houses registered at 2016 as only two houses have been built to date;
21. Provision of residential sites made available to communities next to St. John Church and be planned properly for roads assess, municipality must be consult for building the roads in the area;
22. Funding for spring water and sand stone projects;
23. Construction of Primary School at Masimong;
24. Recreational facilities for youth entertainment;
25. Provision of library at Hasethunya;
26. Provision of communal land for animals;
27. Youth development programmes;
28. Creation of job opportunities for community especial youth;
29. Steel foot bridges: Ha-Sethunya to Thaba-Bosiu and Qoqolosing to Jwala-Boholo;
30. Building of storm water channels at all build roads in the ward 19;
31. Connecting of stoppers on water meters at stand pipes at Thaba-Bosiu and Winnie-Park;
32. Fencing of cemeteries;
33. Building of Shopping centre;
34. Internships and learnerships for youth;
35. Funding for sustainability of SMME projects;
36. Construction of Speed humps at route 4;
37. Construction of Community Hall;
38. Revitalisation of Arts and Culture activities;
39. Upgrading of sports facilities and building permanent structure for youth
40. Mobile Clinic for Jwala-Boholo, Top 7, Masimong, New-City and Saballa Community
41. Building of bore hole and connect it to different reservoir in the ward to give community water when we have problems at the main dam.

WARD 20 – Cllr Nare Ramohloli

Top 6 Priorities

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1. Construction of 4km Paving road
2. Re-graveling and upgrading of all streets in the ward
3. Construction of footbridges at the following areas:
✓ Between Thibella and Phokeng Villages;
✓ Thibella and Masianokeng Villages;
✓ Thibella and Lejwaneng Village;
4. Installation of 15 high mast lights and maintenance
5. Installation of 385 household's electricity connections
6. Construction of RDP houses
Bus to pass via ward 20
Solar geysers
Refurbishment of Fika Patso resort
Vending stations
Electricity meter boxes abnormal price
Upgrading of Water networks
Construction of Lejoaneng Clinic
Fencing and cutting of grass at the park
Water connections Lejoaneng
Electricity network upgrading
Learnerships and bursaries for young people
Paved main access roads
Re-gravelling of roads to graveyards
RDP houses for old aged
Solar geysers
Bus to pass via ward 20

WARD 21 – Cllr Andries Sothoane
Top 5 priorities
1. Construction of Paved roads as follows:
✓ Pitseng
✓ Matswakeng
✓ Sedibeng
✓ Sefikaneng
✓ Phomolong
✓ Dinkoeng Clinic
✓ Serwadi
✓ Sedibeng
2. Re-graveling of all access roads

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3.	High mast lights installation and maintenance
✓	Malekunutu
✓	White city
✓	Sefikaneng
✓	Sedibeng
✓	Masene park
✓	Serwadi
✓	Phomolong
4.	Allocation of Vending stations
5.	Foot bridges
✓	Serwadi to Sebokeng
✓	Phomolong to Sefikaneng
✓	Matswakeng to Dinkoeng
✓	Marabeng to Masene park
Provision of water	
Job creation	
Construction of Phomolong Multipurpose hall	
Renovation of Phomolong Community Hall	
Leaking sewerage – pipe burst	
Water crises: Sedibeng, Moeding	
Graveyards fencing	
Learnerships and internships	
Road to college wiped by water	
Bursaries	
Renovation and utilization of Sefikeng College building	
Upgrading of road to Matswakeng	
RDP houses	
Installation of new electricity boxes	
Upgrading of electricity network	

Ward 22 – Cllr Alubi Bafana

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Top Priorities
1. Completion of 5km pavement in Tshiame A; 2. Paving of 1 km of road in Tshiame C; 3. Allocation of residential sites in Tshiame A and B; 4. Maintenance of high mast lights and street lights in the entire ward; 5. Water connection at Matoding Informal Settlement;
6. Electrification of Matoding Informal Settlement; 7. Construction of Multi-purpose Hall in Tshiame A; 8. Upgrading of water network in the whole ward; 9. Construction of RDP houses for the whole ward; 10. Construction of recreational facility for the ward; 11. Upgrading of sports ground; 12. Resuscitation of SEZ 13. Fixing of sewer main hole in Tshiame C; 14. Refurbishment of Naledi Hall; 15. Construction of storm water drainage; 16. Re-gravelling of roads in Informal Settlements

WARD 23 – CLLR Sefatsa Diphapang
Top 5 priorities
1. Construction of Paved access roads ✓ Marakong from Clinic to Tshabalala shop ✓ From dumping site to Doctor Bux ✓ From Thomas Tavern to Ramabodu 2. Re-graveling of roads – all streets especially Ha Makate Street to Ha Thomo, Masimong Village, Thomas tavern to Zozong 3. Maintenance of Electricity network and normalisation 4. Installation of High mast lights and maintenance of the existing high mast lights 5. VIP toilets 6. Vending stations
Storm water channels
Foot bridges Hasethunya and Marakong
Sports facilities and Upgrading of sports grounds
Sewerage system for Letshalemaduke, Marakong and Katlehong
Upgrading of electricity transformers – additional transformers
RDP houses
Illegal connections
Solar geysers
Illegal dumping
Upgrading of water connection network

WARD 24 – Cllr Shashapa Motaung	
Top 5 priorities	
1.	Installation of paved road and water channels in the following grave yard: ✓ Matsikeng grave yard ✓ Qholaqwe ✓ Matshekgeng grave yard
2.	Unfished paved road in Lusaka
3.	Provincial road S161 and S164
4.	Construction of pave Roads and humps from the Following villages ✓ Tebang ✓ Qholaqwe ✓ Matshekgeng ✓ Lusaka ✓ Matsikeng
5.	Installation of water network connections in the following areas ✓ Tebang ✓ Qholaqwe ✓ Matshekgeng ✓ Lusaka ✓ Matsikeng
VIP toilets	
Sewer problems	
High mast lights and streets lights at danger zones	
Road maintenance and paving all access roads	
Re-graveling, stone pitches and storm water channels	
Unfinished paved road in Lusaka 3km since 2014	
Parks and graveyard security houses renovations	
Foot bridges: Lusaka to Qholaqhwe, Matsikeng to Bagdad	
Car bridge Matsikeng to Bagdad, Matsikeng to Graveyard	
Bridge from Matsikeng to Clubview CCV school	
Satellite Police station	
Clinic/Mobile at Lusaka	
Speed humps in all paved roads along schools and main roads	
Sports facility poles	
Old aged shelter	
Solar geysers	
Upgrading of graveyard fencing	
Unemployed graduates, skilled labourers and semiskilled – youth employment	

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WARD 25 – Cllr Mathapelo Mahamotsa
Top priorities
1. Construction of Paved access roads – Phamong 3km, Maqhekung , Riverside 278km and 250km
2. Installation and maintenance of high mast lights.
3. Sites at Riverside
4. Allocations of RDP houses
5. Foot bridges – Phamong, Mimosa to Maqhekung, Diteneng
6. Construction of VIP toilets
7. Availing of land for new gravesite
Storm water channels
Roads re-gravelling
VIP toilets and leaking water meters
Demarcation
Refuse bins
Upgrading of Mighty Swallows sports ground
Road full of mud – Riverpark
Electricity
Illegal connections and too low cable
Incomplete projects by contractors-Makhufeng
Consideration of cooperatives in ward projects
Removal of hiring toilets Riverside entrance
Refuse removal in shoprite platics
Refuse bins
Job adverts at the municipality
Learnerships
Vending stations Phamong
Jojo to stop at every gate like in Riverside

WARD 26 – Cllr Alfred Ramochela
Top priorities
1. WATER
2. Storm water channels internal roads
3. VIP toilets – Senyamo
4. Sewer system
5. Re-graveling of roads
6. High mast lights maintenance and installation
Water shortages – Senyamo
Electricity cut offs

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RDP houses
Removal of electricity transformer
Incomplete paved road – Ha-Rankopane
Vending stations
Upgrading of water networks
Notice of water and electricity cut offs
Upgrading of road to Mangaung
Speed humps road to Mangaung
High mast lights maintenance
High mast lights
Street lights maintenance
Water leakages
Footbridge to Phazama
Paved road internally
New electricity meter boxes

WARD 27 – Cllr Thuso Maboea	
Top priorities	
1. Paving of streets 2. Construction of Speed humps in main streets; 3. Fixing of Potholes; 4. Sewer and water challenges; 5. Renovation of Phuthaditjhaba Multi-Purpose Hall; 6. Clearing of illegal dumping sites;	
✓ Access to multi-purpose hall for aerobics; ✓ Installation and maintenance of high mast lights in each section; ✓ Creation of job opportunities; ✓ Upgrading of infrastructure; ✓ Continuous supply of electricity; ✓ Cutting of grass; ✓ Provision of bursaries and internships; ✓ Cleaning and opening of blocked storm water drains and culverts; ✓ Security to all substation; ✓ Security to all public buildings; ✓ Electricity vending stations; ✓ Clinic to operate for 24 hours; ✓ Construction of foot bridges; ✓ Assistance to ABET learners;	

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- ✓ Learner Patrols at schools;
- ✓ High rate of crime;

WARD 28 – Cllr Pastor Mary Crocket

Ward Priorities

ELECTRICITY:

1. Installation of High Mast lights in the following areas:
 - ✓ Elite;
 - ✓ Mabilela (3);
 - ✓ Chris Hani (3);
 - ✓ Phahameng;
 - ✓ Mkabatane and;
 - ✓ Vergenoeg.
2. Installation of street lights at the following areas:
 - ✓ Mabilela;
 - ✓ Planet; and
 - ✓ Mahankeng
3. Electrification of 750 houses;
4. Provision of 4 vending stations;
5. Replacement of 3 500 household meter boxes;
6. Installation of 2 transformers, one (1) at Jimmy's place and one (1) at the tyre place;
7. Installation of 2 robots at main road, Beacon to Planet;

WATER:

1. Water connection in Phahameng and Chris Hani;
2. Provision of Jojo tanks with stands for 150 Streets;
3. Drilling of 2 boreholes, one (1) in Thoesane and 1 (one) in Vergenoeg

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TOILETS 4. Construction of 800 VIP toilets; 5. Sucking of 2500 VIP toilets
HOUSES 3. Construction of 2 500 RDP houses; 4. Relocation of 160 households on Wetlands; 5. Re-building of 66 houses affected by floods
REFUSE REMOVAL: 1. Provision of Skip Bins at Elite and Beirut; 2. Provision of 6 Skip Bins for the dumping areas
ROADS: 4. Re-gravelling of the following roads: ✓ Phahameng; ✓ Biitekong Edu College Road; ✓ Chris Hani main Road 5. Paving of the following roads: ✓ Qwaqwa School Road; ✓ Planet Road to Thokoana Secondary School 6. Fixing of potholes at Beirut, Elite and 40 Houses 7. Construction of speed humps in the main and busy streets in the entire ward 8. Construction of storm water drains at Mabilela Road and in Chris Hani
BRIDGES Construction of bridges at the following areas: ✓ Vergenoeg ✓ Planet; ✓ Elite and; ✓ Mahankeng Construction of footbridges at the following areas: ✓ Thoesane; ✓ Phahameng
PUBLIC FACILITIES ✓ Construction of a community hall ✓ Construction of a park in Chris Hani ✓ Construction of a Library ✓ Construction of a recreational facility
CEMETERY ✓ Provision of land for new graveyards
EMPLOYMENT ✓ Creation of employment opportunities
HEALTH:

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- | |
|--|
| ✓ Construction of clinic at Chris Hani |
|--|

WARD 29 – Cllr Mojalefa Ralethohlane

Top 5 priorities

1. Renovation of Phuthaditjhaba Town Hall
2. Paving of roads
3. Re-graveling of roads and unblocking of storm water channels in Ntshehele Bochabela and Phuthaditjhaba
4. Installation and maintenance of high mast lights;
5. Construction of footbridge between Mahlaphong and Bochabela

Maintenance of all roads

Construction of speed humps in main roads/streets

Installation of street lights

Maintenance of Street lights

Fixing of water and sewer leakages

Provision of residential sites

Provision of skip bins to lesson illegal dumping

Creation of Job opportunities

Closing of open dongas next to Ntohla

Construction of RDP houses and completion of unfinished ones

Water networks Bochabela

Youth employment

Upgrading of Sephokong Soccer Field

Fencing of cemeteries

WARD 30 – Cllr Meriam Dlamini

Ward Needs

Roads

1. Paving of the following roads:
 - ✓ Mphotleng Taxi roads;
 - ✓ Kgotsong Taxi roads
 - ✓ Matshekgeng roads
2. Upgrading of access roads to the following cemeteries:
 - ✓ Matshekgeng Cemeteries;
 - ✓ Lusaka Cemeteries;
3. Construction of footbridge
 - ✓ between Lusaka and Qholaqwe;
 - ✓ between Matshekgeng and Tswellang Pele School
4. Storm water drainage

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Electricity
1. Upgrading of all transformers in the Ward;
2. Provision of vending station at Lusaka and Matshekgeng;
3. Maintenance of all street lights and high mast light
4. Installation of one (1) high mast light at Matshekgeng and three (3) in Lusaka
Clinic
Construction of clinic and provision of a mobile one Lusaka
Safety
Provision of a satellite police station – there is an existing office at Thabong
Collection of refuse removal should be constant
Handing over of the community hall
Supply of protective clothing and tools of trade to EPWP workers

WARD 31 - Cllr Mongezi Malaone
Top priorities
1. Allocation Vending stations
2. Roads maintenance in the ward
3. Construction of Footbridge from Comet to Honeyville
4. Construction Paved road at Molapo/Honeyville road
5. Installation and maintenance of high mast lights
6. Construction and clearing of storm water drainages
Cell phone network
RDP houses
VIP toilets
PTOs at Molapo
Extraction of toilets at Molapo and other villages
Construction of recreational facilities
Fixing of leaking sewer at Makwane Clinic and other villages
Creation of employment opportunities
Sewer network installation
Streets gravelling and maintenance
Fixing of Water problems and water leakages
Clearing of illegal dumping at Molapo

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WARD 32 - Cllr Hlabathe Dlamini

Top priorities

1. Electrification of 1000 households at Kgabisi, Bardat, Kgabisi Ext. 17 and Manapo Section;
2. Water network at Kgabisi, Bagdat, Kgabisi Ext. 17 and Manapo Section;
3. Paving of 3, 6 km road from Taba di Mahlong Tavern to new landfill site;
4. Paving of 4, 2 km road from Kgabisi to Bluegumbosch cemetery;
5. Paving of 4 km road from Taba di Mahlong Tavern to Tebang Clinic;
6. Formalisation of Manapo Section, Tebang, Ditading and Kgabisi;
7. Installation of high mast lights at Bagdat, Kgabisi, Ditading and Kgabisi Ext. 17;
8. Re-gravelling of access roads and Storm water drainage in all ward 32;
9. Sewer network at Manapo Section;
10. Extension of sewer pipe at Bluegumbosch Seotlong and Disaster Park to avoid sewer spillage;
11. Construction of community hall at Ditading Village;
12. Construction of Clinic at Bagdat;
13. Construction of Primary school at Kgabisi Ext 17;
14. Mobile police station at Kgabisi;
15. Construction of Library at Bluegumbosch, Seotlong and Ditading;
16. Funding of piggery farm at Ditading;
17. Availability of land for a young guy who specialises with red Bonsmara cows;
18. Creating a brick firm in the ward for young people;
19. Construction of 1500 RDP houses for the entire Ward;
20. Installation of street lights at Manapo Section;
21. VIP toilets the whole ward;
22. Residential sites at Bluegumbosch;
23. Water and electricity network at Bluegumbosch new sites that was established by the municipality
24. Creation of employment opportunities
25. Vending machine
26. Construction of storm water drainages in all roads
27. Construction of an ECD Centre at Ditading

WARD 33 – Councillor Moses Moloi

Top priorities

1. Paving of all main streets in the ward
2. Construction of Clinic at the old Government Garage;
3. Issuing of Tittle Deeds to home owners not only RDP house owners and rezoning;
4. Construction of community hall;
5. Construction of primary school at Section 4;

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6. Rezoning Ward 33;
7. Electrification of all households;
8. Re-gravelling of all small streets;
9. Water network in Section 4 and Slovo Park;
10. Construction of sewage system in Slovo Park;
11. Installation and maintenance of High Mast lights;
12. Creation of employment opportunities particularly for young people;
13. Construction of storm water drainage;
14. Availability of bursaries and learnerships for youth;
15. Availability of residential sites
Construction of sports field
Fixing of water and sewer leakages
Construction of RDP houses
Building of a new school
Crime prevention
Upgrading of the footbridge at Maqhekung

WARD 34 – Cllr Raymond Mohlekwa

Ward Needs

Roads

1. Paving of the following roads:
 - ✓ 5 Street N Section;
 - ✓ L Section
 - ✓ Access roads
2. Re-gravelling of roads in the following areas:
 - ✓ Romeng Section;
 - ✓ Phase 1 A and Phase 1 B
 - ✓ Phase 2 A and Phase 2 B
3. Formalization of roads at Extension 10;
4. Formalization of streets at Extension 30
5. Maintenance storm water drains at the following roads:
 - ✓ Mampoi Road; and
 - ✓ R172
6. Upgrading of road to the cemetery
7. Construction of speed humps in all roads

Bridges

1. Maintenance of 7 pedestrian bridges in the ward;
2. Construction of bridge between Disaster Park and Extension 30

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Water 1. Construction of a new reservoir; 2. Connection of water to extension 10 and 30; 3. Provision of security to Water Pump Station;
Sanitation 1. Construction of VIP toilets at extension 10 and 30; 2. Upgrading of sewer pipes from 110 mm to 210 mm;
Electricity 1. Normalization of electricity at Extension 10; 5. Electrification of households on Extension 30 6. Installation of new high mast lights 7. Maintenance of streets and high mast lights
Health Construction of a new clinic to cater for the growing number of people in the two wards (32 and 34) that it services or to provide a mobile clinic for communities in ward 32
Employment Creation of employment opportunities young and middle-aged people
Refuse Collection Continuous collection of refuse in the following areas: ✓ Phase 2 A and B; ✓ Seotlong 1 and 2; ✓ Disaster Park; and ✓ Extension 10
Safety Construction of a Police Station or provision of satellite Police Station in the following areas: ✓ 649; ✓ 779; ✓ 780; ✓ N Section
Education Construction of school. Sites are available at the following areas: ✓ 10; ✓ 1046; ✓ 1047; ✓ 1048;
Sports Construction of sports ground
Skills Development ✓ Learnerships for young people
Community Centre

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- ✓ Construction of a centre for children and vulnerable women

WARD 35 – Cllr Mamotsheare Lakaje-Mosia

Top priorities:

1. Re-gravelling of all roads;
2. Construction of storm water drainage;

Construction of foot bridges at:

- ✓ Dipolateng – Makwane;
- ✓ Tebang – Monyakeng ;

3. Paving of roads at the following areas:

- ✓ To Mmakwane Clinic;
- ✓ To Tebang Clinic;
- ✓ From Mountainview to Mmakwane Court;
- ✓ From Pereng to Makutlwano Shop

4. Completion of unfinished RDP houses

Construction of storm water drainage

Installation of high mast lights at:

- ✓ Pereng;
- ✓ Dipolateng;
- ✓ Phahameng;
- ✓ Mountainview

Electrification of 200 houses

Construction of Community Hall

Creation of employment opportunities

Construction of RDP houses

Career EXPO for young people to access information on job opportunities

Bursaries for students

Funding for small businesses

2. SECTION B: UPDATED SITUATIONAL ANALYSIS

2.1. Maluti-a-Phofung Local Municipality Profile

Maluti a Phofung Local Municipality (MAP) is a Category B municipality located within the Thabo Mofutsanyana District in the eastern part of the Free State Province. The municipality forms part of a scenic tapestry, which changes dramatically with each season, the beauty and tranquillity of which is palpable and almost overwhelming, which has as its bedrock the famous Maluti Mountains, from which the municipality is named after.

Majestic mountains with sandstone cliffs, fertile valleys of crops that stretch as far as the eye can see, fields of Cosmos and the golden yellow hues of Sunflowers, are just a few of the enchanting sights that make this region unique. Battle sites and memorials left over from bygone wars, ancient fossil footprints from a prehistoric era, a wealth of art and craft and renowned resorts make this part of the region a destination to explore.

The MAP is one of the most scenic and attractive area of the Province, with considerable potential lying in its deep, fertile soils and high rainfall. Compared to the other municipalities in the Thabo Mofutsanyana District, Maluti-a-Phofung has prospects of significant growth and upliftment in the quality of life for its residents, due to its relative abundance of natural resources.

MAP SHOWING LOCALITY AND SETTLEMENT DISTRIBUTION OF THE MUNICIPALITY

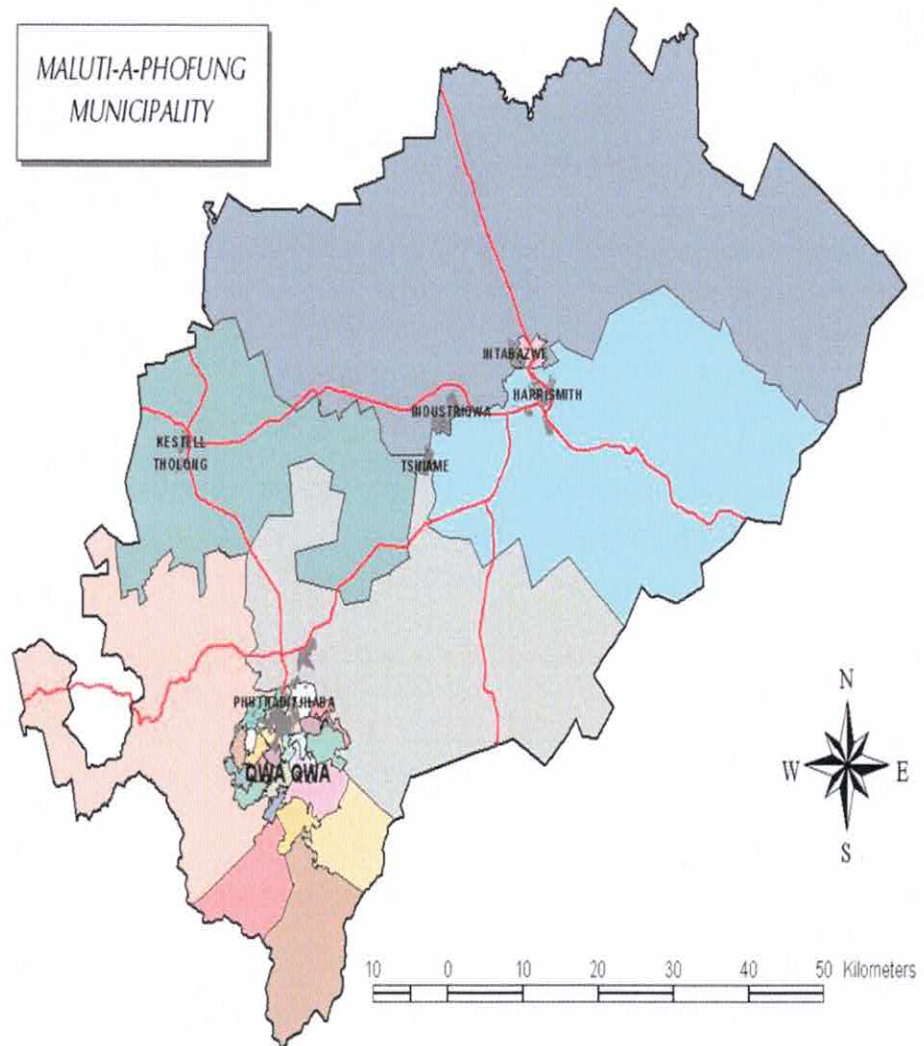


Figure 1: Map showing settlement distribution

2.2. Maluti-a-Phofung Local Municipality Demographic Profile

The municipality comprises of 35 wards and covers approximately 4 421 km² in extent. Phuthaditjhaba is the urban centre of QwaQwa and serves as the administrative head office of Maluti-A-Phofung municipality.

Surrounding Phuthaditjhaba are rural villages of QwaQwa established on tribal land administered by Department of Land Affairs. Harrismith is a service centre for the surrounding rural areas and a trading belt serving the passing N3 which links the Gauteng and KwaZulu-Natal provinces.

Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1,5km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and Qwaqwa. Kestell is a service center for the surrounding agricultural oriented rural area with Tlholong as the township.

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Kestell is situated along the N5 road that links Harrismith with Bethlehem. The rural areas of Maluti-A-Phofung comprise commercial farms and major nature conservation centres such as Qwaqwa National Park, Platberg, Sterkfontein Dam and Maluti Mountain Range.

The area is not only a tourist attraction destination, but also makes a big contribution in generating gross agricultural income for the whole of the Free State Province and is also highly regarded for its beef production in the sector of agriculture.

In comparison with the demographic composition of the rest of the Thabo Mofutsanyana District, MAP municipality has the highest population density with the 3rd highest population density in the Free State. Maluti a Phofung Local Municipality (MAP) is a Category B municipality located in the eastern part of the Free State Province. The municipality forms part of a scenic tapestry, which changes dramatically with each season, the beauty and tranquillity of which is palpable and almost overwhelming, which has as its bedrock the famous Maluti Mountains, from which the municipality is named after. Majestic mountains with sandstone cliffs, fertile valleys of crops that stretch as far as the eye can see, fields of Cosmos and the golden yellow hues of Sunflowers, are just a few of the enchanting sights that make this region unique. Battle sites and memorials left over from bygone wars, ancient fossil footprints from a prehistoric era, a wealth of art and craft and renowned resorts make this part of the region a destination to explore.

The municipality is made up of three major towns, namely: Harrismith; Kestell and Qwaqwa/Phuthaditjhaba and as per the 2015 Community Survey, MAP had an estimated number of 110 725 households as depicted by the table below:

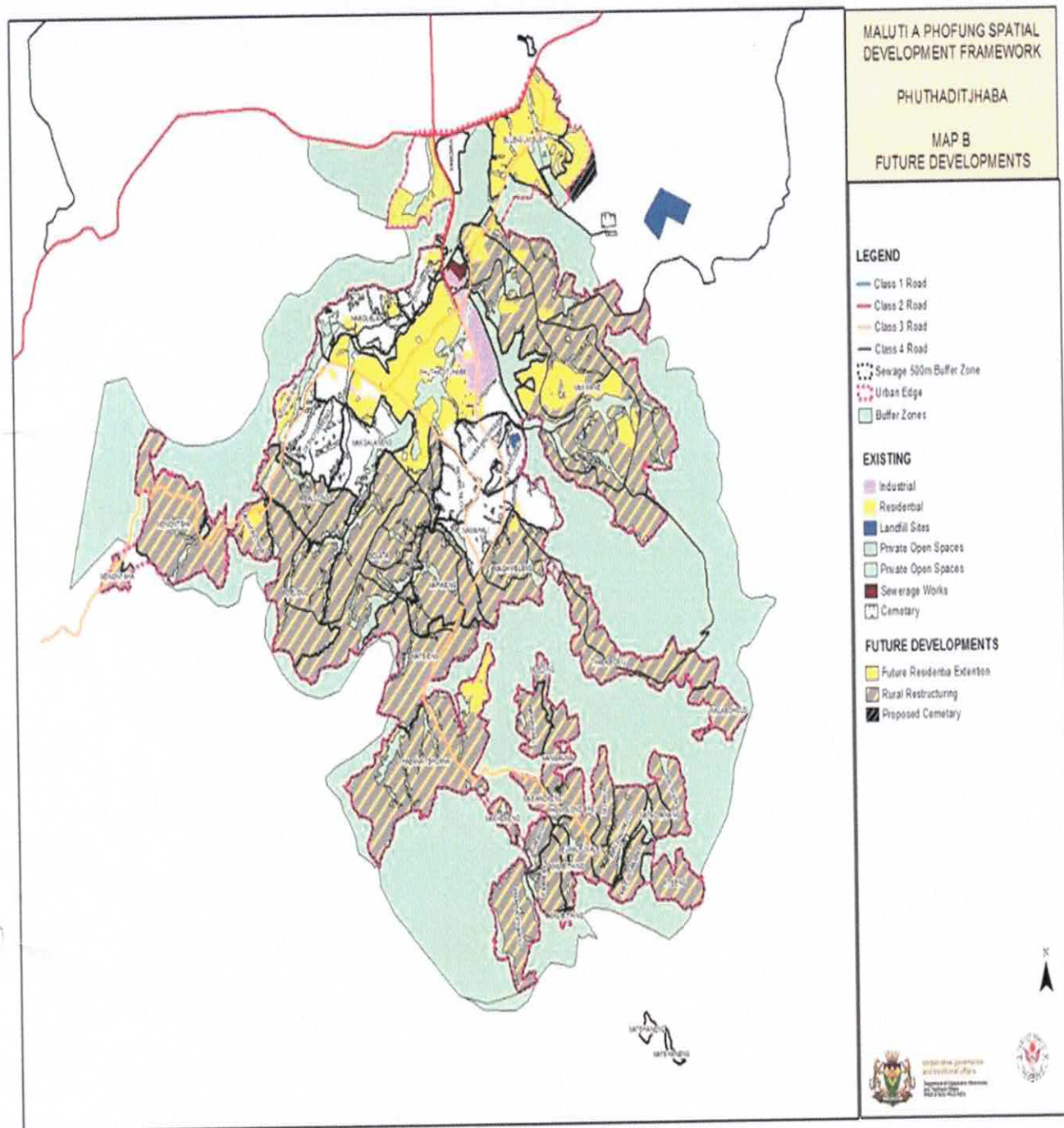
TOWN	* % BILLING PER TOWN/ AREA	*ESTIMATED NUMBER OF HOUSEHOLDS
Phuthaditjhaba/QwaQwa	68%	75 293
Harrismith	23%	25 467
Kestell	9%	9 965
		110 725

Data source: Maluti A Phofung IDP 2017/18

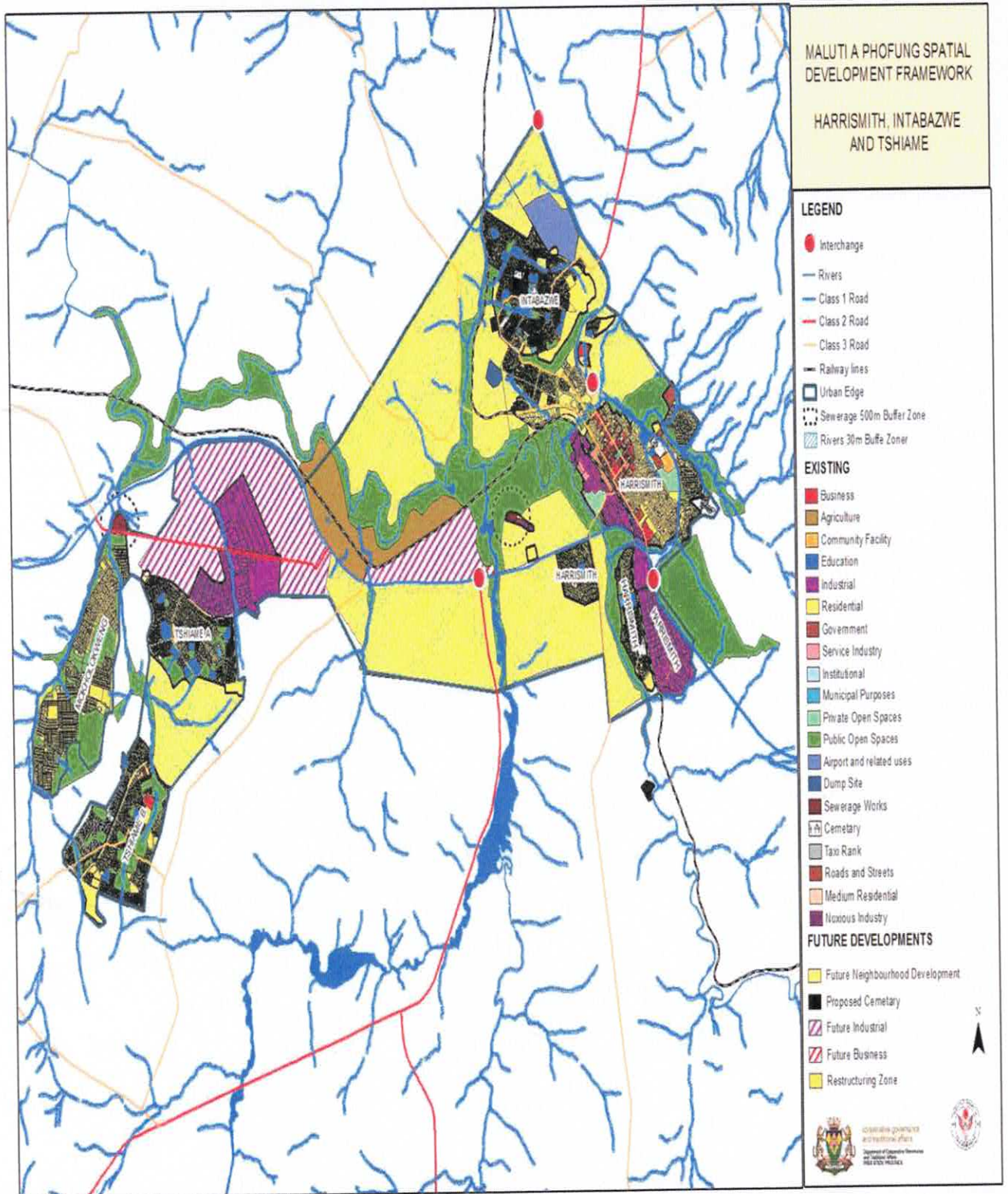
The following areal maps depicts where the intended developments should take place in the three towns of the municipality:

MAP FINAL 2022 – 2027 IDP

QwaQwa - Phuthaditjhaba

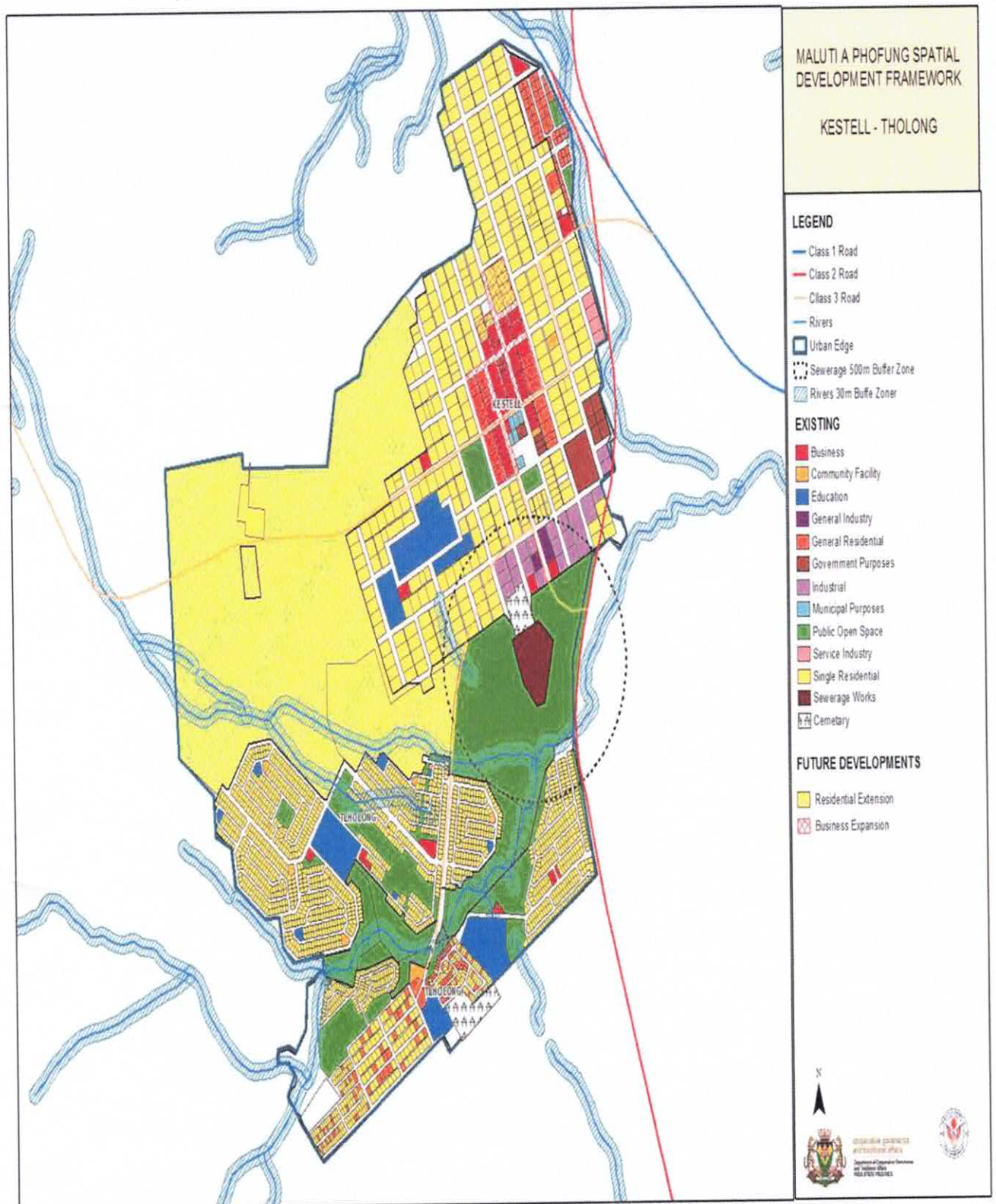


Harrismith, Intabazwe and Tshiame

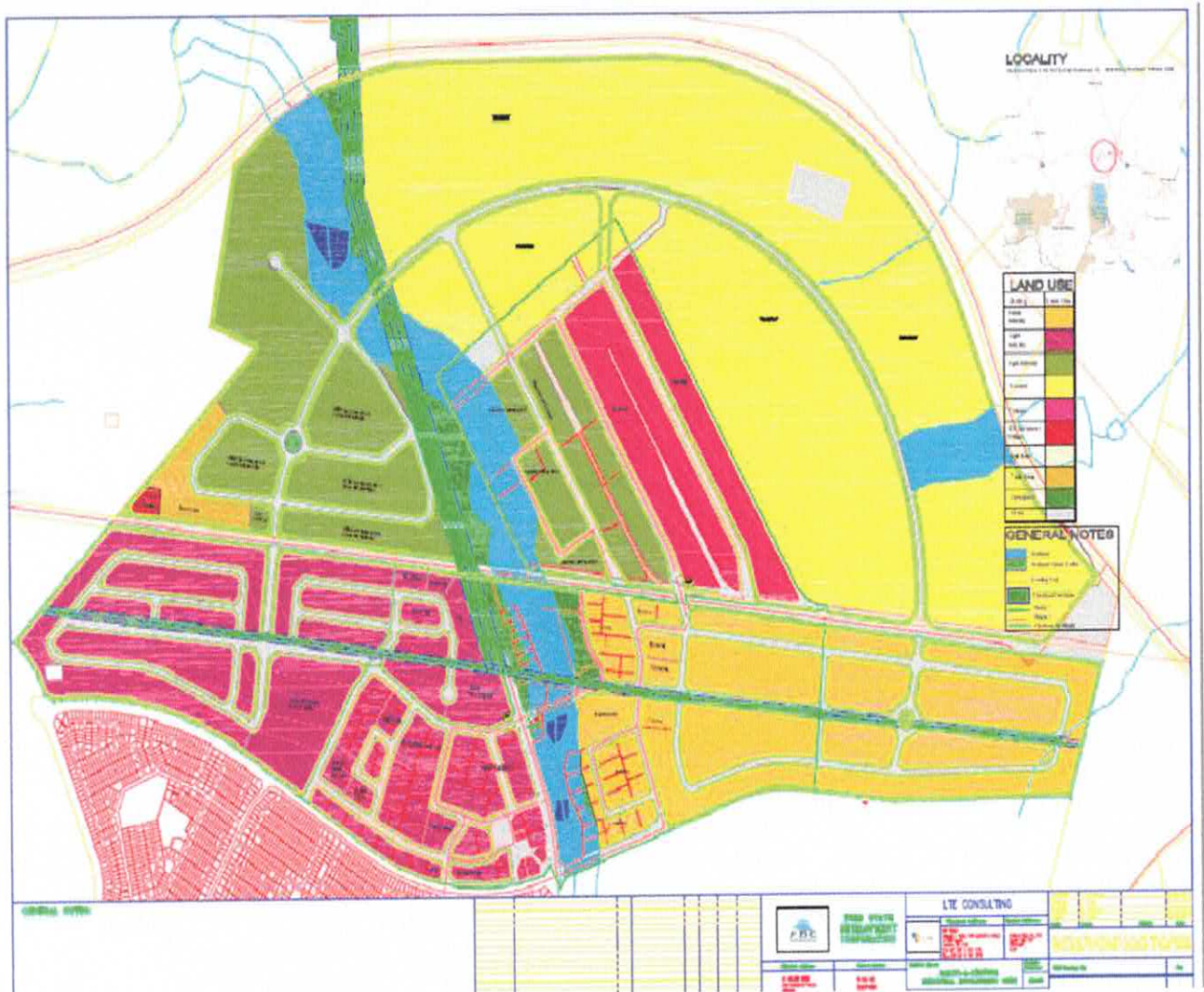


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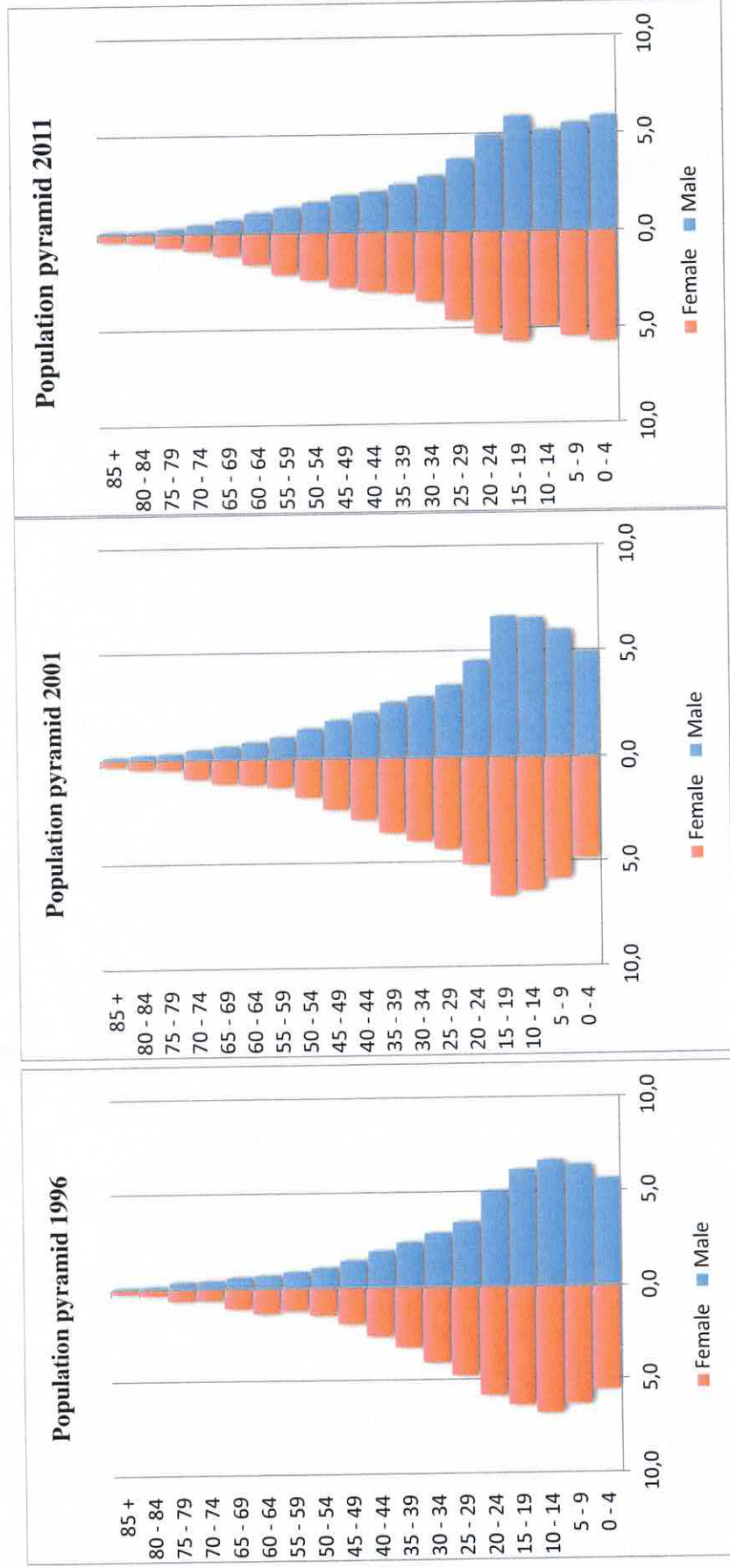
Kestell – Tlholong



Special Economic Zone (SEZ) Spatial Development Layout



Population figures that are still available are those from the Census 2011 and StatsSA will be rolling out a full-blown Census now in 2022. The tables below depict the population distribution by age group and sex of the municipality as per the Censuses 1996, 2001 and 2011:



As depicted by the population above, the larger population is between the ages of 10 – 24 in 1996, between the ages of 10 – 19 in 2001 and between the ages of 15 – 24 in 2011. This shows that the MAP consists of the young population who still needs to go to school and enter the labour market in few years. It also shows that the older population 60 years and above lives longer. Females seem to be out living the males as shown in the pyramid that on the female side for older population it is wider than the male side. In 2011 the pyramid shows that there was an increase in fertility or the improvement in child mortality rates, a reflection of the decline in child mortality.

Table 1: Population Profile by sex and age group

Age group	Male	Female	Total
0 – 4	19604	19386	38991
5 – 9	18480	18365	36845
10 – 14	17256	16605	33861
15 – 19	19676	19274	38950
20 – 24	16468	17915	34383
25 – 29	12389	15420	27809
30 – 34	9446	12157	21603
35 – 39	7958	10694	18652
40 – 44	6848	10336	17184
45 – 49	6302	9613	15914
50 – 54	5198	8243	13441
55 – 59	4314	7190	11504
60 – 64	3457	5400	8856
65 – 69	2313	3850	6163
70 – 74	1552	2995	4547
75 – 79	978	2357	3335
80 – 84	517	1524	2041
85 – 120	453	1252	1705
	153209	182576	335785

Source: Statistics South Africa 2011

Age group	Male	Female	Total
Children: 0-14	53 741	54 138	107 879
Youth: 15-34	67 512	75 123	142 635
Adult: 35-64	30 763	43 969	74 732
Elderly: 65+	9 259	18 946	28 205
TOTAL	161 275	192 176	353 451
Dependency ratio			62.6

STATSSA: Community Survey 2016

The figures above indicate density of youth population within MAP. Out of gross population of 353 451, the youth in the age group category of 15 – 34 years, are 142 634 in total constituting 40,4%. The implication of this percentage is that the future municipal planning should be biased youth development.

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The table below depicts the distribution of MAP population by race:

	Male	Female	Total
Black African	159814	190444	350258
Coloured	232	291	523
Indian/Asian	203	63	266
White	1027	1379	2406
TOTAL	161275	192177	353452

STATSSA: Community Survey 2016

The table below depicts the total of MAP population between 2001 and 2016:

Population of Maluti-A-Phofung

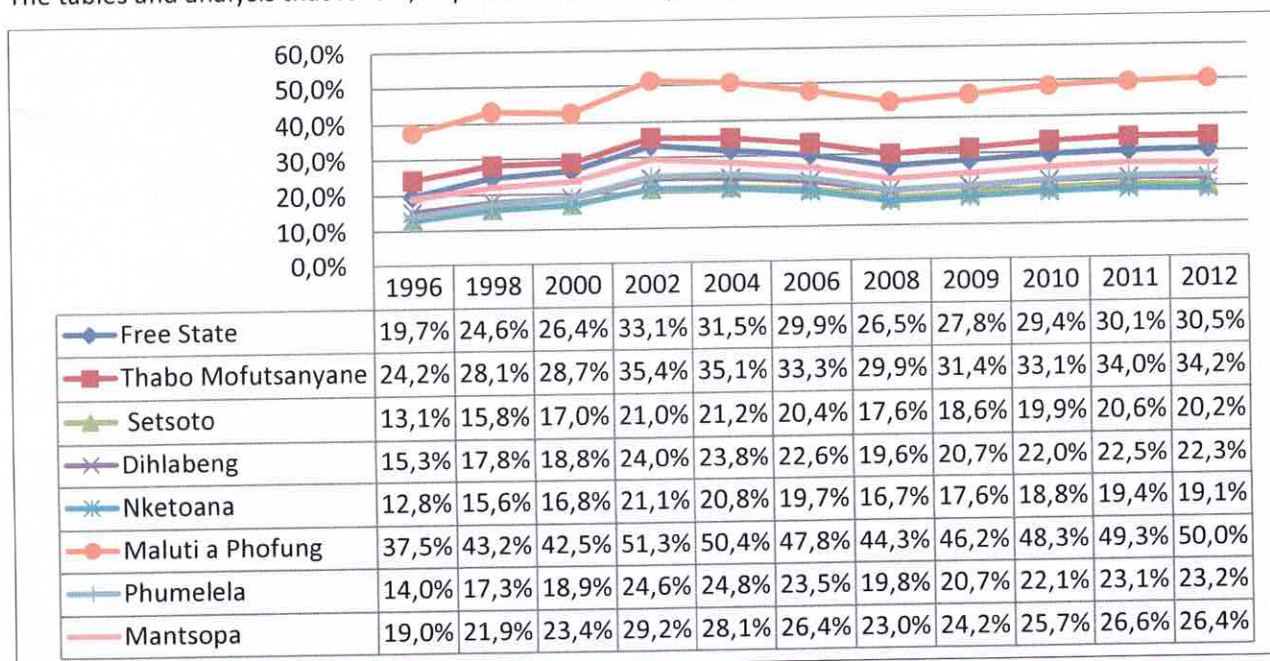
	Population
Census 2001	360 787
Community Survey 2007	385 413
Census 2011	335 785
Community Survey 2016	353 451

Source: Statistics South Africa, Census 2011, 2016 Community Survey

As it can be seen from the table above, there has been an increase in the overall population in the municipality between 2001 and 2007 and there was a decrease between 2007 and 2011. The overall population peaked up again between 2011 and 2016.

2.3. MAP Local Economic Profile

The tables and analysis that follow, depict the economic profile of the municipality:

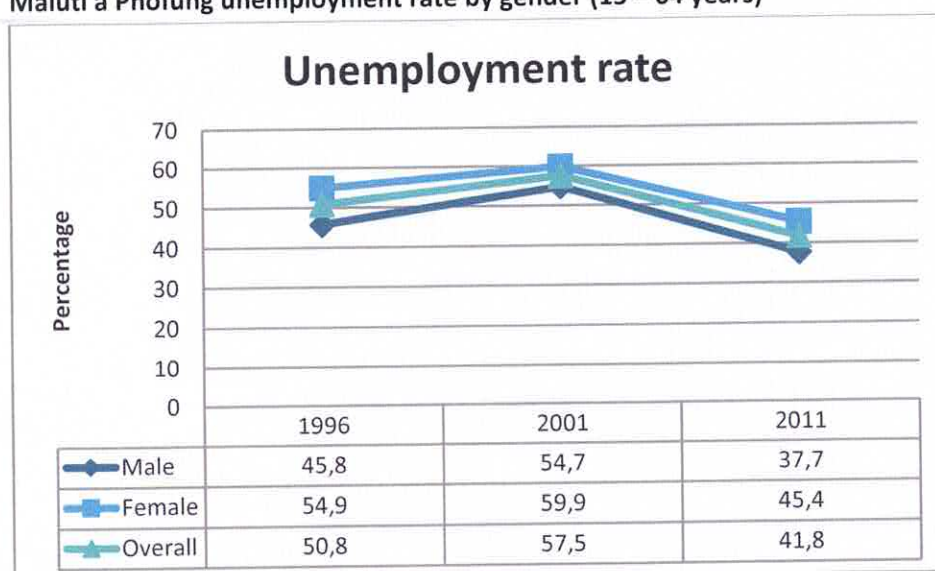


Source: Global Insight, Regional eXplorer: 2013

The unemployment rate in Thabo Mofutsanyane is the highest, followed by Motheo, Xhariep, Lejweleputswa and Fezile Dabi. If one compares the unemployment levels with the other local municipalities in Thabo Mofutsanyane, it is evident that Maluti-A-Phofung Municipal area has an unemployment rate that is more than double that of other local municipal areas. Maluti-A-Phofung Municipal area is also responsible for 66% of the unemployment of the district. The unemployment rate for Maluti-A-Phofung Municipal area was 51% according to the Demarcation Board (2000).

An analysis of the employment distribution of Maluti-A-Phofung municipal area in the various economic sectors revealed that 24% of the total workforce was employed in the social services sector, compared to 14% by private households, 13.6% by manufacturing and 11.7% by trade. The primary sectors namely agriculture and mining were only responsible for 6.2% of all employment opportunities.

Maluti a Phofung unemployment rate by gender (15 – 64 years)



The above indicators, the overall unemployment rate for Maluti a Phofung decreased from 50.8% in 1996 to 41.8% in 2011 whereas in 2001 it was 57.5%. Female unemployment rate over the years 1996, 2001 and 2011, is greater than that of males.

The above indicators, the overall unemployment rate for Maluti a Phofung decreased from 50.8% in 1996 to 41.8% in 2011 whereas in 2001 it was 57.5%. Female unemployment rate over the years 1996, 2001 and 2011, is greater than that of males. According to 2016 Community Survey, 18% of the population is unemployed; 48% other are not economically active; 9% are discouraged work seekers and 25.4% is employed

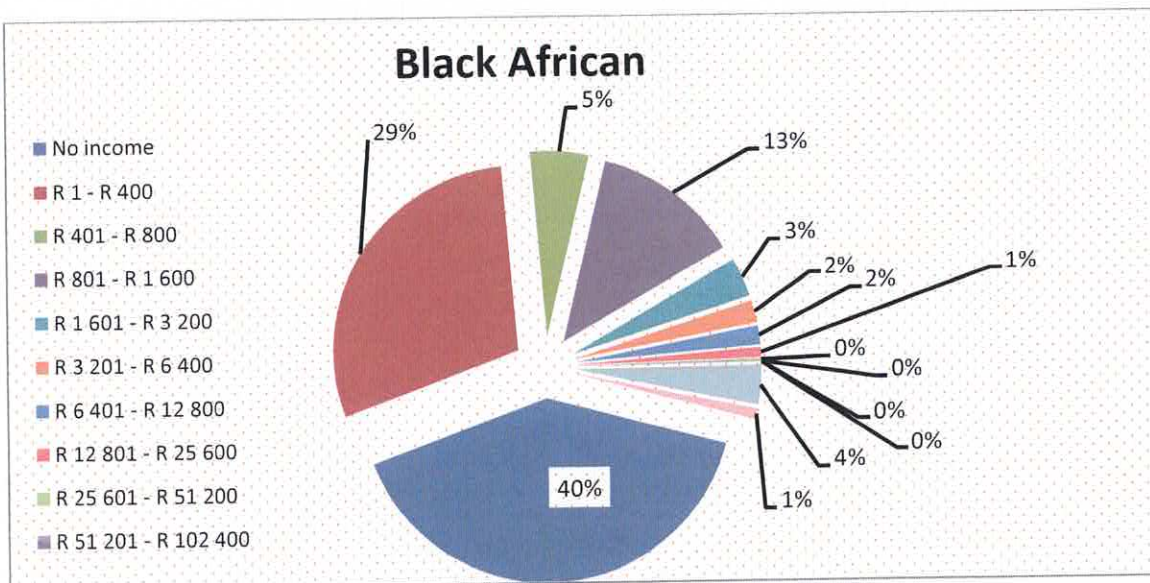
2.3.1. Maluti-a-Phofung Local Municipality Economic Profile by Race

The tables below depict the distribution of individual monthly income within MAP according to population groups:

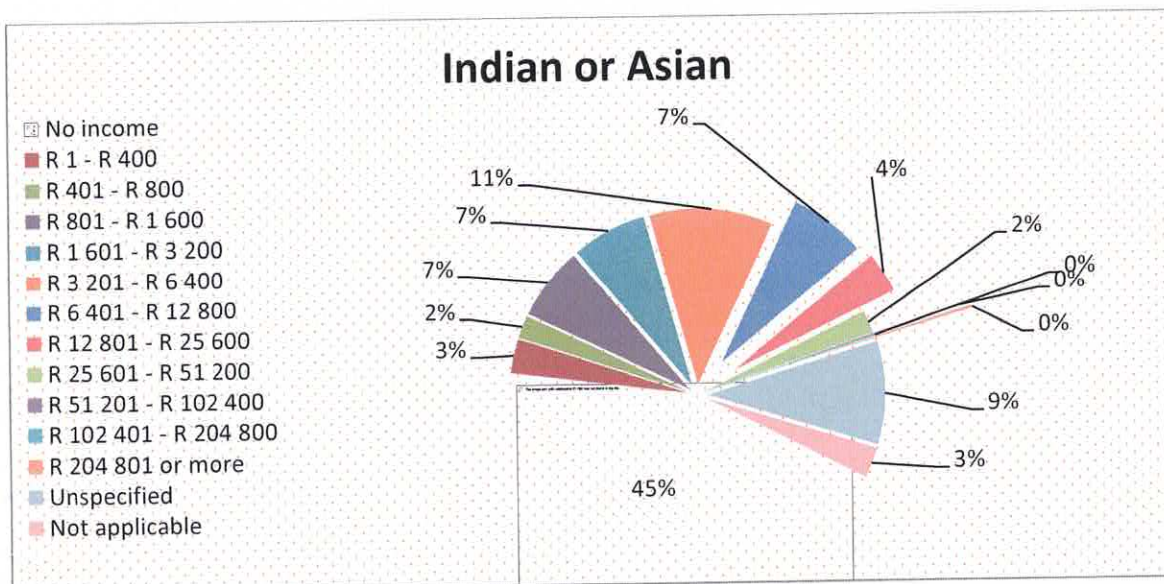
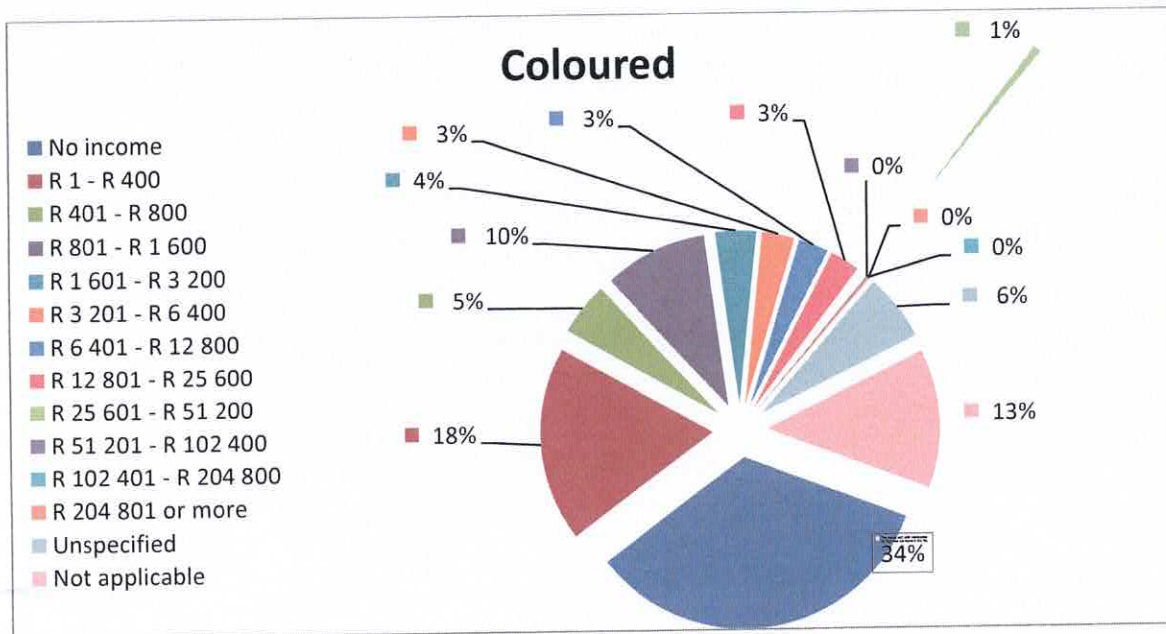
MAP 2022 – 2027 FINAL IDP

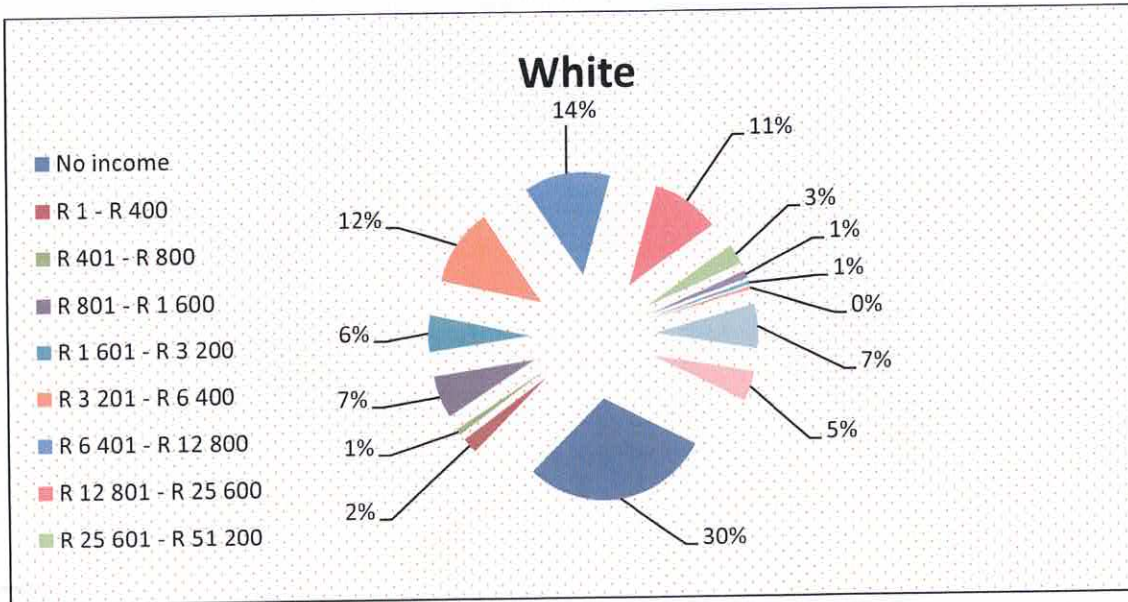
Income range	Black African	Coloured	Indian Asian or	White	Other	Total
No income	132421	232	344	1274	67	134338
R 1 - R 400	96793	126	24	105	36	97084
R 401 - R 800	16766	34	16	40	20	16877
R 801 - R 1 600	42627	66	52	285	45	43075
R 1 601 - R 3 200	11300	26	53	255	35	11669
R 3 201 - R 6 400	6384	21	87	521	17	7030
R 6 401 - R 12 800	5393	19	54	582	8	6056
R 12 801 - R 25 600	2901	19	29	459	11	3419
R 25 601 - R 51 200	600	5	16	137	3	762
R 51 201 - R 102 400	70	1	1	48	-	120
R 102 401 - R 204 800	90	-	1	23	-	114
R 204 801 or more	65	1	2	20	-	88
Unspecified	11384	43	73	304	18	11823
Not applicable	3001	90	21	204	14	3330
Total	329795	684	776	4256	273	335784

Source: Statistics South Africa, Census 2011



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As it can be seen from the tables above, there still exists inequalities with regard to income generation amongst communities. The range between the low and the high earning people is still high, comparing also the level of unemployment with those who do not earn an income. The situation has not yet changed as compared to the research conducted in 2001 and Community survey of 2007 by STATSSA. Over 50% of the community of Maluti-A-Phofung Municipality is still unemployed. Just around 25% is earning in the region of R400 per month. The other 12, 5% of the MAP Municipality is earning in the region of R800 per month. Therefore, one can conclude that only 40% of the municipal population is economically active with an average income of R600p/m, as a figure covering +250 000 people per the table above.

Surely this is 25% below the national baseline of R800pm for basic living wage. Various sectors of economy have to bring about intervention mechanisms to better the economy of MAP. This would only be done through LED for job creation and enhancement. Non-formal job creation systems as practiced by rural communities of MAP municipalities have to be encouraged.

Backyard gardens, community gardens, small scale communal projects by rural inhabitants have to be supported in partnership with the department of social development, department of youth, gender & women, department of agriculture, department of public works & rural development, etc., to broaden and increase income network base and threshold. Municipality must support meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation. These programmes are of vital importance to sustain and improve the livelihoods of unemployed groups. Social Development and Community Services Social and Human Development Protecting should assist with programmes that will enable the poor to change their status from the worst impacts of the economic downturn to a better living.

2.3.2. Maluti-a-Phofung Cultural and Historical Information

Cultural and historical landscape of Maluti-A-Phofung Municipality lies within a rich heritage heartland of the Free State Province. Traditional systems of governance are prevalent and consistently applied within the municipal jurisdiction. Maluti-A-Phofung is imbued with historical sites of heritage significance. The list of such sites is presented below and according to

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their locations and towns within the municipality's area of jurisdiction. Therefore, it is imperative to preserve and promote such heritage sites so that they could contribute maximally to social cohesion and economic participation of local people. Non preservation and protection of these heritage sites and cultural resources could impact on the social cohesiveness of the area and the quality of life of residents. It could also result in the loss of economic opportunities available through the growing international market in cultural tourism.

The following sites obtained the status of World, National and Provincial heritage sites in terms of the new Act (SAHRA, 2003):

Phuthaditjhaba heritage sites

SITE NAME	DECLARATION TYPE
<i>uKhahlamba Drakensberg</i>	<i>World Heritage Site</i>
<i>Chief Wetsies' Cave</i>	
<i>San Paintings sites</i>	

Source: SAHRA 2013

Kestell heritage sites

SITE NAME	ARCHIVE STATUS	DECLARATION TYPE
<i>Olivier Street, Kestell,</i>	<i>Register</i>	<i>Heritage Register</i>
<i>Olivier Street, Kestell</i>	<i>National Monument</i>	<i>Provincial Heritage Site</i>
<i>Nederduitse Gereformeerde Church, Van Riebeeck Street, Kestell</i>	<i>National Monument</i>	<i>Provincial Heritage Site</i>

Harrismith heritage sites

SITE NAME	ARCHIVE STATUS	DECLARATION TYPE
<i>Retiefklip, Kerkenberg, Harrismith District</i>	<i>National Monument</i>	<i>Provincial Heritage Site</i>
<i>Nederduitse Gereformeerde Church, Church Street, Warden, Harrismith District</i>	<i>National Monument</i>	<i>Provincial Heritage Site</i>
<i>Town Hall, Warden Street, Harrismith</i>	<i>National Monument</i>	<i>Provincial Heritage Site</i>
<i>36A Boys Street, Harrismith</i>	<i>Register</i>	<i>Heritage Register</i>

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Badenhorst Building, Warden Street, Harrismith	<i>Register</i>	<i>Heritage Register</i>
A E Odell Building, Stuart Street, Harrismith	<i>Register</i>	<i>Heritage Register</i>
Nederduitse Gereformeerde Church, Van Riebeeck Street, Kestell	<i>National Monument</i>	<i>Provincial Heritage Site</i>
Old Toll-bridge, Wilge River, Swinburne, Harrismith District	<i>National Monument</i>	<i>Provincial Heritage Site</i>
Swalu Bridge, Landdrost, Harrismith District	<i>National Monument</i>	<i>Provincial Heritage Site</i>
Farmhouse, Klerksvlei, Harrismith District	<i>National Monument</i>	<i>Provincial Heritage Site</i>

Source: SAHRA 2013

Number	Heritage site	Locality
1	Groenkop	Kestell
2	Paulus Mopeli Statue	Phuthaditjhaba
3	Batlokwa Monument	Phuthaditjhaba
3	Voortrekker Monument	Kestell
4	Dutch Reformed Church	Kestell

Source: SAHRA 2013

Summary of Cultural Heritage sites:

Heritage type	Phuthaditjhaba	Harrismith	Kestell
Historic or period buildings	*Morena Wetsi Cave *San paintings	*San paintings	*Dithako
Historic dwelling houses or hostels	*Matswakeng (Chief Koos Mota kraal)	*Market Hall	*Pops Station
Monuments and Structures	*Jwala-Boholo (mountains and graves) *Sefika sa Botlokoa(Monument)	*President Brand Bridge	*Graves not declared monuments
Natural land areas	*Caves in the mountains	*Botanical Garden *Purified Tree	*None

Source: SAHRA 2013

2.4. Waste Management

The municipality has a Solid Waste Management Section and Environmental Unit as part of Community Services Department which is charged with the responsibility of rendering all Solid Waste Management activities, environmental plans and programs.

Refuse Removal / Waste Collection

The refuse removal service only focuses in the CBD and peri-urban areas of Maluti-a-Phofung Municipality. MAP provides a weekly waste collection service to all the households and to businesses in the three towns although there have been some challenges in the collection of refuse in the recent times.

2.5. Spatial Planning

In terms of Section 35 (2) of the Municipal Systems Act, the Spatial Development Framework for MAP has statutory status and overrides any other plan for the area or portions of the municipality that may have been compiled previously and which is described in the Physical Planning Act (Act No. 125 of 1991). Such plans would include regional development plans, regional structure plans and more localized plans such as Urban Structure Plans. As such, the Maluti-a-Phofung Spatial Development Framework complemented by the Human Settlement Sector Plan becomes the principle instrument for forward planning and decision-making on land development in the Maluti-a-Phofung Municipal area.

(i) By- Laws

Of the five standard by-laws received from the Department of Rural Development and Land Reform (model planning and land use by-laws; model framework for delegations; model of tariffs; transitional provision and supporting document); the institution has customised and adopted the land use by-law; merges the model tariff structure with the institutions tariff structure and is in the process of customizing the delegations' framework to fit that of the institution.

(ii) The establishment of Municipal Planning Tribunal

The MAP Council has resolved that the municipality will form part of the District Tribunal with Thabo Mofutsanyana District Municipality and the other local municipalities under this district. The municipality has thus signed the service level agreement into this effect.

2.6. Small Town Revitalization

2.6.1. Gateway Development

In the intervening decade the proposed 2008 development was reconceptualised into a more comprehensive development for the Farm Bluegumbosch 199. The intention with the more comprehensive plan was to create an upper end township with

a more modern business district (Qwaqwa Gateway). That plan (Phase 1) will take up the north-eastern part of the property. The Phases will contribute a total of 20 000 units to the urban area of Phuthaditjhaba of which most are residential. In addition, it will also provide even for shopping centre, garages, old age home, school, hawkers stalls, Social Housing, Hospital and church.

This area has been gazette as a restructuring zone which means the Social Housing Programme has also been gazette for this area

2.6.1.1. *Locality and Access*

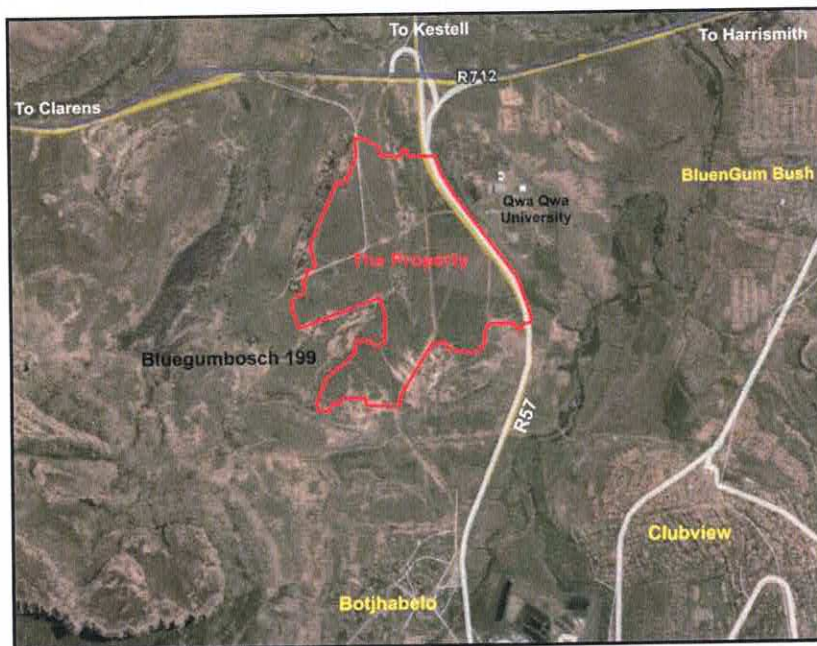
The Property is situated approximately 2 km to the north of the urban component of Phuthaditjhaba and some 40 km towards the southwest of Harrismith, as indicated on the attached Locality Plan (**Plan 1**).

The Property gain access via the R712 from Harrismith and the R57 from Kestell.

2.6.1.2. *Property Description and Size*

The Property is situated on a Portion of the Remainder of the Farm Bluegumbosch No. 199, District Harrismith. The Property measures 117.88 hectares.

The Property is shown on the aerial photo below as per **Plan 1**.



2.6.2. *Megacity Development*

This project was conceptualized in 2021 and the aim to amalgamated the towns of Harrismith, Kestell and Phuthaditjhaba. The intention with the more comprehensive plan was to create a megacity which will help with the growth within Maluti-a-Phofung. The Phase 1 of integration will take place the north-eastern part of the property. The Phases will contribute a total

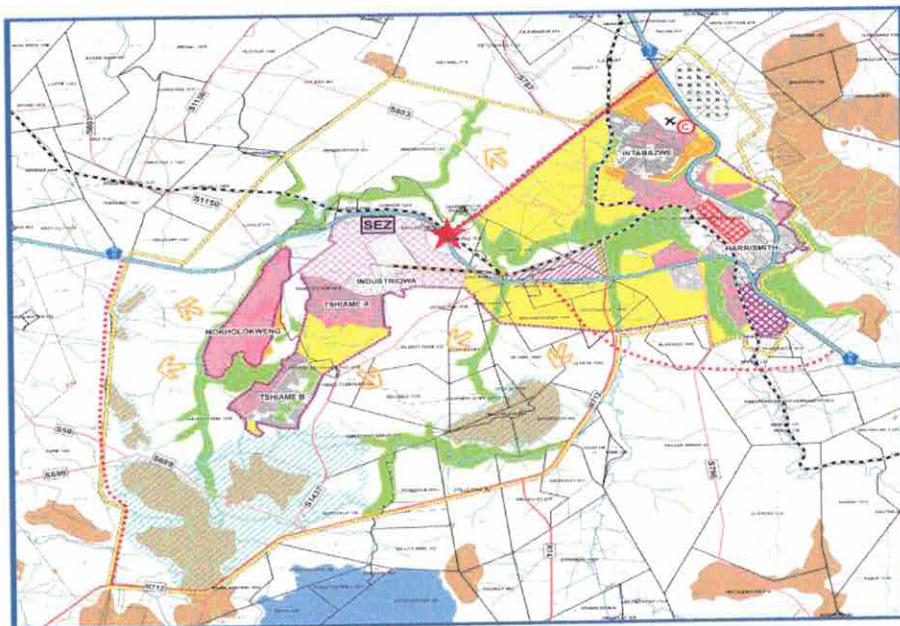
of 30 000 units to the urban area of Harrismith of which most are residential. In addition, it will also provide even for shopping centre, garages, old age home, school, hawkers stalls, Social Housing, Hospital and Churches.

2.6.2.1. *Locality and Access*

The Property is situated to the north of the urban component of Harrismith Intabazwe, as indicated on the attached Locality Plan (Plan 1). The Project will gain access via the N3 and N5.

2.6.2.2. *Property Description and Size*

The Property is situated on the Northern part of Intabazwe and comprises of many farms which will form part of the Mega City.



Plan 1

2.6.3. *Neighbourhood Grant*

Maluti-a-Phofung LM has been hard at work to secure funds for the delivery of much needed infrastructure and for the improvement and upgrades to existing infrastructure. The outcome is that the LM successfully applied for the NDPG which is administered by National Treasury. The LM submitted a Work Plan to NT which has been approved and gives the LM the green light to now package the much needed infrastructure projects into a realistic Programme. The programme will be spread throughout the municipality. The Municipal Manager will then ensure that the NDPG projects criteria are observed at all times to ensure continuous support from National Treasury. The projects to be implemented will cover infrastructure with respect to roads, water and sanitation, electricity and much needed community amenities. This injection of capital infrastructure will also unlock private sector investment as the feasibility of investments will be enhanced.

2.6.4. Social Housing

In an effort to bridge the gap in the provision of housing needs and the eradication of informal settlements, the municipality made an application to the Department of Human Settlements for the provision of rental stock. The Minister of Department of Human Settlements has then on 01 October 2021 with Gazette No. 45250 gazetted the Restructuring Zones in terms of Social Housing Policy for aimed at providing rental stock for low income earners and new entrance in the labour market in Harrismith, Intabazwe and Phuthadijhaba.

2.7. Municipal Transformation and Organizational Development Status Quo on Human Resources Management and Development

2.7.1. Institutional Characteristics

2.7.1.1. *Institutional Structure*

At present the Maluti-a-Phofung Municipal Council consists of 70 Councillors and has 35 Wards, half of which are elected in terms of proportional representation and the remaining Councillors are directly elected, i.e. are Ward Councillors. There are also 11 Traditional Leaders participating in council representing various traditional authorities in the Maluti-A-Phofung area. The Maluti-a-Phofung Municipality has a Mayoral Committee System with a Ward Participatory System. The Mayoral Committee is chaired by the Executive Mayor and consists of ten (10) members appointed by the Executive Mayor. The Executive Mayor is also mandated with the responsibility of the IDP formulation and review processes and their tabling to the Council. The Mayoral Committee is the principal committee of the Council. It is the Committee which receives reports from the Portfolio Committees of Council and forwards these reports together with their recommendations to the Council when it cannot dispose of matters in terms of its delegated authority.

The chairperson of the Municipal Council is the Speaker. The Council has defined the following roles for the Speaker (over and above the roles assigned by the Municipal Structures Act):-

- ✓ Leader of council in respect of the oversight function;
- ✓ Custodian of the interests of the members of the municipal council;
- ✓ Politically in charge of the community development workers' program; and
- ✓ Responsible for the training and development of ward councillor and committees

In terms of Section 72 – 78 of the Municipal Structures Act, the Council has established 35 ward committees which are chaired by their respective Ward Councillors. Each committee has 10 elected representatives and their term of office runs concurrently with that of the municipal council. The ward committees are consultative community structures without any formal powers accorded to them. Where a ward committee is fully functional and effective, it is able to influence the decision taken in Council. There is a cordial relationship between the communities and their ward committees and ward committee meetings are held as per their schedule and they submit reports to the municipal council for noting through the Office of the Speaker.

2.7.1.2. Section 80 Committees

The municipal council has on 03 February 2022 established the following ten (10) Section 80 Committees chaired by their respective Members of Mayoral Committees (MMCs):

- ✓ Finance
- ✓ Infrastructure
- ✓ Local Economic Development and Tourism
- ✓ Corporate and Legal Services
- ✓ Community Services
- ✓ IDP and PMS
- ✓ Sports, Arts and Culture
- ✓ Public Safety, Transport and Protection Services
- ✓ Special Programmes, Women, Children and People living with Disabilities
- ✓ Spatial Planning, Land Use Management, Human Settlements and Traditional Affairs

2.7.1.3. Administrative Structure

MAP's executive management structure consists of the Municipal Manager, appointed in terms of section 54 (a) of the Local Government: Municipal Systems Act and seven (07) managers and acting managers that have been appointed by the municipal council in terms of Section 56 of the Municipal Systems Act. The MAP macro organizational structure consists of the following departments:-

Table 6: Top Management

NAME	POSITION	DEPARTMENT
Mr Futhuli Mothamaha	Municipal Manager	Office of the Municipal Manager
Mr Sandile Faku	Acting Manager in the Office of the Municipal Manager	Office of the Municipal Manager
Ms Jemina Mazinyo	CFO	Budget and Treasury Office
Mr Sello Malimabe	Acting Director	Public Safety, Transport and Protection Services
Mr Willem Ungerer	Director	Infrastructure Services
Mr Tiisetso Makhele	Acting Director	Local Economic Development
Mr William Mahlangu	Acting Director	Corporate Services
Mr Samson Nyembe	Director	SPLUMA, Human Settlements and Traditional Affairs
Mr Stephen Nhlapo	Acting Director	Community Services
Mr Mxolisi Xuma	Manager	Internal Audit Unit
Mr Moses Dlamini	Chief Risk Officer	Risk Management Unit

The municipality's main political and administrative offices are situated in Phuthaditjhaba with two administrative units in Kestell and Harrismith headed by their respective unit heads. The municipal manager, managers reporting directly to the municipal manager, the Manager in the Office of the Municipal Manager and other selected employees are on a 5-year performance-based contracts and have all signed their performance agreements which are reviewable annually. Other employees who are contracted are employees in the political offices whose contracts are linked to their political principals. All other employees are employed on permanent basis. There are also 5 financial interns who are also on contract.

2.7.2. Council Oversight Role

2.7.2.1. Audit Committee

The current MAP Audit and Performance Committee (APC), which is functional, was appointed in terms of Section 166 of the Municipal Finance Management Act, No 56 of 2003. The current APC was appointed for the period of three (3) years effective from 04 October 2019 until 30 September 2022. The MAP APC performs its functions in terms of the adopted MAP Audit Committee Charter. The MAP APC also audits performance information of the municipality.

2.7.2.2. Municipal Public Accounts Committee (MPAC)

In order to meaningfully play its Oversight Role, the Maluti-a-Phofung Municipal Council has formally appointed the current Municipal Public Accounts Committee (MPAC) on 03 February 2022 which will run its term with the current term of Council. Prior to this, an Oversight Committee established in terms of Circular 32 of the MFMA was operational. The Department of Cooperative Governance and Traditional Affairs has provided guidelines on the establishment of MPACs and thus proposed terms of reference for the MPACs. The MPAC functions well. The municipal council has also on the same day established another Section 79 which is the Rules Committee.

2.7.3. Risk Management

MAP has Risk Management Policy, Risk Management Strategy and Implementation Plan in place. MAP has reviewed its Risk Management Policy, Risk Management Strategy and Implementation Plan. MAP has also established a Risk Management Committee (RMC) constituted by municipal management and is chaired by the Municipal Manager. The RMC sits quarterly and functions within the municipality's Risk Management Charter that further provides terms of reference for the Risk Management Committee. A risk register is developed annually where the municipality classifies its risks and then develops mitigating factors to deal with the identified risks.

2.7.4. Maluti-a-Phofung Organizational Structure Overview

As part of the annual IDP & Budget review processes, the Municipality is busy reviewing its institutional Organogram in order to reflect whether the municipality will be able to deliver on its Constitutional mandate and as circumstances so demand. The reviewed Organizational structure will be adopted with the adoption of the final IDP and Budget. The municipality's macro

structure will be depicted below once reviewed and adopted with the adoption of the IDP and Budget and will be attached as an annexure to the document.

2.7.4.1. *Status on Vacancies*

The status of municipality's vacancies will be clearly determined once the municipality has reviewed and approved its organizational structure in line with the 2021 Municipal Staff Regulations. Currently the municipality has a staff complement of 1 312 employees, inclusive of 70 councillors.

2.7.4.2. *Records Management*

MAP has a functional Records Management Unit located within the Corporate Services Department. The File Plan of the municipality has standards of record-keeping which are followed accordingly. The MAP's file plan has goals which are not limited to the following that are followed in the Registry office:

- ✓ To provide a systematic framework for the classification of all records in their active, semi-active and inactive stages;
- ✓ To assist registry staff in the orderly filing and retrieval of records;
- ✓ To ensure that records are retained and destroyed or preserved in accordance with legal and fiscal requirements, archival value and operational needs;
- ✓ To reduce the volume of records in the offices by providing guidelines on the retention and destruction of records.
- ✓ Transfer of records to the filling room.

2.7.4.3. *Job Evaluation*

Once the MAP has reviewed its organizational structure, positions that are in the reviewed organizational structure will then be evaluated and graded accordingly. Job profiling and development of job description will then be conducted for all new positions and those that have been affected by the review process. Review of job descriptions for existing positions that are affected by the review of the organogram will also be conducted.

2.7.4.4. *Labour Relations*

The Local Labour Forum (LLF) has been established in the municipality and management periodically consults with labour to address all labour related issues and other issues that affect the municipality. The Local Labour Forum (LLF) is used to further enhance sound labour relations and compliance with the Organizational Rights Agreement. Councillors, management and employees adhere to the Code of Conduct for both Councillors and employees.

2.7.4.5. *Information Communication Technology And Support*

Information Communication Technology (ICT) division, located within the Corporate Services department, is responsible for providing IT support services to its internal and external clients.

3. SECTION C: VISION AND MISSION

The Maluti-A-Phofung Municipality has from the 28th to 30th March 2022 held its strategic planning session wherein it planned for the next 5 – years of the new term of Council. Among other issues discussed at the strategic planning session was the revisiting of the municipality's vision, mission and values that are going to provide the strategic direction for all municipal planning and service delivery for the next five years.

The vision sets out a simple statement of intent that directs context for the development and elaboration of its core functions and the formulation of appropriate strategic goals and objectives. The following are the current Mission, Vision and Values of the Municipality that were revisited and are awaiting finalization:

3.1. Vision Statement

"To be a sustainable, service oriented, tourist destination of choice"

3.2. Mission Statement

Our mission is to operate a rural municipality that:

"To collectively provide sustainable and quality municipal services"

3.3. Values

The following are the core values that the municipality subscribes to:

Table 7: Values

Team Work:	We work together as a team, each playing their role to achieve common goals.
Integrity:	We subscribe to high morals and principles to promote and maintain integrity of the Municipality
Professionalism:	We utilise our skills and knowledge with due care and integrity.
Accountability:	We take responsibility for our actions and decisions.

4. SECTION D: GOALS, STRATEGIC OBJECTIVES, KEY PERFORMANCE AREAS AND PERFORMANCE INDICATORS

The municipal council has refined and committed itself to working towards the realization of the following three (3) strategic goals which have been aligned to the Vision, Mission and Key Performance Areas of the Municipality:

- Goal One:** Accelerate service delivery and infrastructure development; *(To ensure the provision of Infrastructure development and service delivery; To ensure spatial planning)*
- Goal Two:** Promote economic growth, environmental sustainability and creation of decent jobs; *(To promote local economic development)*
- Goal Three:** To improve the effectiveness of governance administrative and financial systems *(To ensure good corporate governance and public participation; To ensure municipal transformation and organizational development and; To ensure municipal financial viability)*

a. Strategic Goals and Objectives

The table below depicts the reconfiguration of Strategic Goals and Objectivities of municipality:

Table 8: Strategic Goals and Objectives

Strategic Goals	Strategic Objectives
Goal 1: Accelerate service delivery and infrastructure development.	Efficient construction, rehabilitation and maintenance of municipal infrastructure
	Promote environmental health and safety of local communities
	Increase quantum of households receiving free basic services
	Efficient and effective municipal spatial planning
Goal 2: Promote Sustainable economic growth and creation of decent jobs.	Increase mining, agricultural and tourism products and services
	Support the development of SMME to participate in a diversified and growing economy.
	To increase investment through land and socio-economic infrastructure development.
	Promote creation of employment opportunities and decent jobs
Goal 3: Improve the effectiveness of governance, administrative and financial systems.	Strengthen integrated planning, monitoring and evaluation of municipal programs.
	Enhance organisational performance and management of municipal resources

	Improve public participation and oversight to enhance accountability
	Increase municipal financial viability

b. Alignment of National Outcomes

MAP supports the National Development Plan and the Free State Provincial Development Plan. Our Strategic Plan will contribute to the realization of the outcomes articulated for South Africa and Eastern Cape respectively:

National Outcomes		How Maluti-a-Phofung will contribute to these outcomes
1	Decent employment through inclusive growth	• Increase agricultural, forestry and tourism products and services by 2027 • Support the development of SMME to participate in a diversified and growing economy. • Effective implementation of the Procurement Strategy
2	Skilled and capable workforce to support an inclusive growth path	• Support the development of SMME to participate in a diversified and growing economy.
3	An efficient, competitive and responsive economic infrastructure network	• Efficient construction, rehabilitation and maintenance of municipal infrastructure • To increase investment through property and economic infrastructure development. • Increase productive use of land • Efficient allocation of financial resources in line with IDP and Budget. • Increase quantum of households receiving free basic services
4	Vibrant, equitable and sustainable rural communities with food security	• Rural job creation linked to skills development and promoting economic livelihood
5	Sustainable human settlements and improve quality of household life	• Improve public safety and security
6	Responsive accountable, effective and efficient local government	• Improve contract management and project monitoring systems. • Improve efficiencies in management of financial resources • Optimize the participation of communities in the affairs of the Municipality. • Strengthen integrated planning, monitoring and evaluation of municipal programs
7	Protect and enhance our environment assets and natural resources	• Provide a safe and healthy environment

c. The Five Year Implementation Plan

Strategic objectives and KPIs are meant to track progress in addressing priority issues and realizing the goals across, and within, each of the KPA over the next five years are outlined below. This information is specifically informed by existing Local, District, Provincial, and National priorities. Some of the indicators included are taken directly from the Local Government Performance Management Regulations, Schedule to the Municipal Systems Act. This information will also be included in individual performance plans thus ensuring an integrated performance management system which fosters accountability and responsiveness

d. IDP FIVE YEAR PLAN – 2022 TO 2027

5 YEAR PLAN

Table 9: Five Year IDP Project Priorities

GOAL 1: ACCELERATE SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal 1:	Accelerate service delivery and infrastructure development										
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET							
				5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27		
1.1. Efficient construction, rehabilitation and maintenance of municipal infrastructure	- Electrification of households and provision of public lighting - Construction, Upgrading and Maintenance of Electrical network - Planning of Roads Infrastructure	1.1.1. Number of households electrified.	R 50 000 00	3000	-	-	-	1500			
		1.1.2. Number of Street lights Installed	R 18 000 000	142	-	-	-	71			
		1.1.3. Number of functional Mast installed	R 24 000 000	63	-	-	-	32		31	
	- Design of Roads Infrastructure - Procurement of Service Provider for construction of roads - Construction and Maintenance of Roads Infrastructure	1.1.4. Number of Street and high mast lights maintained	R 25 000 000	1980	396	396	396		396		
		1.1.5. KMs of electrical network constructed/refurbished	R 32 000 000	36. 8 KM	6.4 KM	6.4 KM	6.4 KM	6.4 KM		6.4 KM	
		1.1.6. KMs of electrical network maintained	R 100 000 000	200 KM	40 KM	40KM	40 KM	40 KM		40 KM	40 KM

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Accelerate service delivery and infrastructure development										
Strategic Goal 1:	Strategic objectives	Activities	Indicators	Indicative Budget	5 Year Target	TARGET				
						2022/23	2023/24	2024/25	2025/26	2026/27
1.2. Improve public safety and security	- Planning of Public Amenities - Design of Public Amenities - Procurement of Service Provider for construction of Public Amenities - Determine locations of child care facilities. - Develop business plan. - Intergrade it with a 3 year plan MIG capital PCM. - Procure service provider/determine implementation modality.		1.1.7. KMs of paved roads constructed	R 296 000 000	37 KM	3 KM	10.6 KM	13.1 KM	8.6 KM	1.5 KM
			1.1.8. KMs of roads rehabilitated	R 37 800 00	525 KM	105 KM	105 KM	105 KM	105 KM	
			1.1.9. Number of public amenities constructed	R 132 900 000	7	R 25 000 000	R 85 000 000	R 105 000 000	R 69 000 000	R12 000 000
			1.1.10. Number of public amenities maintained	R 54 000 000	90	18	18	18	18	18
		- Construction and Maintenance of Public Amenities - Conduct Road blocks - Enforcement of By-laws	1.2.1. Number of safety inspections conducted	Operational Budget	475	85	90	95	100	105
			1.2.2. Number of safety awareness programmes conducted	Operational Budget	150	20	25	30	35	40

Accelerate service delivery and infrastructure development									
Strategic Goal 1:	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET				
					5 Year Target	2022/23	2023/24	2024/25	2025/26
1.3. Provide a safe and healthy environment	- Erection and Replacement of Road Signs, Road marking and calming measures - Fire Responses and prevention measures	1.2.3. Number of roadblocks conducted	Operational Budget	155	25	28	31	34	37
		1.2.4. Number of Traffic Pounding by-laws enforced	Operational Budget	02	02	02	02	02	02
		1.2.5. To lobby funding from SANTAM for fire and disaster initiatives	Operational Budget	Lobby SANTAM to support and fund our developmental initiatives for the next three years.	Lobby SANTAM to support and fund our developmental initiatives for the next three years.	Lobby SANTAM to support and fund our developmental initiatives for the next three years.	Lobby SANTAM to support and fund our developmental initiatives for the next three years.	-	-
		1.3.1. Number of households/commercial/industrial with accesses to refuse collection services	R 160 000 000	300 000	60 000	60 000	60 000	60 000	60 000
		1.3.2. Number of awareness programmes conducted	Operational Budget	10	2	2	2	2	2
	- Public Awareness and Education on environmental management - Environmental Conservation Programmes conducted	1.3.3. Number of land fill sites audits conducted	Operational Budget	10	2	2	2	2	2
		1.3.4. Number of construction jobs work	Operational Budget	1 6500	3300	3300	3300	3300	3300

MAP 2022 – 2027 FINAL IDP

Accelerate service delivery and infrastructure development										
Strategic Goal 1:	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
					5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
1.4. Increase productive use of land			opportunities created (artisans, electricians)							
		- Conduct land audit - Develop partnerships on communal and private land areas - Review the SDF - Develop land use policy - Conduct Research and Studies - Training & workshops	1.4.1. Residential sites packaged for sale and allocation to indigent beneficiaries	R24 840 000 (Kestell/Tlholong); R22 000 000 (Tshiame A); R4870 000 (Tshiame B); R22 000 000 (Harrismith Ext); R52 000 000 (Phuthaditjhaba Gateway); R34 000 000 (Lotusville Harrismith); R30 000 000	20%	5	5%	5%		5%
1.5. Increase quantum of households receiving free basic services		- Conducting awareness sessions to educate households - Identification and registration of qualifying households - Review Pauper and Indigent Burial Policy	1.5.1. Number of households receiving free basic services	R 820 500 000	175 000	25 000	30 000	35 000	40 000	45 000
			1.5.2. Number of Pauper and Indigent Burials Policy reviewed and implemented	Operational Budget	1	1	-	-	-	-

Strategic Goal 1: Accelerate service delivery and infrastructure development								
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET				
				5 Year Target	2022/23	2023/24	2024/25	2025/26
	- Provision of pauper burials - Provision of indigent burials							

GOAL 2: PROMOTE ECONOMIC GROWTH, ENVIRONMENTAL SUSTAINABILITY AND DECENT JOBS

Promote economic growth, environmental sustainability and creation of decent jobs										
Strategic Goal 2:	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
					5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
2.1. Increase agricultural, forestry and tourism products and services by 2027	- Facilitate sector based enterprise development - Marketing the Maluti-a-Phofung area to investors and tourists - Facilitate PPPs - Host an Investment Summit - Review the LED strategy	2.1.1. Number of agricultural projects facilitated	2.1.2. Number of tourism projects facilitated	Operational Budget	15	3	3	3	3	3
					15	3	3	3	3	3
					1	-	-	-	1	-
		2.1.3. Number of LED Strategies reviewed	2.1.4. Number of industry development projects implemented	4	-	1	2	1	1	

MAP 2022 – 2027 FINAL IDP

Promote economic growth, environmental sustainability and creation of decent jobs									
Strategic Goal 2:	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET				
					5 Year Target	2022/23	2023/24	2024/25	2025/26
2.2. Support the development of SMME to participate in a diversified and growing economy	- Develop a Rural Development Strategy for Maluti-a-Phofung. - Commission Feasibility Studies for Industry based enterprises	2.1.5. Number of new direct investors attracted	5	-	2	1	1	1	
		2.1.6. Number of new indirect investors attracted through enabling environment	12	3	2	1	3	3	
		2.2.1. Number of SMMEs receiving development support from the municipality	25	5	5	5	5	5	
		2.2.2. % of SMMEs supported with 10 percent increase in turnover	25	5	5	5	5	5	
		Operational Budget							
	Develop and submit business plans for EPWP (Mass Job Creation & Capital Projects, etc.)	2.2.3. Number of EPWP work opportunities created (FTE)	8 750	1750	1750	1750	1750	1750	
		2.2.4. Number of Environmental Summit held	1	1	-	-	-	-	
		Operational Budget							

MAP 2022 – 2027 FINAL IDP

Strategic Goal 2: Promote economic growth, environmental sustainability and creation of decent jobs									
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
				5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
		2.2.5. Number of energy efficiency programmes initiated							
	- To lobby partnership (FET College) on youth development. - To undertake career exhibitions. - Provide support to focus groups on planning, sourcing of funding and business operations.	2.2.6. Number of young people (17-35 years) subjected to critical development programmes	SETA	1 200	220	230	240	250	260

GOAL 3: TO IMPROVE THE EFFECTIVENESS OF GOVERNANCE, ADMINISTRATIVE AND FINANCIAL SYSTEMS

Strategic Goal 3: To improve the effectiveness of governance, administrative and financial systems									
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
				5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
3.1. Improve contract management and project monitoring systems.	- Identification and procurement of suitable contract management and project monitoring system. - Submission of Reports to standing committees and council - Standardisation of Tender Documents and Contracts	3.1.1. % reduction in contract queries	Operational Budget	100%	50%	60%	70%	80%	100%
		3.1.2. % contracts completed with quality timeframe and costs		100%	100%	100%	100%	100%	100%

Strategic Goal 3		To improve the effectiveness of governance, administrative and financial systems							
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
				5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
3.2. Improve efficiencies in management of financial resources	- Update and continuous review of policies and procedures - Timeous Compilation of compliant reports - Prevention and execution of consequence management on unauthorised, irregular, fruitless & wasteful expenditure. - Updated GRAP compliant FAR	3.1.3. % adherence to the compliance framework		100%	100%	100%	100%	100%	100%
		3.4.2. Liquidity Ratios		1.5:1	1.5:1	1.5:1	1.5:1	1.5:1	
		3.4.2. Cost Coverage Ratio		1 month	1 month	1 month	1 month	1 month	
		3.4.2. Net Debtor's Day		30 days	30 days	30 days	30 days	30 days	
		3.4.2. Capital vs Total Expenditure Ratio		10%	10%	10%	10%	10%	
		3.4.2. Collection Rate		95%	58%	68%	78%	88%	
		3.4.2. PPE Ratio		8%	8%	8%	8%	8%	
		3.4.2. Number of asset verifications conducted		10	2	2	2	2	2
	- Provide quarterly reports to MPAC on irregular, fruitless, unauthorised expenditure - Conducted feasibility study report to determine cost effectiveness of tariffs - Reduction of electricity distribution losses to 15% - Identify and recruit Revenue Protection Officer (Electricity) - Conduct Feasibility studies	3.4.2. % increase in revenue generated from rates and taxes	R0	27.6% (compounded)	6%	6%	6%	6%	

MAP 2022 – 2027 FINAL IDP

To improve the effectiveness of governance, administrative and financial systems										
Strategic Goal 3	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
					5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
3.3. Continuous monitoring of capital spending		Contract Management Monitoring	3.4.2. % variance on capital expenditure	R0	+-5%	+-5%	+-5%	+-5%	+-5%	
		Development of Demand Management Plan								
		Produce Section 71 Reports								
		Develop Bid Evaluation schedule								
		Develop a Bid Adjudication schedule								
3.4. Improvement of ICT efficiency in order to support municipal objectives.		Develop an off - site ICT disaster recovery site.	3.4.2. Number of municipal facilities/sites with access to ICT services	Operational Budget	5	5	5	5	5	
		Review and implement ICT risk register.								3.4.3. % Network Uptime
		Implementation of encryption tools.								
		To provide efficient ICT support to the institution and every ward (by 2021).								
		Implement ICT disaster recovery plan.								
3.5. Improvement of security system to all administrative and Units and facilities.		Develop Security Master Plan.	3.6.1. % decrease in lost assets	95%	50%	60%	70%	80%		
		Improve physical access controls.								
		Install visual monitoring systems by 2021. % improvement of security systems.							3.6.2. % reduction in security related incidents.	

MAP 2022 – 2027 FINAL IDP

Strategic Goal 3	To improve the effectiveness of governance, administrative and financial systems								
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET					
				5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27
3.6. Enhance organisational performance in order to achieve organisational objectives.	Improve safety and security of municipal employees and assets.								
	- Review organogram - Develop an Organisation Development Strategy; - Develop recruitment plans. - Develop standard operation procedures. - Review HR related policies. - Review Human Resources Management Plan	3.6.3. Turnaround times in responding to queries in days	Operational Budget	10 Working Days	14 Working Days	12 Working Days	10 Working Days	10 Working Days	10 Working Days
		3.6.4. Improve turnaround time in filling of vacant budgeted positions in days		70 Days	90 Days	80 Days	70 Days	70 Days	70 Days
		3.6.5. Improve turnaround time in resolving disputes in days		10 Days	20 Days	15 Days	10 Days	10 Days	10 Days
		3.6.6. Number of employees on performance agreements subjected to performance assessments.		?	?	?	?	?	?
	- Annual development and implementation of WSP. - Number of performance agreements concluded and assessed. - Performance Management Systems cascaded to all levels	3.6.7. Number of employees trained	Operational Budget	?	?	?	?	?	?
		3.6.8. Number of Councillors and Traditional Leaders trained		81	81	81	81	81	81
		3.6.9. % Reduction in OHS incidents		50%	20%	20%	40%	45%	50%
		3.6.10. % reduction in the rate of absenteeism due to occupational ill-health		20%	20%	20%	20%	20%	20%

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To improve the effectiveness of governance, administrative and financial systems											
Strategic Goal 3	Strategic objectives	Activities	Indicators	Indicative Budget	TARGET						
					5 Year Target	2022/23	2023/24	2024/25	2025/26	2026/27	
3.7. Promote good governance by providing efficient administrative support to councillors, traditional leaders and council	- Review OHS Risk register. - Develop standard operation procedures. - Development of schedule of resolutions. - Implementation of GG on council support.	3.7.1. Number of portfolio committee meetings held	3.7.2. Number of council meetings held		50	10	10	10	10	10	
	3.8. Optimize the participation of communities in the affairs of the Municipality.	- Establish functional ward committees. - Establish functional war rooms. - Convene village based interactions with communities. - Explore and implement modern technologies to enhance community participation.	3.8.1. Number of wards with functional committees	3.8.2. Score in the community satisfaction survey (Index of 1-5)	3.8.3. Number of IT-based public participation methods used	35	35	35	35	35	35
3.9. Strengthen integrated planning, monitoring and evaluation of municipal programmes	- Develop the institutional strategy - Develop the SDBIP - Review the strategy and the SDBIP - Establish high level negotiation platforms with relevant departments to improve service delivery	3.9.1. % of targets met on the municipal scorecard	3.9.2. % participation of sector departments in IDP processes	3.9.3. Rating score on the COGTA IDP standard	95%	80%	85%	90%	95%	95%	

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Strategic Goal 3	To improve the effectiveness of governance, administrative and financial systems							
Strategic objectives	Activities	Indicators	Indicative Budget	TARGET				
				5 Year Target	2022/23	2023/24	2024/25	2025/26
	Organise Executive engagement sessions with Mayor's key stakeholders.	3.9.5. Number of performance reviews conducted		10	2			
	- To develop Monitoring and Evaluation Framework for the institutional strategy - Develop a Municipal Scorecard - Conduct Municipal Performance Reviews				2	2	2	2

5 SECTION E - POLICIES, SECTOR PLANS AND STRATEGIES

The strategic approach to the development of the MAP's integrated development plan is underpinned by policies and strategies of the national and the provincial government. The development objectives of these policies have influenced the development of the strategic direction that the Municipality has identified. The national development plan is an overarching national policy that has informed the municipal strategy formulation. The other recent and relevant developmental policies which the municipal strategy has been aligned to are National Strategic Infrastructure Projects, Millennium Development Goals, Service Delivery Agreement Outcome 9, the King IV Code and the Provincial Government Development priorities. The section will also list the sector strategies that led the strategic direction of the municipality.

5.1. National Development Plan

5.1.1. Introduction

Through previous programs (reconstruction and development program) South Africa looks different from 1994. However, there is much that looks the same. There are still short coming in the development path. There is insufficient progress in reducing poverty and inequality and unemployment. South Africa has a potential and capacity to eliminate poverty and reduce in equality over the next decade – Long term development plan. Maluti-a-Phofung municipality should in the future have a long term development plan aligned to the National Plan. It should integrate the plans to the IDP and also promotes that people should be champion of their own development and government must work effectively to develop people's capabilities to lead the lives they desire.

The National development plan is based on:

- ✓ effective participation of South African Citizens in their own development;
- ✓ redressing of the injustice of the past effectively;
- ✓ faster economic growth and higher investment and employment;
- ✓ rising standard of education;
- ✓ a healthy population and effective social protection;
- ✓ strengthening the linkages between the social and economic strategies;
- ✓ effective capable government, collaboration between government and private sector, strong sector leadership.

5.1.2. Strategic Projects Priorities by President's Infrastructure Coordinating Commission

The MAP through the district initiatives has also aligned its strategies to the national strategic project initiatives which it could benefit from such as follows:

- **SIP 6: INTEGRATED MUNICIPAL INFRASTRUCTURE PROJECT**

Develop national capacity to assist the 23 least resourced districts (19 million people) to address all the maintenance backlogs and upgrades required in water, electricity and sanitation bulk infrastructure. The road maintenance program will enhance service delivery capacity thereby impacting positively on the population.

➤ **SIP 10: ELECTRICAL INFRASTRUCTURE**

Electricity transmission and distribution for all. Expand the transmission and distribution network to address historical imbalances, provide access to electricity for all and support economic development. Align the 10-year transmission plan, the services backlog, the national broadband roll-out and the freight rail line development to leverage off regulatory approvals, supply chain and project development capacity.

➤ **SIP 11: AGRO PROCESSING INFRASTRUCTURE**

Investment in agricultural and rural infrastructure that supports expansion of production and employment, small-scale farming and rural development, including facilities for storage (silos, fresh-produce facilities, packing houses); transport links to main networks (rural roads, branch train-line, ports), fencing of farms, irrigation schemes to poor areas, improved R&D on rural issues (including expansion of agricultural colleges), processing facilities (abattoirs, dairy infrastructure), aquaculture incubation schemes and rural tourism infrastructure.

➤ **SIP 18: WATER AND SANITATION INFRASTRUCTURE**

A 10-year plan to address the estimated backlog of adequate water to supply 1.4 million households and 2.1 million households to basic sanitation. The project will involve provision of sustainable supply of water to meet social needs and support economic growth. Projects will provide for new infrastructure, rehabilitation and upgrading of existing infrastructure, as well as improve management of water infrastructure.

5.2. Millennium Development Goals

The Millennium Declaration signed by world leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the millennium development goals. South Africa adopted vision 2014, which is derived directly from the United Nations Millennium Goals. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.

- Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programs that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

The goals consist of quantified targets to address extreme poverty in its many dimensions viz. poverty, hunger, disease, lack of adequate shelter, and exclusion whilst promoting gender equality, education, and environmental sustainability. At the same time the goals also represent basic human rights i.e. the rights of each person on the planet to health, education, shelter, and security.

5.3. Delivery Agreement: Outcome 9

The aim of Delivery Agreement: Outcome 9 is to ensure a responsive, accountable, effective and efficient local government system so as to restore the confidence of citizens in the local government sphere. As such municipalities need to ensure that the basic needs of communities are met; build clean, effective, efficient, responsive and accountable local government; improve performance and professionalism and strengthen partnerships between local government, communities and civil society. The Outcome consists of seven outputs which need to be achieved, viz.:

- ✓ Implement a differentiated approach to municipal financing, planning and support;
- ✓ Improve access to basic services;
- ✓ Implementation of the Community Work Program;
- ✓ Actions supportive of the human settlement outcome;
- ✓ Deepen democracy through a refined Ward Committee Model;
- ✓ Improve administrative and financial capability;
- ✓ A single window of coordination.

The outputs consist of targets, indicators and key activities which need to be achieved. The achievement of these outputs will go a long way in improving the lives of residents whilst at the same time improving the processes within government so they are able to operate more effectively and efficiently.

5.4. Other Polices and Strategies

The other polices and strategies that the MAP has aligned its strategies to are:

5.4.1. Provincial and National

- ✓ Provincial Growth and Development Strategy
- ✓ Cooperative Development Strategy
- ✓ Provincial Job Creation Strategy
- ✓ Rural Development Strategy
- ✓ Spatial Development Framework
- ✓ Investment and Promotion Strategy

5.4.2. District Municipality

- ✓ Integrated Transport Plan
- ✓ District Environmental Plan
- ✓ Water Services Development Plan
- ✓ Integrated Solid Waste Management Plan
- ✓ Disaster Management Plan
- ✓ Environmental Management Plan
- ✓ Agricultural Development Plan
- ✓ Forestry Sector Plan

5.4.3. Maluti-a-Phofung Local Municipality

5.4.3.1. Key Sector Plans

The table depicts a list of Sector Plans that are compulsory to be included in the municipal IDP:

Table 10: Compulsory sector plans to be included in IDPs

No	Sector Plans	MAP Status	Custodian	Comment	Action	Timeframes
1	Spatial Development Framework	✓	SPLUMA			
2	Financial Plan	✓	CFO			
3	Applicable Disaster Management Plan	✓	Public Safety			
4	Integrated Transport Plan	✓	Infrastructure Planning			
5	Housing Sector Plan/Strategy	✓	SPLUMA			

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6	Environmental Management Plan	✓	SPLUMA/Community Services			
7	Water Services Development Plan	✓	Infrastructure Planning/MAP Water			
8	(Integrated) Waste Management Plan	✓	Infrastructure Planning/Community Services			
9	Public Participation Strategy/Plan (Stakeholder Engagement Strategy/Plan)	✓	Speaker's Office			
10	Communication Strategy/Plan	✓	MM's Office			
11	Workplace Skills Development Plan	✓	Corporate Services			
12	Employment Equity Plan	✓	Corporate Services			
13	Human Resources Plan	✓	Corporate Services			
14	Human Resource Development Strategy	✓	Corporate Services			
15	Performance Management Framework and Policy	✓	MM's Office/Corporate Services			
16	Recruitment and Selection Strategy	✓	Corporate Services			
17	Scarce Skills Attraction and Retention Strategy	X	Corporate Services			
18	Succession Plan Need to reconsider whether MAP needs it or not. Research further with institutions such as SALGA, etc.	X	Corporate Services			
19	Occupational Health And Safety Management System	✓	Corporate Services			

20	Anti-corruption and Anti-fraud Strategy	✓	MM's Office			
21	LED Strategy	✓	LED			
22	Comprehensive Infrastructure Plan Storm-water Master Plan 3 Year MIG Capital Plan 3 Year INEP Capital Plan 3 Year Roads Maintenance Plan	✓	Infrastructure Planning			
23	Electricity master plan		Infrastructure Planning			
24	Delegations Framework	✓	MM's Office			
25	Disaster/Emergency Preparedness Plan	✓	Public Safety			
26	Air Quality Management Plan	✓	Community Services/SPLUMA			

5.5. Ward-Based Plans

MAP has not developed Ward Based Plans for all its wards. Ward Based Planning (WBP) is a form of participatory planning which is meant to promote community action and create links with Integrated Development Plans. WBP aims at empowering communities to interact and engage with appropriate socio-economic development interventions including poverty reduction in their communities. MAP, by developing the WBP, will empower its communities to plan for themselves in order to understand, address and be responsive to their needs. WBP is supported by various pieces of legislations as articulated in section of legislative framework below. The main objective of supporting municipalities on the development of Ward Based Plans is to promote a participatory process that focuses on the mobilization of communities around grassroots planning with a view to:

- Improve the **quality of the IDP**;
- Improve the **quality of services**;
- Improve the community's **control over development**; and
- Increase **community action** and reduce dependency.

The development of the WBP had the following deliverables:

- ✓ Development of ward stakeholder database
- ✓ Development Ward profile

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- ✓ Updating of situational analysis report
- ✓ Development of ward strategic plan

For the above to be achieved, MAP needs to source funding for the implementation of the WBPs so that they can influence and inform the development of the municipal IDP.

6 SECTION F – PERFORMANCE MANAGEMENT SYSTEM

6.1. Introduction

The municipality has not cascaded performance management to levels below Section 56/57 managers. For cascading of PMS to levels below Section 56/57 managers to be realized, the municipality needs to review and adopt its organizational structure, evaluate positions that are in the structure and then cascade the PMS in a phased-in approach informed its financial resources.

Currently, MAP has not conducted its performance reviews for the municipal manager and managers reporting directly to him but a plan is in place to conduct such reviews for the 2021/2022 financial year going forward. Performance bonuses will therefore be paid to all deserving individuals.

In terms of the Municipal Planning and Performance Management Regulations (2001), the Performance Management System:

“entails a framework that describes and represent how the municipality’s cycle and processes of performance planning, management, measurement, review, reporting and Improvement will be conducted, organised and managed including determining of roles of different role players”

Accepting this definition as contained in the Act, the MAP has reviewed and adopted its PMS Policy to drive towards the following objectives:

- To give effect to the legislative obligations of the MAP in an open, transparent and focused manner;
- To incorporate the already implemented performance management processes applicable to Section 57 Managers and how these relate to and link with the system in a holistic, institution wide, policy;
- To provide a firm foundation from which to steer the process of performance management through all phases of implementation and devolvement; and
- To link and eventually to lock the IDP, the Budget and a Performance Management System in a cycle of prioritised, affordable and accountable municipal planning and effective service delivery involving all staff and the local community.
- The establishment of a system which translates the IDP into measurable objectives and targets;
- The institutionalisation of sound management principles ensuring effective and efficient governance of service delivery;
- Adequate provision for community consultation and the opportunity to have a clearer insight in the performance of the municipality; and
- The promotion of an accountable municipality.

6.2. Principles governing Maluti-a-Phofung PMS

The following principles guided and informed the process of developing the Performance Management System for Maluti-a-Phofung Municipality:

- Simplicity
- Politically acceptable
- Transparency and accountability
- Efficiency and Sustainability
- Consultation and Community Involvement
- Incremental Implementation

6.3. Role players in MAP Performance Management System

The roles and responsibilities regarding the implementation of PMS as contained in MAP policy for PMS is discussed in the table below:

Table 11: Role of Council:

PLANNING	MONITORING		
	REVIEW	REPORTING	PERFORMANCE ASSESSMENT
• Adopts priorities and objectives of the Integrated Development Plan • Adopts the municipal scorecard • Establishes the oversight committee for the purpose of the annual report.	• Approves the annual review program of the IDP. • Approves the top level SDBIP. • Approves changes to the SDBIP and adjustment Budget • Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality.	• Report the performance of the municipality to the Community at least twice a year. (through a public Report). • Receives externally audited performance reports from the Executive Committee twice a year. • Approves the recommendations for the improvement of the PMS. • Annually receives report on the Municipal Manager and the s57 managers' performance. • Submits the annual report to the MEC and Auditor General.	• Approves the annual Audit Plan and any substantial standards to it.

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Table 12: Role of Municipal Manager:

PLANNING	IMPLEMENTATION	MONITORING		
		REVIEW	REPORTING	PERFORMANCE ASSESSMENT
- Submits priorities and objectives of Integrated Development Plan to Council for Approval. - Approves Service Delivery and Budget Implementation Plan. - Enters into Performance Agreement with Municipal Manager on behalf of the Council. - Assigns the responsibility for the management of the PMS to the Municipal Manager. - Tables the budget and the Top level SDBIP to Council for Approval.	- Manages the overall implementation of the IDP. - Ensures that all role players implement the provisions of the role players - Ensures that the Departmental scorecards serve the strategic scorecard of the municipality.	- Formulation of the annual review program of the IDP, including the review of KPI's and targets for consideration by Council and Executive Mayor. - Formulation of the annual performance improvement measures. - Quarterly and annually reviews the performance of Departmental Managers.	- Receives performance reports quarterly from the internal audit unit - Receives performance reports twice a year from Performance Audit Committee. - Submits annual report of the municipality to Council.	Formulates response to the performance audit report the Auditor General and makes recommendations to the executive mayor.

Table 13: Role of S57 Managers:

PLANNING	IMPLEMENTATION	MONITORING		
		REVIEW	REPORTING	PERFORMANCE ASSESSMENT
- Participate in the identification of IDP priorities and the whole IDP. - Process. - Participate in the Formulation and Revision of the municipal strategic scorecard. - Participate in the formulation of the Top level SDBIP.	- Manages the implementation of the SDBIP. - Ensures that the annual programs are implemented according to the targets and timeframes agreed to. - Implements performance improvement measures	- Participates in the Formulation of the annual review of the KPI and targets. - Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. . - Quarterly and annually evaluates	Submit quarterly departmental performance reports.	- Participates in the formulation of the response to the performance audit report of the Auditor-General and makes recommendations to the municipal manager. - Participates in the formulation of the response to the recommendations of the internal auditor and PAC.

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- Manages Subordinates performance measurement system. - Enters into a performance agreement with the Municipal Manager. - Reports quarterly to Municipal Manager.	- approved by the Executive Committee. - Ensures that performance objectives in the performance agreements are achieved.	- the performance of the department - Participates in Mid – Term Review.		
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Table 14: Role of the Audit Committee:

PLANNING	MONITORING	
	REVIEW	REPORTING
Participates in the formulation of the annual audit plan.	Review quarterly reports from the internal auditors.	Reports twice a year to the Municipal Council.

The MAP does not have a separate Performance Audit Committee and performance reports are submitted to the Audit Committee and reviewing.

The KPIs and Targets of the S.57 managers was an essential first step in the implementation of performance management and laid the foundation for the devolvement of the KPIs and Targets process of the system down to the next level of management and thereafter to the entire workforce.

6.4. Performance Agreements with Sectional Heads

- Legislation places no obligation on a municipality to enter into performance agreements with sectional heads. However, the Council needs to recognise such agreements as a logical further step to cement the PMS in the administrative executive component of the Municipality provided these agreements are in accordance with applicable legislation.
- The Council has will then have to develop, review and adopted the Rewards and Incentives Policy and this policy will necessitate the existence of performance agreements with employees who may benefit from such a policy.
- The municipality has reviewed it performance management system policy to be able to reward deserving lower level employees and has been adopted by the Council.

Culture and Work Situation

The MAP is committed to establish and maintain a culture and work situation conducive for the implementation and maintenance of a performance management system including regular performance appraisals and establishing a factual foundation for the system. The activities to be embarked on will, of necessity, be running concurrently with actual monitoring and measuring of performance and will include the following:

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- ✓ To introduce the performance management system via an internal brief prepared by the Management Team, having consulted the Local Labour Forum (in its PMS Subcommittee should this be established) and approved by the Council.
- ✓ The brief will be circulated to all departments and employees via formal communication channels.
- ✓ The brief will inter alia explain the legislative obligations underlying the system, the process to be followed and the principles that will be adhered to by the Council.
- ✓ The system will be regularly reviewed and, in doing so, employee evaluations and constructive suggestions will, where possible, be incorporated to ensure the system is organisation-specific while adhering to the legislative framework.
- ✓ Amendments to the system will be communicated to departments and employees in the same manner as outlined above.
- ✓ To establish and maintain a factual basis for the performance appraisals, the job analysis of each position in the Municipality will be regularly updated with respect to line functional activities and linked to the relevant department's objectives and targets as derived from the IDP.
- ✓ Based thereon, the appraisors and appraisees will determine mutually agreed to performance criteria, based on a format designed and approved by the Corporate Services Department for standardisation and equality purposes.

The annual process of managing performance at organizational level in MAP involves the steps as set out in the diagram overleaf:



Figure 2: PMS Process

6.5. Planning for performance

The process of compiling an IDP and the annual review thereof constitutes the process of planning for performance.

6.5.1. Setting Key Performance Indicators

Many of the key performance indicators are prescribed in Section 10 of the Regulations and in terms of Section 43 of the Municipal Systems Act. These are listed as:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to basic free services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP;
- The number of jobs created through municipality's LED initiatives including Capital projects;
- The number of people from employment equity target groups employed in three highest levels of management in compliance with an approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan;
- Financial viability.

6.6. Alignment of the PMS to the IDP and Budget

The IDP fulfils the planning stage of Performance Management, which in turn fulfils the implementation, management, of IDPs. The last component of the cycle of OPMS is review, and the outcome of the performance review process must inform the next cycle of the IDP compilation/review. There are several components to the integration of the PMS.

PMS determines the visions of the municipality as well as its IDP priorities, objectives, performance management and budget, Council's priorities and objectives. They are based on community needs, the Constitutional mandate of Local Government, national legislation and the general KPIs within the framework of powers and functions of MAP. The Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers (2006) 26(6) outlines five Key Performance Areas for Municipal Manager and the S57 Managers and these are as follows:

- ✓ Basic Service Delivery
- ✓ Municipal Transformation and Institutional Development
- ✓ Local Economic Development
- ✓ Municipal Financial Viability and Management; and
- ✓ Good Governance and Public Participation

6.7. Tracking and Reporting Progress

- Since the municipality is still using the manual PMS System, directors are submitting their performance reports to the PMS Unit ten days after the end of the quarter as per its approved PMS Framework and PMS Process Flow,
- The PMS Unit then verifies and assures the submitted quarterly performance reports and when the PMS Unit has satisfied itself with the submitted performance reports, it develops a consolidated quarterly performance reports which it submits to the Internal Audit Unit for it to perform audit of performance management as per Section 45 of the Municipal Systems Act,
- The PMS Unit will submit the audited quarterly performance reports to the Municipal Manager, Portfolio Committee, MAYCO and eventually the Municipal Council.
- The Internal Auditors provide quarterly audit reports to the Municipal Manager and the Performance Audit Committee.
- The Audit Committee convenes at least four times per annum and four audit committee reports are submitted to the Council. These reports must include enough details so that early warning signals of underperformance can be detected. The reports must also indicate corrective measures where such under-performance has been identified.
- The Municipal Manager oversees the compilation of an annual performance report to the Council, which report is then also submitted to the Auditor General.
- Within one month of receiving the AG's audit report on the Performance Information and the Audited Financial Statements of the previous financial year, the Municipal Manager must submit to the Council a consolidated Annual Report for adoption. The media, community, AG and MEC must be informed of the meetings at which this report will

be tabled. The minutes of the meeting/s should be provided to the Auditor General and the MEC. The adopted annual report must be made available to the media, public and interested parties and submitted to the MEC.

The Consolidated Annual Report to include:

- ❖ The Performance Report reflecting the:
 - ✓ Performance of the Municipality and any service provider based on the KPIs and specifying the extent to which targets were achieved;
 - ✓ Measurements taken or to be taken to improve performance;
 - ✓ Development and service delivery priorities and targets set for the following year and reasons for significant differences in these targets from the one to the other year;
 - ✓ A statement by the external auditor concerning the reasonableness of the report.
- ❖ Audited financial statements for the year
- ❖ Annual audit of the Auditor General on the PMS report
- ❖ Any other legislated matters for reporting.

6.8. Publication of Performance Reports

- ❖ The MAP will publish at least once a year a public report on its performance in terms of the MSA, 2000.
- ❖ Existing Public Participation Structures and mechanism for MAP which will be used include:
 - ✓ IDP Rep Forum
 - ✓ Youth & Women Groups
 - ✓ Disability Groups
 - ✓ Local Newspaper
 - ✓ Audio Media / Loud Hailers
 - ✓ Public Notices

6.9. Public Feedback Mechanisms

The public Feedback on reported performance can be obtained if the public are aware of dedicated mechanisms for submitting feedback such as:

- ✓ Telephone numbers (toll free)
- ✓ Fax lines
- ✓ Emails
- ✓ Feedback boxes at Municipal Services offices

The Maluti-a-Phofung will develop a comprehensive Communications strategy to among other things propose public feedback mechanism and structures for MAP. Upon its adoption this section will be read together with that policy and or strategy.

6.10. Performance Reviews and Assessments

Performance review is a process whereby the municipality, after measuring its own performance, assesses whether it is doing the right things and doing them right. The municipality is required to identify strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it. The Municipal Manager utilises Institutional Scorecard as a basis for reporting to the Mayor, Council and most importantly to the Public through quarterly reports, Mid-Year assessments, Annual Report and performance assessment.

The review framework for Maluti-a-Phofung Municipality will be conducted based on the following:

- ❖ Baseline Indicators – this entails assessing whether the current level of performance is better than the previous year by using baseline indicators.
- ❖ Community Feedback – survey to obtain feedback from the community about their views of the performance of the municipality in one PMS cycle.
- ❖ Performance Review in MAP will take place annually at least a month after all Performance Information (PI) has been audited and Auditor Report issued on PI.
- ❖ In the review process, a careful analysis of the municipality performance will be done in order to understand why it has performed well or underperformed in that particular financial year.
- ❖ The results of the review will be used to develop measures to improve performance and inform the planning stage of the following years' institutional scorecards and annual programs.
- ❖ The lines of accountability with regard to Performance Review can be summarized as follows:
 - ✓ Managers/Sectional Heads will review performance of their respective functions or sections on a regular basis and should cover all the organisational priorities relevant to the function or section
 - ✓ Executive Management:
 - Review performance quarterly to minimise risks and poor performance.
 - Review performance before reporting to the Executive Committee. This will enable them to prepare and control the quality of performance reports and include adequate response strategies in cases of poor performance.
 - ✓ Executive Committee: As the delegated authority for the management of development of the performance management system in terms of the Act, the Executive Committee plays a most significant role in reviewing the performance of the administration. Review at this level should be strategic and not restrained by operational discussions. The content of the review should be confined to agreed or confirmed priority areas and objectives.
 - ✓ Standing or Portfolio Committees need to review the performance of functions or sections according to their assigned portfolios on a regular basis, i.e. quarterly.
 - ✓ Council should review the performance of the municipal council, its committees and the administration at least twice per year.

- ✓ The public: It is required by the Act and the Regulations published in accordance therewith, that the municipality secure community participation in the review process. This could ideally be done when the annual report is compiled at the end of the financial year.

6.11. Monitoring and Measurement Framework

Monitoring is a continuous process of measuring, assessing and analysing and evaluating the performance with regard to the SDBIP, KPI's and targets. Performance measurement is essentially the process of analysing the data provided by the monitoring system on order to assess performance. The preferred and adopted model for Performance Management in Maluti-a-Phofung Municipality is the Municipal Scorecard Model.

According to this model, in measuring performance municipalities need to look at:

- ❖ Inputs: (Resources, Financial Perspective)
- ❖ Outputs: (Results, Service Delivery Perspective)
- ❖ Outcomes: (Impact, Customer satisfaction, growth, Quality of Life)

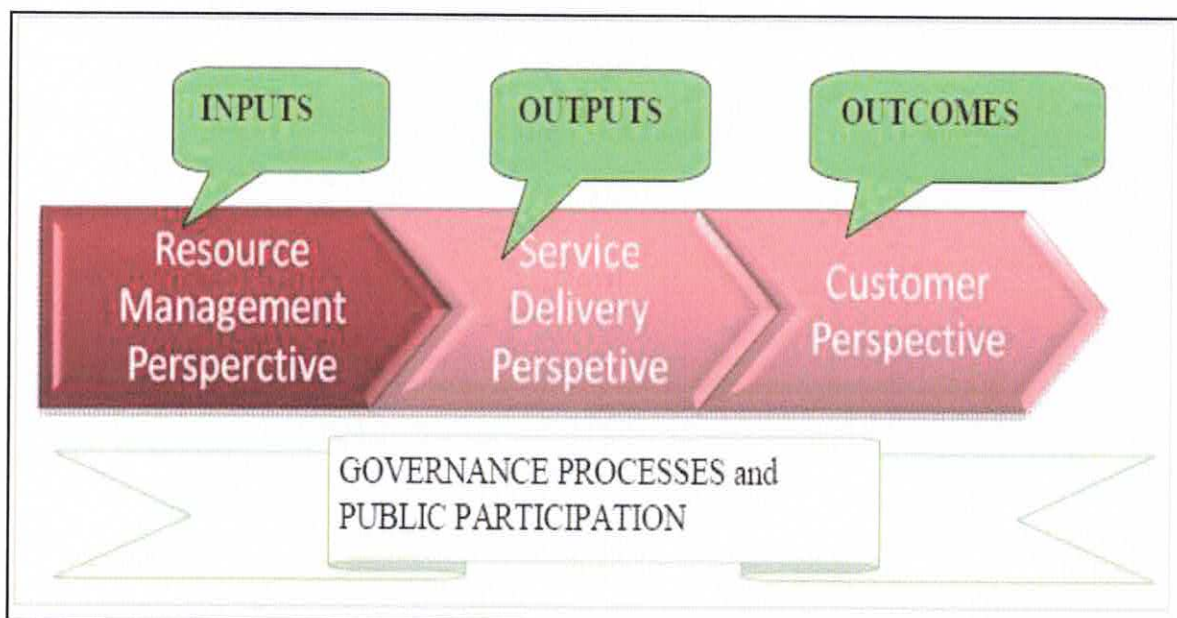


Figure 3: Governance Process and Public Participation

6.11.1. Performance Audit

The Municipal Planning and Performance Management Regulations, 2001, require municipalities to develop and implement mechanisms, systems and processes for auditing results of performance measurements as part of its auditing processes:

- ❖ Internal Auditors audit on a continuous basis which will result in quarterly reports being submitted to the Municipal Manager;
- ❖ Audit Committee receives quarterly reports from the Internal Auditors which it reviews together with PMS's economy, efficiency, effectiveness and impact based on the KPI's and Targets;

- ❖ The Audit Committee must submit at least two audit reports to the Council in a financial year.

6.11.2. Evaluation

- ❖ In terms of the adopted PMS, the Municipal Manager evaluates the quarterly performance reports from the S.57 Managers and use them to inform the steps to be taken to improve performance to meet annual targets and to intervene in case of red flag situations.
- ❖ The Municipal Manager must submit a consolidated quarterly report to the Internal Auditors. The Auditors must evaluate these reports together with other information obtained through their auditing obligations and in turn must provide the Municipal Manager with quarterly Audit Reports.
- ❖ The Municipal Manager then submits such reports as prescribed to the Council including a consolidated annual report for adoption by the Council.
- ❖ The Council must assess the performance of the Municipal Manager and S.57 Managers during June/July of each year with the assistance of an independent facilitator as further detailed in their performance agreements.
- ❖ The S.57 Managers must evaluate the quarterly performance reports from the Sectional Heads and use these to inform their own quarterly reports to the Municipal Manager.

6.12. Employee Performance Appraisal

- The performance appraisal of the Managers/ Sectional Heads will be the responsibility of the S.57 Managers with the assistance of an independent facilitator.
- These appraisals will be done on an annual basis as further detailed in the performance agreements of Managers and Sectional Heads prior to the Council's appraisal of the S.57 Managers.
- The S.57 Managers and Managers must ensure performance appraisal interviews are done on a regular basis by the appraisers within their respective departments/sections as further set out below, co-ordinate the results thereof and through their own quarterly reports report on the progress with implementation of the system, successes and failures thereof and problems experienced.
- Managers will be responsible for the performance interviews with their respective middle management employees.
- The first round of assessments executed for middle management staff could be done with the assistance of an independent facilitator should the staff so prefer.
- Thereafter the option of requesting a co-appraiser to be present at their interviews will be available to these employees.
- The appraisals of lower level employees must be carried out by their immediate supervisor or line manager who has the best knowledge of the content of the job concerned and in a position to observe the employee's performance on a daily basis.
- If no suitable supervisor or line manager is available to do the performance appraisal, the head of the section must take responsibility for the performance appraisal.

- If an employee is of the opinion that exceptional circumstances exist which requires a co-appraiser to be present at the appraisal interview, the matter must be taken up with the relevant S.57 Manager. In such circumstances the S.57 Manager or the S.57 Manager of the CSD could also fulfil the role of a co-appraiser.
- The first formal performance appraisals of a staff level will take place three months after introduction of the system to such a staff level and thereafter on an annual basis.
- The steps to be taken to rectify substandard performance or enable continued support, coaching and counselling based on the results of the performance appraisals will be implemented on a continuous basis determined by the circumstances of each individual case. These performance meetings must be of a more informal nature but still recorded in writing.
- The time and place of annual interviews must be mutually agreed between the appraiser and appraisee. An employee must not be given less than two weeks to prepare for the appraisal interview. The time allowed for the actual interview will vary according to the complexity of the job and each individual's circumstances.
- The place where a performance interview is conducted must be comfortable for both the appraiser and the appraisee and care must be taken that the place is quiet, no interruptions will occur during the duration of the interview and confidentiality is protected.
- Written feedback on the annual performance appraisal must be given to an employee within a reasonable period after the performance interview. A reasonable period would not exceed four weeks.

6.13. Performance Improvement

Although the municipality should strive to continuously improve performance to meet the needs of communities, it is poor performance that needs to be addressed as a matter of priority:

- The Council must advise the Municipal Manager on steps to be taken to improve performance based on the Auditor General's assessment. The IDP review process must provide a barometer of how well the Municipality performed in terms of service delivery and, if as prescribed, the community is provided with the Consolidated KPIs and Targets document, the latter could serve to inform the community's input in the review process.
- The training needs of staff, originating from their performance appraisals shall be fed into the Workplace Skills Plan and addressed by the sourcing of relevant providers and training courses to largely address the internal capacity shortcomings of the Municipality.

6.14. Performance Incentives and Rewards

- The municipality will review its performance management system in order to accommodate the performance rewards to the deserving directors.
- The performance reward system of the Municipal Manager and the S.57 Managers is built into their contracts of employment and performance agreements as prescribed by the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.

- Based on the Internal Auditors and the Audit Committee's evaluation of the progress made with the PMS and the commitment of management and staff thereto, the Council undertakes to investigate the financial, legal and institutional feasibility of performance rewards and to adopt a Rewards and Incentives Policy in this regard.
- The process will include a consultative process with the MAP Local Labour Forum.
- The criteria to be used is the following:
 - ✓ There should be measurable assessment criteria based on the IDP;
 - ✓ There should be a formal assessment against these criteria through the appraisal system as detailed in this policy;
 - ✓ The results of these assessments should be clear enough and of such a standard that a pre-determined scale of rewards could be based thereon;
 - ✓ In the case of financial rewards, the annual budget must be able to provide for it;
 - ✓ An incentive and reward system should not be in conflict with any local government legislation or binding ruling given by the Department of Provincial and Local Government (COGTA), the South African Local Government Association (SALGA) and/or the South African Local Government Bargaining Council (SALGBC).

6.15. Institutional Scorecard 2022/2023

The appropriate municipal scorecards (top layer SDBIP for 2022/2023 financial year) linked to this IDP will be depicted below:

7 SECTION G – PROJECTS LIST

7.1.1.1. MIG FIVE – YEAR CAPITAL IMPLEMENTATION PLAN

CAPITAL PROJECTS							
SCOA VOTE	LIST OF PROJECTS	SOURCE OF FUNDING	2022/23	2023/24	2024/25	2025/26	2026/27
WATER PROJECTS							
	Sterkfontein Water Treatment Works - Phase 2	RBIG	30 000 000	24 000 000	6 000 000	-	-
	Sterkfontein/Tshiame/Makgolokweng Bulk Pipeline	RBIG	30 000 000	30 000 000	28 000 000	-	-
	Intabazwe Bulk Pipeline	RBIG	-	25 000 000	28 000 000	35 000 000	-
	Uniqwa Reversal with 10ml reservoir - Phase 2	RBIG	-	-	-	15 000 000	5 000 000
	Upgrading Makwane water treatment plant					20 000 000	20 000 000
	Upgrading of Wilge water treatment works	WSIG			20 000 000	17 000 000	17 000 000
	Water meter project	WSIG	16 000 000	10 000 000			
	Intabazwe: Informal settlement, boreholes with package plant	WSIG	14 000 000	8 000 000			
	Tshiame B: Water and Sanitation - rectification project	WSIG		7 000 000	20 000 000		
	Tlholong Ext 5: Water supply and rectification of reticulation	WSIG			50 000 000	25 000 000	
	Makgolokweng: Rectification of water network reticulation	DWS					30 000 000
14206446020F2C12ZZ05	Intabazwe Ext. 3: Construction of Internal Water Reticulation with Water Meters 1370 stands	MIG	18 200 000	23 000 000			
14206447020F2C23ZZ08	Matebeleng 3ML Reservoir	MIG	15 000 000				
	Qholaqwe: 4ml Reservoir	MIG	3 600 000	11 400 000			
	Kgabisi: Water reticulation for 1500 stands	MIG				2 000 000	28 000 000
14206446020F2C03ZZ28	Chris Hani Park: Water Reticulation 566 Stands	MIG					
14206446020F2C42ZZ19	Thaba Bosiu 16km Water Pipeline	MIG	20 000 000	25 000 000	24 000 000		
	Upgrading of water pump stations - phase 2	MIG			18 000 000	32 000 000	

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14206446420F2C51ZZWM	Upgrading of water pump stations - Phase 1	MIG	4 000 000	23 000 000			
	Upgrading of water pump stations - Phase 2	MIG		4 000 000	23 000 000		
COMMUNITY FACILITY PROJECTS							
15106473520F2C35ZZ29	Phuthaditjhaba: Upgrading of Town Hall (MIS:269245)	MIG	17 000 000				
	Upgrading of Charles Mopeli - phase 2	MIG			1 200 000	9 000 000	9 000 000
	Maluti-a-Phofung: Fencing and infrastructure at all cemeteries (Phase 1 C)	MIG			1 200 000	9 000 000	6 500 000
	New Indoor Sport Facility Tlholong					10 000 000	10 000 000
	Upgrading of Platberg Stadium phase 1	MIG	9 000 000				
	Upgrading of Platberg Stadium phase 2	MIG				10 000 000	
	Intabazwe/Harrismith establishment of fire station	MIG			5 800 000	20 000 000	23 000 000
	TOTAL		26 000 000	-	7 000 000	50 200 000	48 500 000
ELECTRICITY PROJECTS							
25156430420F1C50ZZ17	Upgrading of E-Ross Substation- Phase 1	DOE	32 000 000	25 000 000	26 122 000		
	Electrification	DOE				25 000 000	25 000 000
	Energy efficient	DOE	3 000 000	3 000 000	3 000 000	3 000 000	3 000 000
	Maluti-a-Phofung: High mast lights in 4 towns (Phase 1)	OWN SOURCE		-	-	-	-
	TOTAL		35 000 000	28 000 000	29 122 000	28 000 000	28 000 000
WASTE WATER MANAGEMENT/ SEWERAGE PROJECTS							
14256449420F2C47ZZ06	Wilge: Upgrading of the Wilge Waste Water Treatment Works - Phase 2	DWS	-	15 000 000	32 000 000	34 000 000	9 000 000
	Intabazwe Ext 3: Sewer reticulation 1020 stands	MIG	14 000 000				
	Makgolokweng: Sewer reticulation	WSIG	20 000 000	22 000 000			
	Upgrading of Makwane sewer treatment plant	DWS				25 000 000	25 000 000
	Upgrading of Eland River sewer treatment plant	DWS				32 000 000	19 000 000
	Upgrading of Kestell sewer treatment plant	DWS				17 000 000	23 000 000
	Upgrading of Tshiame sewer treatment plant	DWS				40 000 000	40 000 000
14256449420F2C31ZZ26	Namahadi: Construction of Sewer Network - Phase 2	MIG	9 898 000	1 000 000			
	Upgrading of Moeding sewer treatment plant	DWS					
14256449420F2C52ZZWM	VIP Toilets Project (24000) - Phase 13	MIG	50 000 000	70 000 000	70 000 000	70 000 000	70 000 000

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14256449420F2C39ZZWM	Refurbishment of Sewer Pump Stations (16) - Phase 1	MIG	21 400 000				
	Refurbishment of Sewer Pump Stations (16) - Phase 2	MIG		8 000 000	26 000 000		-
	Upgrading of Bluegumbosch sewer phase 2				22 000 000		20 000 000
	Sewerage connection Lusaka (2000)	MIG			9 000 000		20 000 000
	TOTAL		155 023 000	132 270 053	160 507 493	260 000 000	206 000 000
OPERATIONAL							
14152270410FAMRCZZWM	PMU Establishment		-	-			
ROADS PROJECTS							
	Qholosing: Construction of paved roads - Phase 1	MIG		9 077 576	14 922 423		
	QwaQwa: Construction of footbridges	MIG		6 973 607	18 026 392		
14106472420F2C29ZZ18	Namahadi: Construction of 5km paved roads and storm water - Phase 4	MIG	10 273 913				
	Makwane: Construction of paved roads - Phase 1	MIG		12 000 000	12 000 000	4 000 000	
	Phuthaditjhaba: Upgrading of Motebang – phase 2	MIG		10 386 654	15 000 000	30 000 000	
14106472420F2C26ZZWM	Monontsha: Construction of footbridge	MIG	6 135 990				
	Fika Patso: Road	MIG			15 000 000	15 000 000	
	Tshiame: Construction of paved roads - Phase 4	MIG				10 000 000	12 000 000
	Intabazwe/Harrismith: Ext 3 New Surface Road - Phase 3	MIG	8 849 999				
	Upgrade of CBD area roads - Setsing	DTI		21 000 000	20 000 000	20 000 000	
	Motebang street - Phase 2	MIG		26 000 000	30 000 000		-
	Kestell/ Tlholong New Paved road Phase 6	MIG					-
	Construction of Bridge (SANRAL)	OWN SOURCE		-	-	-	-
	MIG counter funding	OWN SOURCE		-	-	-	-
SPORTS AND RECREATIONAL FACILITIES							
	TOTAL						
	TOTAL CAPITAL PROJECTS FROM GRANTS		392 082 902				

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FIXED ASSETS						
141564560200RC56ZZWM	Yellow fleet (Plant & Machinery)	OWN SOURCE				
	Computer & equipment	OWN SOURCE				
	Equipment/tools/off. Machines	OWN SOURCE				
	Furniture & fittings	OWN SOURCE				
	Communication systems	OWN SOURCE				
	CCTV cameras	OWN SOURCE				
TOTAL FIXED ASSETS						

7.2. Provincial Allocations per DORA

7.2.1. Department of Police Roads and Transport (FS)

Project name	Area		Coordinates /property description	Timeframes		Actual budget			
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024	
Non-Motorized Transport (NMT) - Evaluation	All Municipalities in the Province	All	N/A	01 June 2022	31 March 2023	0	0	0	

7.2.2. Department of Public Works (FS)

Project name	Area		Coordinates /property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
National Youth Service	All four Districts and Metro	n/a	n/a	1 April 2022	31 March 2023	5 630m	5 852m	5 852m
Skills Training	All four Districts and Metro	n/a	n/a	1 April 2022	31 March 2023	6 230m	6 652m	6 652m
Community Work Programme	All four Districts and Metro	n/a	n/a	1 April 2022	31 March 2023	11 954m	11 954m	11 954m
Cleaning and Greening	All four Districts and Metro	n/a	n/a	1 April 2022	31 March	5 869m	5 869m	5 869m

7.2.3. DESTEA (FS)

Project name	Area		Coordinates /property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
Update of Wetland Maps	Provincial	N/N	Province	01 April 2022	31 March 2023	No specific Budget, operational Budget	No specific Budget, operational Budget	No specific Budget, operational Budget
Green Muzzle Anti-poaching Projects	Provincial	N/a	Province	01 April 2022 Monthly	31 March 2023	No specific Budget, operational Budget	No specific Budget, operational Budget	No specific Budget, operational Budget
90 Environmental activities conducted	All	All	Provincial	01 April 2022	31 March 2024	-	R50 000	R60 000
Capacity building activities conducted	All	All	Provincial	01 April 2022	31 March 2024	-	R30 000	R40 000
Initiatives to promote renewable energy	All	All	Provincial	01 April 2022	31 March 2024	-	R15 000	R20 000

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Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024

Develop Green Plans	Maluti-a-Phofung	N/A	Sector plan on Greening Open Spaces and management	April 2022	March 2023	2022-2023 Technical assistance from DEFF (No budget)	
Youth Environmental Coordinators Programme		N/A	Extension and reappointment of Youth Environmental Coordinators in all Municipalities to support environmental management function	April 2022	March 2024	Budget to be confirmed	
FS-7.5 km Access road to Sentinel Peak	Maluti-a-Phofung	TBC	7.5 km Access road to Sentinel Peak	April 2022	December 2023	R 40 000 000.00	
Environ view rehabilitation of Parks	Maluti-a-Phofung	TBC	Rehabilitation of two community redundant parks in Harrismith	April 2022	March 2023	R5 000 000 .00	
Working for Water	Maluti-a-Phofung	TBC	Clearing Alien Species	April 2022	March 2023	R12 498 195	
Working For Wetlands	Maluti-a-Phofung	TBC	Wetlands rehabilitation project in Qwaqwa, Harrismith, Golden Gate	April 2022	March 2023	R11 000 000.00	

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7.2.5. Department of Water and Sanitation (FS)

Project name	Area		Timeframes		Actual budget	
	Location	Ward	Start date	End date	Project stage	2022/2023
Maluti-a-Phofung BWS Phase 4 of 4	Thabo Mofutsanyane DM	Qwaqwa, Kestell, Makgolokweng, Diyatalawa, Makwane	Jan 2009	December 2023	Construction	TBC
Qwaqwa Reversal Gravity Pipeline		Qwaqwa	Under construction	TBC	Construction	TBC
Upgrading of Nuwejaarspruit Water Supply System and Pump station		Maluti A Phofung	Construction	TBC	Construction	TBC

7.2.6. Department of Human Settlements (FS)

District - Region	Municipality	HSS Project Number	HSS Project Desc	Project Status	Total Contractual Target	Approved Project Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
Free State	F19090002/1	F19090002/1	Individual Subsidies (2020/21) - Newly Build	Contract Signed	322	R 69 910 613,95	210	R 18 150 000,00	250	R 275 000,00	R 313 950,00	R 18 738 950,00
Free State	F19090003/1	F19090003/1	FLISP 2020/21 - Phase 1	Contract Signed	237	R 37 543 861,40	80	R 6 080 000,00	0	R 0,00	R 197 600,00	R 6 277 600,00
Free State	F20010016/1	F20010016/1	Free State Emergency Assistance Phase 1	Planned	0	R 0,00	0	R 10 500 000,00	0	R 0,00	R 341 250,00	R 10 841 250,00
Free State	F20010035/1	F20010035/1	Mashaeng 500 - Phase 1	Planned	0	R 0,00	0	R 0,00	0	R 0,00	R 959 186,00	R 959 186,00
Free State	F20010036/1	F20010036/1	Farm Elite Urban Design And Land Development - Phase 1	Planned	0	R 0,00	0	R 0,00	0	R 0,00	R 200 000,00	R 200 000,00
Thabo Mofutsanyana	F21080004/1	F21080004/1	Maluti-a-Phofung Kestell Tholong W&S - Phase 1	Planned	0	R 0,00	0	R 0,00	0	R 0,00	R 2 400 000,00	R 2 400 000,00
Thabo Mofutsanyana	F21080005/1	F21080005/1	Maluti-a-Phofung Witgepark Gap	Planned	0	R 0,00	0	R 0,00	0	R 0,00	R 2 200 000,00	R 2 200 000,00

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[illegible]

7.3. Municipal LED Projects

Project	Location	Project Description	Budget	Progress report
LED AND SMME UNITS				
Bluegumbosch Mall	Bluegumbosch	Construction of Shopping Mall in Bluegumbosch	R350 million	The developer is awaiting Environmental Impact Assessment (EIA) results. Thereafter, construction will commence.
Smart/Mega City	Harrismith, Kestell, Phuthaditjhaba	Integration of Harrismith, Kestell and Phuthaditjhaba (MAP Development Triangle)	R17 billion	Concept/Design Stage
Setsing Revamping	Phuthaditjhaba	Revamping of part of Setsing Central Business District (CBD)	R130 million	Implementation Stage
Neighbourhood Grant	Phuthaditjhaba, Harrismith, Tshiame Hardustria	Development of municipal infrastructure projects within the municipal economic precinct	R10 million	Concept Stage
Revitalization of Old Shopping Centers	Makwane, Lusaka, Mangaung, Makeneng, Tsheseng, Bolata, Tseki and Monontsha	Revitalization (modernization) of eight (8) Old Shopping Centers to bring services like ATMs and Supermarkets closer to the people.	R100 million	Concept Stage

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SMME Container Shopping Centre	Phuthaditjhaba (Setsing) opposite Main Taxi Rank	Development of SMME Container Shopping Centre to: • Accommodate informal traders who could not be covered by developments at Setsing • Properly re-place containers mushrooming around Setsing CBD in line with "Beautification of Setsing Central Business District – CBD" above	R20 million	Concept Stage
Mobile Containers/Kitchens	Qwaqwa, Harrismith, Kestell,	Mobile Containers/Kitchens assist the Municipality to: • Remove all shacks along MAP's Main Roads amongst others. • Formalize and "dignify" informal traders along MAP's Main Roads • Control informal traders along MAP's Main Roads	R10 million	Concept Stage
Waste Collection Project	Phuthaditjhaba	Establishment of a strong Waste Collection Project will assist the Municipality in: • Dealing with littering of bottles, plastics and zinc, amongst others (especially in village) • Extending refuse removal to villages (rural wards) • Cleaning the environment in general	R5 million	Concept Stage

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Incubation Centre (Steel, Aluminum and Wood)	Phuthadijhaba (Industrial Area 2)		R1.5 million	Completed (to be launched soon)
Innovation Hub	Phuthadijhaba/Harrismith	The primary objectives of the Digital Hub (Incubator Programmes) are:	R1 million	Final/Completion Stage
Macro Informative Youth Agency (MIYA) Living Lab	Phuthadijhaba (Tshiya Education Resource Centre)	The community-based Living Lab's core purpose is to enhance the state and use of ICT in education sector by incorporating AI and VR learning into Science, Technology, Engineering and Mathematics (STEM) related programmes. The lab will also provide an innovation support programme for local innovators and stimulate the development of simple and cost-effective prototypes (created by the community) responding to the community's problems.	R1 million	Final/Completion Stage
Research on Available Minerals Resources in MAP	Qwaqwa, Harrismith, Kestell	The LED department will ensure that research on the "possible" availability of Minerals Resources in MAP is conducted by the relevant state organs (e.g. Council for Geo Sciences, etc.)	R2 million	Proposal
AGRICULTURE AND RURAL DEVELOPMENT UNIT				
Agri-Village	Kestell	An area especially zoned for the purpose of housing for farmers actively engaged in agricultural production practices in a demarcated surrounding or adjacent area, and related agricultural infrastructure, of which the extent is limited and	R500 million	Initiation Stage

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		based on the long-term sustainable production potential of the demarcated agricultural production area.		
Feedlot	Harrismith	An intensive animal production system that subjects an otherwise unmarketable calf to a process of intensive feeding and care, transforming it into high quality beef products. The feedlot mainly supplies to the domestic market and to introduce intensive beef producing enterprise in Maluti-A-Phofung area and it will be situated at Kestell.	R20 million	Initiation Stage
Fodder bank	Kestell	Fodder banks are planting of high quality species. Their goal is to maintain healthy productive animals. They can be utilized all year, but they are designed to bridge the forage scarcity of annual dry seasons. Fodder banks do not provide 100% of feed requirement. But supplement the available dry season forage. The majority of the country is being affected by drought and the farmers situated within the Maluti-A-Phofung jurisdiction are mostly emerging farmers that cannot afford to compensate for feed during the unfavourable seasons. The fodder bank will be there to cater for such occasions.	R100 million	Initiation Stage
Abattoir	Harrismith	Development of abattoir	R60 million	Initiation Stage

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Develop/Review Sector Plan	MAP	Develop/Review Agriculture Sector Plan	R2 million	Initiation Stage
Piggery Projects	Qwaqwa, Harrismith	Kestell, The unit of Agriculture and Rural Development has received a number of requests from pig farmers in and around the municipality. Most of these farmers are still emerging and need assistance such as training and skills development, procurement of good breeding stock and suitable housing for their animals. There are quite a few farmers who can be considered as stable and maybe not need as much technical assistance like the former. ➤ Procurement of good breeding stock ➤ Fencing ➤ Working equipment ➤ Feed ➤ Veterinary products/ services ➤ Training/ skills development ➤ Construction of pig housing ➤ Completion of the piggery houses (rehabilitation of damaged finishing house, completion of two grower houses, and three breeding houses. ➤ Sitting, and drilling of water	R30 million	Initiation Stage

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Vegetables farmers and backyard gardens	Qwaqwa, Harrismith	Kestell, There are vegetable producers, producing a variety of vegetables. These producers have been producing for both informal and informal markets. Some producers are struggling to find land to expand while others is subsistence farmers or produce mainly for their households. ➤ Tunnel ➤ Fencing ➤ Production inputs (Seeds and fertilizers) ➤ Pack house ➤ Cold room storage ➤ Gardening equipment ➤ Seeds ➤ Formal markets ➤ Training	R10 million	Initiation Stage
Crop farmers with land	Qwaqwa, Harrismith	Kestell, Crop farmers in Maluti-a-Phofung who do have land and are struggling to cultivate their land due to financial problems. These farmers have mostly resorted to leasing their farms as their only source of income. They plant both winter and summer crops.	R2,5 million	Initiation Stage

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Beef Production Projects	Qwaqwa, Harrismith	Kestell,	➤ Production inputs (diesel, seeds and fertilizers) There are beef farmers in the Municipality who want assistance in order to grow their businesses. There are farmers who have land and want production inputs and farmers who are struggling to secure farming land in order to expand their breeding stock: ➤ Feed ➤ Fencing ➤ Training ➤ Working equipment ➤ Veterinary products/ services	R3 million	Initiation Stage
Poultry Production Projects	Qwaqwa, Harrismith	Kestell,	There are poultry farmers that need assistance both financial and technical: ➤ Feed ➤ Veterinary service/ products ➤ Rehabilitation of existing poultry houses ➤ Construction of poultry houses ➤ Stock (layers and broilers)	R5 million	Initiation Stage
Develop new and/or resuscitate/revive collapsed dairy project.	MAP		Facilitate the assistance for the development and resuscitation of all the collapsed dairy projects around Maluti-A-Phofung:	R50 million	Initiation Stage

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		➤ Infrastructure		
Bio-diesel Project	Harrismith/Kestell	The project to be assisted with production Inputs for silage (i.e. maize seeds, fertilizer (planting and top dressing), pesticides, and diesel.	R100 million	Initiation Stage
TOURISM UNIT				
Develop new Tourism Information Centers	Harrismith, Kestell and Phuthaditjhaba	Renovate existing Tourism Information Centre Develop new Tourism Information Centers	R2 million	Initiation Stage
Complete Development of Qwaqwa Guesthouse	Botjhabela	Completion of Qwaqwa Guesthouse	R2 million	Completion Stage
Review Tourism Sector Plan	MAP	Review Tourism Sector Plan	R2 million	Initiation Stage
Develop Tourism By-laws	Harrismith, Kestell and Phuthaditjhaba	Develop Tourism By-laws	R0	Initiation Stage
Develop new monuments and repair all vandalized monuments/statues, etc.	Harrismith, Kestell and Phuthaditjhaba	Develop new monuments and repair all vandalized monuments/statues, etc.	R1 million	Initiation Stage
Promote MAP Tourism	MAP	Promote MAP as a tourism destination	R1 million	Ongoing
Revival of Tourism Attractions and Activities	MAP	Revival of Tourism Attractions and Activities	R2 million	Initiation Stage

8. SECTION H: FINANCIAL VIABILITY AND FINANCIAL PLAN

8.1. Introduction

8.1.1. Executive Summary

The municipality's service delivery priorities for the 2022/23 financial year were reviewed as part of the IDP and Budget process. The processes were delayed due to the elections processes that unfolded in October 2021. Inputs were obtained from various wards during public consultations.

The municipality has over the past years experienced poor service delivery which led to community unrests and resilience to pay for services by the consumers. The old infrastructure has also impacted negatively in the delivery of basic services, such as water and electricity. The electricity service is also negatively affected by the increased number of illegal connections which overloads and frequently burns the transformers. The takeover of the 100 large power users by Eskom has also reduced both the billing and the collection rate relating to the electricity. The accounting treatment of those transactions have not yet found expression in the General ledger

The municipality has been introducing the issue of flat rate from the financial year 2016/2017 during IDP and Budget road shows. The implementation of R150 flat rate per household in 21 Rural Wards will start in July 2022. The municipality has also been investing funds in several banks as a means to earn interest. Re-payment arrangements have been entered into and are continuously been paid as agreed. Some of those creditors have been paid off.

Important to note: The financial year 2020/2021 has been fully audited, the Municipality had requested a disclaimer approach in order to fully prepare for the financial year 2021/2022 audit.

The main challenges experienced during the compilation of the 2022/23 MTREF are summarised as follows:

- ✓ Cash flow and balance sheet budgeting has not been fully achieved. Training is required from the financial system vendor regarding the breakdown of items linking to the cash flow;
- ✓ Very low billing and collection rates;
- ✓ Increased salary bill;
- ✓ Reduced property rates for Public Works;
- ✓ Late billing which contributes to non-charging of interests;
- ✓ Correct placement of employees' placement has not been finalised, which makes the budget for employee costs not to be reliable;

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- ✓ The 2020/21 financial year audit has just been completed by the time this budget was prepared, The Municipality requested a disclaimer approach in order to fully prepare for 2021/22 audit;
- ✓ The increased costs of bulk electricity and water due to the annual tariff increases and the growing number of consumers;
- ✓ Allocation of cash backed- reserves to initiate and implement capital projects and capital fixed assets (such as trucks, yellow fleet and motor vehicles) in order to improve service delivery;
- ✓ The municipality has not determined cost reflective tariffs;
- ✓ Data cleansing has not taken effect on 136 the financial system which also leads to inaccuracy and unreliable output information.

External factors affecting the budget:

- ✓ The ability of customers to pay for services is declining due to the Covid-19 pandemic and increased high unemployment rate;
- ✓ All consumers who can afford to pay their services are reluctant to pay

The following budget principles and guidelines directly informed the compilation of the 2022/23 budget:

- ✓ The National Treasury's MFMA Circular 115 and 116 was used to guide the compilation of the 2022/23 budget. Both operational and capital grants are budgeted as allocated on the Division of Revenue Act (DoRA);
- ✓ The 2021/22 Adjustment budget was used as a baseline for 2022/23 proposed budget;
- ✓ The municipality also considered the fact that the tariff increase should be affordable and should not exceed the projected inflation target as measured by the CPI;
- ✓ Cost Containment Regulations 42514, that was issued on 07 June 2019;
- ✓ The need to budget for the repairs of roads, electricity infrastructure, water and sewerage infrastructure; and old municipal fixed assets such as buildings;
- ✓ The municipality had to make budget allocations for movable assets such as computers and furniture for employees to have tools of trade;
- ✓ Transformers and yellow fleet had to be budgeted for as well;
- ✓ The budget for salaries, allowances and salaries-related benefits shall be separately prepared, and shall not exceed 30% of the aggregate operating budget component of the annual or adjustments budget, as guided by the budget policy;
- ✓ Inputs from the Different Departments

In the view of the aforementioned, the following Table is a consolidated overview of the proposed **2022/23 Medium-term Revenue and Expenditure Framework**:

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Table 1 Consolidated overview of the 2022/23 MTREF

Description R'000	Outcomes 2018/19	Outcomes 2019/20	Outcomes 2020/21	Current Year 2021/22			% Change	2022/23 MTREF				
				Original Budget	September Adjusted Budget	February Adjusted Budget		Budget Year 2022/23	% Change	Budget Year+1 2023/24	% Change	Budget Year+2 2024/25
Operating Revenue	1 348 503	1 308 945	1 392 654	1 800 467	1 840 467	1 744 108	9%	1 899 235	6%	2 017 501	6%	2 148 115
Operating Expenditure	2 311 616	2 701 340	2 257 121	2 504 011	2 676 966	2 670 547	-22%	2 081 050	-2%	2 031 537	4%	2 120 287
Surplus/-Deficit	(963 113)	(1 392 395)	(864 467)	(703 543)	(836 499)	(926 439)	-80%	(181 815)	-92%	(14 056)	-298%	27 828
Capital Expenditure (excl. PMU)	153 079	8 832	233 169	266 961	272 961	284 959	3%	294 505	-10%	266 198	2%	272 399

The **consolidated annual operating revenue** is projected to be **R1.9 billion (R1 899 billion)** for the **2022/23** financial year, which represents an increase of **9%** from the 2021/22 February Adjustment Budget. This is mainly due to the credit control enforcement efforts made, an average 5.9% on service charges and the implementation of flat rate in 21 rural wards from the 1st of July 2022.

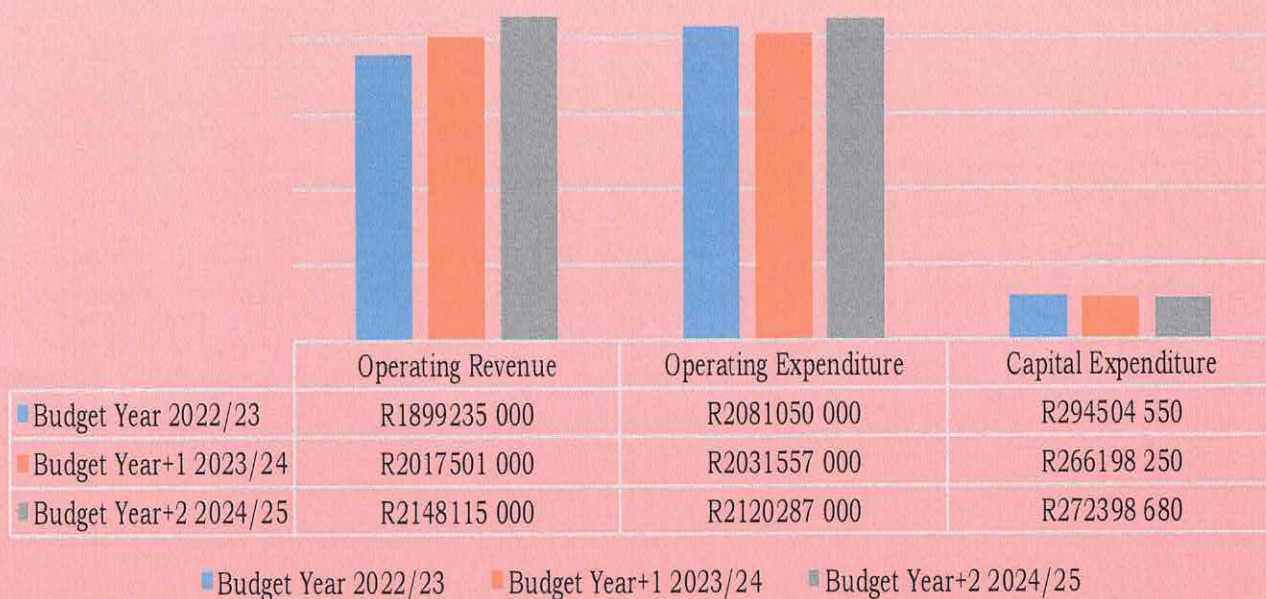
The **consolidated annual operating expenditure** amounts to **R2 billion (R2.081 billion)** for the **2022/23** financial year which is **22%** less than the 2021/22 February Adjustment Budget. The reduction is due to the non-cash items because of the collection strategies in place, assets that could not be located during audit and negotiations between Eskom and the Municipality to find a solution to the Eskom debt.

The consolidated operating deficit is projected to move from **R926.4 million** to **R181.8 million**.

The **consolidated capital budget** is **R294.5 million** which is **3%** more than the 2021/22 February Adjustment Budget. The **R294.5 million** includes the **R248.5 million** from the National Grants and the **R45.9 million** from own source. The own source capital budget only includes assets which the municipality use for daily operations (such as vehicles, computers), the transformers and yellow fleet intended to upgrade rural wards. The municipality currently does not have enough funds to carry out capital projects such as road constructions or water connection, only the repairs and maintenance allocations are made.

MAP FINAL 2022 – 2027 IDP

CONSOLIDATED OVERVIEW



8.2. Consolidated Operating Revenue Framework

Table 2 Summary of revenue classified by main revenue source

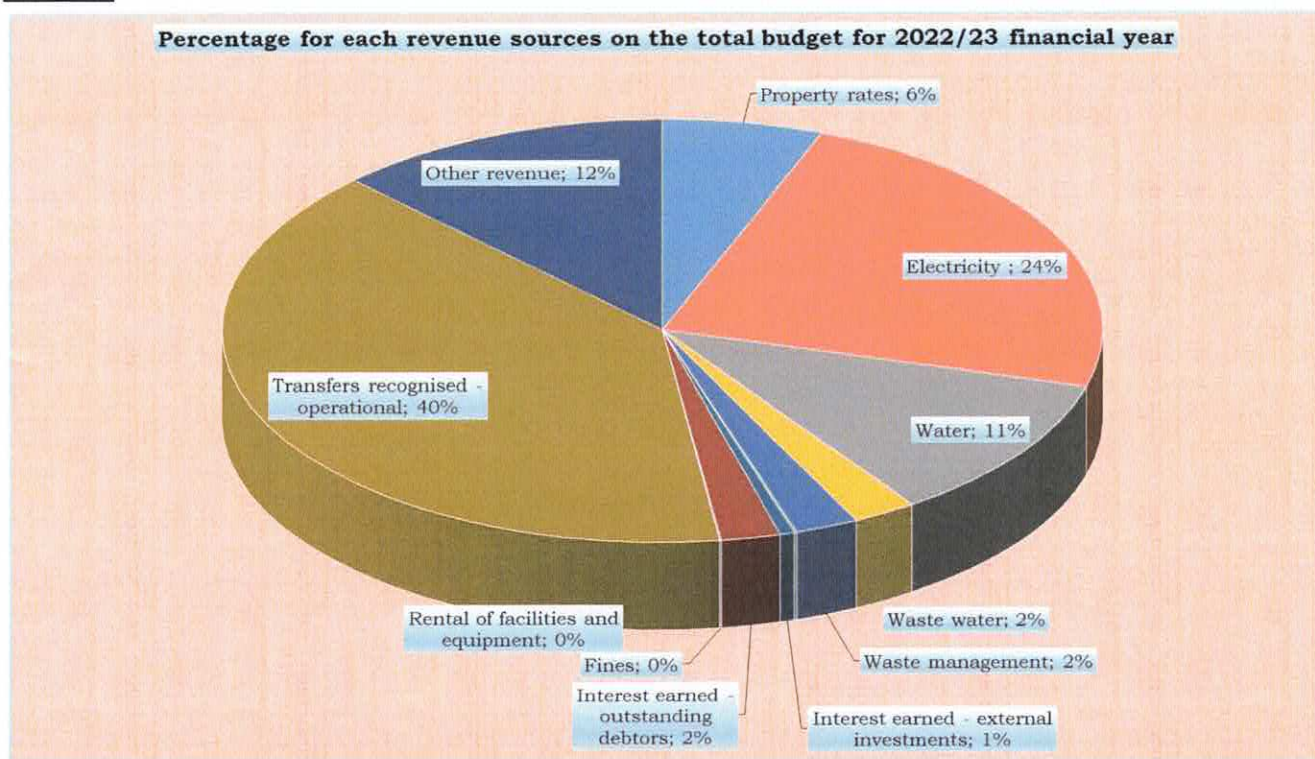
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	155 126	168 487	168 505	185 701	111 979	111 979	90 824	111 979	117 018	122 634
Service charges - electricity revenue	2	218 477	178 525	124 622	353 245	421 470	421 470	51 645	446 336	483 832	520 261
Service charges - water revenue	2	81 394	74 837	76 339	95 990	99 964	99 964	85 592	209 623	221 269	233 455
Service charges - sanitation revenue	2	34 937	34 783	42 551	56 206	41 724	41 724	37 553	44 186	46 881	49 694
Service charges - refuse revenue	2	31 368	33 659	41 941	52 818	41 364	41 364	36 791	43 804	46 476	49 265
Rental of facilities and equipment		1 023	1 032	987	1 570	1 680	1 680	973	1 781	1 888	2 001
Interest earned - external investments		2 524	11 062	2 305	6 610	6 610	6 610	316	10 100	10 555	11 062
Interest earned - outstanding debtors		9 488	36 584	27 998	81 535	38 796	38 796	20 598	41 358	44 480	47 477
Dividends received											
Fines, penalties and forfeits		2 049	652	196	1 102	306	306	98	1 102	267	283
Licences and permits											
Agency services											
Transfers and subsidies		809 864	648 467	734 074	677 789	677 789	677 789	748 895	754 206	798 461	853 294
Other revenue	2	2 250	120 858	173 063	287 900	302 427	302 427	70 991	234 760	246 373	258 688
Gains		3	–	74	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		1 348 503	1 308 945	1 392 654	1 800 467	1 744 108	1 744 108	1 144 276	1 899 235	2 017 501	2 148 115

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Table 3 Percentage grow - within revenue by main revenue source

Description R'000	Past performance			Current Year 2021/22			% change	2022/23 MTREF		
	Outcomes 2018/19	Outcomes 2019/20	Outcomes 2020/21	Original Budget	September Adjusted Budget	February Adjusted Budget		Budget Year 2022/23	Budget Year+1 2023/24	Budget Year+2 2024/25
Property rates	155 126	168 487	168 505	185 701	185 701	111 979	0%	111 979	117 018	122 634
Service charges - electricity	218 477	178 525	124 622	353 245	353 245	421 470	6%	446 336	483 832	520 261
Service charges - water	81 394	74 837	76 339	95 990	95 990	99 964	110%	209 623	221 269	233 455
Service charges - sanitation	34 937	34 783	42 551	56 206	56 206	41 724	6%	44 186	46 881	49 694
Service charges - refuse	31 368	33 659	41 941	52 818	52 818	41 364	6%	43 804	46 476	49 265
Rental of facilities and equipment	1 023	1 032	987	1 570	1 570	1 680	6%	1 781	1 888	2 001
Interest earned - external investments	2 524	11 062	2 305	6 610	6 610	6 610	53%	10 100	10 555	11 062
Interest earned - outstanding debtors	9 488	36 584	27 998	81 535	81 535	38 796	7%	41 358	44 480	47 477
Fines	2 049	652	196	1 102	1 102	306	260%	1 102	267	283
Transfers recognised - operational	809 864	648 467	734 074	677 789	677 789	677 789	11%	754 206	798 461	853 294
Other revenue	2 253	120 858	173 137	287 900	327 900	302 427	-22%	234 760	246 373	258 688
Total Revenue	1 348 503	1 308 945	1 392 654	1 800 467	1 840 467	1 744 108	9%	1 899 235	2 017 501	2 148 115

CHART 1



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REVENUE BUDGET ASSUMPTIONS

Property Rates estimated allocation for 2022/23 is **R111.9 million**. There is no difference compared to the February Adjustment Budget 2021/22. There are other properties that are currently being occupied by individuals but have not changed from the municipality' name. The process of transfers is in progress. Other registered properties are in the process of being phased into the billing system.

Electricity Revenue was increased by **5.9%** due to the cut offs currently being implemented, regular auditing of businesses and normalising of households. The projection will be revisited in six months.

Water, Sanitation and Refuse removal Revenue services were increased by **5.9%** from the 2021/22 February adjustment budget. This is in relation to the Circular 115 and the current inflation rate also consideration of affordability for the community. Included in the water revenue projection is an estimation of flat rate to be implemented in rural wards the value of **R103.7 million** starting from July 2022. Hence the increase water revenue budget reflects a **110%** increase from the 2021/22 financial year.

Rental of facilities is projected to increase by **5.9%**, this is due to the Covid-19 regulations that are being relaxed so facilities will start operating towards normal.

Interest Earned on External Investments is projected to be at **R10 million**. The municipality is continuously investing in different financial institutions to earn interest.

Interest Earned On Outstanding Debtors - The projected average monthly interest charged on late payment is about **7 million** per month, if the municipality's billing takes place as per the billing cycle. Efforts were made to ensure timely billing going forward

Other Revenue includes revenue generated through services provided to the community (e.g. building plan fees, water and electricity connection fees, transport fees, dumping fees, etc. This also included the **R196 million** total revenue estimated to be received by the entity (which are transfers made by the Parent municipality).

Government Grants and Subsidies constitutes **40%** of the total operating income. The equitable share allocations supplement municipalities' own revenues for the provision of basic services to poor households. The breakdown of grants allocations is indicated on Table 4.

MAP FINAL 2022 – 2027 IDP

Table 4 Operating Transfers and Grant Receipts

Description R'000	Past performance			Current Year 2021/22			% change	2022/23 MTREF		
	2018/19	2019/20	2020/21	Original Budget	September Adjusted Budget	February Adjusted Budget		Budget Year 2022/23	Budget Year+1 2023/24	Budget Year+2 2024/25
Operating Transfers and Grants										
National transfers	557 907	609 756	772 562	677 789	677 789	677 789	11%	753 706	798 461	853 294
Local Government Equitable Share (LGES)	551 572	599 867	766 648	668 457	668 457	668 457	11%	744 441	795 361	850 194
Municipal Disaster Relief Grant	-	1 132	-	-	-	-	0%			
Expanded Public Works Programme Integrated Grant for Municipalities (EPWPI)	4 120	6 077	2 914	6 232	6 232	6 232	-1%	6 165	-	-
Finance Management Grant (LGFMG)	2 215	2 680	3 000	3 100	3 100	3 100	0%	3 100	3 100	3 100
Provincial transfers	2 750	2 000	2 000	-	-	-	0%	-	-	-
Sports, Arts and Culture and Recreation (Library grant)	-	3 000	-	-	-	-	0%	-	-	-
Municipal Support Programme	2 750	2 000	2 000	-	-	-	0%	-	-	-
TOTAL	560 657	611 756	774 562	677 789	677 789	677 789	11%	753 706	798 461	853 294

PROPOSED TARIFF SETTING

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the upper limit of the **3 to 6 per cent target band**; therefore, municipalities are required to justify all increases in excess of the projected inflation target which currently stands at **5.9%**.

Other tariffs will be increased by the average of **5.9%**.

Summary of tariff increase	
Description	Average Increase
Rates and Taxes	0,00%
Electricity	7,47%
Water	5,90%
Refuse	5,90%
Waste water management	5,90%

MAP FINAL 2022 – 2027 IDP

Social Package

The following social package will be provided during 2022/23 financial year.

Service charges	Residents (non-indigents)	Indigents
Electricity	0	50kWh per month
Water	0	6kl per month
Refuse removal	0	100%
Sanitation	0	100%
Assessment rates	(Rebate on first 110 000 of market value is granted)	100%

Table 5 Property rates to be levied in 2022/23

PROPERTY RATES AND TAXES TARIFFS					
Category	APPROVED 2021/22	PROPOSED FINAL 2022/2023			
		Rate per Rand	Rebate %	Rebate Value per Rand	Rate Payable per Rand
RESIDENTIAL PROPERTY					
Market value (developed)	0,0076	0,3802	98%	0,3726	0,0076
Market value (undeveloped)	0,0380	0,3802	90%	0,3422	0,0380
Indigent	0,0000	0,3802	100%	0,3802	0,0000
Old Age / Pensioners					
100% Rebate on first R200 000 of the market value	0,0076	0,3802	98%	0,3726	0,0076
(Rebate on first R110 000 of market value is granted)					
BUSINESS					
Market value (developed)	0,0380	0,7604	95%	0,7224	0,0380
Market value (undeveloped)	0,0760	0,7604	90%	0,6844	0,0760
STATE OWNED PROPERTY					
Market value (developed)	0,0655	0,0390	23,00%	0,0090	0,0300
Market value (undeveloped)	0,0655	0,0390	23,00%	0,0090	0,0300
FDC PROPERTIES & PARASTATALS					
Market value (developed)	0,0380	0,7604	95%	0,7224	0,0380
Market value (undeveloped)	0,0760	0,7604	90%	0,6844	0,0760
INDUSTRIES, SHOPING MALLS AND COMPLEXES					
Market value (developed)	0,0304	0,7604	96%	0,7300	0,0304
Market value (undeveloped)	0,0760	0,7604	90%	0,6844	0,0760
AGRICULTURAL PROPERTY					
Agricultural land	0,0010	0,0951	99%	0,0941	0,0010
PUBLIC BENEFIT ORGANIZATION PROPERTY (NON PROFIT ORGANIZATION)					
	0,0000	0,0951	100%	0,0951	0,0000
PUBLIC SERVICE INFRASTRUCTURE					
Telephone and Electricity line	0,0190	0,0951	80%	0,0761	0,0190
Tower , Roads, dams	0,0190	0,0951	80%	0,0761	0,0190
catchment	0,0190	0,0951	80%	0,0761	0,0190
MINING PROPERTY					
	0,3042	0,7604	60%	0,4562	0,3042

MAP FINAL 2022 – 2027 IDP

8.2.1. Sale of Water and Impact of Tariff Increases

The provision of this service to the community is a great challenge to the municipality. The impact of this might be resilience by the community to pay for this service.

The below tariff increases are proposed from 1 July 2022.

Table 6 Proposed Water Tariffs

WATER SERVICES TARIFFS			
SERVICE	APPROVED RATES 2021/2022 R	PROPOSED FINAL % INCREASE	PROPOSED FINAL RATES 2022/2023 R
TARIFF- 1			
MAP AREA - DOMESTIC USERS OLD AGE HOMES, HOSTELS AND FLATS			
0-6 kl	10,00	5,00%	10,50
7-12 kl	12,20	5,74%	12,90
13-25 kl	12,60	5,56%	13,30
26-40 kl	13,00	5,38%	13,70
41kl and upwards	14,50	5,52%	15,30
0-6kl free basic water for registered indigents only			
0-6 kl non inc municipal area, Plots & Farms	7,90	5,06%	8,30
TARIFF- 2			
MAP AREA - NON DOMESTIC USERS PER KL			
Schools	9,20	5,43%	9,70
Nestle, Nouwens, FDC, Industrial	12,85	5,84%	13,60
Churches	12,90	5,43%	13,60
Business, Institution, Government	13,00	5,38%	13,70
Departmental, Swimming Pool	13,00	5,38%	13,70
Sport Clubs, Showgrounds, Hotels & Motels	13,00	5,38%	13,70
TARIFF- 3			
MAP AREA - MONTHLY BASIC CHARGES (CHARGED PER MONTH)			
Swimming Pool	664,00	5,89%	703,10
MAP AREA - PER VACANT STAND			
Domestic	105,00	5,81%	111,10
Non domestic	175,00	5,89%	185,30
Grazing paddocks & community gardens (Raw)	2,20	4,55%	2,30
Feed lot (Raw)	1,35	3,70%	1,40
MAP AREA - UNMETERED TAPS AND FLAT RATE FOR THE RURAL AREA			
Domestic	133,00	5,86%	140,80
Business - SMME	197,00	5,89%	208,60
TARIFF-4			
MAP AREA - CONNECTION DOMESTIC CONSUMERS			
Yard connection Inspection fee	56,00	5,89%	59,30
TARIFF- 5			
MAP AREA - TESTING OF WATER METERS			
Domestic on-sight meter testing / re-reading	502,00	5,90%	531,60
Non Domestic and Off-sight meter testing	Actual cost + 5.7% handling fee		Actual cost + 5.7% handling fee

MAP FINAL 2022 – 2027 IDP

8.2.2. Electricity and impact of tariff increase

Table 7 Comparison between current Electricity charge and increase

NERSA is still busy with finalizing the guideline ad benchmark for 2022-23 financial year. The proposed municipality's percentage increase is 7.47% subject to approval. The municipality will submit the FINAL tariff application NERSA will send the final guidelines and benchmark as soon as it is approve.

ELECTRICITY TARIFFS

ELECTRICITY	kW h	APPROVED RATES 2021/22 R	PROPOSED FINAL % INCREASE	PROPOSED FINAL RATES 2022/23 R
Consumer Cost (Tariffs do not include VAT)				
TARIFF -A- DOMESTIC TARIFFS				
House, Flats, Old Age Homes, Hotels, Church Offices, Charity Organisations, Schools, Sport Grounds, Clubs, Agricultural Societies.				
BASIC LEVY - PER MONTH				
Single Phase (Conventional Meters)		309,18	7,47%	332,28
Three Phase (Conventional Meters)		309,18	7,47%	332,28
Rural tariff		316,77	7,47%	340,43
TARIFF PER UNIT				
DOMESTIC NON RURAL				
Conventional Normal meter-per kWh(single phase)summer tariff	(0-50kW h)	1,29	7,47%	1,39
	(51-350kW h)	1,68	7,47%	1,81
	(351-600kW h)	2,37	7,47%	2,55
	(>600kW h)	2,70	7,47%	2,90
Conventional Normal meter-per kWh(single phase)winter tariff	(0-50kW h)	1,44	7,47%	1,55
	(51-350kW h)	1,81	7,47%	1,95
	(351-600kW h)	2,62	7,47%	2,82
	(>600kW h)	2,77	7,47%	2,98
Basic charge conventional NON RURAL(single/three phase)		309,18	7,47%	332,28
Conventional Normal meter-per kWh(three phase)summer tariff	(0-50kW h)	1,31	7,47%	1,41
	(51-350kW h)	1,75	7,47%	1,88
	(351-600kW h)	2,51	7,47%	2,70
	(>600kW h)	2,61	7,47%	2,80
Conventional Normal meter-per kWh(three phase)winter tariff	(0-50kW h)	1,58	7,47%	1,70
	(51-350kW h)	2,01	7,47%	2,16
	(351-600kW h)	2,61	7,47%	2,80
	(>600kW h)	2,68	7,47%	2,88
Pre-paid meter - per kWh(Single phase&three phase)summer tariff	(0-50kW h)	1,43	7,47%	1,54
	(51-350kW h)	1,91	7,47%	2,05
	(351-600kW h)	2,60	7,47%	2,79
	(>600kW h)	2,81	7,47%	3,02
Pre-paid meter - per kWh(Single phase&three phase)winter tariff	(0-50kW h)	1,54	7,47%	1,66
	(51-350kW h)	2,10	7,47%	2,26
	(351-600kW h)	2,50	7,47%	2,69
	(>600kW h)	2,81	7,47%	3,02

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8.2.3. Sanitation and impact of tariffs increases

The following tariff increases are proposed from 1 July 2022.

Table 8 Comparison between current Sanitation charge and increase

WASTE WATER MANAGEMENT (SANITATION) TARIFFS			
SERVICE	APPROVED RATES 2021/2022 R	PROPOSED FINAL % INCREASE	PROPOSED FINAL RATES 2022/2023 R
TARIFF - 1			
DOMESTIC - BASIC CHARGE PER STAND			
Harrismith & Kestell: Domestic, Flats, Old age & Hostels (Residential town)	176,00	0,00%	176,00
Residential @ townships	106,00	0,00%	106,00
Charged monthly			
TARIFF - 2A			
NON DOMESTIC - BASIC CHARGE PER BUSINESS OR INSTITUTION			
Business, Industrial, Government (rental units), Garages, Café, Sportclubs, Halls, Schools, Agriculture	201,00	0,00%	201,00
Businesses @ townships	123,00	0,00%	123,00
Departmental	130,00	0,00%	130,00
Business Complex	324,00	0,00%	324,00
Church & School	106,00	0,00%	106,00
Cons - Church & School, reserved	233,00	0,00%	233,00
Sewer and Septic tanks	222,00	0,00%	222,00
Charged monthly			
COMMUNAL TOILETS PER BUSINESS OR INSTITUTION			
Non domestic	201,00	0,00%	201,00
Domestic	63,00	0,00%	63,00
TARIFF - 2B			
MAP AREA - 100% OF WATER CONSUMPTION			
Hotels, Motels, Guest Houses, Bed & Breakfasts	7,60	3,95%	7,90
Industrial, Businesses	5,90	4,07%	6,14
TARIFF - 2C			
GOVERNMENT			
Schools	1 387,00	4,00%	1 442,48
Hospitals	61 222,00	4,00%	63 670,88
Clinics	1 630,00	4,00%	1 695,20
Office blocks below 30	1 957,00	4,00%	2 035,28
Office blocks above 30	7 345,00	4,00%	7 638,80
TARIFF - 3			
AVAILABILITY CHARGE PER STAND			
Basic charge	159,00	0,00%	159,00
TARIFF - 4			
CONCERNANCY TANKS			
Concernancy tank service - Kestell	14,00	4,00%	14,56
Concernancy tanks per load	98,50	4,00%	102,44

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8.2.4. Waste management and impact of tariff increases

The following tariff increases are proposed from 1 July 2022.

Table 9 Comparison between current Refuse removal charge and increase

WASTE MANAGEMENT TARIFFS			
SERVICE	APPROVED RATES 2021/2022 R	PROPOSED FINAL % INCREASE	PROPOSED FINAL RATES 2022/2023 R
REFUSE REMOVAL			
TARIFF (excl. VAT)			
Residential:			
Residential properties	111,30	5,84%	117,80
Businesses, including businesses operated from residential dwellings (per container per month)	398,00	5,88%	421,40
Industrial Small 208	456,50	5,89%	483,40
Industrial Medium 600	982,50	5,89%	1 040,40
Industrial Larger 1800	2 945,50	5,90%	3 119,20
Building Waste - Self dumping	0,0000		-
Government, Magistrate, Police	1 224,20	5,90%	1 296,40
Market value (undeveloped)			
Schools	624,60	5,89%	661,40
Hospitals	1 666,30	5,90%	1 764,60
Universities	4 411,00	5,90%	4 671,20
Colleges	1 798,70	5,90%	1 904,80
Dumping of refuse by Businesses & Industrial - self dumping per ton	53,20	5,83%	56,30
Flats (Per Units)	1 439,10	5,90%	1 524,00
Business	494,10	5,89%	523,20
Emptying of cages measured by m ³	27,40	5,84%	29,00
Taxi Ranks	1 769,60	5,90%	1 874,00
Garages	1 769,60	5,90%	1 874,00
FDC Complexes (Rural)	1 427,00	5,89%	1 511,10
Hostels and Restaurants	494,00	5,89%	523,10

8.2.5. Overall impact of tariff increases on households

Table 10 MBRR SA14- Household bills

The table should be populated in a TRU software so that the information appears on the Schedules. The municipality currently does not have an e-Venus extended software known as TRU, which enables the completion and population of the non-financial information

The version 6.6 Schedules cannot be edited, they are locked and password protected by National Treasury.

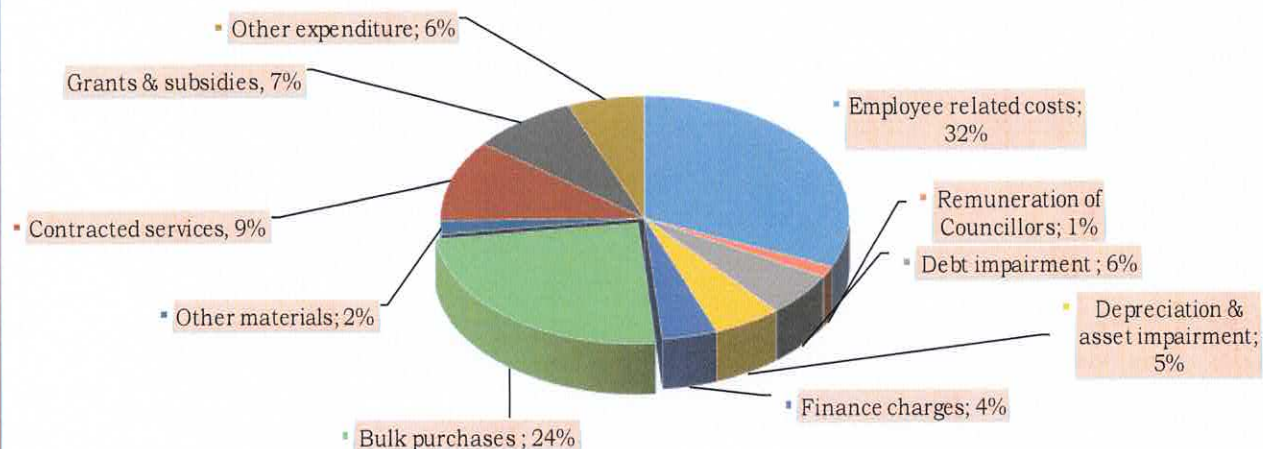
MAP FINAL 2022 – 2027 IDP

8.3. CONSOLIDATED OPERATING EXPENDITURE FRAMEWORK

Table 11 Operating Expenditure by Standard classification item

Description R'000	Past performance			Current Year 2021/22			% change	2022/23 MTREF		
	Outcomes 2018/19	Outcomes 2019/20	Outcomes 2020/21	Original Budget	September Adjusted Budget	February Adjusted Budget		Budget Year 2022/23	Budget Year+1 2023/24	Budget Year+2 2024/25
Employee related costs	484 117	870 106	547 084	597 356	597 356	643 450	3%	660 113	684 302	715 241
Remuneration of Councillors	31 109	24 575	25 699	29 333	29 333	29 263	5%	30 608	31 983	33 411
Debt impairment	121 951	-	95 321	278 476	278 476	161 217	-26%	120 000	125 000	130 000
Depreciation & asset impairment	282 733	300 083	340 242	223 795	223 795	143 795	-22%	111 500	117 575	122 651
Finance charges	477 278	559 702	146 607	150 129	150 129	150 194	-40%	90 150	94 608	99 311
Bulk purchases	675 272	736 744	798 701	738 475	738 475	737 175	-31%	506 499	531 824	558 411
Other materials	14 570	8 766	21 156	41 527	104 457	122 133	-70%	36 862	33 801	35 451
Contracted services	102 671	132 786	140 806	174 956	283 956	375 308	-40%	223 921	132 464	133 251
Transfers and subsidies	88 009	(6 077)	93 418	168 000	168 000	174 155	0%	174 155	173 470	181 791
Other expenditure	33 907	74 655	48 085	101 963	102 988	133 856	-5%	127 241	106 531	110 731
Total	2 311 616	2 701 340	2 257 121	2 504 011	2 676 966	2 670 547	-22%	2 081 050	2 031 557	2 120 281

Percentage of each expenditure by type on the total budget for 2022/23 financial year



8.4. BUDGET ASSUMPTIONS ON THE EXPENDITURE BY TYPE

Employee Related Cost and Remuneration of Councillors. The allocation for employee related cost for 2022/23 amounts to **R660.1 million** which equals to **32%** of the total operating expenditure, and **R30.6 million** for remuneration of Councillors allowances which constitutes **1%** of the total operating expenditure. The salaries budget was increased by 3% and 5% from the 2021/22 budget respectively.

Provision for Debts Impairment and Depreciation and Assets Impairment constitute **6% and 5%** of the total operating expenditure respectively. The municipality has started enforcing the credit control to consumers not maintaining their services accounts. Assets that could not be located during the audit were requested to be taken out of the Assets register for further investigation. A submission has been made to Council

Finance Charges include the provision for the interests charged on outstanding Eskom debt and other creditors. This constitutes **4%** of the total annual operating expenditure for 2022/23.

Bulk Purchases amounts to **R506.4 million** which constitutes **24%** of the total expenditure for 2022/23 based on the monthly average Eskom bill and influenced by the negotiations in place between the Municipality and Eskom.

Other Materials includes the inventory materials used for operations such as fuel and oil, printing and stationery; and materials and consumables. This item is no longer populated on the version 6.6 Treasury A-Schedules table A4. This causes variances between the total financial performance tables (A2, A3 and A4)

Grants and Subsidies Paid includes the subsidies that the municipality is paying over to the Entity on monthly basis and the **EPWP** incentives. The allocation constitutes **7%** of the proposed expenditure for 2021/22. The EPWP allocated grant is **R6.1 million**, the municipality has added a counter-funding of **R14 million**.

Other Expenditure consist mainly of various line items such as amongst others; telecommunication, advertisements, insurance, audit fees, Eskom indigent subsidy costs. These category is **6%** of the total expenditure budget.

Contracted services and Repairs and maintenance constitutes **9%** of the total proposed operating expenditure. This category includes all contracted, outsourced and professional services rendered on behalf of the municipality. The repairs and maintenance of buildings, fixed assets, roads, grounds and open spaces, motors and pumps, network reticulations, substations, VIP toilets, storm water systems, vehicles, transformers are be included in this category.

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Table 12 Repairs and Maintenance per asset class

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
EXPENDITURE OTHER ITEMS		323 031	354 989	411 332	296 612	380 412	380 412	250 787	181 104	186 124
Depreciation	7	282 733	300 083	340 242	223 795	143 795	143 795	111 500	117 575	122 654
Repairs and Maintenance by Asset Class	3	40 298	54 906	71 089	72 817	236 617	236 617	139 287	63 529	63 470
Roads Infrastructure		2 477	831	2 965	9 000	17 000	17 000	13 000	13 050	13 200
Storm water Infrastructure		5 401	479	-	1 700	1 700	1 700	2 000	2 050	2 100
Electrical Infrastructure		25 737	40 654	61 993	26 000	173 000	173 000	105 000	32 225	32 476
Water Supply Infrastructure		20	101	4	1 307	1 307	1 307	1 263	1 326	1 392
Sanitation Infrastructure		917	698	2 944	11 653	11 653	11 653	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		34 553	42 763	67 907	49 659	204 659	204 659	121 263	48 651	49 168
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		454	3 366	284	9 700	17 700	17 700	7 160	3 788	2 813
Housing		-	-	-	-	-	-	-	-	-
Other Assets		454	3 366	284	9 700	17 700	17 700	7 160	3 788	2 813
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		1	15	39	2 032	2 032	2 032	2 050	1 981	2 071
Furniture and Office Equipment		-	7	-	11	11	11	-	-	-
Machinery and Equipment		5 290	8 755	2 859	11 414	12 214	12 214	8 814	9 109	9 417
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		323 031	354 989	411 332	296 612	380 412	380 412	250 787	181 104	186 124
Renewal and upgrading of Existing Assets as % of total capex		0,0%	20,0%	0,0%	0,7%	0,7%	0,7%	0,7%	0,0%	0,0%
Renewal and upgrading of Existing Assets as % of deprecn		0,0%	0,6%	0,0%	0,9%	1,4%	1,4%	1,8%	0,0%	0,0%
R&M as a % of PPE		1,3%	1,4%	1,9%	27,3%	13,5%	13,5%	1,8%	23,9%	23,3%
Renewal and upgrading and R&M as a % of PPE		2,0%	2,0%	2,0%	28,0%	23,0%	23,0%	2,0%	24,0%	23,0%

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Table 13 MBRR Table A1 – Consolidated Budget summary

The version 6.6 Schedules cannot be edited, they are locked and password protected by National Treasury. The table cannot be copied. It can be viewed in the A-Schedule attached as **Annexure A**.

Explanatory notes to MBRR Table A1- Budget Summary

The table cannot be copied due to the password protection. See the table in the Consolidated A-Schedule attached as Annexure B.

Table A1 represents a high-level summary of the Municipality's budget, providing a view that includes all major components of i.e. (Operating, Capital expenditure, financial position, cash flow, and MFMA funding compliance)

The Table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic services delivery backlogs.

The Budget Summary for 2022/23 MTREF provides the key information in this regard:

- 1) The total operating revenue is projected to be **R1.889 billion**.
- 2) The total operating expenditure is projected to be **R2.045 billion**. *This total expenditure is less than the **R2.081 billion** total reflected on table A2 and A3, due to the exclusion of inventory items.*
- 3) The total operating deficit is projected to be **R181.8 million**. *This is also a result of the exclusion of R36 million other materials (inventory items).* **See table 11.**
- 4) The municipality's capital expenditure is projected to be at **R294.5 million** and will be funded as follows:
 - Transfers recognised of R248.5 million and;
 - Own revenue amounting to R45.9 million.
- 5) The reporting on the municipality's financial position and cash flow is currently not accurate. The information is populated from the system the financial system vendor was engaged to breakdown the items link to the balance sheet and cash flow reports.

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Table 154 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

- Table A2 is an overview of the budgeted financial performance in relation to revenue and expenditure per standard classification.
- The total surplus (including capital grants to be received from National Treasury) is **R76.1 million** for 2022/23 financial year.

FS194 Maluti-a-Phofung - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1									
Revenue - Functional										
<i>Governance and administration</i>		969 023	951 112	959 645	1 170 355	1 099 338	1 099 338	1 215 351	1 289 021	1 368 200
Executive and council		—	—	—	—	—	—	—	—	—
Finance and administration		969 023	951 112	959 645	1 170 355	1 099 338	1 099 338	1 215 351	1 289 021	1 368 200
Internal audit		—	—	—	—	—	—	—	—	—
<i>Community and public safety</i>		63 940	33 062	152 141	59 220	46 055	46 055	38 305	20 079	44 826
Community and social services		44 485	25 546	143 954	20 832	11 991	11 991	24 755	7 234	20 785
Sport and recreation		16 983	2 462	7 700	23 312	19 618	19 618	9 714	10 210	21 247
Public safety		2 285	4 978	325	1 290	660	660	1 429	613	650
Housing		188	76	161	13 786	13 786	13 786	2 408	2 022	2 144
Health		—	—	—	—	—	—	—	—	—
<i>Economic and environmental services</i>		36 511	84 081	64 136	43 925	18 329	18 329	40 203	50 925	95 989
Planning and development		358	262	314	805	531	531	574	586	621
Road transport		36 153	83 819	63 823	43 120	17 798	17 798	39 629	50 340	95 369
Environmental protection		—	—	—	—	—	—	—	—	—
<i>Trading services</i>		457 647	456 074	442 234	776 399	829 816	829 816	863 321	931 560	919 773
Energy sources		236 658	204 901	140 836	410 635	468 800	468 800	485 465	517 030	555 400
Water management		117 334	118 926	154 617	181 975	169 589	169 589	219 358	257 950	199 818
Waste water management		71 391	95 004	101 958	116 930	139 789	139 789	104 246	96 210	110 477
Waste management		32 264	37 242	44 824	66 858	51 637	51 637	54 253	60 369	54 078
<i>Other</i>	4	—	—	2 914	—	—	—	—	—	—
Total Revenue - Functional	2	1 527 121	1 524 329	1 621 069	2 049 898	1 993 539	1 993 539	2 157 180	2 291 585	2 428 788
Expenditure - Functional										
<i>Governance and administration</i>		1 249 627	1 494 766	893 322	1 252 645	1 039 150	1 039 150	892 655	891 057	927 841
Executive and council		68 929	64 271	75 530	133 337	130 044	130 044	128 916	132 425	138 613
Finance and administration		1 175 634	1 425 332	812 933	1 113 280	902 572	902 572	756 706	751 457	781 713
Internal audit		5 063	5 164	4 859	6 027	6 535	6 535	7 033	7 175	7 515
<i>Community and public safety</i>		110 534	149 200	119 205	137 376	219 867	219 867	155 772	156 291	163 893
Community and social services		15 392	18 281	26 456	26 344	91 984	91 984	25 547	24 561	25 790
Sport and recreation		39 411	71 388	38 477	46 097	49 373	49 373	50 244	52 534	55 086
Public safety		51 168	55 680	50 780	59 550	72 140	72 140	74 314	73 802	77 370
Housing		4 562	3 851	3 492	5 385	6 370	6 370	5 667	5 394	5 648
Health		—	—	—	—	—	—	—	—	—
<i>Economic and environmental services</i>		55 573	53 211	47 746	67 643	81 891	81 891	85 737	88 815	92 233
Planning and development		14 967	14 687	16 125	21 570	28 161	28 161	31 834	33 292	34 832
Road transport		40 606	38 525	31 621	46 072	53 730	53 730	53 903	55 523	57 402
Environmental protection		—	—	—	—	—	—	—	—	—
<i>Trading services</i>		889 174	1 002 046	1 194 284	1 042 612	1 326 691	1 326 691	942 579	890 939	931 652
Energy sources		752 772	846 383	922 313	814 886	1 089 581	1 089 581	749 700	708 394	741 944
Water management		35 665	39 123	102 897	60 019	55 248	55 248	46 558	48 886	51 330
Waste water management		43 929	51 330	79 633	76 785	79 146	79 146	44 236	46 448	48 770
Waste management		56 807	65 210	89 440	90 922	102 716	102 716	102 086	87 212	89 608
<i>Other</i>	4	6 709	2 116	2 564	3 735	2 948	2 948	4 307	4 455	4 667
Total Expenditure - Functional	3	2 311 616	2 701 340	2 257 121	2 504 011	2 670 547	2 670 547	2 081 050	2 031 557	2 120 287
Surplus/(Deficit) for the year		(784 495)	(1 177 012)	(636 051)	(454 112)	(677 008)	(677 008)	76 130	260 028	308 501

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Table 15 MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

- Table A3 shows budgeted financial performance in relation to the revenue and expenditure by municipal vote.
- The total surplus (including capital grants to be received from National Treasury) is R76.1 million for 2022/23 financial year.

FS194 Maluti-a-Phofung - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue by Vote	1									
Vote 01 - Legislative Authority		–	–	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		–	–	–	600	600	600	600	627	657
Vote 04 - Financial Services		969 023	951 112	959 645	1 169 755	1 098 738	1 098 738	1 214 751	1 288 394	1 367 543
Vote 05 - Municipal Infrastructure		224 878	297 750	361 223	408 883	378 502	378 502	417 155	464 518	459 370
Vote 06 - Community Services		76 279	61 170	25 943	20 532	11 853	11 853	24 608	7 079	20 620
Vote 07 - Public Safety & Transport		2 285	6 110	121 936	1 290	660	660	1 429	613	650
Vote 08 - Sports, Arts, Parks, Culture		16 983	2 462	7 700	23 312	19 618	19 618	9 714	10 210	21 247
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		–	–	2 914	–	–	–	–	–	–
Vote 10 - Hunan Settlements		658	561	558	14 086	14 236	14 236	2 885	2 528	2 680
Vote 11 - ldp, Pms Department		–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional		358	262	314	805	531	531	574	586	621
Vote 13 - Electricity Department		236 658	204 901	140 836	410 635	468 800	468 800	485 465	517 030	555 400
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	1 527 121	1 524 329	1 621 069	2 049 898	1 993 539	1 993 539	2 157 180	2 291 585	2 428 788
Expenditure by Vote to be appropriated	1									
Vote 01 - Legislative Authority		43 512	36 970	47 401	57 671	57 071	57 071	61 448	62 587	65 476
Vote 02 - Office Of The Municipal Manager		19 534	22 634	16 286	19 978	22 170	22 170	23 887	23 740	24 641
Vote 03 - Corporate Services		70 281	210 336	80 071	119 367	134 182	134 182	137 938	126 909	132 633
Vote 04 - Financial Services		1 050 682	1 160 046	689 800	953 661	708 336	708 336	604 807	608 674	633 757
Vote 05 - Municipal Infrastructure		40 632	39 082	192 136	148 596	162 637	162 637	157 911	144 722	149 090
Vote 06 - Community Services		71 979	81 827	27 448	20 197	85 062	85 062	24 757	24 025	25 206
Vote 07 - Public Safety & Transport		106 838	106 945	96 703	119 775	144 186	144 186	106 205	112 118	117 522
Vote 08 - Sports, Arts, Parks, Culture		39 860	73 076	38 677	47 248	49 949	49 949	50 846	53 163	55 746
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		11 478	7 116	8 814	14 164	17 221	17 221	20 513	21 210	22 223
Vote 10 - Hunan Settlements		6 916	10 461	6 281	17 855	25 646	25 646	15 474	11 952	11 372
Vote 11 - ldp, Pms Department		1 498	1 509	1 860	2 346	2 547	2 547	2 926	2 813	2 947
Vote 12 - Spatial Development, Planning & Traditional		8 700	8 178	8 015	9 915	11 938	11 938	13 311	14 359	14 993
Vote 13 - Electricity Department		752 750	846 383	922 312	812 348	1 089 044	1 089 044	749 700	708 394	741 944
Vote 14 - Maluti Water		86 957	96 778	121 315	160 889	160 558	160 558	111 327	116 894	122 738
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	2 311 616	2 701 340	2 257 121	2 504 011	2 670 547	2 670 547	2 081 050	2 031 557	2 120 287
Surplus/(Deficit) for the year	2	(784 495)	(1 177 012)	(636 051)	(454 112)	(677 008)	(677 008)	76 130	260 028	308 501

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Table 16 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

- Table A4 is a view of the budgeted financial performance in relation to the revenue by source and expenditure by type.
- The below table indicates a deficit of R146 million due to the exclusion of the R36 million for inventory items.

FS194 Maluti-a-Phofung - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description		Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand		1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source												
Property rates	2		155 126	168 487	168 505	185 701	111 979	111 979	90 824	111 979	117 018	122 634
Service charges - electricity revenue	2		218 477	178 525	124 622	353 245	421 470	421 470	51 645	446 336	483 832	520 261
Service charges - water revenue	2		81 394	74 837	76 339	95 990	99 964	99 964	85 592	209 623	221 269	233 455
Service charges - sanitation revenue	2		34 937	34 783	42 551	56 206	41 724	41 724	37 553	44 186	46 881	49 694
Service charges - refuse revenue	2		31 368	33 659	41 941	52 818	41 364	41 364	36 791	43 804	46 476	49 265
Rental of facilities and equipment			1 023	1 032	987	1 570	1 680	1 680	973	1 781	1 888	2 001
Interest earned - external investments			2 524	11 062	2 305	6 610	6 610	6 610	316	10 100	10 555	11 062
Interest earned - outstanding debtors			9 488	36 584	27 998	81 535	38 796	38 796	20 598	41 358	44 480	47 477
Dividends received												
Fines, penalties and forfeits			2 049	652	196	1 102	306	306	98	1 102	267	283
Licences and permits												
Agency services												
Transfers and subsidies			809 864	648 467	734 074	677 789	677 789	677 789	748 895	754 206	798 461	853 294
Other revenue	2		2 250	120 858	173 063	287 900	302 427	302 427	70 991	234 760	246 373	258 688
Gains			3	-	74	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)			1 348 503	1 308 945	1 392 654	1 800 467	1 744 108	1 744 108	1 144 276	1 899 235	2 017 501	2 148 115
Expenditure By Type												
Employee related costs	2		484 117	870 106	547 084	597 356	643 450	643 450	562 572	660 113	684 302	715 242
Remuneration of councillors			31 109	24 575	25 699	29 333	29 263	29 263	23 629	30 608	31 983	33 419
Debt impairment	3		121 951	-	95 321	278 476	161 217	161 217	4 117	120 000	125 000	130 000
Depreciation & asset impairment	2		282 733	300 083	340 242	223 795	143 795	143 795	-	111 500	117 575	122 654
Finance charges			477 278	559 702	146 607	150 129	150 194	150 194	156 426	90 150	94 608	99 317
Bulk purchases - electricity	2		675 272	736 744	798 701	738 475	737 175	737 175	700 599	506 499	531 824	558 415
Inventory consumed	8		1 128	800	818	692	692	692	2 115	1 101	1 167	1 237
Contracted services			102 671	132 786	140 806	174 956	375 308	375 308	180 804	223 921	132 464	133 250
Transfers and subsidies			88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797
Other expenditure	4, 5		33 899	43 221	48 022	101 955	133 848	133 848	51 553	127 241	106 531	110 737
Losses			8	31 434	63	8	8	8	-	-	-	-
Total Expenditure			2 298 175	2 693 374	2 236 782	2 463 176	2 549 106	2 549 106	1 745 004	2 045 289	1 998 923	2 086 067
Surplus/(Deficit)			(949 671)	(1 384 429)	(844 128)	(662 708)	(804 998)	(804 998)	(600 728)	(146 054)	18 578	62 048
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			178 618	215 383	228 415	249 431	249 431	249 431	129 420	257 945	274 084	280 673
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)												
Transfers and subsidies - capital (in-kind - all)												
Surplus/(Deficit) after capital transfers & contributions			(771 053)	(1 169 045)	(615 713)	(413 277)	(555 567)	(555 567)	(471 308)	111 891	292 662	342 721
Taxation												
Surplus/(Deficit) after taxation			(771 053)	(1 169 045)	(615 713)	(413 277)	(555 567)	(555 567)	(471 308)	111 891	292 662	342 721
Attributable to minorities												
Surplus/(Deficit) attributable to municipality			(771 053)	(1 169 045)	(615 713)	(413 277)	(555 567)	(555 567)	(471 308)	111 891	292 662	342 721
Share of surplus/ (deficit) of associate												
Surplus/(Deficit) for the year			(771 053)	(1 169 045)	(615 713)	(413 277)	(555 567)	(555 567)	(471 308)	111 891	292 662	342 721

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Table 17 MBRR Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 01 - Legislative Authority		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 04 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 05 - Municipal Infrastructure		-	-	-	-	-	-	-	-	-	-
Vote 06 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Public Safety & Transport		-	-	-	-	-	-	-	-	-	-
Vote 08 - Sports, Arts, Parks, Culture		-	-	-	-	-	-	-	-	-	-
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-
Vote 10 - Human Settlements		-	-	-	-	-	-	-	-	-	-
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		-	-	-	-	-	-	-	-	-	-
Vote 14 - Maluti Water		-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 01 - Legislative Authority		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		169	3 609	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		-	282	1 673	4 357	5 357	5 357	886	3 000	-	-
Vote 04 - Financial Services		-	579	24	2 000	2 000	2 000	521	1 000	-	-
Vote 05 - Municipal Infrastructure		88 810	9 553	186 485	152 569	168 102	168 102	104 719	201 592	226 588	207 287
Vote 06 - Community Services		35 552	(844)	16 511	16 950	8 999	8 999	7 986	24 583	3 872	17 221
Vote 07 - Public Safety & Transport		-	3 953	1 604	2 000	9 000	9 000	981	6 100	-	-
Vote 08 - Sports, Arts, Parks, Culture		14 328	-	7 405	22 100	18 395	18 395	10 457	9 417	8 836	19 790
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-
Vote 10 - Human Settlements		-	-	-	11 986	11 986	11 986	-	-	-	-
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		14 220	(8 329)	19 319	44 706	50 827	50 827	33 462	47 000	25 000	26 122
Vote 14 - Maluti Water		19	28	149	10 293	10 293	10 293	909	1 812	1 903	1 998
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		153 098	8 832	233 169	266 961	284 959	284 959	159 921	294 505	266 198	272 419
Total Capital Expenditure - Vote		153 098	8 832	233 169	266 961	284 959	284 959	159 921	294 505	266 198	272 419
Capital Expenditure - Functional											
Governance and administration		188	4 499	1 846	16 650	17 650	17 650	2 317	9 412	1 903	1 998
Executive and council		19	28	149	10 293	10 293	10 293	909	1 812	1 903	1 998
Finance and administration		169	4 470	1 697	6 357	7 357	7 357	1 408	7 600	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		49 880	3 109	25 520	53 036	48 380	48 380	19 424	36 500	12 707	37 012
Community and social services		35 552	(844)	16 511	16 950	8 999	8 999	7 986	25 583	3 872	17 221
Sport and recreation		14 328	-	7 405	22 100	18 395	18 395	10 457	9 417	8 836	19 790
Public safety		-	3 953	1 604	2 000	9 000	9 000	981	1 500	-	-
Housing		-	-	-	11 986	11 986	11 986	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		27 946	3 024	34 868	37 000	16 676	16 676	5 857	45 277	40 551	85 117
Planning and development		-	-	-	-	-	-	-	-	-	-
Road transport		27 946	3 024	34 868	37 000	16 676	16 676	5 857	45 277	40 551	85 117
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		75 084	(1 799)	170 936	160 275	202 253	202 253	132 324	203 315	211 037	148 293
Energy sources		14 220	(8 329)	19 319	44 706	50 827	50 827	33 462	47 000	25 000	26 122
Water management		30 020	5 028	102 225	62 929	58 097	58 097	29 559	101 276	132 678	67 029
Waste water management		30 843	1 501	49 393	52 640	93 329	93 329	69 303	55 039	44 007	55 141
Waste management		-	-	-	-	-	-	-	-	9 353	-
Other											
Total Capital Expenditure - Functional	3	153 098	8 832	233 169	266 961	284 959	284 959	159 921	294 505	266 198	272 419
Funded by:											
National Government		146 892	5 685	194 993	240 311	240 309	240 309	146 717	248 593	264 296	270 421
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial		-	-	-	-	-	-	-	-	-	-
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	146 892	5 685	194 993	240 311	240 309	240 309	146 717	248 593	264 296	270 421
Borrowing	6										
Internally generated funds		6 186	3 147	38 176	26 650	44 650	44 650	13 205	45 912	1 903	1 998
Total Capital Funding	7	153 079	8 832	233 169	266 961	284 959	284 959	159 921	294 505	266 198	272 419

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Explanatory Note to Table A5- Budgeted Capital Expenditure by vote, standard classification and funding source

- ✓ Table A5 is a breakdown of capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations) capital expenditure by standard classification, and funding sources required to fund the Capital budget, including information on capital transfers from National and Provincial Departments.
- ✓ The total allocation for capital expenditure is **R294.5 million** for **2022/23**.
- ✓ The Capital Budget funded by National Government for **2022/23** amounts to **R248.5 million**
- ✓ Capital budget from own source is **R45.9 million** in **2022/23** financial year.

Consolidated Capital by Funding Source

Description	Current year Budget 2021/22	% Change	2022/23 MTREF		
			Budget Year 2022/23	Budget Year+1 2023/24	Budget Year+2 2024/25
CAPITAL GRANTS					
Municipal Infrastructure Grant (MIG) - excluding PMU allocation	173 322 750	3%	177 696 550	185 978 650	194 788 950
Energy Efficiency and Demand Side Management Grant	3 000 000	0%	-	-	-
Integrated Electrification Programme (INEG)	27 000 000	19%	32 000 000	25 000 000	26 122 000
Water Services Infrastructure Grant (WSIG)	25 000 000	56%	38 896 000	53 317 000	49 510 000
Municipal Housing Emergency Grant (DHS)	11 986 026	-100%	-	-	-
Total National Grants	240 308 776	3%	248 592 550	264 295 650	270 420 950
OWN FUNDS ALLOCATIONS					
Capital Fixed Assets	44 650 113	3%	45 912 000	1 902 600	1 997 730
Total own funds allocation	44 650 113	3%	45 912 000	1 902 600	1 997 730
TOTAL CAPITAL BUDGET	284 958 889	3%	294 504 550	266 198 250	272 418 680
PROJECT MANAGEMENT UNIT	9 122 250	3%	9 352 450	9 788 350	10 252 050

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Table 18 -List of Capital Project for 2022/23

Description (Functional classification)	Source of funding	Budget 2021/22	2022/23 MTREF		
			Budget year 2022/23	Budget year +1 2023/24	Budget year +2 2024/25
ROADS PROJECTS		8 676 087	30 276 909	40 551 184	85 116 558
Monontsha: Construction of footbridge	MIG	-	6 135 991	-	-
Upgrading of paved road Motebang -Phase 2	MIG	-	2 514 200	6 500 000	45 167 742
Makwane paved road phase 1	MIG	-	-	12 000 000	12 000 000
MAP rural footbridges	MIG	-	-	12 973 608	12 026 392
Qhoqolosing paved road phase 1	MIG	-	-	8 077 576	15 922 424
Intabazwe Ext:3 Paved Roads Phase 3	MIG	4 950 000	10 452 805	-	-
Namahadi: construction of 5km paved roads Phase 4	MIG	3 726 087	11 173 913	1 000 000	-
WATER PROJECTS		58 097 380	101 276 271	132 677 672	67 029 336
Chris Hani Park: Water Reticulation 500 Stands	MIG	8 440 341	15 577 769	-	-
Intabazwe ext 3 Water reticulation	MIG	683 096	4 106 680	18 955 809	-
Mphatlalatsane: Construction of Water Network and supply line for 500 stands	MIG	3 829 891	-	-	-
Thaba Bosiu Water Pipeline	MIG	8 855 816	26 579 207	26 854 882	-
Hasehunya water reticulation	MIG	2 004 856	2 731 019	15 574 576	-
Upgrading of water pump station	MIG	-	1 480 664	12 975 405	17 519 336
Matebeleng: Construction of 3ML Reservoir	MIG	5 311 725	11 904 933	5 000 000	-
Wilge: Construction of a 6ML Reservoir	MIG	3 971 655	-	-	-
Water meter projects[revenue non revenue]	WSIG	21 366 086	-	28 317 000	24 510 000
Fika Patso purification project	WSIG	-	38 896 000	25 000 000	25 000 000
Upgrading of the supply to Phuthas and CBD area	WSIG	2 150 000	-	-	-
Upgrading of Intabazwe rising main	WSIG	1 210 000	-	-	-
Sterkfontein \ Tshiame \ Makholokweng bulk pipe line	WSIG	273 914	-	-	-
WASTE WATER MANAGEMENT/ SEWERAGE PROJECTS		93 328 581	55 039 081	44 006 799	55 141 401
Intabazwe Ext. 3: Construction of Waterborne Sewer Network for 1020 erven	MIG	4 500 000	12 572 272	-	-
Refurbishment of sewer pump stations	MIG	6 762 585	12 437 969	11 430 000	-
Namahadi: Construction of sewer reticulation network	MIG	4 565 996	10 028 840	2 000 000	-
Qwaqwa: Construction of 2400 VIP Toilets - Phase 13A	MIG	-	20 000 000	30 576 799	55 141 401
Qwaqwa: Construction of 3500 VIP Toilets - Phase 12C	MIG	77 500 000	-	-	-
COMMUNITY FACILITY PROJECTS		8 999 217	21 583 084	13 224 247	17 221 170
Upgrading of Phuthaditjhaba town hall	MIG	8 999 217	21 583 084	-	-
Phuthaditjhaba taxi facility phase 2	MIG	-	-	3 871 747	17 221 170
Specialized vehicles (solid waste)	MIG	-	-	9 352 500	-
SPORTS AND RECREATIONAL FACILITIES		18 394 837	8 417 205	8 835 748	19 790 485
Refurbishment of Charles Mopedi Stadium - Phase 1	MIG	8 394 837	-	-	-
Refurbishment of Charles Mopedi Stadium - Phase 2	MIG	-	-	2 209 515	8 790 485
Upgrading of Platberg stadium Phase 1	MIG	-	8 417 205	6 626 233	-
Upgrading of Platberg stadium Phase 2	MIG	-	-	-	11 000 000
Upgrading of Bluegumbosch stadium	MIG	10 000 000	-	-	-
ELECTRICITY PROJECTS		40 826 647	32 000 000	25 000 000	26 122 000
Upgrading of E-Ross Substation- Phase 1	DOE	27 000 000	32 000 000	25 000 000	26 122 000
Maluti-a-Phofung: High mast lights in 4 towns (Phase 2)	MIG	10 826 647	-	-	-
Energy Demand Management Grant	EDMG	3 000 000	-	-	-
EMERGENCY HOUSING SUPPORT GRANT		11 986 026	-	-	-
Housing	EHG	11 986 026	-	-	-
TOTAL ASSETS FUNDED BY NATIONAL GRANTS		240 308 776	248 592 550	264 295 650	270 420 950

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The total consolidated capital budget to be funded by own source (fixed assets) is **R45.9 million**.

Own source fixed assets	Budget 2021/22	2022/23 MTREF		
		Budget year 2022/23	Budget year +1 2023/24	Budget year +2 2024/25
PARENT MUNICIPALITY	34 000 000	44 100 000	-	-
Printing Machinery & equipment	2 000 000	1 000 000	-	-
Computer & equipment	3 000 000	2 000 000	-	-
Furniture & fittings	2 000 000	1 000 000	-	-
Yellow Fleet	8 000 000	15 000 000	-	-
Machinery & equipment (Community services)		3 000 000		
Machinery & equipment (Disaster)		1 000 000		
Vehicles (Centralised)	9 000 000	1 500 000	-	-
Vehicles (Security unit)	-	2 600 000	-	-
Machinery & equipment (Security unit)		1 000 000		
Machinery & equipment (Sports, arts, culture))		1 000 000		
Transformers	10 000 000	15 000 000	-	-
MAP WATER	10 650 113	1 812 000	1 902 600	1 997 730
Infrastructure Upgrade - Hardware	357 217	-	-	-
Motor Vehicles	4 517 381	-	-	-
Equipment Other	178 773	180 000	189 000	198 450
Plant And Machinery	1 130 435	540 000	567 000	595 350
Refurbishment Projects	4 057 165	900 000	945 000	992 250
Furniture & Fitting	211 593	36 000	37 800	39 690
Office Equipment	44 684	36 000	37 800	39 690
Computers	152 865	120 000	126 000	132 300
TOTAL ASSETS FUNDED BY OWN SOURCE	44 650 113	45 912 000	1 902 600	1 997 730

Table 19 MBRR Table A6 - Budgeted Financial Position

The reporting on the municipality's financial position and cash flow is currently not accurate. The information is populated from the system, the financial system vendor has been engaged to breakdown the items linked to the balance sheet and cash flow reports. The municipality attempted the budgeting, however some votes could not go through. The corrections are currently being made with the assistance of the financial systems vendor.

Due to the locked schedules, the budgeting can no longer be populated manually.

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FS194 Maluti-a-Phofung - Table A6 Consolidated Budgeted Financial Position

Table A6 Consolidated Budgeted Financial Position											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
ASSETS											
Current assets											
Cash		(32 108)	(23 357)	(477 339)	475 325	475 325	475 325	78 134	(462 462)	(28 468 118)	–
Call investment deposits	1	6 707	22 762	22 819	–	–	–	22 819	9 022	9 564	10 137
Consumer debtors	1	888 371	1 239 907	1 375 848	210 253	1 438 467	1 438 467	1 557 238	2 018 200	2 139 292	2 267 650
Other debtors		674 632	840 512	1 012 150	168 418	951 528	951 528	1 194 359	292 644	310 202	328 815
Current portion of long-term receivables		144	144	144	–	–	–	144	–	–	–
Inventory	2	5 720	5 817	6 644	6 735	6 735	6 735	5 771	5 543	4 266	2 927
Total current assets		1 543 466	2 085 785	1 940 267	860 731	2 872 055	2 872 055	2 858 465	1 862 947	(26 004 794)	2 609 529
Non current assets											
Long-term receivables		(155)	(144)	-144 153,38	–	–	–	(144)	–	–	–
Investments											
Investment property		51 413	53 717	53 717	–	–	–	53 717	–	–	–
Investment in Associate											
Property, plant and equipment	3	3 066 963	3 798 692	3 691 619	266 961	1 750 882	1 750 882	3 851 541	7 792 365	266 198	272 419
Biological											
Intangible		1 532	233	233	–	–	–	233	–	–	–
Other non-current assets											
Total non current assets		3 119 754	3 852 499	3 745 426	266 961	1 750 882	1 750 882	3 905 347	7 792 365	266 198	272 419
TOTAL ASSETS		4 663 220	5 938 283	5 685 692	1 127 692	4 622 936	4 622 936	6 763 812	9 655 313	(25 738 595)	2 881 948
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	–	(15 019)	(18 216)	–	–	–	(18 216)	–	–	–
Consumer deposits		25 053	25 237	25 510	279	26 176	26 176	25 882	295	313	332
Trade and other payables	4	5 374 805	6 789 202	8 477 769	(174 247)	4 336 046	4 336 046	8 810 982	5 668 665	5 021 627	8 275 396
Provisions		108 486	667 664	667 664	–	667 664	667 664	667 646	–	–	–
Total current liabilities		5 508 344	7 467 084	9 152 727	(173 968)	5 029 887	5 029 887	9 486 293	5 668 960	5 021 940	8 275 728
Non current liabilities											
Borrowing		8 579	9 934	10 166	–	320	320	10 166	–	–	–
Provisions		–	–	–	–	–	–	–	–	–	–
Total non current liabilities		8 579	9 934	10 166	–	320	320	10 166	–	–	–
TOTAL LIABILITIES		5 516 923	7 477 018	9 162 892	(173 968)	5 030 206	5 030 206	9 496 458	5 668 960	5 021 940	8 275 728
NET ASSETS	5	(853 703)	(1 538 735)	(3 477 200)	1 301 660	(407 270)	(407 270)	(2 732 646)	3 986 352	(30 760 536)	(5 393 780)
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		(627 327)	(1 423 300)	(1 941 514)	1 335 851	(79 539)	(79 539)	(2 433 781)	4 016 372	(30 732 392)	(5 362 710)
Reserves	4	(212 934)	(212 934)	(212 934)	–	(212 934)	(212 934)	(212 934)	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	5	(840 262)	(1 636 234)	(2 154 448)	1 335 851	(292 473)	(292 473)	(2 646 715)	4 016 372	(30 732 392)	(5 362 710)

Table 20 MBRR Table A7 - Budgeted Cash Flow Statement

The reporting on the municipality's financial position and cash flow is currently not accurate. The information is populated from the system, the financial system vendor has been engaged to breakdown the items linked to the balance sheet and cash flow reports. The municipality attempted the budgeting, however some votes could not go through. The corrections are currently being made with the assistance of the financial systems vendor.

Due to the locked schedules, the budgeting can no longer be populated manually.

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FS194 Maluti-a-Phofung - Table A7 Consolidated Budgeted Cash Flows

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	97 351	97 351	97 351	108 702	138 133	146 421	–
Service charges		–	–	–	273 504	273 504	273 504	157 891	404 913	449 075	–
Other revenue		–	–	–	1 360 683	1 360 683	1 360 683	638 689	(417 169)	(752 760)	–
Transfers and Subsidies - Operational	1	–	–	–	9 332	9 332	9 332	9 332	753 706	798 461	–
Transfers and Subsidies - Capital	1	–	–	–	234 445	234 445	234 445	254 445	257 945	274 084	–
Interest		–	–	–	–	–	–	–	10 100	10 555	11 062
Dividends									–	–	–
Payments											
Suppliers and employees		–	–	–	(2 711 069)	(4 154 805)	(4 154 805)	(383 846)	(1 846 494)	(2 849 689)	–
Finance charges									–	–	–
Transfers and Grants	1								–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	–	–	(735 754)	(2 179 490)	(2 179 490)	785 213	(698 866)	(1 923 853)	11 062
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									–	–	–
Decrease (increase) in non-current receivables		(155)	10	–	144	–	–	–	–	–	–
Decrease (increase) in non-current investments									–	–	–
Payments											
Capital assets		–	–	–	(266 961)	(266 961)	(266 961)	(159 921)	(294 505)	(266 198)	–
NET CASH FROM/(USED) INVESTING ACTIVITIES		(155)	10	–	(266 817)	(266 961)	(266 961)	(159 921)	(294 505)	(266 198)	–
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									–	–	–
Borrowing long term/refinancing									–	–	–
Increase (decrease) in consumer deposits		(25 053)	(184)	(273)	25 231	(25 898)	(25 898)	(372)	(25 881)	18	19
Payments											
Repayment of borrowing									–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		(25 053)	(184)	(273)	25 231	(25 898)	(25 898)	(372)	(25 881)	18	19
NET INCREASE/ (DECREASE) IN CASH HELD		(25 208)	(173)	(273)	(977 340)	(2 472 349)	(2 472 349)	624 920	(1 019 251)	(2 190 033)	11 081
Cash/cash equivalents at the year begin:	2	8 167	266 689	(598)	–	–	–	(286 764)	–	(1 019 251)	(3 209 285)
Cash/cash equivalents at the year end:	2	(17 041)	266 516	(871)	(977 340)	(2 472 349)	(2 472 349)	338 156	(1 019 251)	(3 209 285)	(3 198 204)

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Table 21 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

Explanatory notes to Table A8 – Cash Backed Reserves/Accumulated Surplus Reconciliation

The information in this table depends on the correctness of the Balance sheet and Cash flow statements.

The reporting on the municipality's financial position and cash flow is currently not accurate. The information is populated from the system, the financial system vendor has been engaged to breakdown the items linked to the balance sheet and cash flow reports. The municipality attempted the budgeting, however some votes could not go through. The corrections are currently being made with the assistance of the financial systems vendor.

Due to the locked schedules, the budgeting can no longer be populated manually.

FS194 Maluti-a-Phofung - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	(17 041)	266 516	(871)	(977 340)	(2 472 349)	(2 472 349)	338 156	(1 019 251)	(3 209 285)	(3 198 204)
Other current investments > 90 days		(8 360)	(267 110)	(453 649)	1 452 665	2 947 674	2 947 674	(237 202)	565 812	(25 249 269)	3 208 342
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		(25 401)	(594)	(454 520)	475 325	475 325	475 325	100 954	(453 440)	(28 458 554)	10 137
Application of cash and investments											
Unspent conditional transfers		57 726	15 065	26 293	-	-	-	154 196	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	4 953 365	6 343 343	7 950 041	(581 260)	(189 443)	(189 443)	1 731 111	5 600 809	5 524 463	8 184 972
Other provisions											
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5	(212 934)	(212 934)	(212 934)	-	(212 934)	(212 934)	(212 934)	-	-	-
Total Application of cash and investments:		4 798 157	6 145 474	7 763 399	(581 260)	(402 377)	(402 377)	1 672 372	5 600 809	5 524 463	8 184 972
Surplus(shortfall)		(4 823 558)	(6 146 069)	(8 217 919)	1 056 585	877 703	877 703	(1 571 418)	(6 054 248)	(33 983 017)	(8 174 834)

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Table 22 MBRR Table A9 - Asset Management

Table A9 provides an overview of municipal capital allocations to building new assets and renewal of existing assets, as well as spending on repairs and maintenance by asset class.

FS194 Maluti-a-Phofung - Table A9 Consolidated Asset Management

Description		Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
R thousand												
CAPITAL EXPENDITURE												
Total New Assets			1	153 072	7 064	233 092	264 961	282 959	282 959	292 505	266 198	272 419
Roads Infrastructure				27 946	–	15 088	34 000	8 676	8 676	30 277	40 551	85 117
Storm water Infrastructure				–	–	–	–	–	–	–	–	–
Electrical Infrastructure				14 220	(8 329)	19 319	63 706	50 827	50 827	47 000	25 000	26 122
Water Supply Infrastructure				30 020	5 028	102 225	43 929	58 097	58 097	101 276	132 678	67 029
Sanitation Infrastructure				30 843	1 501	49 393	52 640	93 329	93 329	55 039	44 007	55 141
Infrastructure				103 030	(1 799)	186 024	194 275	210 929	210 929	233 592	242 236	233 409
Community Facilities				35 552	(844)	16 511	16 950	8 999	8 999	21 583	3 872	17 221
Sport and Recreation Facilities				14 328	–	6 088	22 100	18 395	18 395	8 417	8 836	19 790
Community Assets				49 880	(844)	22 599	39 050	27 394	27 394	30 000	12 707	37 012
Housing				–	–	–	11 986	11 986	11 986	–	–	–
Other Assets				–	–	–	11 986	11 986	11 986	–	–	–
Intangible Assets				–	–	–	–	–	–	–	–	–
Computer Equipment				143	2 122	1 595	2 510	3 510	3 510	2 120	126	132
Furniture and Office Equipment				–	608	47	2 256	2 256	2 256	1 072	76	79
Machinery and Equipment				19	3 024	21 222	8 366	13 366	13 366	21 620	1 701	1 786
Transport Assets				–	3 953	1 604	6 517	13 517	13 517	4 100	9 353	–
Total Renewal of Existing Assets			2	26	1 768	78	2 000	2 000	2 000	2 000	–	–
Machinery and Equipment				26	1 768	78	2 000	2 000	2 000	2 000	–	–
Total Capital Expenditure			4	153 098	8 832	233 169	266 961	284 959	284 959	294 505	266 198	272 419
Roads Infrastructure				27 946	–	15 088	34 000	8 676	8 676	30 277	40 551	85 117
Storm water Infrastructure				–	–	–	–	–	–	–	–	–
Electrical Infrastructure				14 220	(8 329)	19 319	63 706	50 827	50 827	47 000	25 000	26 122
Water Supply Infrastructure				30 020	5 028	102 225	43 929	58 097	58 097	101 276	132 678	67 029
Sanitation Infrastructure				30 843	1 501	49 393	52 640	93 329	93 329	55 039	44 007	55 141
Infrastructure				103 030	(1 799)	186 024	194 275	210 929	210 929	233 592	242 236	233 409
Community Facilities				35 552	(844)	16 511	16 950	8 999	8 999	21 583	3 872	17 221
Sport and Recreation Facilities				14 328	–	6 088	22 100	18 395	18 395	8 417	8 836	19 790
Community Assets				49 880	(844)	22 599	39 050	27 394	27 394	30 000	12 707	37 012
Investment properties				–	–	–	–	–	–	–	–	–
Housing				–	–	–	11 986	11 986	11 986	–	–	–
Other Assets				–	–	–	11 986	11 986	11 986	–	–	–
Intangible Assets				–	–	–	–	–	–	–	–	–
Computer Equipment				143	2 122	1 595	2 510	3 510	3 510	2 120	126	132
Furniture and Office Equipment				–	608	47	2 256	2 256	2 256	1 072	76	79
Machinery and Equipment				45	4 792	21 300	10 366	15 366	15 366	23 620	1 701	1 786
Transport Assets				–	3 953	1 604	6 517	13 517	13 517	4 100	9 353	–
TOTAL CAPITAL EXPENDITURE - Asset class				153 098	8 832	233 169	266 961	284 959	284 959	294 505	266 198	272 419

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Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
ASSET REGISTER SUMMARY - PPE (WDV)	5	2 642 954	3 148 508	3 041 435	266 961	1 046 747	1 046 747	7 792 365	266 198	272 419
Roads Infrastructure		27 946	154 367	(156 754)	34 000	8 676	8 676	30 277	40 551	85 117
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		14 220	(8 329)	10 990	63 706	50 827	50 827	47 000	25 000	26 122
Water Supply Infrastructure		1 800 433	2 148 853	2 251 078	43 929	58 097	58 097	7 599 137	132 678	67 029
Sanitation Infrastructure		30 843	19 821	69 214	52 640	93 329	93 329	55 039	44 007	55 141
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		866	866	866	-	-	-	-	-	-
Infrastructure		1 874 308	2 315 579	2 175 394	194 275	210 929	210 929	7 731 453	242 236	233 409
Community Assets		(59 161)	145 808	162 805	39 050	27 394	27 394	30 000	12 707	37 012
Heritage Assets		-	-	-	-	-	-	-	-	-
Investment properties		51 413	53 717	53 717	-	-	-	-	-	-
Other Assets		768 637	609 501	604 909	11 986	773 774	773 774	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		1 532	233	233	-	-	-	-	-	-
Computer Equipment		121	14 608	15 914	2 510	3 510	3 510	2 120	126	132
Furniture and Office Equipment		376	(7 604)	(8 598)	2 256	2 256	2 256	1 072	76	79
Machinery and Equipment		3 612	10 595	29 386	10 366	15 366	15 366	23 620	1 701	1 786
Transport Assets		2 117	6 071	7 675	6 517	13 517	13 517	4 100	9 353	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	2 642 954	3 148 508	3 041 435	266 961	1 046 747	1 046 747	7 792 365	266 198	272 419
EXPENDITURE OTHER ITEMS		323 031	354 989	411 332	296 612	380 412	380 412	250 787	181 104	186 124
Depreciation	7	282 733	300 083	340 242	223 795	143 795	143 795	111 500	117 575	122 654
Repairs and Maintenance by Asset Class	3	40 298	54 906	71 089	72 817	236 617	236 617	139 287	63 529	63 470
Roads Infrastructure		2 477	831	2 965	9 000	17 000	17 000	13 000	13 050	13 200
Storm water Infrastructure		5 401	479	-	1 700	1 700	1 700	2 000	2 050	2 100
Electrical Infrastructure		25 737	40 654	61 993	26 000	173 000	173 000	105 000	32 225	32 476
Water Supply Infrastructure		20	101	4	1 307	1 307	1 307	1 263	1 326	1 392
Sanitation Infrastructure		917	698	2 944	11 653	11 653	11 653	-	-	-
Infrastructure		34 553	42 763	67 907	49 659	204 659	204 659	121 263	48 651	49 168
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		454	3 366	284	9 700	17 700	17 700	7 160	3 788	2 813
Housing		-	-	-	-	-	-	-	-	-
Other Assets		454	3 366	284	9 700	17 700	17 700	7 160	3 788	2 813
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		1	15	39	2 032	2 032	2 032	2 050	1 981	2 071
Furniture and Office Equipment		-	7	-	11	11	11	-	-	-
Machinery and Equipment		5 290	8 755	2 859	11 414	12 214	12 214	8 814	9 109	9 417
TOTAL EXPENDITURE OTHER ITEMS		323 031	354 989	411 332	296 612	380 412	380 412	250 787	181 104	186 124
Renewal and upgrading of Existing Assets as % of total capex		0,0%	20,0%	0,0%	0,7%	0,7%	0,7%	0,7%	0,0%	0,0%
Renewal and upgrading of Existing Assets as % of deprecn		0,0%	0,6%	0,0%	0,9%	1,4%	1,4%	1,8%	0,0%	0,0%
R&M as a % of PPE		1,3%	1,4%	1,9%	27,3%	13,5%	13,5%	1,8%	23,9%	23,3%
Renewal and upgrading and R&M as a % of PPE		2,0%	2,0%	2,0%	28,0%	23,0%	23,0%	2,0%	24,0%	23,0%

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Table 23 MBRR Table A10 - Basic Service Delivery Measurement

The table reflects non-financial information. The Municipality currently does not have TRU to be able to populate this information. Hence the sheet is blank.

FS194 Maluti-a-Phofung - Table A10 Consolidated basic service delivery measurement

[illegible]

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Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		3 188	3 908	268	1 470	1 470	1 470	1 557	1 652	1 751
Sanitation (free sanitation service to indigent households)		6 289	6 157	685	3 432	3 432	3 432	3 634	3 856	4 088
Electricity/other energy (50kwh per indigent household per month)		2	3	3	7 440	7 440	7 440	7 879	9 377	10 315
Refuse (removed once a week for indigent households)		7 075	6 769	713	2 724	2 724	2 724	2 885	3 061	3 244
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		16 554	16 837	1 669	15 066	15 066	15 066	15 955	17 946	19 398
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)										
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		663 421	2 639 389	2 856 052	3 161 800	2 138 528	2 138 528	2 138 528	2 234 762	2 342 031
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of subsidised services provided		663 421	2 639 389	2 856 052	3 161 800	2 138 528	2 138 528	2 138 528	2 234 762	2 342 031

PART 2: SUPPORTING DOCUMENTS

8.5. OVERVIEW OF ANNUAL BUDGET PROCESS

The MFMA requires the mayor of a municipality to provide general political guidance over the budget process and the priorities that must guide the preparation of a budget. The new National Treasury Budget Regulations gives further effect to this by prescribing that the mayor of a municipality must establish a budget steering committee to assist in discharging the mayor's budget preparation responsibilities.

The Budget Steering Committee is established and it consists of the following:

- ✓ The Executive Mayor
- ✓ All MMCs
- ✓ Chief Financial Officer
- ✓ Municipal Manager
- ✓ All Directors and Acting Directors

8.5.1. Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in ten months before the start of the new financial year (i.e. in August) a time schedule that sets out the process to revise the IDP and prepare the budget.

The IDP and Budget time schedule of the 2022/23 was affected by the elections processes. The community was consulted in February – March whereby inputs for the IDP review were gathered and can be viewed in Section A subsection 1.1.8 of this document.

8.6. OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN

8.6.1. Municipality aligned to National, Provincial and District Alignment

The IDP fulfils the planning stage of Performance Management, which in turn fulfils the implementation, management, of IDPs. The last component of the cycle of OPMS is reviewed, and the outcome of the performance review process must inform the next cycle of the IDP compilation/review. There are several components to the integration of the PMS.

PMS determines the visions of the municipality as well as its IDP priorities, objectives, performance management and budget, Council's priorities and objectives. They are based on community needs, the Constitutional mandate of Local Government, national legislation and the general KPIs within the framework of powers and functions of MAP. The Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers (2006) 26(6) outlines five Key Performance Areas for Municipal Manager and the S57 Managers and these are as follows:

- a) Basic Service Delivery

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- b) Municipal Transformation and Institutional Development
- c) Local Economic Development
- d) Municipal Financial Viability and Management; and
- e) Good Governance and Public Participation

Table 24 MBRR Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

FS194 Maluti-a-Phofung - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

G 194 Multi-Annual Budget - Supporting Table S44 Reconciliation of RDR Strategic Objectives and Budget (Revenue)													
Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
R thousand													
KPA 5 - GOOD GOVERNANCE & COMMUNITY PARTICIPATION				255 542	144 835	133 061	258 393	263 280	263 280	196 000	205 800	216 090	
NATIONAL OUTCOME7				220 305	185 901	129 932	370 930	427 974	427 974	453 465	492 030	529 278	
NATIONAL OUTCOME6				158 604	171 394	302 505	257 971	215 573	215 573	229 123	235 076	249 180	
NATIONAL OUTCOME4				571	538	572	1 212	1 223	1 223	1 296	1 374	1 457	
NATIONAL OUTCOME3				713 481	806 277	826 583	911 361	835 459	835 459	1 018 751	1 082 594	1 151 453	
NATIONAL OUTCOME1				–	–	–	600	600	600	600	627	657	
Allocations to other priorities				2									
Total Revenue (excluding capital transfers and contributions)				1	1 348 503	1 308 945	1 392 654	1 800 467	1 744 108	1 744 108	1 899 235	2 017 501	2 148 115

Table 25 MBRR Table SA5 - Reconciliation between the IDP strategic objectives and budgeted operating expenditure

FS194 Maluti-a-Phofung - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

PS 194 Maluti-a-Phorung - Supporting Table SA5 Reconciliation of IDP Strategic Objectives and Budget (operating expenditure)													
Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
R thousand													
KPA 5 - GOOD GOVERNANCE & COMMUNITY				98 759	248 826	104 413	164 504	161 539	161 539	168 196	173 330	181 471	
NATIONAL OUTCOME7				752 750	846 383	922 312	812 348	1 089 044	1 089 044	749 700	708 394	741 944	
NATIONAL OUTCOME6				244 957	252 630	338 031	327 990	443 065	443 065	333 523	323 052	334 868	
NATIONAL OUTCOME5				3 084	2 488	3 226	4 858	6 173	6 173	7 574	8 145	8 485	
NATIONAL OUTCOME4				39 860	73 076	38 677	47 248	49 949	49 949	50 846	53 163	55 746	
NATIONAL OUTCOME3				1 033 584	1 136 798	669 289	915 838	671 568	671 568	566 828	568 796	591 885	
NATIONAL OUTCOME1				138 622	141 139	181 171	231 224	249 210	249 210	204 383	196 677	205 889	
Allocations to other priorities													
Total Expenditure				1	2 311 616	2 701 340	2 257 121	2 504 011	2 670 547	2 670 547	2 081 050	2 031 557	2 120 287

Table 26 MBRR Table SA6 - Reconciliation between the IDP strategic objectives and budgeted capital expenditure

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FS194 Maluti-a-Phofung - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework			
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25	
				R thousand									
KPA 5 - GOOD GOVERNANCE & COMMUNITY				169	3 609	—	357	357	357	—	—	—	
NATIONAL OUTCOME7				14 220	(8 329)	19 319	44 706	50 827	50 827	47 000	25 000	26 122	
NATIONAL OUTCOME6				124 362	12 662	204 601	183 505	198 087	198 087	232 275	230 460	224 508	
NATIONAL OUTCOME4				14 328	—	7 405	22 100	18 395	18 395	9 417	8 836	19 790	
NATIONAL OUTCOME3				—	579	24	2 000	2 000	2 000	1 000	—	—	
NATIONAL OUTCOME1				19	310	1 822	14 293	15 293	15 293	4 812	1 903	1 998	
Allocations to other priorities				3									
Total Capital Expenditure				1	153 098	8 832	233 169	266 961	284 959	284 959	294 505	266 198	272 419

8.7. MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

Monitoring is a continuous process of measuring, assessing and analysing and evaluating the performance with regard to the SDBIP, KPI's and targets. Performance measurement is essentially the process of analysing the data provided by the monitoring system in order to assess performance. The preferred and adopted model for Performance Management in Maluti-a-Phofung Municipality is the Municipal Scorecard Model.

According to this model, in measuring performance municipalities need to look at:

- ❖ Inputs: (Resources, Financial Perspective)
- ❖ Outputs: (Results, Service Delivery Perspective)
- ❖ Outcomes: (Impact, Customer satisfaction, growth, Quality of Life)

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Table 27 MBRR Table SA8 - Performance indicators and benchmarks

FS194 Maluti-a-Phofung - Supporting Table SA8 Performance indicators and benchmarks

		2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	20,8%	20,8%	6,6%	6,1%	5,9%	5,9%	9,0%	4,4%	4,7%	4,8%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	88,6%	84,7%	22,3%	13,4%	14,1%	14,1%	39,6%	7,9%	7,8%	7,7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	-4,0%	-4,7%	-4,8%	0,0%	-0,2%	-0,2%	-4,8%	0,0%	0,0%	0,0%
Liquidity											
Current Ratio	Current assets/current liabilities	0,3	0,3	0,2	(4,9)	0,6	0,6	0,3	0,3	(5,2)	0,3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 day s/current liabilities	0,3	0,3	0,2	(4,9)	0,6	0,6	0,3	0,3	(5,2)	0,3
Liquidity Ratio	Monetary Assets/Current Liabilities	(0,0)	(0,0)	(0,0)	(2,7)	0,1	0,1	0,0	(0,1)	(5,7)	0,0
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0,0%	0,0%	0,0%	49,9%	51,8%	51,8%	88,2%	63,4%	65,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0,0%	0,0%	0,0%	49,8%	51,8%	51,8%	88,2%	63,4%	65,0%	0,0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	115,9%	158,9%	171,5%	21,0%	137,0%	137,0%	240,5%	121,7%	121,4%	120,9%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))										
Creditors to Cash and Investments		-29067,9%	2380,1%	-913144,2%	-0,6%	-150,3%	-150,3%	2376,4%	-574,6%	-162,2%	-255,9%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	0	0	0	0	0	0	0	0	0	0
	Total Cost of Losses (Rand '000)	-	-	-	-	-	-	-	-	-	-
	% Volume (units purchased and generated less units sold)/units purchased and generated	-	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	-	-	-	-	-	-	-	-	-	-
	Total Cost of Losses (Rand '000)	0	0	0	0	0	0	0	0	0	0
	% Volume (units purchased and generated less units sold)/units purchased and generated	-	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	35,9%	66,5%	39,3%	33,2%	36,9%	36,9%	49,2%	34,8%	33,9%	33,3%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	38,2%	68,4%	41,1%	34,8%	38,6%	38,6%		36,4%	35,5%	34,9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	3,0%	4,2%	5,1%	4,0%	13,6%	13,6%		7,3%	3,1%	3,0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	56,4%	65,7%	35,0%	20,8%	16,9%	16,9%	13,7%	10,6%	10,5%	10,3%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	-	-	-	-	-	-	39,1	108,5	110,2	117,1
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	299,3%	423,5%	524,9%	50,8%	332,8%	332,8%	907,0%	269,4%	267,0%	265,7%
iii. Cost coverage	(Av ailable cash + investments)/monthly fixed operational expenditure	(0,1)	1,4	(0,0)	(5,4)	(12,8)	(12,8)	2,4	(6,6)	(21,2)	(20,2)

8.8. OVERVIEW OF BUDGET-RELATED POLICIES

The following budget related policies are attached as part of the budget pack on **Annexure F** of the main budget document.

8.8.1. Accounting Policy

This policy highlights the procedures and specific principles to be implemented by the municipality when preparing the financial statements.

8.8.2. Assets Management Policy

This policy focuses on amongst others, effective and efficient control, utilization, safeguarding and management of a municipality's property, plant and equipment.

The objective of this policy is to:

- ✓ implement accrual accounting in terms of prevailing accounting standards; and
- ✓ apply asset management practice in a consistent manner and in accordance with legal requirements and recognized good practice.

8.8.3. Borrowing Policy

Considering the large demand for municipal infrastructure, borrowing is an important element to obtain additional funding sources to fund the municipal capital programme over the medium term. The purpose of the policy is to govern the taking up of short-term or long-term debt according to the legislative framework.

8.8.4. Budget & Reporting Policy

The budget policy aims to develop, maintain processes required in developing a municipality budget and detailing the responsibilities of all stakeholders inclusive of the accounting officer, the council, the public through public participation programmes.

8.8.5. Cash management policy

This policy is currently combining cash and investment management. The items will be separated in the next financial year and going forward. Availability of cash is one of the key requirements for financial sustainability for any organization. All monies collected must be banked and recorded promptly to ensure conditional grants are used for their intended purposes.

8.8.6. Credit Control Policy

This policy has been formulated in terms of section 96(b) and 98 of the Local Government: Municipal Systems Act, 2000.

The objectives of this policy are to provide for:

- ✓ Credit control procedures and mechanisms
- ✓ Debt collection procedures and mechanisms
- ✓ Procedures relating to unauthorised consumption of services, theft and damages.

8.8.7. Expenditure Management Policy

The policy aims to promote accountability and compliance with Municipal Finance Management Act 56 of 2003 on payments made by the municipality.

8.8.8. Funding and reserves policy

The funding and reserves policy is aimed to ensure that the municipality has sufficient and cost-effective funding in order to achieve its objectives through the implementation of its operating and capital budgets.

8.8.9. Generally Recognised Accounting Practices (GRAP) Receivable Impairment Methodology Policy

This policy is currently known as the Impairment of Debtors and Write-Off Policy. The policy aims to set out a methodology for the calculation of impairment of receivables in line with GRAP.

8.8.10. Indigent Management Policy

The objective of this policy is to assist households which are not able to service their municipal accounts as and when they are due and payable, as result of local economic, social and environmental challenges other than through negligence or unwillingness to pay.

8.8.11. Investment Management Policy

The primary object of this policy is to gain the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.

8.8.12. Short Term Risks and Liabilities Policy (New Policy)

The objectives of the policy are to safeguard all municipal assets and protect Council against liabilities and to ensure effective financial and risk management.

8.8.13. Tariff Management Policy

In terms of section 74 of the Systems Act the Council must adopt and implement a tariff policy on the levying of fees for municipal services provided by or on behalf of the Municipality.

8.8.14. Unallocated Deposits Policy

The objectives of the policy are to provide a framework on how to deal with unknown or unclaimed monies in the municipal bank account and to provide guidelines to identify unknown monies in the municipal bank account.

8.8.15. Virement Policy

A virement represents a flexible mechanism to effect budgetary amendments with a municipal financial year.

8.8.16. Prepaid Electricity Vending

The main objective of this policy is to provide clear guidance to the entity's revenue management employees and electricity vendors on the required level of compliance regarding the pre-paid electricity vending.

8.8.17. Rates Policy

This policy document guides the annual setting (or revision) of property rates tariffs.

8.8.18. Cost Containment Measures Policy

This policy document seeks to implement National Treasury Notice 317 of 2019 and MFMA Circular No.97 of July 2019

8.8.19. Supply Chain Management Policy

The policy aims to provide collaborative strategy that integrates the planning, procurement and provisioning processes in order to eliminate non-value adding cost infrastructure, time and activities, seeks to introduce international best practices, whilst at the same time addressing government's preferential procurement policy objectives and whilst serving the end-users and customers efficiently six phases are distinguished in the SCM processes namely:

- a) Demand management
- b) Acquisition management
- c) Logistics management
- d) Disposal management
- e) Risk management
- f) Performance management;

8.8.20. Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy

The aim of the policy is to ensure effective, efficient and transparent systems of financial and risk management and internal control.

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8.8.21. Petty Cash Policy

The objective is to provide guidelines on the usage and management of petty cash by Maluti-A-Phofung Municipality

8.9. OVERVIEW OF BUDGET ASSUMPTIONS

The following budget principles and guidelines directly informed the compilation of the 2022/23 budget.

- ✓ The National Treasury's MFMA Circular 115 and 116 were used to guide the compilation of the 2022/23 budget. Both operational and capital grants are budgeted as allocated on the Division of Revenue Act (DoRA).
- ✓ The 2021/22 February Adjustment budget was used as a baseline for 2022/23 proposed budget.
- ✓ The municipality also considered the fact that the tariff increase should be affordable and should not exceed the projected inflation target as measured by the CPI.
- ✓ Cost Containment Regulations 42514, that was issued on 07 June 2019
- ✓ The need to budget for the repairs of roads, electricity infrastructure, water and sewerage infrastructure; and old municipal fixed assets such as buildings.
- ✓ The municipality had to make budget allocations for movable assets such as computers and furniture for employees have tools of trade.
- ✓ The budget for salaries, allowances and salaries-related benefits shall be separately prepared, and shall not exceed 30% of the aggregate operating budget component of the annual or adjustments budget, as guided by the budget policy.

8.10. OVERVIEW OF BUDGET FUNDING

Table 28 MBRR SA10 – Funding compliance measurement

The information in this table depends on the correctness of the Balance sheet and Cash flow statements. Due to the locked schedules, the budgeting can no longer be populated manually.

FS194 Maluti-a-Phofung Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	(17 041)	266 516	(871)	(977 340)	(2 472 349)	(2 472 349)	338 156	(1 019 251)	(3 209 285)	(3 198 204)
Cash + investments at the yr end less applications - R'000	18(1)b	2	(4 823 558)	(6 146 069)	(8 217 919)	1 056 585	877 703	877 703	(1 571 418)	(6 054 248)	(33 983 017)	(8 174 834)
Cash year end/monthly employee/supplier payments	18(1)b	3	(0, 1)	1,4	(0,0)	(5,4)	(12,8)	(12,8)	2,4	(6,6)	(21,2)	(20,2)
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(771 053)	(1 169 045)	(615 713)	(413 277)	(555 567)	(555 567)	(471 308)	111 891	292 662	342 721
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(11,9%)	(13,4%)	57,9%	(9,7%)	(6,0%)	(63,8%)	13,5%	1,0%	0,5%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	0,0%	0,0%	0,0%	155,1%	163,4%	163,4%	229,1%	11,1%	(13,0%)	0,0%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	23,4%	0,0%	21,0%	37,4%	22,5%	22,5%	1,4%	14,0%	13,7%	13,3%
Capital payments % of capital expenditure	18(1)c,19	8	0,0%	0,0%	0,0%	100,0%	93,7%	93,7%	100,0%	100,0%	100,0%	0,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								0,0%	0,0%	0,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	33,1%	14,8%	(84,1%)	531,2%	0,0%	15,1%	(3,3%)	6,0%	6,0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	(6,7%)	0,0%	(100,0%)	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	1,3%	1,4%	1,9%	27,3%	13,5%	13,5%	3,6%	1,8%	23,9%	23,3%
Asset renewal % of capital budget	20(1)(vi)	14	0,0%	20,0%	0,0%	0,7%	0,7%	0,7%	0,0%	0,7%	0,0%	0,0%

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8.11. EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES

Table 29 MBRR SA18 – Transfers and grants receipts

FS194 Maluti-a-Phofung - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Local Government Equitable Share										
LGFMG: RECEIPTS		2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Capital Transfers and Grants										
National Government:		167 521	216 764	239 643	234 445	234 445	234 445	257 945	274 084	280 673
EE&DSM GRANT: RECEIPTS		-	-	-	-	-	-	-	-	-
INEP: RECEIPTS		14 000	19 000	10 000	27 000	27 000	27 000	32 000	25 000	26 122
MIG: RECEIPTS		128 521	162 764	159 643	182 445	182 445	182 445	187 049	195 767	205 041
NDPG: RECEIPTS		-	-	-	-	-	-	-	-	-
RBIG: RECEIPTS		-	-	-	-	-	-	-	-	-
TSU_C_M_NG_MEH GRANT:RCPTS		-	-	-	-	-	-	-	-	-
WSIG STERKFORTEIN: RECEIPTS		-	-	-	-	-	-	-	-	-
WSIG: RECEIPTS		25 000	35 000	70 000	25 000	25 000	25 000	38 896	53 317	49 510
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	167 521	216 764	239 643	234 445	234 445	234 445	257 945	274 084	280 673
TOTAL RECEIPTS OF TRANSFERS & GRANTS		169 736	219 467	242 643	237 545	237 545	237 545	261 045	277 184	283 773

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Table 30 MBRR SA19 - Expenditure on transfers and grant programmes

FS194 Maluti-a-Phofung - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Local Government Equitable Share										
LGFMG: TRSF TO REV		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Capital expenditure of Transfers and Grants										
National Government:		207 870	255 304	228 415	234 445	234 445	234 445	257 945	274 084	280 673
EE&DSM GRANT: TRSF TO REV		-	-	-	-	-	-	-	-	-
INEP: TRSF TO REV		5 000	33 000	10 000	27 000	27 000	27 000	32 000	25 000	26 122
MIG: TRSF TO REV		139 823	186 985	148 735	182 445	182 445	182 445	187 049	195 767	205 041
NDPG: TRSF TO REV		-	-	-	-	-	-	-	-	-
RBIG: TRSF TO REV		-	-	-	-	-	-	-	-	-
TSU_C_M_NG_MEH GRANT:TRF R/C		-	-	-	-	-	-	-	-	-
WSIG STERKFONTEIN: TRSF TO REV		-	-	-	-	-	-	-	-	-
WSIG: TRSF TO REV		63 047	35 319	69 681	25 000	25 000	25 000	38 896	53 317	49 510
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		207 870	255 304	228 415	234 445	234 445	234 445	257 945	274 084	280 673
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		207 870	258 007	231 415	237 545	237 545	237 545	261 045	277 184	283 773

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Table 31 Allocations and grants made by the municipality

FS194 Maluti-a-Phofung - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Entities/Other External Mechanisms											
<i>T&S Operational Monetary Munic Entities</i>	2	84 442	-	93 418	160 000	160 000	160 000	63 188	160 000	167 200	175 226
Total Cash Transfers To Entities/Ems'		84 442	-	93 418	160 000	160 000	160 000	63 188	160 000	167 200	175 226
Cash Transfers to other Organs of State											
	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Priv Ent: Subs Fin Entr - Production</i>		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
<i>Hh Oth Trans: Epwp - Non-Statutory Force</i>		-	(6 077)	-	-	-	-	-	-	-	-
<i>Hh Oth Trans: Bursaries Non Employee</i>		3 568	-	-	-	-	-	-	-	-	-
<i>Hh Oth Trans: Epwp - Non-Statutory Force</i>		-	-	-	8 000	14 155	14 155	-	14 155	6 270	6 571
<i>Ts_O_M_Hh_Cash_Unspecified</i>		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:		3 568	(6 077)	-	8 000	14 155	14 155	-	14 155	6 270	6 571
TOTAL CASH TRANSFERS AND GRANTS	6	88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797
Non-Cash Transfers to other municipalities											
	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797

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8.12. COUNCILLORS AND EMPLOYEE BENEFITS

Table 29 MBRR SA18 – Transfers and grants receipts

FS194 Maluti-a-Phofung - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Local Government Equitable Share										
LGFMG: RECEIPTS		2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	2 215	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Capital Transfers and Grants										
National Government:		167 521	216 764	239 643	234 445	234 445	234 445	257 945	274 084	280 673
EE&DSM GRANT: RECEIPTS		-	-	-	-	-	-	-	-	-
INEP: RECEIPTS		14 000	19 000	10 000	27 000	27 000	27 000	32 000	25 000	26 122
MIG: RECEIPTS		128 521	162 764	159 643	182 445	182 445	182 445	187 049	195 767	205 041
NDPG: RECEIPTS		-	-	-	-	-	-	-	-	-
RBIG: RECEIPTS		-	-	-	-	-	-	-	-	-
TSU_C_M_NG_MEH GRANT:RCPTS		-	-	-	-	-	-	-	-	-
WSIG STERKFONTEIN: RECEIPTS		-	-	-	-	-	-	-	-	-
WSIG: RECEIPTS		25 000	35 000	70 000	25 000	25 000	25 000	38 896	53 317	49 510
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	5	167 521	216 764	239 643	234 445	234 445	234 445	257 945	274 084	280 673
TOTAL RECEIPTS OF TRANSFERS & GRANTS		169 736	219 467	242 643	237 545	237 545	237 545	261 045	277 184	283 773

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Table 30 MBRR SA19 - Expenditure on transfers and grant programmes

FS194 Maluti-a-Phofung - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Local Government Equitable Share										
LGFMG: TRSF TO REV		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants		-	2 703	3 000	3 100	3 100	3 100	3 100	3 100	3 100
Capital expenditure of Transfers and Grants										
National Government:		207 870	255 304	228 415	234 445	234 445	234 445	257 945	274 084	280 673
EE&DSM GRANT: TRSF TO REV		-	-	-	-	-	-	-	-	-
INEP: TRSF TO REV		5 000	33 000	10 000	27 000	27 000	27 000	32 000	25 000	26 122
MIG: TRSF TO REV		139 823	186 985	148 735	182 445	182 445	182 445	187 049	195 767	205 041
NDPG: TRSF TO REV		-	-	-	-	-	-	-	-	-
RBIG: TRSF TO REV		-	-	-	-	-	-	-	-	-
TSU_C_M_NG_MEH GRANT:TRF R/C		-	-	-	-	-	-	-	-	-
WSIG STERKFONTEIN: TRSF TO REV		-	-	-	-	-	-	-	-	-
WSIG: TRSF TO REV		63 047	35 319	69 681	25 000	25 000	25 000	38 896	53 317	49 510
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		207 870	255 304	228 415	234 445	234 445	234 445	257 945	274 084	280 673
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		207 870	258 007	231 415	237 545	237 545	237 545	261 045	277 184	283 773

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Table 31 Allocations and grants made by the municipality

FS194 Maluti-a-Phofung - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
Cash Transfers to other municipalities											
<i>Insert description</i>	1										
Total Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Entities/Other External Mechanisms											
<i>T&S Operational Monetary Munic Entities</i>	2	84 442	-	93 418	160 000	160 000	160 000	63 188	160 000	167 200	175 226
Total Cash Transfers To Entities/Ems'		84 442	-	93 418	160 000	160 000	160 000	63 188	160 000	167 200	175 226
Cash Transfers to other Organs of State											
	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
<i>Priv Ent: Subs Fin Entrpr - Production</i>		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
<i>Hh Oth Trans: Epwp - Non-Statutory Force</i>		-	(6 077)	-	-	-	-	-	-	-	-
<i>Hh Oth Trans: Bursaries Non Employee</i>		3 568	-	-	-	-	-	-	-	-	-
<i>Hh Oth Trans: Epwp - Non-Statutory Force</i>		-	-	-	8 000	14 155	14 155	-	14 155	6 270	6 571
<i>Ts_O_M_Hh_Cash_Unspecified</i>		-	-	-	-	-	-	-	-	-	-
Total Cash Transfers To Groups Of Individuals:		3 568	(6 077)	-	8 000	14 155	14 155	-	14 155	6 270	6 571
TOTAL CASH TRANSFERS AND GRANTS	6	88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797
Non-Cash Transfers to other municipalities											
	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
	2										
Total Non-Cash Transfers To Entities/Ems'		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797

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8.13. COUNCILLORS AND EMPLOYEE BENEFITS

Table 32 MBRR SA22 - Summary of councillor and staff benefits

FS194 Maluti-a-Phofung - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages	1	14 988	16 837	13 785	22 330	23 722	23 722	24 790	25 906	27 071
Pension and UIF Contributions		230	179	170	204	128	128	134	140	146
Medical Aid Contributions		261	164	151	248	108	108	113	118	123
Motor Vehicle Allowance		52	—	—	—	—	—	—	—	—
Cellphone Allowance		2 226	3 037	8 339	3 046	3 060	3 060	3 196	3 338	3 486
Housing Allowances		—	—	—	—	—	—	—	—	—
Other benefits and allowances		13 351	4 358	3 254	3 506	2 245	2 245	2 376	2 481	2 591
Sub Total - Councillors		31 109	24 575	25 699	29 333	29 263	29 263	30 608	31 983	33 419
% increase	4		(21,0%)	4,6%	14,1%	(0,2%)	—	4,6%	4,5%	4,5%
Senior Managers of the Municipality										
Basic Salaries and Wages	2	4 455	7 847	5 250	9 482	7 131	7 131	7 502	7 776	8 082
Pension and UIF Contributions		93	109	510	573	530	530	543	555	567
Medical Aid Contributions		50	65	76	135	113	113	131	135	139
Overtime		—	—	—	—	—	—	—	—	—
Performance Bonus		—	—	—	—	—	—	—	—	—
Motor Vehicle Allowance	3	533	520	714	1 486	980	980	1 035	1 075	1 119
Cellphone Allowance	3	57	62	75	162	116	116	122	127	132
Housing Allowances	3	—	—	—	—	—	—	—	—	—
Other benefits and allowances	3	0	0	—	0	0	0	0	0	0
Payments in lieu of leave		154	—	—	—	—	—	—	—	—
Long service awards		—	—	—	—	—	—	—	—	—
Post-retirement benefit obligations	6	—	—	—	—	—	—	—	—	—
Sub Total - Senior Managers of Municipality		5 343	8 603	6 626	11 838	8 870	8 870	9 333	9 667	10 040
% increase	4		61,0%	(23,0%)	78,7%	(25,1%)	—	5,2%	3,6%	3,9%
Other Municipal Staff										
Basic Salaries and Wages		235 626	257 294	261 567	292 635	304 350	304 350	317 645	330 189	346 009
Pension and UIF Contributions		39 698	42 834	42 594	46 853	48 362	48 362	51 317	53 600	56 172
Medical Aid Contributions		15 569	19 700	17 607	18 155	21 283	21 283	22 653	23 672	24 809
Overtime		32 734	41 738	45 498	30 475	58 358	58 358	44 424	42 091	41 989
Performance Bonus		20 083	17 059	19 957	22 791	22 831	22 831	24 377	25 474	26 697
Motor Vehicle Allowance	3	7 652	7 572	7 484	7 625	12 125	12 125	12 913	13 495	14 142
Cellphone Allowance	3	636	616	627	706	776	776	826	863	904
Housing Allowances	3	1 886	2 421	1 455	1 642	1 498	1 498	1 595	1 667	1 747
Other benefits and allowances	3	3 740	4 410	4 186	4 757	5 223	5 223	5 679	5 813	6 092
Payments in lieu of leave		3 368	190 666	1 562	30	2 375	2 375	2 530	2 644	2 771
Long service awards		3 417	(3 882)	2 835	1 368	6 404	6 404	6 820	7 127	7 469
Post-retirement benefit obligations	6	684	(62)	(124)	—	—	—	—	—	—
Sub Total - Other Municipal Staff		365 093	580 367	405 248	427 037	483 586	483 586	490 781	506 635	528 803
% increase	4		59,0%	(30,2%)	5,4%	13,2%	—	1,5%	3,2%	4,4%
Total Parent Municipality		401 544	613 544	437 572	468 208	521 719	521 719	530 722	548 285	572 261
			52,8%	(28,7%)	7,0%	11,4%	—	1,7%	3,3%	4,4%
Board Members of Entities										
Basic Salaries and Wages		—	—	—	—	—	—	—	—	—
Pension and UIF Contributions		—	—	—	—	—	—	—	—	—
Medical Aid Contributions		—	—	—	—	—	—	—	—	—
Overtime		—	—	—	—	—	—	—	—	—
Performance Bonus		—	—	—	—	—	—	—	—	—
Motor Vehicle Allowance	3	—	—	—	—	—	—	—	—	—
Cellphone Allowance	3	—	—	—	—	—	—	—	—	—
Housing Allowances	3	—	—	—	—	—	—	—	—	—
Other benefits and allowances	3	—	—	—	—	—	—	—	—	—
Board Fees		—	—	—	—	—	—	—	—	—
Payments in lieu of leave		—	—	—	—	—	—	—	—	—
Long service awards		—	—	—	—	—	—	—	—	—
Post-retirement benefit obligations	6	—	—	—	—	—	—	—	—	—
Sub Total - Board Members of Entities		—	—	—	—	—	—	—	—	—
% increase	4		—	—	—	—	—	—	—	—

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Summary of Employee and Councillor remuneration	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand										
Senior Managers of Entities										
Basic Salaries and Wages		5 571	6 151	4 600	14 177	14 177	14 177	15 434	16 205	17 016
Pension and UIF Contributions		974	997	745	3 282	3 282	3 282	3 572	3 751	3 939
Medical Aid Contributions		540	609	573	750	750	750	816	857	900
Overtime		676	–	85	903	903	903	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	2 914	552	472	3 124	3 124	3 124	3 401	3 571	3 750
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	149	170	122	633	633	633	689	724	760
Other benefits and allowances	3	1 398	1 526	1 499	1 448	1 448	1 448	1 576	1 655	1 737
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		11	–	–	107	107	107	116	122	128
Post-retirement benefit obligations	6									
Sub Total - Senior Managers of Entities		12 233	10 004	8 094	24 424	24 424	24 424	25 605	26 886	28 230
% increase	4		(18,2%)	(19,1%)	201,7%	–	–	4,8%	5,0%	5,0%
Other Staff of Entities										
Basic Salaries and Wages		54 048	207 071	68 005	69 187	67 641	67 641	75 318	79 084	83 038
Pension and UIF Contributions		10 109	15 444	8 791	13 580	12 554	12 554	14 783	15 522	16 299
Medical Aid Contributions		5 861	7 152	7 349	6 503	6 426	6 426	7 079	7 433	7 805
Overtime		11 178	14 684	14 137	11 096	10 193	10 193	972	1 020	1 071
Performance Bonus		4 015	5 380	6 806	11 193	9 178	9 178	12 185	12 794	13 434
Motor Vehicle Allowance	3	8 476	8 819	10 826	10 131	9 470	9 470	11 028	11 580	12 159
Cellphone Allowance	3	158	–	–	–	–	–	–	–	–
Housing Allowances	3	2 457	2 065	2 181	2 894	2 293	2 293	3 151	3 308	3 474
Other benefits and allowances	3	4 799	10 517	8 814	8 090	7 383	7 383	8 807	9 247	9 709
Payments in lieu of leave		43	–	56	–	–	–	–	–	–
Long service awards		42	–	150	984	1 031	1 031	1 072	1 125	1 181
Post-retirement benefit obligations	6	261	–	–	400	400	400	–	–	–
Sub Total - Other Staff of Entities		101 448	271 133	127 116	134 058	126 571	126 571	134 394	141 114	148 170
% increase	4		167,3%	(53,1%)	5,5%	(5,6%)	–	6,2%	5,0%	5,0%
Total Municipal Entities		113 681	281 137	135 210	158 481	150 995	150 995	160 000	168 000	176 400
TOTAL SALARY, ALLOWANCES & BENEFITS		515 225	894 681	572 783	626 689	672 713	672 713	690 722	716 285	748 661
% increase	4		73,6%	(36,0%)	9,4%	7,3%	–	2,7%	3,7%	4,5%
TOTAL MANAGERS AND STAFF	5,7	484 117	870 106	547 084	597 356	643 450	643 450	660 113	684 302	715 242

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Table 33 MBRR SA23 - Salaries, allowances and benefits (political office bearers/councillors/ senior managers)

FS194 Maluti-a-Phofung - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contribution 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		7 081 271	27 267	1 691 064			8 799 602
Chief Whip			541 179	-	183 759			724 938
Executive Mayor			712 654	12 038	194 344			919 036
Deputy Executive Mayor								-
Executive Committee				45 144				45 144
Total for all other councillors			16 454 860	162 521	3 502 124			20 119 505
Total Councillors	8	-	24 789 964	246 970	5 571 291			30 608 225
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 410 760	332 278	162 000	-		1 905 038
Chief Finance Officer			1 182 667	302 148	172 530	-		1 657 345
SM D01			473 862	951	78 810	-		553 623
SM D02			1 644 590	2 263	197 919	-		1 844 772
SM D03			419 565	792	65 524	-		485 881
SM D04			503 478	949	78 630	-		583 057
SM D05			454 606	31 449	111 550	-		597 605
SM D06			503 478	949	78 630	-		583 057
SM D07			909 276	2 263	210 870	-		1 122 409
List of each official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	7 502 282	674 042	1 156 463	-		9 332 787
A Heading for Each Entity	6,7							
List each member of board by designation								
Entity Name								
Maluti Water (Pty) Ltd								-
BM								-
BM D01					-			-
BM D02			-					-
BM D03			-					-
BM D04			-					-
BM D05			-					-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	32 292 246	921 012	6 727 754	-		39 941 012

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8.14. MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

Table 34 MBRR SA25 - Budgeted monthly revenue and expenditure

FS194 Maluti-a-Phofung - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

2014 Medium-Term Budget - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure																
Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand																
Revenue By Source																
Property rates		9 332	9 332	9 332	9 332	9 332	9 332	9 332	9 332	9 332	9 332	9 332	9 332	111 979	117 018	122 634
Service charges - electricity revenue		37 195	37 195	37 195	37 195	37 195	37 195	37 195	37 195	37 195	37 195	37 195	37 195	446 336	483 832	520 261
Service charges - water revenue		17 469	17 469	17 469	17 469	17 469	17 469	17 469	17 469	17 469	17 469	17 469	17 469	209 623	221 269	233 455
Service charges - sanitation revenue		3 682	3 682	3 682	3 682	3 682	3 682	3 682	3 682	3 682	3 682	3 682	3 682	44 186	46 881	49 654
Service charges - refuse revenue		3 650	3 650	3 650	3 650	3 650	3 650	3 650	3 650	3 650	3 650	3 650	3 650	43 804	46 476	49 265
Rental of facilities and equipment		148	148	148	148	148	148	148	148	148	148	148	148	1 781	1 888	2 001
Interest earned - external investments		842	842	842	842	842	842	842	842	842	842	842	842	10 100	10 555	11 052
Interest earned - outstanding debtors		3 446	3 446	3 446	3 446	3 446	3 446	3 446	3 446	3 446	3 446	3 446	3 446	41 358	44 480	47 477
Dividends received														-	-	-
Fines, penalties and forfeits		92	92	92	92	92	92	92	92	92	92	92	92	1 102	267	283
Licences and permits														-	-	-
Agency services														-	-	-
Transfers and subsidies		62 851	62 851	62 851	62 851	62 851	62 851	62 851	62 851	62 851	62 851	62 851	62 851	754 206	798 461	853 294
Other revenue		19 563	19 563	19 563	19 563	19 563	19 563	19 563	19 563	19 563	19 563	19 563	19 563	234 760	246 373	258 688
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		158 270	158 270	158 270	158 270	158 270	158 270	158 270	158 270	158 270	158 270	158 270	158 270	1 899 235	2 017 501	2 148 115
Expenditure By Type																
Employee related costs		55 009	55 009	55 009	55 009	55 009	55 009	55 009	55 009	55 009	55 009	55 009	55 009	660 113	684 302	715 242
Remuneration of councillors		2 551	2 551	2 551	2 551	2 551	2 551	2 551	2 551	2 551	2 551	2 551	2 551	30 608	31 983	33 419
Debt impairment		10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	120 000	125 000	130 000
Depreciation & asset impairment		9 292	9 292	9 292	9 292	9 292	9 292	9 292	9 292	9 292	9 292	9 292	9 292	111 500	117 575	122 654
Finance charges		7 513	7 513	7 513	7 513	7 513	7 513	7 513	7 513	7 513	7 513	7 513	7 513	90 150	94 608	99 317
Bulk purchases - electricity		42 208	42 208	42 208	42 208	42 208	42 208	42 208	42 208	42 208	42 208	42 208	42 208	506 499	531 824	558 415
Inventory consumed		3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	3 072	(32 689)	1 101	1 167	1 237
Contracted services		18 660	18 660	18 660	18 660	18 660	18 660	18 660	18 660	18 660	18 660	18 660	18 660	223 921	132 464	133 250
Transfers and subsidies		14 513	14 513	14 513	14 513	14 513	14 513	14 513	14 513	14 513	14 513	14 513	14 513	174 155	173 470	181 797
Other expenditure		10 603	10 603	10 603	10 603	10 603	10 603	10 603	10 603	10 603	10 603	10 603	10 603	127 241	106 531	110 737
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	137 660	2 045 289	1 998 923	2 086 067
Surplus/(Deficit)																
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	(15 151)	20 610	(146 054)	18 578	62 048
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		21 495	21 495	21 495	21 495	21 495	21 495	21 495	21 495	21 495	21 495	21 495	21 495	257 945	274 084	280 673
Transfers and subsidies - capital (in-kind - all)														-	-	-
Surplus/(Deficit) after capital transfers & contributions		6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	42 106	111 891	292 662	342 721
Taxation														-	-	-
Attributable to minorities														-	-	-
Share of surplus/ (deficit) of associate														-	-	-
Surplus/(Deficit)	1	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	42 106	111 891	292 662	342 721

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Table 35 MBRR SA26 - Budgeted monthly revenue and expenditure (municipal vote)

FS194 Maluti-a-Phofung - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand																
Revenue by Vote																
Vote 01 - Legislative Authority		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		50	50	50	50	50	50	50	50	50	50	50	50	600	627	657
Vote 04 - Financial Services		101 229	101 229	101 229	101 229	101 229	101 229	101 229	101 229	101 229	101 229	101 229	101 229	1 214 751	1 288 394	1 367 543
Vote 05 - Municipal Infrastructure		34 763	34 763	34 763	34 763	34 763	34 763	34 763	34 763	34 763	34 763	34 763	34 763	417 155	464 518	459 370
Vote 06 - Community Services		2 051	2 051	2 051	2 051	2 051	2 051	2 051	2 051	2 051	2 051	2 051	2 051	24 608	7 079	20 620
Vote 07 - Public Safety & Transport		119	119	119	119	119	119	119	119	119	119	119	119	1 429	613	650
Vote 08 - Sports, Arts, Parks, Culture		809	809	809	809	809	809	809	809	809	809	809	809	9 714	10 210	21 247
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Human Settlements		240	240	240	240	240	240	240	240	240	240	240	240	2 885	2 528	2 680
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		48	48	48	48	48	48	48	48	48	48	48	48	574	586	621
Vote 13 - Electricity Department		40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	485 465	517 030	555 400
Vote 14 - Maluti Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	2 157 180	2 291 585	2 428 788
Expenditure by Vote to be appropriated																
Vote 01 - Legislative Authority		5 121	5 121	5 121	5 121	5 121	5 121	5 121	5 121	5 121	5 121	5 121	5 121	61 448	62 587	65 476
Vote 02 - Office Of The Municipal Manager		1 991	1 991	1 991	1 991	1 991	1 991	1 991	1 991	1 991	1 991	1 991	1 991	23 887	23 740	24 641
Vote 03 - Corporate Services		11 495	11 495	11 495	11 495	11 495	11 495	11 495	11 495	11 495	11 495	11 495	11 495	137 938	126 909	132 633
Vote 04 - Financial Services		50 401	50 401	50 401	50 401	50 401	50 401	50 401	50 401	50 401	50 401	50 401	50 400	604 807	608 674	633 757
Vote 05 - Municipal Infrastructure		13 159	13 159	13 159	13 159	13 159	13 159	13 159	13 159	13 159	13 159	13 159	13 159	157 911	144 722	149 090
Vote 06 - Community Services		2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	24 757	24 025	25 206
Vote 07 - Public Safety & Transport		8 850	8 850	8 850	8 850	8 850	8 850	8 850	8 850	8 850	8 850	8 850	8 850	106 205	112 118	117 522
Vote 08 - Sports, Arts, Parks, Culture		4 237	4 237	4 237	4 237	4 237	4 237	4 237	4 237	4 237	4 237	4 237	4 237	50 846	53 163	55 746
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		1 709	1 709	1 709	1 709	1 709	1 709	1 709	1 709	1 709	1 709	1 709	1 709	20 513	21 210	22 223
Vote 10 - Human Settlements		1 290	1 290	1 290	1 290	1 290	1 290	1 290	1 290	1 290	1 290	1 290	1 290	15 474	11 952	11 372
Vote 11 - Idp, Pms Department		244	244	244	244	244	244	244	244	244	244	244	244	2 926	2 813	2 947
Vote 12 - Spatial Development, Planning & Traditional		1 109	1 109	1 109	1 109	1 109	1 109	1 109	1 109	1 109	1 109	1 109	1 109	13 311	14 359	14 993
Vote 13 - Electricity Department		62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	749 700	708 394	741 944
Vote 14 - Maluti Water		9 277	9 277	9 277	9 277	9 277	9 277	9 277	9 277	9 277	9 277	9 277	9 277	111 327	116 894	122 738
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	2 081 050	2 031 557	2 120 287
Surplus/(Deficit) before assoc.		6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	76 130	260 028	308 501
Tax ation														-	-	-
Attributable to minorities														-	-	-
Share of surplus/ (deficit) of associate														-	-	-
Surplus/(Deficit)	1	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	76 130	260 028	308 501

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Table 36 MBRR SA27 - Budgeted monthly revenue and expenditure (standard classification)

FS194 Maluti-a-Phofung - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue - Functional																
Governance and administration		101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	1 215 351	1 289 021	1 368 200
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	101 279	1 215 351	1 289 021	1 368 200
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		3 192	3 192	3 192	3 192	3 192	3 192	3 192	3 192	3 192	3 192	3 192	3 192	38 305	20 079	44 826
Community and social services		2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	2 063	24 755	7 234	20 765
Sport and recreation		809	809	809	809	809	809	809	809	809	809	809	809	9 714	10 210	21 247
Public safety		119	119	119	119	119	119	119	119	119	119	119	119	1 429	613	650
Housing		201	201	201	201	201	201	201	201	201	201	201	201	2 408	2 022	2 144
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		3 350	3 350	3 350	3 350	3 350	3 350	3 350	3 350	3 350	3 350	3 350	3 350	40 203	50 925	95 989
Planning and development		48	48	48	48	48	48	48	48	48	48	48	48	574	586	621
Road transport		3 302	3 302	3 302	3 302	3 302	3 302	3 302	3 302	3 302	3 302	3 302	3 302	39 629	50 340	95 369
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		71 943	71 943	71 943	71 943	71 943	71 943	71 943	71 943	71 943	71 943	71 943	71 943	863 321	931 560	919 773
Energy sources		40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	40 455	485 465	517 030	555 400
Water management		18 280	18 280	18 280	18 280	18 280	18 280	18 280	18 280	18 280	18 280	18 280	18 280	219 358	257 950	199 816
Waste water management		8 687	8 687	8 687	8 687	8 687	8 687	8 687	8 687	8 687	8 687	8 687	8 687	104 246	96 210	110 477
Waste management		4 521	4 521	4 521	4 521	4 521	4 521	4 521	4 521	4 521	4 521	4 521	4 521	54 253	60 369	54 078
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional		179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	179 765	2 157 180	2 291 585	2 428 788
Expenditure - Functional																
Governance and administration		74 388	74 388	74 388	74 388	74 388	74 388	74 388	74 388	74 388	74 388	74 388	74 388	892 655	891 057	927 841
Executive and council		10 743	10 743	10 743	10 743	10 743	10 743	10 743	10 743	10 743	10 743	10 743	10 743	128 916	132 425	138 613
Finance and administration		63 059	63 059	63 059	63 059	63 059	63 059	63 059	63 059	63 059	63 059	63 059	63 059	756 706	751 457	781 713
Internal audit		586	586	586	586	586	586	586	586	586	586	586	586	7 033	7 175	7 515
Community and public safety		12 981	12 981	12 981	12 981	12 981	12 981	12 981	12 981	12 981	12 981	12 981	12 981	155 772	156 291	163 893
Community and social services		2 129	2 129	2 129	2 129	2 129	2 129	2 129	2 129	2 129	2 129	2 129	2 129	25 547	24 561	25 790
Sport and recreation		4 187	4 187	4 187	4 187	4 187	4 187	4 187	4 187	4 187	4 187	4 187	4 187	50 244	52 534	55 086
Public safety		6 193	6 193	6 193	6 193	6 193	6 193	6 193	6 193	6 193	6 193	6 193	6 193	74 314	73 802	77 370
Housing		472	472	472	472	472	472	472	472	472	472	472	472	5 667	5 394	5 648
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		7 145	7 145	7 145	7 145	7 145	7 145	7 145	7 145	7 145	7 145	7 145	7 145	85 737	88 815	92 233
Planning and development		2 653	2 653	2 653	2 653	2 653	2 653	2 653	2 653	2 653	2 653	2 653	2 653	31 834	33 292	34 832
Road transport		4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	4 492	53 903	55 523	57 402
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		78 548	78 548	78 548	78 548	78 548	78 548	78 548	78 548	78 548	78 548	78 548	78 548	942 579	890 939	931 652
Energy sources		62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	62 475	749 700	708 394	741 944
Water management		3 880	3 880	3 880	3 880	3 880	3 880	3 880	3 880	3 880	3 880	3 880	3 880	46 558	48 886	51 330
Waste water management		3 686	3 686	3 686	3 686	3 686	3 686	3 686	3 686	3 686	3 686	3 686	3 686	44 236	46 448	48 770
Waste management		8 507	8 507	8 507	8 507	8 507	8 507	8 507	8 507	8 507	8 507	8 507	8 507	102 086	87 212	89 608
Other		359	359	359	359	359	359	359	359	359	359	359	359	4 307	4 455	4 667
Total Expenditure - Functional		173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	173 421	2 081 050	2 031 557	2 120 287
Surplus/(Deficit) before assoc.		6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	76 130	260 028	308 501
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	6 344	76 130	260 028	308 501

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Table 37 MBRR SA28 - Budgeted monthly capital expenditure (municipal vote)

FS194 Maluti-a-Phofung - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Multi-year expenditure to be appropriated	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 01 - Legislative Authority		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Municipal Infrastructure		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 06 - Community Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Public Safety & Transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 - Sports, Arts, Parks, Culture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Hunan Settlements		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Maluti Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 01 - Legislative Authority		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		250	250	250	250	250	250	250	250	250	250	250	250	3 000	-	-
Vote 04 - Financial Services		83	83	83	83	83	83	83	83	83	83	83	83	1 000	-	-
Vote 05 - Municipal Infrastructure		16 799	16 799	16 799	16 799	16 799	16 799	16 799	16 799	16 799	16 799	16 799	16 799	201 592	226 588	207 287
Vote 06 - Community Services		2 049	2 049	2 049	2 049	2 049	2 049	2 049	2 049	2 049	2 049	2 049	2 049	24 583	3 872	17 221
Vote 07 - Public Safety & Transport		508	508	508	508	508	508	508	508	508	508	508	508	6 100	-	-
Vote 08 - Sports, Arts, Parks, Culture		785	785	785	785	785	785	785	785	785	785	785	785	9 417	8 836	19 790
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Hunan Settlements		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	47 000	25 000	26 122
Vote 14 - Maluti Water		151	151	151	151	151	151	151	151	151	151	151	151	1 812	1 903	1 998
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	294 505	266 198	272 419
Total Capital Expenditure	2	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	294 505	266 198	272 419

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Table 38 MBRR SA29 - Budgeted monthly capital expenditure (standard classification)

FS194 Maluti-a-Phofung - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2022/23												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Capital Expenditure - Functional	1															
<i>Governance and administration</i>		784	784	784	784	784	784	784	784	784	784	784	784	9 412	1 903	1 998
Executive and council		151	151	151	151	151	151	151	151	151	151	151	151	1 812	1 903	1 998
Finance and administration		633	633	633	633	633	633	633	633	633	633	633	633	7 600	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		3 042	3 042	3 042	3 042	3 042	3 042	3 042	3 042	3 042	3 042	3 042	3 042	36 500	12 707	37 012
Community and social services		2 132	2 132	2 132	2 132	2 132	2 132	2 132	2 132	2 132	2 132	2 132	2 132	25 583	3 872	17 221
Sport and recreation		785	785	785	785	785	785	785	785	785	785	785	785	9 417	8 836	19 790
Public safety		125	125	125	125	125	125	125	125	125	125	125	125	1 500	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	45 277	40 551	85 117
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	3 773	45 277	40 551	85 117
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		16 943	16 943	16 943	16 943	16 943	16 943	16 943	16 943	16 943	16 943	16 943	16 943	203 315	211 037	148 293
Energy sources		3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	3 917	47 000	25 000	26 122
Water management		8 440	8 440	8 440	8 440	8 440	8 440	8 440	8 440	8 440	8 440	8 440	8 440	101 276	132 678	67 029
Waste water management		4 587	4 587	4 587	4 587	4 587	4 587	4 587	4 587	4 587	4 587	4 587	4 587	55 039	44 007	55 141
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	9 353	-
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	294 505	266 198	272 419
Funded by:																
National Government		20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	248 593	264 296	270 421
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	20 716	248 593	264 296	270 421
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		3 826	3 826	3 826	3 826	3 826	3 826	3 826	3 826	3 826	3 826	3 826	3 826	45 912	1 903	1 998
Total Capital Funding		24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	24 542	294 505	266 198	272 419

8.15. ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS – INTERNAL DEPARTMENTS

The SDBIP gives effect to the Integrated Development Plan and Budget of the municipality. It is the expression of the objectives of the MAP municipality with the expected outcomes which will be implemented by the administration (Directorates) within MAP municipality. It includes the service delivery targets and performance indicators for each quarter, which should be linked to the performance agreements of senior management. It facilitates oversight of financial and non-financial performance of the Municipality and allows the Municipal Manager to monitor the performance of the Directors, The Executive Mayor/ Council to monitor the performance of the Municipal Manager, and the community to monitor the performance of the Municipality. The Service Delivery Budget Implementation Plan (SDBIP) will be approved the Executive Mayor after the approval of the annual budget.

In terms of section 53(1) © (ii) of the MFMA, the Service Delivery and Budget Implementation Plan (SDBIP) is expected to be approved by the mayor within 28 days after the approval of the budget and in addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval

The SDBIP must contain the following:

- ✓ Measurable objectives,
- ✓ Monthly Projections
- ✓ Service delivery strategies,
- ✓ Key outputs,
- ✓ Performance/service delivery indicators, and
- ✓ Performance/service delivery targets.

These plans will be used as justification for the allocation of funds, whether it is of a capital or an operational nature. It is important that Portfolio Committee members are involved in the compilation of these operational plans to ensure that they address political aspirations.

8.16. CONTRACT HAVING FUTURE BUDGETARY IMPLICATIONS

In terms of the Municipality's Supply Chain Management Policy, no contracts are awarded beyond the medium-term revenue and expenditure framework (three years).

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8.17. LEGISLATION COMPLIANCE STATUS

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

1 In year reporting

The data strings submission to National Treasury was submitted on a monthly basis. The mid-year report was tabled to Council on the 3rd February 2022. The Adjustment budget was approved by Council on the 28th February 2022.

2 Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA.

3 Audit Committee

An Audit Committee has been established and is operational.

4 Service Delivery and Budget Implementation Plan

The FINAL SDBIP will be submitted to the Executive Mayor after the Budget is tabled to Council.

8.18. OTHER SUPPORTING DOCUMENTS

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Table 39 MBRR Table SA1 - Supporting detail to budgeted financial performance

FS194 Maluti-a-Phofung - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Supporting Table on Supporting detail to Budgeted Financial Performance											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates		818 547	2 807 876	3 024 557	3 347 501	2 250 507	2 250 507	1 940 784	2 250 507	2 351 780	2 464 665
Less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		663 421	2 639 389	2 856 052	3 161 800	2 138 528	2 138 528	1 849 960	2 138 528	2 234 762	2 342 031
Net Property Rates		155 126	168 487	168 505	185 701	111 979	111 979	90 824	111 979	117 018	122 634
Service charges - electricity revenue	6										
Total Service charges - electricity revenue		218 479	178 528	124 624	360 685	428 910	428 910	51 645	454 215	493 210	530 576
Less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
Less Cost of Free Basis Services (50 kwh per indigent household per month)		2	3	3	7 440	7 440	7 440		7 879	9 377	10 315
Net Service charges - electricity revenue		218 477	178 525	124 622	353 245	421 470	421 470	51 645	446 336	483 832	520 261
Service charges - water revenue	6										
Total Service charges - water revenue		84 582	78 745	76 607	97 460	101 434	101 434	85 592	211 180	222 921	235 206
Less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)											
Less Cost of Free Basis Services (6 kilolitres per indigent household per month)		3 188	3 908	268	1 470	1 470	1 470		1 557	1 652	1 751
Net Service charges - water revenue		81 394	74 837	76 339	95 990	99 964	99 964	85 592	209 623	221 269	233 455
Service charges - sanitation revenue	6										
Total Service charges - sanitation revenue		41 226	40 939	43 236	59 638	45 156	45 156	37 553	47 821	50 738	53 782
Less Revenue Foregone (in excess of free sanitation service to indigent households)											
Less Cost of Free Basis Services (free sanitation service to indigent households)		6 289	6 157	685	3 432	3 432	3 432		3 634	3 856	4 088
Net Service charges - sanitation revenue		34 937	34 783	42 551	56 206	41 724	41 724	37 553	44 186	46 881	49 694
Service charges - refuse revenue	6										
Total refuse removal revenue		38 442	40 429	42 654	55 542	44 088	44 088	36 791	46 689	49 537	52 509
Total landfill revenue											
Less Revenue Foregone (in excess of one removal a week to indigent households)											
Less Cost of Free Basis Services (removed once a week to indigent households)		7 075	6 769	713	2 724	2 724	2 724		2 885	3 061	3 244
Net Service charges - refuse revenue		31 368	33 659	41 941	52 818	41 364	41 364	36 791	43 804	46 476	49 265
Other Revenue by source											
Fuel Levy											
Other Revenue		2 250	6 182	3 283	29 617	39 257	39 257	8 024	38 860	40 678	42 709
Total 'Other' Revenue	1	2 250	6 182	3 283	29 617	39 257	39 257	8 024	38 860	40 678	42 709

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Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
R thousand											
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	240 081	265 141	266 817	302 117	311 481	311 481	272 209	325 147	337 965	354 091
Pension and UIF Contributions		39 791	42 944	43 104	47 426	48 893	48 893	40 807	51 860	54 155	56 740
Medical Aid Contributions		15 619	19 764	17 683	18 290	21 396	21 396	18 270	22 784	23 807	24 948
Overtime		32 734	41 738	45 498	30 475	58 358	58 358	51 445	44 424	42 091	41 989
Performance Bonus		20 083	17 059	19 957	22 791	22 831	22 831	19 908	24 377	25 474	26 697
Motor Vehicle Allowance		8 185	8 092	8 198	9 111	13 105	13 105	10 899	13 948	14 569	15 262
Cellphone Allowance		693	678	702	868	891	891	681	948	990	1 036
Housing Allowances		1 886	2 421	1 455	1 642	1 498	1 498	1 235	1 595	1 667	1 747
Other benefits and allowances		3 740	4 410	4 186	4 758	5 223	5 223	4 234	5 680	5 813	6 092
Payments in lieu of leave		3 522	190 666	1 562	30	2 375	2 375	1 900	2 530	2 644	2 771
Long service awards		3 417	(3 882)	2 835	1 368	6 404	6 404	3 611	6 820	7 127	7 469
Post-retirement benefit obligations	4	684	(62)	(124)	-	-	-	(327)	-	-	-
sub-total	5	370 435	588 970	411 874	438 875	492 456	492 456	424 872	500 113	516 302	538 843
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	370 435	588 970	411 874	438 875	492 456	492 456	424 872	500 113	516 302	538 843
Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		282 733	300 083	340 242	220 000	140 000	140 000	-	110 000	116 000	121 000
Lease amortisation		-	-	-	-	-	-	-	-	-	-
Capital asset impairment		-	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	1	282 733	300 083	340 242	220 000	140 000	140 000	-	110 000	116 000	121 000
Bulk purchases - electricity											
Electricity bulk purchases		675 249	736 744	798 700	735 938	736 638	736 638	700 597	506 499	531 824	558 415
Total bulk purchases	1	675 249	736 744	798 700	735 938	736 638	736 638	700 597	506 499	531 824	558 415
Transfers and grants											
Cash transfers and grants		88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	88 009	(6 077)	93 418	168 000	174 155	174 155	63 188	174 155	173 470	181 797
Contracted services											
Outsourced Services		35 231	33 215	27 073	39 980	60 496	60 496	29 346	20 343	18 669	18 885
Consultants and Professional Services		25 029	39 957	36 261	45 558	67 944	67 944	24 856	51 540	41 058	41 508
Contractors		40 227	58 051	70 997	59 740	217 308	217 308	120 562	143 947	64 242	63 938
Total contracted services		100 487	131 223	134 332	145 278	345 748	345 748	174 764	215 831	123 969	124 330
Other Expenditure By Type											
Collection costs		-	-	-	-	-	-	-	-	-	-
Contributions to 'other' provisions		-	-	-	-	-	-	-	-	-	-
Audit fees		3 042	1 641	4 551	5 000	8 000	8 000	5 992	10 000	5 000	5 000
Other Expenditure		27 552	39 119	27 494	62 978	86 062	86 062	28 259	103 910	87 533	91 039
Total 'Other' Expenditure	1	30 594	40 760	32 044	67 978	94 062	94 062	34 251	113 910	92 533	96 039
Repairs and Maintenance											
Employee related costs	8	-	-	-	-	-	-	-	-	-	-
Inventory Consumed (Project Maintenance)		6 979	1 519	2 086	4 900	16 900	16 900	7 193	6 910	7 014	7 289
Contracted Services		31 403	52 535	65 067	48 050	200 250	200 250	112 658	127 950	51 867	51 300
Other Expenditure		-	-	-	-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	9	38 382	54 054	67 154	52 950	217 150	217 150	119 850	134 860	58 881	58 589
Inventory Consumed											
Inventory Consumed - Water		-	-	-	-	-	-	-	-	-	-
Inventory Consumed - Other		647	671	703	692	692	692	866	1 101	1 167	1 237
Total Inventory Consumed & Other Material		647	671	703	692	692	692	866	1 101	1 167	1 237

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Table 40 MBRR Table SA2 – Matrix financial performance budget (revenue source/expenditure type and department)

FS194 Maluti-a-Phofung - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Ref	Vote 01 - Legislative Authority	Vote 02 - Office Of The Municipal Manager	Vote 03 - Corporate Services	Vote 04 - Financial Services	Vote 05 - Municipal Infrastructur e	Vote 06 - Community Services	Vote 07 - Public Safety & Transport	Vote 08 - Sports, Arts, Parks, Culture	Vote 09 - Lad, Tourism, Smmes,	Vote 10 - Hunan Settlements	Vote 11 - Idp, Pms Department	Vote 12 - Spatial Development Planning & ...	Vote 13 - Electricity Department	Vote 14 - Maluti Water	Vote 15 - Other	Total
R thousand	1																
Revenue By Source																	
Property rates		-	-	-	111 979	-	-	-	-	-	-	-	-	-	-	-	111 979
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	446 336
Service charges - water revenue		-	-	-	103 761	105 862	-	-	-	-	-	-	-	446 336	-	-	209 623
Service charges - sanitation revenue		-	-	-	-	44 186	-	-	-	-	-	-	-	-	-	-	44 186
Service charges - refuse revenue		-	-	-	-	43 473	331	-	-	-	-	-	-	-	-	-	43 804
Rental of facilities and equipment		-	-	-	-	-	32	-	1 272	-	477	-	-	-	-	-	1 781
Interest earned - external investments		-	-	-	10 000	-	-	-	-	-	-	-	-	-	-	-	10 000
Interest earned - outstanding debtors		-	-	-	12 708	21 524	-	-	-	-	-	-	-	-	-	-	41 358
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	7 126	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	2	1 100	-	-	-	-	-	-	-	-	1 102
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue		-	-	600	32 762	-	2 661	329	24	-	1 908	-	574	3	-	-	38 860
Transfers and subsidies		-	-	-	747 541	6 165	-	-	-	-	500	-	-	-	-	-	754 206
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		-	-	600	1 018 751	221 210	3 025	1 429	1 296	-	2 885	-	574	453 465	-	-	1 703 235
Expenditure By Type																	
Employee related costs		16 462	20 068	47 948	67 836	101 513	20 013	90 573	47 841	14 368	8 364	2 657	10 206	52 265	-	-	500 113
Remuneration of councillors		30 608	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30 608
Debt impairment		-	-	-	120 000	-	-	-	-	-	-	-	-	-	-	-	120 000
Depreciation & asset impairment		-	-	-	110 000	-	-	-	-	-	-	-	-	-	-	-	110 000
Finance charges		-	-	-	10 000	-	-	-	-	-	-	-	-	-	-	-	10 000
Bulk purchases - electricity		-	-	-	-	-	-	-	-	-	-	-	-	80 150	-	-	80 150
Inventory consumed		-	-	-	1 101	-	-	-	-	-	-	-	-	506 499	-	-	506 499
Contracted services		200	450	12 640	46 813	38 908	1 200	3 510	300	2 410	6 900	-	500	102 000	-	-	1 101
Transfers and subsidies		-	-	-	160 000	14 155	-	-	-	-	-	-	-	-	-	-	215 831
Other expenditure		12 644	2 869	30 218	49 517	2 335	2 625	4 491	1 486	954	111	269	2 606	3 786	-	-	174 155
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	113 910
Total Expenditure		59 913	23 387	90 806	565 266	156 911	23 838	98 575	49 626	17 733	15 374	2 926	13 311	744 700	-	-	1 862 367
Surplus/(Deficit)		(59 913)	(23 387)	(90 206)	453 484	64 299	(20 813)	(97 146)	(48 330)	(17 733)	(12 489)	(2 926)	(12 738)	(291 235)	-	-	(158 132)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	-	195 945	21 583	-	8 417	-	-	-	-	32 000	-	-	257 945
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(59 913)	(23 387)	(90 206)	453 484	260 244	770	(97 146)	(39 913)	(17 733)	(12 489)	(2 926)	(12 738)	(259 235)	-	-	98 813

8.19. Audit Reports

Below is the history of audit reports achieved by the municipality for the past financial years:

- ✓ 2014/2015 – Disclaimer;
- ✓ 2015/2016 – Qualified with findings;
- ✓ 2016/2017 – Disclaimer;
- ✓ 2017/2018 – Audit not finalized at legislated date
- ✓ 2018/2019 – Audit not finalized at legislated date
- ✓ 2019/2020 – Audit not finalized at legislated date
- ✓ 2020/2021 – Audit not finalized at legislated date

8.20. Audit Response Plan

It is to be noted that all matters contained in action plan presented will be adequately addressed

COMPONENT C: AUDIT RESPONSE PLAN

MALUTI-A-PHOFUNG LOCAL MUNICIPALITY
AUDIT ACTION PLAN: 2021

8.21. Annual Financial Statements as at 30 June 2021

The municipality's Annual Financial Statements as at 30 June 2021 will be incorporated once finalized.