FINAL INTEGRATED DEVELOPMENT PLAN

2024 - 2025

MALUTI –A– PHOFUNG LOCAL MUNICIPALITY
C/O MOTLOUNG AND SETAI STREETS
WITSIESHOEK
9870
Tel: 058 718 6616 Fax: 058 718 1777
e-mail: mmsadmin@map.fs.gov.za

Table of Contents

Tables

Figures

EXECUTIVE MAYOR'S FOREWORD

The document represents the final document of the 2024/25 IDP. The development of this final 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 legislations also require us as the Council to consult communities before the approval of the IDP and Budget.

The municipality continues to be confronted with huge infrastructure backlogs that place a challenge to the municipality for the continues provision of services like water, sanitation, electricity, refuse removal, construction and upgrading of roads and streets. This is also due to the municipality's low collection rate and none-payment of services by those community members who are affording to do so and also due the rampant electricity illegal connections.

The focus of the municipality remains on infrastructure development – construction and maintenance of access roads and streets; construction and rehabilitation of bridges and footbridges; households' electrification; installation high mast lights; installation of smart metres and local economic development.

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 committee structures are functional and effective. The municipal council has also 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 although the process has not been finalized. 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 also 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.

____

Cllr. Masechaba Lakaje-Mosia

Executive Mayor

DATE: __________________________

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 2024 – 2025 IDP document is the second REVIEW of the 2022/2027 IDP of the 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.

Legal Prescripts Guiding the Development of the Integrated Development Plans

The development of the Integrated Development Plans derives its existence from the following legislative Imperatives:

❖ Constitution of the Republic of South Africa, Act No. 108 of 1996

South African local government is, in terms of Chapter 7, Section 152(1) of the Constitution Act 108 of 1996, required to be democratic and accountable, ensuring sustained service delivery, promoting socio-economic development and a safe and healthy environment, and encouraging the involvement of all communities and community organizations in its affairs. In terms of Section 152(2), these objectives should be achieved within the financial and administrative capacity of a Municipality, which implies that all its planning and performance management processes must be geared towards the achievement of these objectives. Chapter 10, Section 195(1) of the Constitution of the Republic of South Africa outlines the basic values and principles governing public administration. The Municipality's IDP is informed by these principles.

❖ White Paper on Local Government, 1998

The Constitution of South Africa implores on local Government the following object of local government:

- ✓ To provide 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 organisations in the matters of local government.

White Paper on Local Government of 1998 emphasis the need of an improved customer management and service provision at a local space thus advocating for a developmental local government system, committed to working with citizens, communities, and groups in creating sustainable human settlements.

❖ Local Government: Municipal Structures Amended Act, No. 3 of 2021

The Local Government: Municipal Structures Amended Act No.3 of 2021 provides for the establishment of municipalities and defines the various types and categories of municipalities in South Africa. It also regulates the internal systems, structures, and office-bearers of municipalities. Chapter 4 of the Structures Act makes provision for the establishment of council structures and committees to exercise oversight over the performance of municipalities, as well as ensure their accountability.

❖ Local Government: Municipal Systems Amendment Act, No. 3 of 2022 (MSA) and Regulations

The Municipal Systems Amendment Act (MSA) requires municipalities to develop an Integrated Development Plan and an integral Performance Management System and to, in this process, set performance indicators and targets, in consultation with the communities they serve. It further mandates municipalities to monitor and review performance against the set indicators and targets, conduct internal reviews, assessments, and audits, and publish an annual report on their performance over a specific period.

The MSA underpins the notion of developmental government, since it recognizes local government as an integral agent in connecting the three spheres of government with the communities it serves. It strives to bring about the social and economic upliftment of communities through improved service delivery, by crafting a framework for the establishment of mechanisms and processes to enhance performance planning and management, resource mobilization and organizational change.

The MSA also outlines duties to be performed by political office-bearers, municipal officials, and the community. It converses on matters of human resources and public administration, whilst prescribing community participation throughout, in support of a system of participatory government. The MSA also provides for the discharge of certain functions and powers by political representatives in municipalities and for the establishment of entities by municipalities to bring about effective and efficient service delivery. In terms of the MSA, municipalities must ensure that performance objectives and indicators are set for the municipal entities under their control and that these form part of their multi-year business planning and budgeting, in line with the Municipal Finance Management Act.

❖ Disaster Management Act, No 57 of 2002

Chapter 3 of the Disaster Management Act, section 53(2) provides that a disaster management plan for a municipal area must – (a)form an integral part of the municipality's development plan.

❖ Local Government: Municipal Finance Management Act (MFMA), No. 56 of 2003, and Regulations

The MFMA seeks to ensure sound and sustainable financial management within South African municipalities. Section 21 of the Act makes provision for alignment between the Integrated Development Plan and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council, and the community, which ensures that the Integrated Development Plan and the Budget are aligned. The Act makes provision for quarterly and annual financial and non-financial performance assessments and reporting by municipalities and the entities under their control.

The MFMA also promotes the application of valid and reliable fiscal norms and standards, to maximize service delivery. To this end, National Treasury has established minimum competencies for municipal officials, accounting officers, chief financial officers, senior managers, other financial officers, and supply chain management managers, in line with Section 168 of the MFMA. The Municipal Finance Management Act also provides for the discharge of certain functions and powers by political representatives in municipalities and for contract management and reporting on the performance of external service providers appointed by municipalities.

❖ Intergovernmental Relations Framework, Act No. 13 of 2005

The Intergovernmental Relations Framework Act 13 of 2005 intends to:

- Establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations;
- To provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- To provide for matters connected therewith.

❖ Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government: Municipal Planning and Performance Management Regulations of 2001 enhance the implementation of performance management obligations imposed by legislation and cultivate uniformity in the application of performance management within the sphere of local government. The Regulations outline the details to be contained in municipalities' Integrated Development Plans, as well as the process of amendment.

They also provide for the nature of performance management systems, their adoption, processes for the setting of performance targets, monitoring, measurement, review, and the internal auditing of performance measurements. The Regulations conclude with a section on community participation in respect of integrated development planning and performance management.

- **Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006**

In addition to the Local Government: Municipal Planning and Performance Management Regulations of 2001, the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006 were promulgated to regulate the performance management of municipal managers and managers directly accountable to municipal managers. The Regulations cover the conclusion of performance agreements, performance evaluation and the management of performance outcomes.

- **Climate Change Bill (B9-2022)**

To enable the development of an effective climate change response and a long-term, just translation to low-carbon and climate- resilient economy and society for South Africa in the context of sustainable development; and to provide for matters connected therewith.

- **National Climate Change Response White Paper**

White Paper presents the South African Governments vision for an effective climate change response and long term, just transition to climate -resilient and lower-carbon economy and society.

- **National Climate Change Adaptation Strategy (NCCRAS)**

The NCCAS outlines a set of objectives, interventions and outcomes to enable the country to give expression to its commitment to the Paris Agreement. This strategy was developed in consultation with all relevant stakeholders and approved by the cabinet. It aims to reduce the vulnerability of society, economy and the environment to the effects of climate change.

The Integrated Development Plan within Context of Global, Regional, National Provincial and District Planning

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, this section briefly focuses on government plans and programmes that impact on the development of the municipal IDP.

The municipal IDP should reflect the integrated planning and development intent of all three spheres of government relevant to the municipal area. The effective implementation of the IDP can be attained only if government across all three spheres are committed to the common goal of rendering quality services; hence the Inter-Governmental Relations Framework Act seeks to enhance alignment between these spheres of government. This section reflects the alignment of intergovernmental strategic objectives and highlights key priority projects and programs that should be implemented within the municipal space during the five-year cycle of this Integrated Development Plan.

A. Global Perspective

i. The Agenda 2030 for Sustainable Development Goals (SDGs)

The SDGs, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

Every year, the UN Secretary General presents an annual SDG Progress report, which is developed in cooperation with the UN System, and based on the global indicator framework and data produced by national statistical systems and information collected at the regional level. The question, therefore, that needs to be answered is how far are we as both the country and the continent in addressing the following goals as set in 2015 since we are only left with less than seven (7) years to the year 2030:

Goal Number	Objective
1	End poverty in all its forms everywhere
2	End hunger achieve food security and improved nutrition and promote sustainable agriculture
3	Ensure healthy lives and promote well-being for all at all ages
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5	Achieve gender equality and empower all women and girls
6	Ensure availability and sustainable management of water and sanitation for all

7	Ensure access to affordable, reliable, sustainable, and modern energy for all
8	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10	Reduce inequality within and among countries
11	Make cities and human settlements inclusive, safe, resilient, and sustainable
12	Ensure sustainable consumption and production patterns
13	Take urgent action to combat climate change and its impacts
14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
15	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

B. Regional Perspective

i. Africa Union Strategy, (Agenda 2063): The Africa We Want

The Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa's agenda from the struggle against apartheid and the attainment of political independence for the continent which had been the focus of The Organisation of African Unity (OAU), the precursor of the African Union; and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena.

C. National Perspective

i. 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.)

ii. Government Priorities

The Integrated Development Plan is developed in line with the 7 Government Priorities. Each of the Priorities is implemented through a delivery agreement, cutting across the three spheres of government. The achievement of the Priorities depends on concerted efforts from all key stakeholders and spheres of government. The Medium-term Strategic Framework (MTSF) 2019 - 2024 is the second five-year Implementation Plan of the NDP. The second period is indicated as follows:

Table 2: Government Priorities

Priorities Number	Objective
1	Building a capable ethical and developmental state
2	Economic transformation and job creation
3	Education, skills and health
4	Consolidating the social wage through reliable and quality basic services
5	Spatial integration, human settlements and local government
6	Social cohesion and safe communities
7	A better Africa and World

iii. National Spatial Development Perspective (NSDP)

The National Spatial Development Framework (NSDF) is a strategic long-term spatial plan towards 2050. The NSDF is legally mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), and has to be aligned with the 2030 - National Development Plan (NDP).

In terms of SPLUMA, the NSDF has to be adopted by Cabinet, after which it becomes South Africa's primary national spatial development policy. Once adopted, it will provide:

- ✓ A visual representation of the desired national spatial development pattern for the country;
- ✓ A set of national spatial directives for all forms of infrastructure investment and development spending in the country; and
- ✓ A series of national strategic spatial areas for targeted investment by government and the private sector.

The objective of the NSDP is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework.

iv. Local Government: Back - to - Basics (B2B) Principles

The programme, launched by President Jacob Zuma in September 2014, is aimed at strengthening the local sphere of government, improving service delivery and promoting economic growth and development at the local level. Key to the programme is the effective functioning of municipalities to better serve communities by getting the balance right in terms of the five pillars of Back to Basics. The pillars are: Putting People First (Batho Pele), Delivering Basic Services, Good Governance, Sound Financial Management and Building Capabilities.

During the launch of the programme, the then National CoGTA Minister, Minister Pravin Gordhan said: "Back to Basics is more than just correcting the way we do things in our municipalities, it is also about raising the bar and seeking to do things much better than we are doing them currently. Ours is to change the experience that our people have of government. All those that are in the employ of government, which acts on behalf of the people, must be developmentally orientated in order to help in the ongoing building of our nation".

In essence, for the Back-to-Basics strategy to be most effective and yield tangible results, there has to be a synergy between all spheres of government and is based on the following five (5) pillars:

a) Putting people and their concerns first;
b) Supporting the delivery of municipal services to the right quality and standard;
c) Promoting good governance, transparency and accountability;
d) Ensuring sound financial management and accounting; and
e) Building institutional resilience and administrative capability.

D. Provincial Perspective

i. State of the Province Address (SOPA)

Annually before the start of the new provincial financial year, the Premier of the Province delivers the State of the Provincial Address (SOPA). This year, the Premier, Mr Mxolisi Dukwana delivered his SOPA on 29th of February 2024. In his 2024 SOPA address, the Premier made the following commitments:

- ✓ Conclude new agreements with private sector investments.
- ✓ Continue to work with International Labour Organization to determine opportunities and challenges to address climate change.
- ✓ Substantial review of the current of the public entities and reposition them to be proactive and responsive to the investment and development needs of the Free State economy.
- ✓ Promote economic growth and job creation.
- ✓ Give particular attention to expedite the maintenance and construction backlogs of our roads.
- ✓ Implement the Gender-Based-Violence and Femicide National Strategic Plan.
- ✓ Develop/Introduce initiatives to maximize skills development programmes.
- ✓ Continue to place high value on the delivery of quality of education infrastructure.
- ✓ Focus to the basic service delivery imperatives-
    - Reliable and clean water supply
    - Proper and decent sanitation services
    - Regular refuse removal
    - Decent roads as well as
    - the creation of an enabling environment for job creation
- ✓ Maximize the benefits inherent to MIG in terms of both infrastructure improvements and job creation.
- ✓ Focus to strengthen our primary health facilities and health services.
- ✓ Restoration of human dignity, sustainable livelihood and security through human settlements.

ii. Free State Provincial Growth and Development Strategy (FSPGDS)

The Free State Provincial Government had in 2013 launched its Provincial Growth and Development Strategy (PGDS) Free State Vision 2030: The Future We Want. The Strategy was an ambitious and elaborate framework to profoundly redefine the long-term provincial inclusive growth and development landscape. It is intended to serve as a catalytic and practical instrument to direct, inform and shape the intentions and practices of mapping the provincial future development trajectory.

As the framework for the entire Free State province, the FSGDS seeks to give material value to our current and future dreams. It espouses interconnectedness between planning, resource allocation, coordination, implementation, monitoring and evaluation across a wide societal spectrum. It also articulates policy inter-linkages between the national, provincial, local spheres of governance, and most importantly, social partners as pivotal to the realisation of the future ideal of inclusive growth and development.

The PGDS is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives. The Strategy also addresses the key and most fundamental issues of development, spanning the social, economic, and political environment. The PGDS considered annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation.

The table below depicts the six priority areas of intervention by the province:

Table 3: Provincial Priority Areas

Pillar 1: Inclusive economic growth and sustainable job creation	**Pillar 2: Education, innovation and skills development**	**Pillar 3: Improved quality of life**	**Pillar 4: Sustainable rural development**	**Pillar 5: Build Social Cohesion**	**Pillar 6: Good governance**
Driver 1: Diversify and expand agricultural development and food security	**Driver 6**: Ensure an appropriate skills base for growth and development within the 4IR context. Refocus and reskilling as per new opportunities to avoid exclusion	**Driver 7**: Curb crime and streamline criminal justice performance	**Driver 13**: Mainstream rural development into growth and development planning and inclusive economic growth	**Driver 14**: Establish, maintain and strengthen social compacts in support of economic recovery. Maximise arts, culture, sports and recreation opportunities and prospects for all communities	**Driver 15**: Foster good governance to create a conducive climate for growth and development Key is the harmonising of national and provincial interventions at Local Government level through the District Development Model (DDM)
Driver 2: Minimise the impact of the declining mining sector and ensure that existing mining potential is harnessed.		**Driver 8**: Expand and maintain basic and road infrastructure			
		Driver 9: Build sustainable human settlements			
Driver 3: Expand and diversify		**Driver 10**: Provide and improve			

manufacturing opportunities		adequate health care for citizens			
Driver 4: Capitalise on transport and distribution opportunities		**Driver 11**: Ensure social development and social security services for all citizens			
Driver 5: Harness and increase tourism potential and opportunities		**Driver 12**: Integrate environmental concerns into growth and development planning			

iii. Alignment of IDP with SDGs, NDP, FSGDS and MTSF

The below depicts the alignment of the IDP with SDGs, NDP, FSPDGS and MTSF:

Sustainable Development Goal (SDG)	National Development Plan (NDP)	Free State Growth and Development Strategy (FSGDS)	Medium Term Strategic Framework (MTSF)	Key Performance Area	Focus area/ Priority issues	Municipal Strategic Objectives	Municipal Development Strategies
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Service Delivery and Infrastructure	Water	Efficient construction, rehabilitation and maintenance of municipal infrastructure	✓ Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA. ✓ Develop or review of the Water Services Development Plan
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Service Delivery and Infrastructure	Sanitation.	Efficient construction, rehabilitation and maintenance of municipal infrastructure	Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA.

Ensure access to affordable, reliable, sustainable and modern energy for all.	Electricity Grid should rise to at least 90% by 2030, with non-grid options available for the rest.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services.	Basic Service Delivery and Infrastructure	Energy and electricity.	Efficient construction, rehabilitation and maintenance of municipal infrastructure	✓ Develop or review electricity master. ✓ Provision and Installation of High Mast Lights. ✓ Upgrading and provision of streetlights.
Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlement on suitable well-located land by 2030.	Promote and support integrated, inclusive, sustainable human settlements.	Create sustainable Human Settlement and improved quality households.	Basic Service Delivery and Infrastructure	Urban Planning and Human Settlement.	Sustainable human settlement and improved quality of household life.	✓ Land and security of tenure. ✓ Allocation of sites. ✓ Verification and approval on files for sites allocated. ✓ Title deeds issued. ✓ Formalisation of informal settlements. ✓ Spatial Planning and Land Use Management. ✓ Review of Spatial Development Framework. ✓ Development of Economic corridors for economic development and integration of MAP

							towns.
	Environmental sustainability and resilience.	Maintain and upgrade basic infrastructure at local level.	Implement a waste management system that reduces waste going to landfills.	Basic Service Delivery and Infrastructure	Effective Waste Management Services.	To provide effective Refuse Removal & Solid Waste Disposal to Households and commercial businesses around MAP.	✓ Refuse removal. ✓ Waste collection from each household on a weekly basis. ✓ Proportion of landfill sites in compliance with the National Environmental Waste Management Act, 59 of 1998. ✓ Data collection of disposal waste. ✓ Landfill sites. ✓ Review Integrated Environmental Management Plan and Integrated Waste Management Plan.
Industry, innovation, and infrastructure	Transforming Human Settlement	Develop and maintain an efficient road, rail and public transport network	An efficient, competitive, and responsive economic infrastructure.	Basic Service Delivery and Infrastructure	Roads and Transport.	Supporting the delivery of municipal services to the right quality and standard.	✓ Upgrading of old gravel roads to concrete paving blocks. ✓ Identify and construct public transportation facilities to improve

							and safeguard commuters' usage of public transport.
				Basic Service Delivery and Infrastructure	Cemeteries, Sport and Recreational Facilities.	Supporting the delivery of municipal services to the right quality and standard.	✓ Develop a Cemeteries Masterplan. ✓ Provision of green public open spaces. ✓ Upgrade, maintain existing, and build new municipal sport and recreation facilities.
Good jobs and economic growth	Economy and employment	Economic growth, development and employment	Radical economic transformation, rapid economic growth, and job creation	Local Economic Development	Development of local economy.	Creating a conducive environment for economic development	✓ SMME development ✓ Expansion of business, decline in unemployment and increase in tourism. ✓ Promotion and support of SMME's and Cooperatives development. ✓ Development of the pre-feasibility studies for priority projects as per LED Strategy. ✓ Promote Tourism awareness and

							education. ✓ To ensure that tourism marketing plan is developed.
Peace and justice	Fighting corruption		Fighting corruption and crime	Financial Management and Viability	Budgeting and Financial reporting.	✓ Ensuring sound financial management and accounting. ✓ Ensure improvement in financial management	✓ To promote good governance, transparency, accountability and sound financial management and accounting. ✓ Prepare a Draft Account Payable Policy to be approved by council. ✓ Encourage suppliers to submit relevant documentation on time. ✓ Implementation of Revenue Enhancement Strategy. ✓ Develop a financial management strategy and a turnaround strategy for transformation. ✓ Implement action

							plans, financial accounting, and internal controls as per professional standards, financial management to form part of strategic communication. ✓ Adhere strictly to IDP/ budget timetable, MBR, MFMA, NT Circulars, review of budget related policies. ✓ Review budget related policies annually.
Partnerships for the goals.	Nation building and social cohesion.	Effective and efficient governance and Administration.	Contributing to a better Africa and a better world.	Good Governance and Public Participation.	Mass participation.	Putting people and their concerns first.	✓ Facilitate Social cohesion activities. ✓ Development of a Public Participation Strategy ✓ To encourage the involvement of communities in municipal budgeting and planning processes. ✓ Ensuring

							Functionality of ward committees.
Gender Equality	Developing a capable and Development State	Social and Human Development	Building social cohesion	Municipal Transformation and Institutional Development	Performance Management Systems.	Building institutional resilience and administrative capability. Promoting good governance, transparency, and accountability Effective communication with community & employees	✓ Review the Organizational structure and identify critical positions to capacitate the Local Municipality. ✓ Methodology to improve performance management, monitoring, and improvement to achieve overall organizational objectives. ✓ Develop Customer Care Relations Management Brochure. ✓ Review Document Management Policy ✓ Develop a Communications Strategy ✓ Review Human Resources Management Policy

iv. 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 4: 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
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
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

v. District Development Model (DDM) and One Plan

a. Introduction

"Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metro spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metro spaces will be enabled by joint planning, budgeting and implementation process. The DDM articulates an approach by which all three spheres of government and state entities work cooperatively in an impact oriented way to ensure enhanced performance and accountability for coherent service delivery and development outcomes. The DDM is anchored on the development of the One Plan. This plan is an intergovernmental plan that outlines a common vision and desired future outcomes in each of the 52 district and 8 metro spaces. The One Plan sets out a long-term strategic framework to guide investment and delivery in each district and metro spaces in the country (COGTA, June 2021)". The One Plan will take the form of prioritised spatial expressions over the long term and will be divided into 5 and 10-year implementation plans supported by annual operation plans which will be based on commonly agreed diagnostics, strategies and actions. Each sphere and sector department will have to elaborate in more detail their own plans and actions. The plans will facilitate for:

(i) Managing urbanisation, growth and development;
(ii) Determining and/or supporting local economic drivers;
(iii) Determining and managing spatial form, land release and land development;
(iv) Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services; and
(v) Institutionalize long term planning whilst addressing 'burning' short term issues

b. Purpose of the One Plan

- ✓ To give effect to the District Development Model (DDM) approved by Cabinet as a practical method to improve service delivery and development impact in the Thabo Mofutsanyane District Municipality space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities;
- ✓ To localise and synergise the National Development Plan (NDP), the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Thabo Mofutsanyane District Municipality;
- ✓ To express a coherent and predictable government approach in relation to these key priorities through a LongTerm Strategic Framework (One Plan) for growth and development of the Thabo Mofutsanyane District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities;
- ✓ To enable a programmatic Intergovernmental Relations approach in relation to Thabo Mofutsanyane District Municipality through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Thabo Mofutsanyane District Municipality according to the shared vision and desired future development of Thabo Mofutsanyane District Municipality and its people;
- ✓ To create an environment which is conducive for investment;
- ✓ To stabilize governance and financial management practices in the Thabo Mofutsanyane District Municipality.

c. Purpose of the One Plan

The six DDM Transformation Focal Areas are:

1) **People Development and Demographics** – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic

positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management);

2) **Economic Positioning –** the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources;
3) **Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks;
4) **Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term;
5) **Integrated Services Provisioning –** the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods;
6) **Governance and Management –** the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

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 Amendment Act (MSA) 3 of 2022 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 Amendment Act (MSA) 3 of 2022, 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 Amendment Act (MSA) 3 of 2022, 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

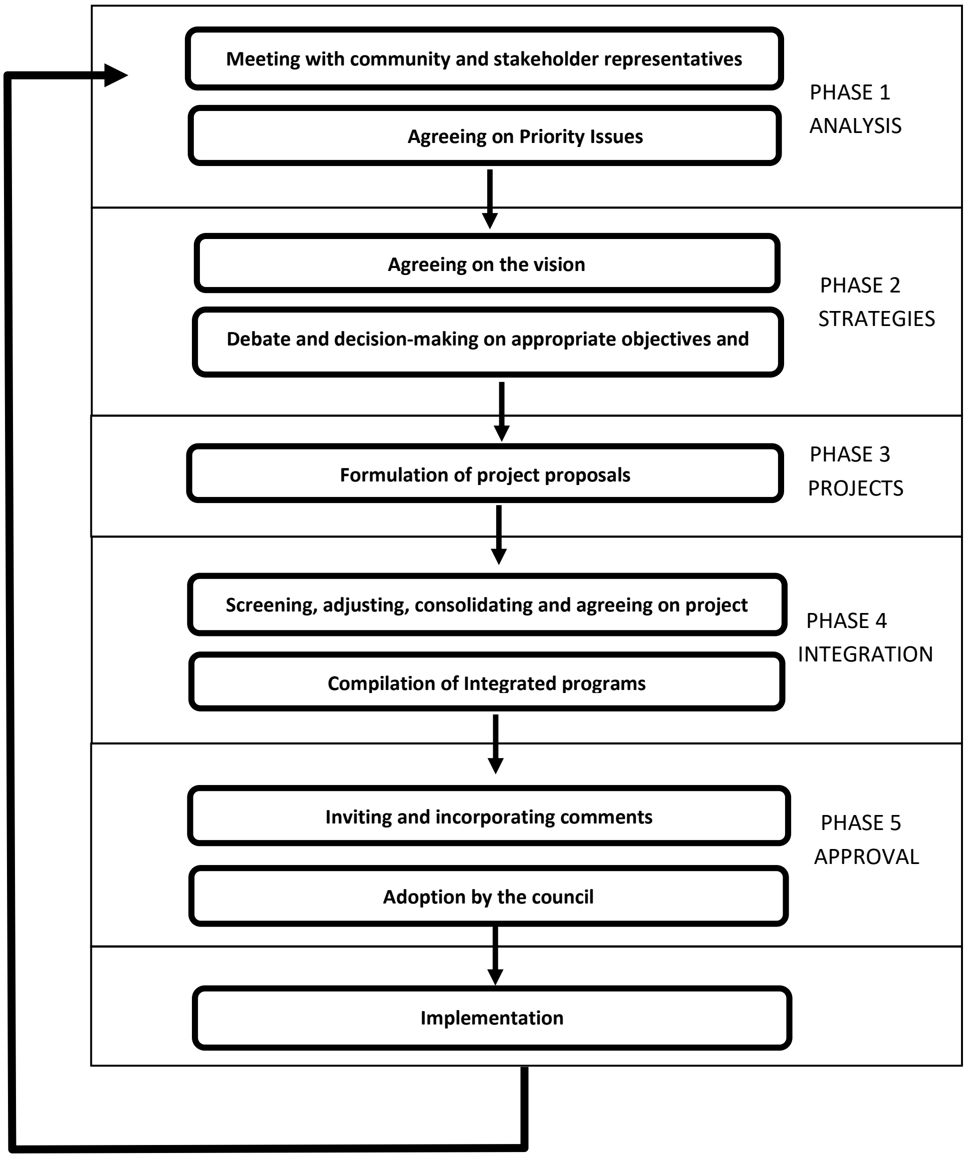
1.2. IDP Contents

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 Free State Provincial Spatial Development Plan (FSPSDP), the Free State Provincial Growth and Development Plan (FSPGDP), 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. Also, the development of this document has taken into account issues raised during the provincial IDP assessments held in April 2024 in Bloemfontein.

1.3. Process Followed

1.3.1. Process Plan

The 2024/2025 IDP and Budget Process Plan was adopted by Council on 26 October 2023 with Council Resolution No. 13.2.15. The Draft 2024/2025 IDP and Budget was served and adopted by the Municipal Council in its Special Council Meeting held on 28 March 2024 with Council Resolution No 13.2.2 at the Municipal Council Chambers in Phuthaditjhaba. The final IDP and Budget will be served in the Council Meeting in May 2024. 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 5: Phases in the development of the IDP

PHASES	PERIOD	KEY EVENTS/ACTIVITIES	OUTPUT
Preparation	July 23 – Sept 23	• 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 Process Plan
Analysis	Oct 23 – Dec 23	• 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 Situation Analysis
Objectives, Strategies & Projects	Nov 23 - Feb 24	• 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 2024 – 31 March 2024	• 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

		• 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	
Approval	April 2024 – June 2024	• 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	Final IDP, Budget, PMS & SDBIP

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 6: 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

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 firefighting 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.

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 hailers 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 lays 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

The IDP Steering Committee sat on the 12th February 2024 to finalize and agree on the process for the Public Participation program. The public participation program for the review of the 2024/25 IDP was held from 13th February to the 23rd February 2024 with a view of soliciting inputs from community members in all 35 Wards. The approach that the municipality took this year as opposed to previous years was to engage with each and every Ward individually and not to cluster Wards. The following are common service delivery issues that emanated from all areas during the public participation program:

- ✓ Formalization of 49 villages in Qwaqwa, 2 informal areas in Harrismith and 1 in Kestell
- ✓ Construction and paving of roads;
- ✓ Re-gravelling of streets;
- ✓ Construction of storm water drainages;
- ✓ Fixing of leaking water and sewer leakages;
- ✓ Fixing of faulty water meters;
- ✓ Construction of footbridges;
- ✓ Fixing of potholes;
- ✓ Provision of sustainable water;
- ✓ Construction of additional reservoirs;
- ✓ Provision of sustainable electricity;
- ✓ Fixing of electricity tempering;

- ✓ 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;
- ✓ Sucking of full VIP toilets;
- ✓ Provision of reliable sewerage;
- ✓ Construction of sports fields and maintenance of existing ones;
- ✓ Constant refuse removal;
- ✓ Clearing of illegal dumps;
- ✓ Construction and maintenance of community halls;
- ✓ Construction of speed humps in main roads;
- ✓ Availability of land for residential sites;
- ✓ Availability of land for cemeteries;
- ✓ Clinics to operate for 24 hours;
- ✓ Provision of mobile clinic;
- ✓ Provision of mobile clinics in areas where there are no clinics;
- ✓ Visibility of police and provision of mobile police stations;
- ✓ Construction of RDP Houses and finalization of existing ones;
- ✓ Provision of job creation projects;
- ✓ Training of contractors

Over and above service delivery issues that were challenges, communities raised some political issues/challenges that need to be addressed by the Political Offices. The following are some of the issues/challenges raised by communities:

- ✓ Visibility of Ward Councillors in their respective Wards;
- ✓ Ward Councillors not holding Ward meetings;
- ✓ Ward Councillors not working with the Ward Committees;
- ✓ Contractors who are replacing electricity meter are doing sub-standard work as they leave cables hanging thus posing hazards;
- ✓ Offices of the Executive Mayor and Speaker not responding to communications sent to them;
- ✓ Training of Ward Committee Members has not been done;
- ✓ Ward Councillors employing their close friends and relatives on both EPWP and CWP programs;
- ✓ EPWP and CWP participants do not have sufficient tools of trade;
- ✓ Slow response of both MAP and MAP Water on responding to calls and complaints;

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

Table 7: 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		
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 Mphatlalatsane to Bluegumbosch (Clubview Phase 1,2 and 3)
Sewer network connection – Mphatlalatsane, Mthimkhulu, Mabitle 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, Poultry
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
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 Mohlala Mokoena

Top 6 priorities

1. Allocation of Sites at affordable prices;
2. Sports Recreational facilities and Youth Centre;
3. Paving of Roads: Ext 4, Phahameng, Motampelong, Silahliwe, Kestell, Tshiame B;
4. Foot Bridge: Between Ext 4 and Nkarabeng School;
5. Fixing old bridge next to clinic and between Ext4 and Town (Kestell);
6. New Sewage Treatment Plant

	Kestell	Tlholong	Tshiame B	Farms
1.	Paving and Maintenance of roads	Clinic to operate 24/7	Paving of roads	Connections of electricity existing high mast lights Gedult and Rietlagte Farm
2.	Maintenance of streets lights	Incomplete RDP houses	Sewerage leakages (Repairing of Sewer treatment plant)	Paving of(S1407) to N5 Diyatalawa farm
3.	Complete Municipal office (Map Water Satellite offices)	Renovation of old houses in old location	Renovations of asbestos houses	Graveling of roads
4.	Repairing of Kestell treatment plant to avoid spillage in the area	Sports, Recreational facilities and Youth Centre		Clean water at farms (Water tanks)
5.	Maintenance of Storm water	Fencing of Social Development office		Mobile Clinics at Eerstegeluk, Diyatalawa, Boerevrrenaging, Gedult, Rietlagte farms
6.	Fire emergency	Construction of speed humps in all main roads		VIP Toilets
7.	FET Collage	Upgrading of spots ground and building of Stadium		Unfinished sewerage connections in Diyatalawa farm
8.	Upgrading of Tennis Court	Complete Multipurpose Hall in the existing one		Streets lights Maintenance in Diyatalawa farm
9.	Industrial area for job creation	Upgrading of Netball court		
10.		Primary School		
11.		Fencing of grave yard and Maintenance		
12.		Provision of land for Agriculture use		

Ward 4 – Cllr Thembinkosi Mahlambi		
Ward Top 5 Priorities 1. Water connections to all informal settlements 2. Installation of electricity in Silahliwe 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 tittle deeds		
Clinic to operate for 24/7		

WARD 5 – Cllr Neo Motaung
Top 5 priorities: 1. Construction of new sewer system between Squira Park, Maboesmaneng, Qhubeka and Sentibale Primary School to Lerato Thando Comprehensive School to Ext 01 Mahlakeng 2. Construction of sewer network from Bufferzone via Endumisweni Church down to Mohlakeng Taxi Road 3. Conversion of Pholani Sport Ground to be the business purpose 4. All parks to be converted to business and residential sites 5. Gravelling of streets and erection of speed humps
ELECTRICITY: 1. Installation of additional high mast lights and maintenance of existing ones; 2. Maintenance of street lights; **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 AMENETIES: 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
BILLING SYSTEM: The billing system for Maluti-a-Phofung must first and foremost be upgraded. This system upgrade will greatly improve revenue collection, which is desperately needed for this failing municipality. Without a proper billing system in place, and residents not receiving accounts, there is no income derived from residents. **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.
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.
7. The Electrical Dept. urgently needs stock, tools and equipment to be able to properly service all electrical issues. The Harrismith workshop needs refurbishment and needs to be stocked.
8. The Harrismith Electrical Dept. needs an additional functioning Cherry Picker/Crane Truck hybrid. One vehicle is simply not enough, and more vehicles are needed to attend to all faults in Ward 6 timeously.
9. Electrical infrastructure needs to be upgraded and in various places complete rehabilitation is required.
10. The White Houses in Schoomplaas is in desperate need of electricity. The houses were barely completed before the contractor left the site.

WATER:

1. Generators is urgently needed at all major water treatment plants. It is a basic human right, loadsheding is worsening by the week and blaming loadsheding can no longer be an excuse.
2. All water leaks must be repaired and some cases complete rehabilitation of water infrastructure is required, as it is causing major loss of our expensive purified water.
3. 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.
4. 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.
5. Tshiame Water supply must be expanded to supply residents full time with water, at the moment residents only receive water at irregular intervals.
6. Bulk water meters need replacement in order to accurately produce figures as far as water supply and consumption is concerned.
7. This department is also in urgent need of functional vehicles, rods, materials, sewer tools and PPE for the staff.
8. This department also needs a TLB and Jetting Machine. The staff of this department is trained to use a Jetting Machine, and it is unacceptable that a contractor must be paid to do work that the municipality is capable of doing if only they had the correct equipment.

SEWAGE and REFUSE REMOVAL:

1. The Wilger, Tshiame C and Tshiame B Waste Water Treatment Plants in Ward 6, 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. Residents in Schoomplaas are living with raw sewage running past their houses. This is a serious concern and needs to be addressed.

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. The sewage issue coming from Thebe Hospital and flowing into the Platberg Stadium property needs serious addressing. Raw sewage cannot continue to flow between school and sport facilities used by school children.
6. Cleaning of street and open spaces must be maintained, in order to clean the Greater Harrismith area.
7. The Taxi Rank in Bester street, must be cleaned regularly, and bins and public toilets must be installed for commuters to use.
8. Simply employing EPWP participants is not enough. The participants need tools, gloves and refuse bags in order to do their work. We cannot spend money on salaries for participants not to work. They can help a great deal with clearing refuse in Maluti-a-Phofung.

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 graded 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.
4. Roads Dept. needs the necessary tools, equipment and stock in order to their work properly. This would include Excavator, grader, tipper truck and a TLB.
5. Roads Dept. is also in desperate need for protective gear in order to clear storm water drains. This department has no gumboots, gloves etc.

SAFETY:

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.
5. The graveyard is becoming a dangerous, and unsafe for mourning families to attend to loved ones' graves. The land is not being maintained, long grass is seen everywhere, and the fence surrounding the graveyard is being carried away bit by bit. There is urgent intervention needed.

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. Security needs to be placed at this Heritage Site, as homeless persons have now moved in into the Harrismith Town Hall.
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. This department is doing nothing to assist residents.
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.
3. It has been confirmed that the Harrismith Public Swimming Pool is in fact the property of Maluti-a-Phofung municipality, therefore urgent work needs to take place on the property. It is a health hazard, it is a safety hazard and an unfortunate drowning is likely to place. It needs to be cleaned, cleared and the water in the pool needs to be drained so as to prevent drowning.

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:

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.

GENERAL: An urgent application needs to be done for a fuel account in Harrismith, or the current fuel account needs to be paid up to date. It is ridiculous that municipal vehicles working in Harrismith and surroundings, must travel to Phuthaditjhaba to fill up with fuel. The travel expense to fill up with fuel every time must be astronomical and it is completely unacceptable to waste fuel like that.

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
Top Priorities 1. Construction of Community Hall at Lekgulo sports ground 2. Provision of water to the following areas: ✓ Sekafeta; ✓ Tukathole

3. Sewer network for the whole Ward 4. Construction of footbridge in the following areas: ✓ Between Makgalaneng and Sekafeta; ✓ Between Tukathole to Lebohang School; ✓ Between Phomolong and Makgalaneng 5. Paving of the following roads: ✓ From Monyakeng Store to Ha Buthelezi ✓ From Mapopane to Ha Masechaba Store ✓ Meshack Store to Tiisetsang Crèche ✓ Phomolong to Ha Jim 6. Re-gravelling of roads in the whole Ward 7. Formalization of the Ward
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; ✓ To Tiisetsang Crèche
Water 8. Provision of water to the following areas: ✓ Sekafeta; ✓ Tukathole
Bridges 9. 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 Itlotliseng school 10) Re-graveling of all streets 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

Top 5 Priorities

1. Paving of roads from Mantsubise to Mohato and Tribal Council;
2. Water reticulation at Monontsha Vaal Dam and Mantsubise;
3. Re-gravelling of roads in the whole Ward;
4. Construction of a Community Hall at Marallaneng Village;
5. Construction of VIP Toilets at the following Villages:
    - ✓ Hlatseng;
    - ✓ Marallaneng
    - ✓ Sehlajaneng;
    - ✓ Leratong

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

Water

1. Water networks at the following areas:
    - ✓ Monontsha masimong;
    - ✓ Mantsubise lekgotleng;
    - ✓ Mantsubise mashaleng;
    - ✓ Hlatseng ha Sam.
2. Maintenance of Majakaneng reservoir.

Electricity

1. Provision of vending stations in all areas of ward 11.
2. Installation of high mast lights;
3. Maintenance of street lights at Monontsha.
4. Upgrading of electricity network at the following areas:
    - ✓ Monontsha
    - ✓ Masimong;

✓ Mantsubise; and ✓ Mashaleng.
✓ Construction of footbridge between Silahliwe and Mabitleng ✓ Construction of footbridge between Sekgutlong and Thokoza ✓ Construction of footbridge from Marallaneng to the graveyard
3. 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)

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. Paving of Malakoane and Thahameso roads; 2. Legalization of electricity in B-strong section and Seanakoena; 3. Water connection for Central Section; 4. Reconstruction Jesu o Teng Section vehicle bridge; 5. Maintenance of bridge between Korinthe and Seanakoena areas 6. Re-gravelling 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 Seanakoena section, Matjhabakung, Theosane, Ha-Morare and Bolata Shopping centre; 4. Maintenance of the existing high mast lights 5. Electrification of houses;
WATER: 1. Completion of water supply project in the Ward; 2. Covering of big Water Reservoir 3. Connection of water at Machabakung Section
TOILETS 1. Construction of additional of VIP toilets in the whole Ward; 2. Sucking of VIP toilets in the whole Ward 3. Maintenance of sewer network
HOUSES 1. Construction of RDP houses also to cater to people living with disabilities 2. Completion of unfinished RDP houses; 3. Construction of Disaster housed
ROADS: 1. Re-gravelling of roads in the whole ward; 2. Construction of storm water drainage;
BRIDGES 1. Reconstruction of Footbridge between Masakaneng and Selemela areas
PUBLIC FACILITIES 1. Upgrading of sports fields 2. Construction of a Library with 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 disabilities

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
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: ✓ 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
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 5 Priorities

1. Provision of pipeline from Mangaung reservoir to Thaba Bosiu Reservoir and upgrading of Thaba Bosiu pumping station of water.
2. Paving 20 KM of internal roads at Hasethunya, Winnie-Park, Thaba-Bosiu, Qoqolosing, Jwala-Boholo and Molla-Kwekwe and graveling of all access roads in the above area of ward 19.
3. Building of water main line at entire wards and water connections yard of the communities at Qoqolosing, Jwala-Boholo, Hasethunya, Molla-Kwekwe and Winnie-Park.
4. Water purification /treatment plant at Metsi-Matsho dam for community of Thaba Bosiu, Qoqolosing and Jwala-Boholo to get water from Metsi-Matsho Dam.
5. Finishing of Rout 4 road proper and reconstruction of 9km that was built very poor and we recommend the paving to build tire part of 9KM as is very bad and is porthole over it.

Thaba-Bosiu, Qoqolosing and Jwala-Boholo	Hasethunya	Winnie-Park	
✓ Provision of pipeline from Mangaung reservoir to Thaba Bosiu Reservoir and 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 12 KM of internal roads Thaba-Bosiu, Qoqolosing and Jwala-Boholo and re-graveling of all access roads in the above area of the ward 19. ✓ Finishing of Rout 4 road proper and reconstruction of 9km that was built very poor and we recommend the paving to build tire part as is very bad is porthole over it. ✓ Building of water main line at entire ward and water connections yard of the community at Qoqolosing and Jwala-Boholo. ✓ Provision of VIP Toilets at all area of ward 19 and drainage of the VIP TOILTS to entire ward. ✓ Upgrading of Metsi-Matsho School sewage pumping station as sewage is all over the community yard around the school. ✓ Upgrading of Qoqolosing reservoir for supplying Qoqolosing and Jwala-Boholo	✓ Paving 4 KM of internal roads Hasethunya and re-graveling of all access road in the above area of ward 19. ✓ Electrification at Hasethunya and build main line of Electricity pole at some areas within the ward and provision of high master light at Hasethunya. ✓ Building of water main line at entire ward and water connections at yard of the community at Hasethunya. ✓ Provision of VIP Toilets at all area of ward 19 and drainage of the VIP TOILTS to entire ward ✓ Ward Councillor Office to service community daily in the office. ✓ Upgrading of roads to cemeteries as all of them are in bad condition. ✓ Addition of Vending Stations at Hasethunya. ✓ Provision of library at Hasethunya ✓ Provision of RDP houses and build 100 RDP houses that was registered at 2016 and only two houses have been built till today. ✓ Funding for spring water and sand stone projects. ✓ Creation of job for community especial youth. ✓ Steel foot bridges: Hasethunya to joined Thaba Bosiu. ✓ Building of storm water channels at all build roads in the ward 19. ✓ Fencing cemeteries.	✓ Paving 2 KM of internal roads Winnie-Park and re-graveling of all access road in the said area of ward 19. ✓ Electrification at Winnie Park and built main line of electricity pole at some areas within ward and provision of high master light at Hasethunya. ✓ Building of water main line at entire ward and water connections at yard of the community at Winnie-Park. ✓ Provision of VIP Toilets at all area of ward 19 and drainage of the VIP TOILTS to entire ward. ✓ Ward Councillor Office to service community daily in the office. ✓ Upgrading of roads to cemeteries as all of them are in bad condition. ✓ Addition of Vending Stations at Winnie Park. Provision of RDP houses and build 100 RDP houses that was registered at 2016 only two houses have been built till today. ✓ Funding for spring water and sand stone projects. ✓ Creation of job for community especial youth. ✓ Steel foot bridges: Ha-Sethunya to joined Winnie-Park. ✓ Building of storm water channels at all build roads in the ward 19 ✓ Connecting of stoppers on water meters at stand pipes at Winnie-Park.	

	with water as they have almost 18 years without water. ✓ Crime prevention by opening satellite at Thaba Bosiu to service community of Qoqolosing, Jwala-Boholo and Thaba-Bosiu. ✓ Ward Councillor Office to service community daily in the office ✓ Upgrading of roads to cemeteries as all of them are in bad condition. ✓ Provision of RDP houses and build 100 RDP houses that was registered at 2016 only two houses have been built till today. ✓ Recreational facilities for youth entertainment. ✓ Funding for spring water and sand stone projects. ✓ Creation of job for community especial youth. ✓ Steel foot bridges at Hasethunya to joined Thaba Bosiu and Qoqolosing to joined Jwala-Boholo. ✓ Building of storm water channels at all build roads in the ward 19 ✓ Connecting of stoppers on water meters at stand pipes at Thaba-Bosiu. ✓ Fencing cemeteries. ✓ Internships and learner ship for youth. ✓ Funding for sustainability of SMME projects. ✓ Speed humps at route 4. ✓ Community Hall but note must be taken site for hall has been	✓ Internships and learner ship for youth. ✓ Funding for sustainability of SMME projects. ✓ 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.	✓ Fencing cemeteries. ✓ Internships and learner ship for youth. ✓ Funding for sustainability of SMME projects. ✓ Upgrading of sports facilities and building permanent structure for youth. ✓ 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.	

	occupied and new site is needed. ✓ Upgrading of sports facilities and building permanent structure for youth. ✓ 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. ✓ Electrification at Thaba Bosiu, Qoqolosing and Jwala-Boholo and build main line of Electricity pole at some areas within the ward and provision of high master light at Thaba-Bosiu, Qoqolosing and Jwala-Boholo			

WARD 20 – Cllr Nare Ramohloki
Top 6 Priorities 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 to Matswakeng ✓ Matswakeng to Matswakeng ✓ Sedibeng to Maene Park ✓ Sefikaneng to the Cemeteries ✓ Thajaneng to Selahliwe ✓ Phomolong to White City ✓ Dinkoeng Clinic ✓ Sedibeng 2. Re-graveling of all access roads 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

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 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 of electricity
4. Availability of electricity Vending Stations
5. Installation of High mast lights and maintenance of the existing high mast lights

6. VIP toilets
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

WARD 25 – Cllr Mathapelo Mahamotsa
Top priorities 1. Construction of Pave access road Bolata Phamong: Distance 3km 2. Installation and maintenance of high master and Street light. 3. Construction of Vehicle bridge between ward 25 and ward 7. 4. Construction of Water Channels. 5. Re-gravelling of all roads in the ward. 6. Consistent collection of refuse
ELECTRICITY: 1. Upgrading of electricity infrastructure and splitting of transformers 2. Electrification of Houses.
WATER: 1. Provision of water supply to River-view Section; 2. Water reservoir spillage be fixed because is causing damage to property of residents. 3. Leakage of Sewer network be fixed and Maintenance of sewer network.
TOILETS: 1. Construction of VIP Toilets. 2. Sucking of VIP Toilets.
HOUSES: 1. Construction of RDP Houses and completion of incomplete houses; 2. Construction of Disaster Houses
ROADS: 1. Re-gravelling of all roads in the ward. 2. Construction of speed humps and paintings of existing ones. 3. Fixing of potholes on all tarred roads in ward 25.

PUBLIC FACILITIES: 1. Maintenance of three sports fields. 2. Building of Indoors sports facility with free WI-FI 3. Construction of library.
EMPLOYMENT: 1. Creation of employment opportunities

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

WARD 28 – Cllr Pastor Mary Crocket

Ward Priorities

1. Construction of VIP Toilets in all areas
2. Installation of high mast lights in all areas
3. Re-gravelling and paving of roads at Mabolela and Chris Hani
4. Construction of Water Reservoir and fixing of sewer leakages in all areas
5. Construction of footbridge at Mabolela

ELECTRICITY:

1. Installation of High Mast lights in the following areas:
   - ✓ Elite;
   - ✓ Mabolela (3);
   - ✓ Chris Hani (3);
   - ✓ Phahameng;
   - ✓ Mkabatane and;
   - ✓ Vergenoeg.
2. Installation of street lights at the following areas:
   - ✓ Mabolela;
   - ✓ 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
TOILETS 4. Construction of 800 VIP toilets; 5. Sucking of 2500 VIP toilets
HOUSES 4. Construction of 2 500 RDP houses; 5. Relocation of 160 households on Wetlands; 6. 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: 3. Re-gravelling of the following roads: ✓ Phahameng; ✓ Biotekong Edu College Road; ✓ Chris Hani main Road 4. Paving of the following roads: ✓ Qwaqwa School Road; ✓ Planet Road to Thokoana Secondary School 5. Fixing of potholes at Beirut, Elite and 40 Houses 6. Construction of speed humps in the main and busy streets in the entire ward 7. Construction of storm water drains at Mabolela 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: ✓ Construction of clinic at Chris Hani

WARD 29 – Cllr Mojalefa Ralethohlane
Top 5 priorities 1. **ROADS** ✓ Re-gravelling of roads in Bochabela, Mahlaphong and Phuthaditjhaba ✓ Paving of Phuthaditjhaba roads ✓ Construction of speed humps in mains streets (Phuthaditjhaba and Bochabela) ✓ Construction of storm water channels at Phuthaditjhaba and Bochabela 2. Construction of Mahlaphong Bridge; 3. Installation of High Mast Lights; 4. Construction of VIP Toilets (250) 5. Construction of RDP houses 6. Water connections at Botjhabela and Ntshehele)
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
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

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, Baghdad, 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 Baghdad, 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 and gravelling of small streets in the ward; 2. Electrifying of all households and maintenance of infrastructure; 3. Issuing of Tittle Deeds to home owners and completion of unfinished RDP houses; 4. Construction of community hall and Clinic in Section 3; 5. Construction of primary school at Section 4;
Rezoning of Ward 33;
Electrification of all households;
Formalization of informal settlements
Paving of main road
Re-gravelling of small streets
Construction of sewer system in Slovo Park
Water network
Creation of employment opportunities
Construction of storm water drainage
Construction of clinic
Construction of community hall
Construction of school
Availability Bursaries and Learnerships
Fixing of water and sewer leakages
Installation of 8 high mast lights
Installation of 10 transformers
Issuing of title deeds
Provision of residential sites

WARD 34 – Cllr Raymond Mohlekwa
Top priorities 1. Formalization of roads in Ext 10 and gravelling of streets in Ext 30 2. Water connection in all areas that have no water; 3. Upgrading of sewer pipes from 110mm to 210mm pipes; 4. Normalization of electricity in Ext 10 and electrification of Ext 30 5. Construction of bridges in the following areas: ✓ Between intersection of Tharollo School and Phase 2B; ✓ Between Ext 10 and Masakeng Section; ✓ Between Disaster Park and Ext 30; 6. Maintenance of 7 pedestrian bridges
Roads

1. Paving of the following roads: ✓ 5 Street N Section; ✓ L Section 2. Paving of access roads in the following sections: ✓ Romeng Section ✓ Phase 1A ✓ Phase B ✓ Phase 2A ✓ Phase 2B ✓ L Section ✓ N Section ✓ Ext 10 and 30 3. Gravelling of short streets in all Sections ✓ Romeng Section; ✓ Phase 1 A and Phase 1 B ✓ Phase 2 A and Phase 2 B 4. Formalization of roads at Extension 10; 5. Formalization of streets at Extension 30 6. Maintenance storm water drains at the following roads: ✓ Mampoi Road; and ✓ R172 7. Upgrading of road to the cemetery 8. Construction of speed humps in all paved roads and in Mampoi Road
Bridges 1. Maintenance of 7 pedestrian bridges in the ward; 2. Construction of bridge between Disaster Park and Extension 30
Water 1. Construction of a new reservoir; 2. Connection of water to extension 10 and 30 and to Hillside View 1, 2 and Jojo Section
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; 2. Electrification of households on Extension 30 and Hillside View 1, part of Hillside View 2, Hillside View 4 and Jojo Section 3. Installation of new high mast lights 4. 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: ✓ 1041; ✓ 1046; ✓ 1047; ✓ 1048;
Sports Construction of sports ground
Skills Development ✓ Learnerships for young people
Community Centre ✓ 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 bedrode 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.

MAP is one of the most scenic and attractive areas 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

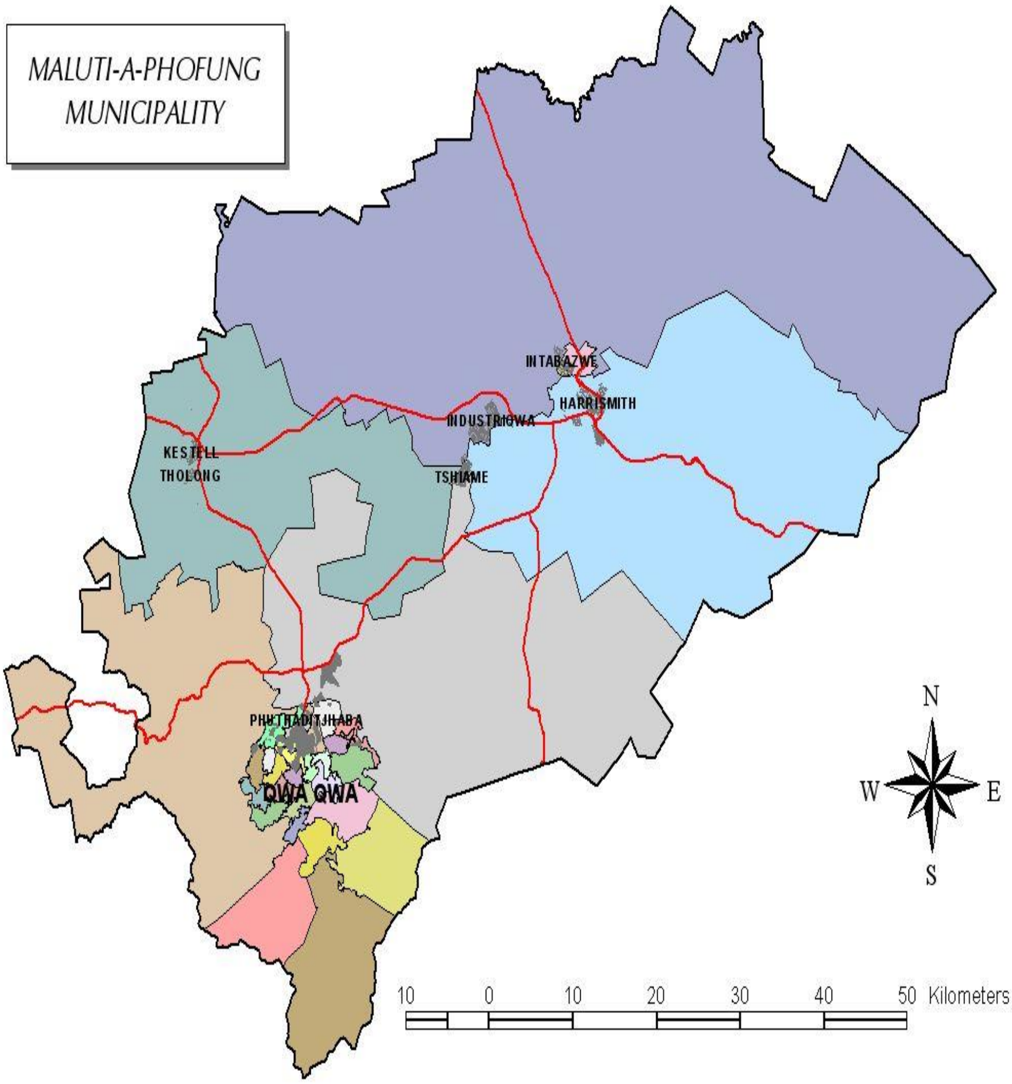


Figure 1: Map showing settlement distribution

2.2. Maluti-a-Phofung Local Municipality Demographic Profile

The municipality comprises of 35 wards and covers approximately 4 337,7 km2 in extent. Phuthaditjhaba is the urban centre of QwaQwa and serves as the administrative head office of Maluti-A-Phofung municipality. Of the 35 municipal Wards, 21 are rural and 14 are semi-urban and the rural Wards are 8, 9, 10, 11, 12, 13, 14, 15, part of 16, 17, 18, 19, 20, 21, 23, part of 24 (Lusaka), 30, 31, part of 32, 33 and 35.

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.

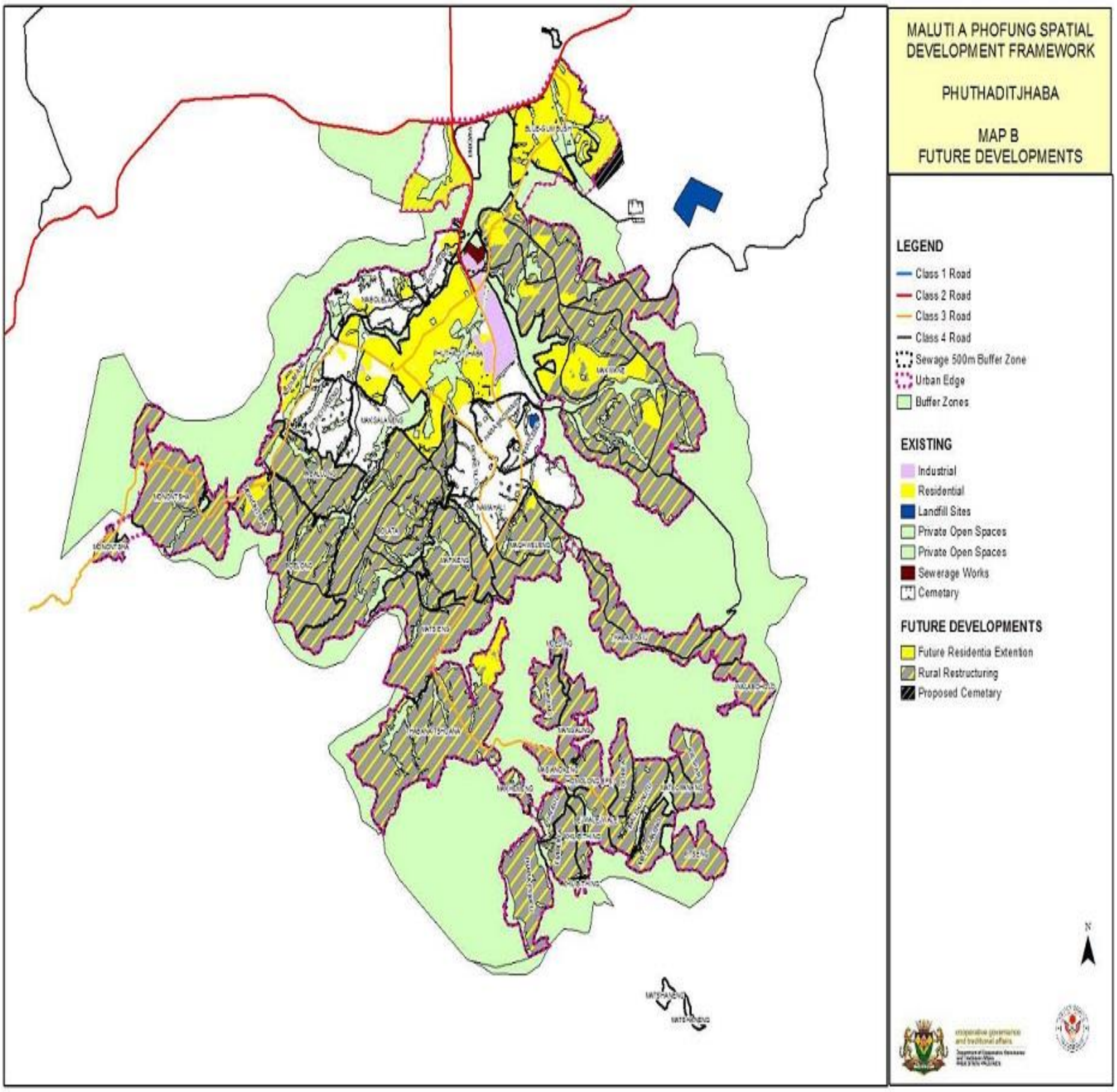
Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1,5km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and QwaQwa. Kestell is a service canter for the surrounding agricultural oriented rural area with Tlholong as the township.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

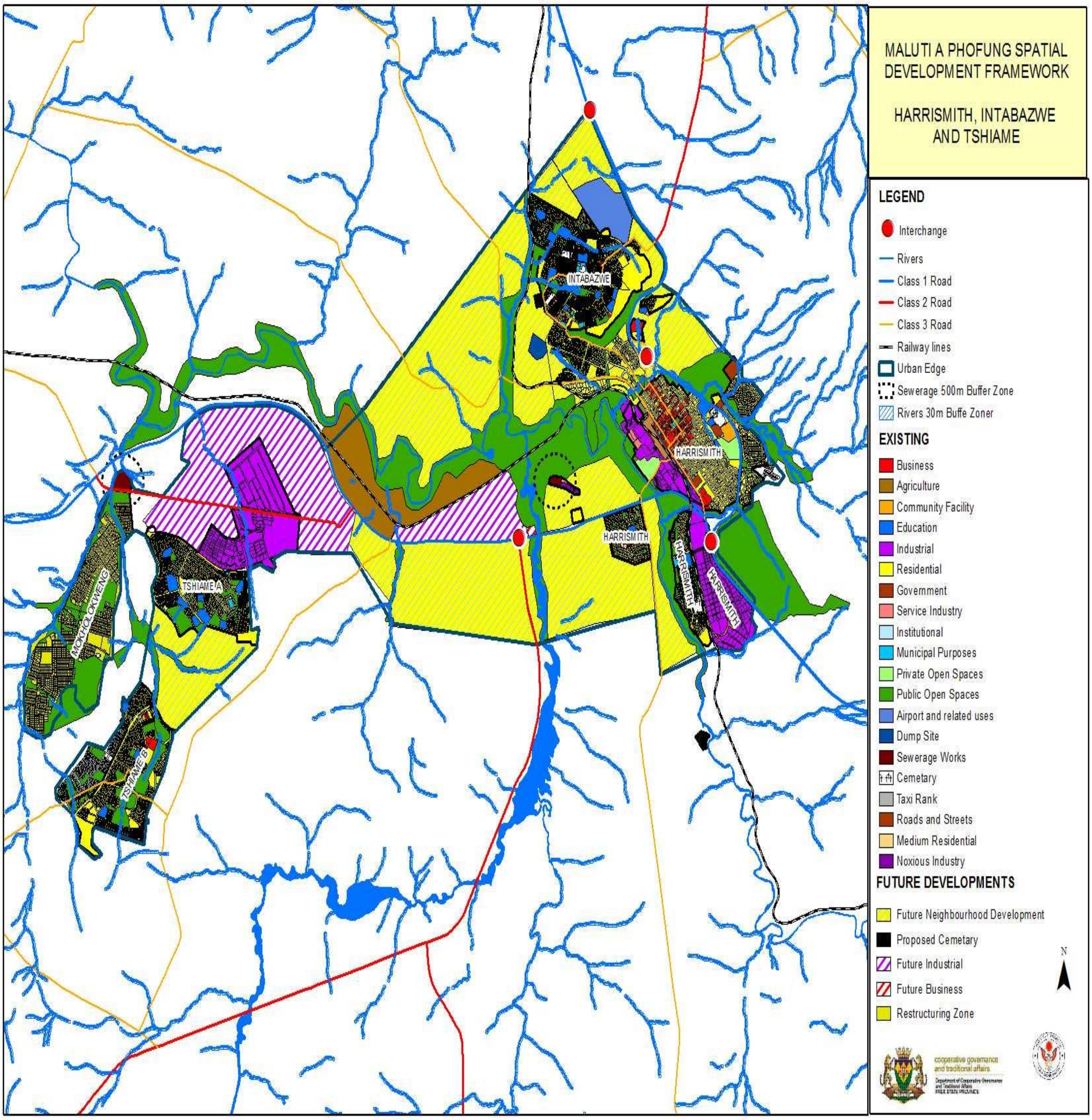
The municipality is made up of three major towns, namely: Harrismith; Kestell and QwaQwa/Phuthaditjhaba and as per the 2022 Census, MAP has a total population of 398 459, of which 184 386 (46.3%) are females and 214 074 (53.7%) are males. This population resides in 115 151 households

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

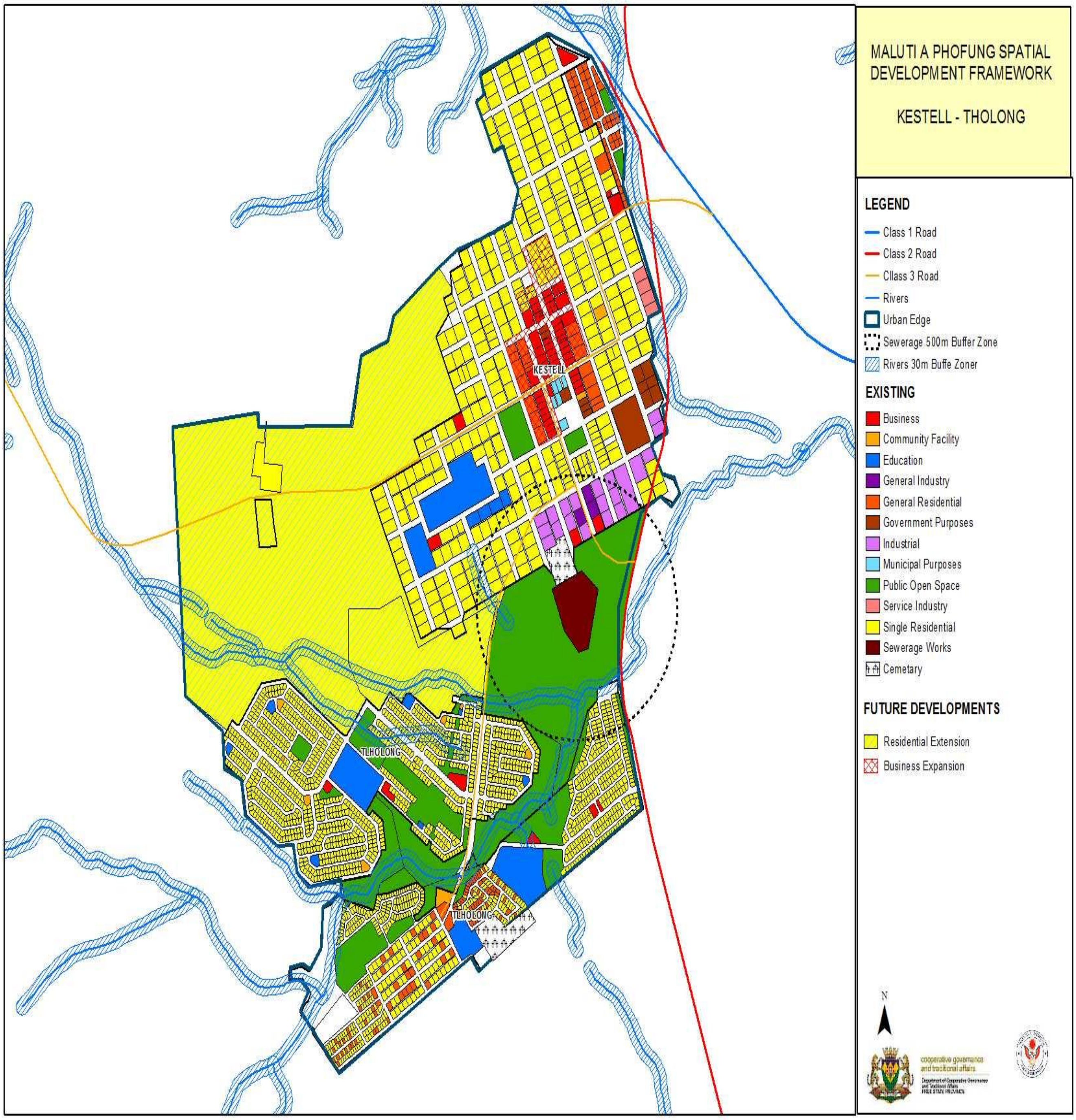
QwaQwa – Phuthaditjhaba



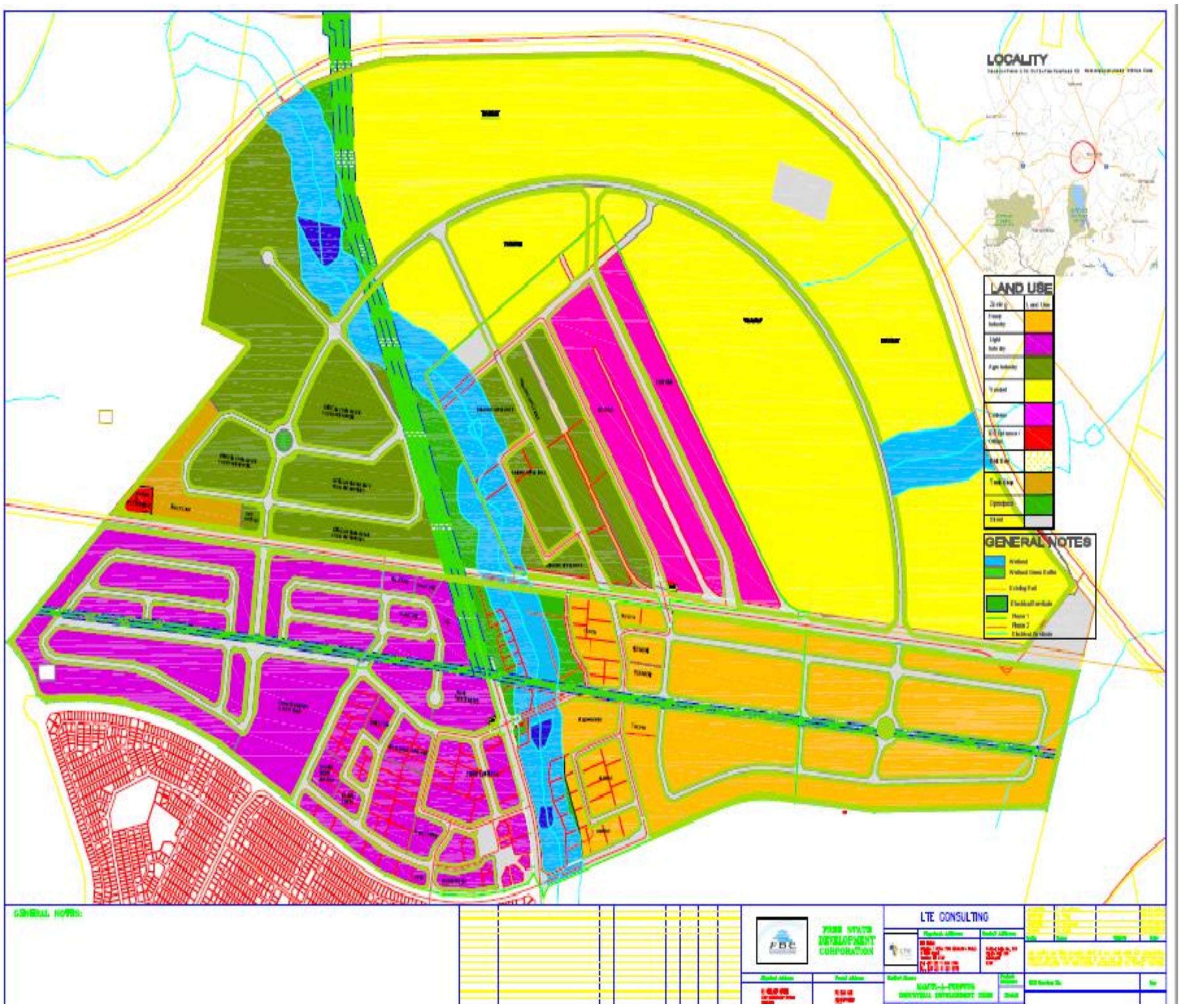
Harrismith, Intabazwe and Tshiame



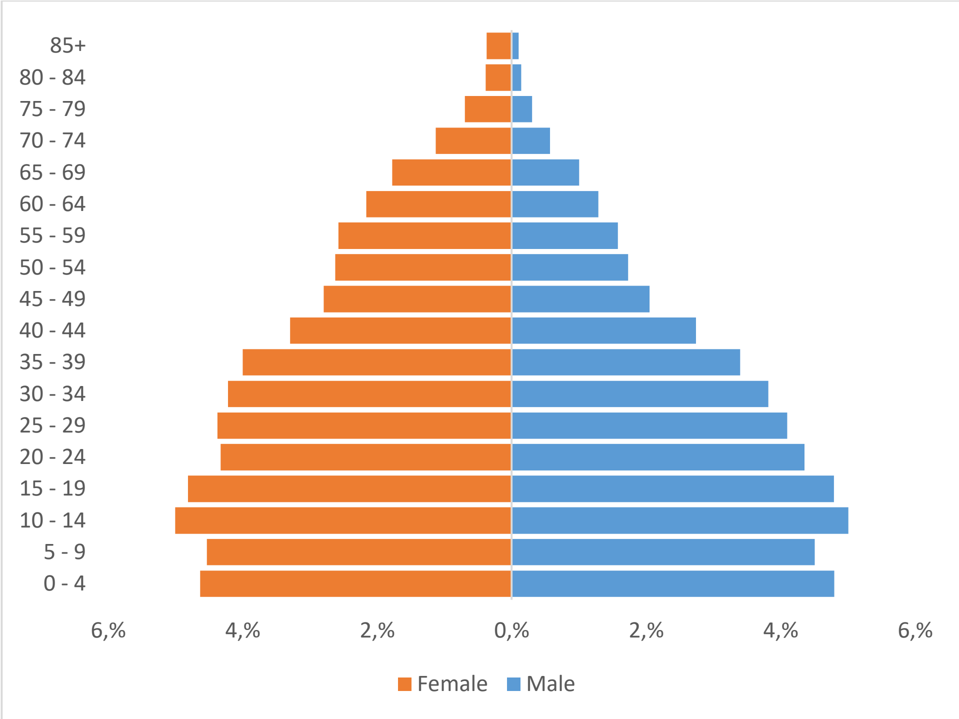
Kestell – Tlholong



Special Economic Zone (SEZ) Spatial Development Layout



As depicted by the population pyramid below, the larger population of MAP is between the ages of 10 – 29 indicating that municipal planning should be biased towards youth development.



Source: Stats SA, Census 2022

The table below depicts the distribution on MAP population by group:

Black African	390 083
Coloured	932
Indian or Asian	1 100
White	5 881
Other	354
Unspecified	109
	398 459

Source: Stats SA, Census 2022

A comparison in the distribution of population per gender within the Thabo Mofutsanyane district municipality between Census 2011 and Census 2022 is depicted by the table below:

District and local municipality	Category	Government transfers and subsidies as a % of total revenue	CENSUS 2011					CENSUS 2022					Growth Rate
Municipality			Total population			School attendance (5- 24 years)	Sex Ratio	Total population			School attendance (5- 24 years)	Sex Ratio	
			Male	Female	Total			Male	Female	Total			
Thabo Mofutsanyane	**C1**	84,9%	342 877	392 802	735 679	**218 696**	87,3	387 852	443 569	831 421	**223 777**	**87,4**	**1,2**
FS191: Setsoto	**B3**	51,9%	52 340	59 698	112 038	**32 339**	87,7	59 948	67 970	127 918	**34 689**	**88,2**	**1,3**
FS192: Dihlabeng	**B2**	27,9%	61 153	67 551	128 704	**33 843**	90,5	60 864	69 571	130 434	**31 000**	**87,5**	**0,1**
FS193: Nketoana	**B3**	32,7%	28 611	31 713	60 324	**17 259**	90,2	31 260	35 228	66 488	**17 055**	**88,7**	**0,9**
FS194: Maluti a Phofung	**B3**	62,5%	153 209	182 575	335 784	**108 045**	83,9	184 386	214 074	398 459	**113 419**	**86,1**	**1,7**
FS195: Phumelela	**B3**	59,7%	23 162	24 611	47 772	**13 325**	94,1	25 033	27 191	52 224	**13 090**	**92,1**	**0,9**
FS196: Mantsopa	**B3**	37,5%	24 402	26 654	51 056	**13 885**	91,6	26 361	29 536	55 897	**14 523**	**89,3**	**0,9**

Source: Stats SA, Census 2022

A comparison in the distribution of population by broad age groups within the Thabo Mofutsanyane district municipality between Census 2011 and Census 2022 is depicted by the table below:

District and local municipality	CENSUS 2011					CENSUS 2022				
	0 - 4	5 - 14	15 - 34	35 - 59	60 +	0 - 4	5 - 14	15 - 34	35 - 59	60 +
Thabo Mofutsanyane	**84 177**	**150 210**	**264 090**	**176 138**	**61 064**	**77 684**	**154 592**	**281 476**	**232 231**	**85 420**
FS191: Setsoto	13 077	22 920	39 697	26 624	9 721	12 427	24 628	41 420	36 287	13 153
FS192: Dihlabeng	13 786	24 075	45 895	34 119	10 829	11 660	22 130	43 195	39 534	13 913
FS193: Nketoana	7 118	12 364	21 129	14 368	5 346	5 772	12 146	21 974	19 181	7 414
FS194: Maluti a Phofung	38 991	70 706	122 745	76 695	26 648	37 564	75 914	138 654	106 730	39 586
FS195: Phumelela	5 212	9 924	16 479	11 857	4 300	5 023	9 108	17 781	14 786	5 526
FS196: Mantsopa	5 994	10 221	18 146	12 475	4 219	5 238	10 667	18 451	15 712	5 828

Source: Stats SA, Census 2022

A comparison in the distribution of households by type within the Thabo Mofutsanyane district municipality between Census 2011 and Census 2022 is depicted by the table below:

District and local municipality	Category	Government transfers and subsidies as a % of total revenue	Households				Type of main dwelling							
			2011		2022		2011				2022			
			Total H/H	Average H/H Size	Total H/H	Average H/H Size	Formal Dwelling	Traditional Dwelling	Informal Dwelling	Other	Formal Dwelling	Traditional Dwelling	Informal Dwelling	Other
Thabo Mofutsanyane	**C1**	**84,9%**	**217 689**	**3,4**	**244 415**	**3,4**	**168 216**	**14 839**	**33 244**	**1 390**	**211 287**	**6 660**	**25 082**	**1 386**
FS191: Setsoto	**B3**	51,9%	**33 496**	3,3	**36 471**	3,5	23 485	894	8 942	176	30 369	349	5 452	301
FS192: Dihlabeng	**B2**	27,9%	**38 590**	3,3	**41 468**	3,1	29 598	1 896	6 904	192	35 430	646	5 283	109
FS193: Nketoana	**B3**	32,7%	**17 318**	3,5	**19 738**	3,4	12 735	655	3 879	50	16 587	148	2 790	213
FS194: Maluti a Phofung	**B3**	62,5%	**100 226**	3,4	**115 151**	3,5	80 585	9 676	9 157	808	101 408	4 405	8 806	531
FS195: Phumelela	**B3**	59,7%	**12 888**	3,7	**15 605**	3,3	9 407	1 269	2 136	77	12 937	836	1 765	67
FS196: Mantsopa	**B3**	37,5%	**15 170**	3.4	**15 982**	3,5	12 406	450	2 226	87	14 556	275	986 164	164

Source: Stats SA, Census 2022

As depicted by the tables above, the figures indicate that MAP has an estimated total population of 398 448 people and the largest population is the youth between, the ages of 15 – 34 years. This means that municipal planning should be biased towards youth development. This population constitute 138 654 **(34.8%)**, of the total municipal population, a significant increase of 15 909 (**3.9%**) people from the 2011 Census figures. This is followed by population between the ages 35 – 59 constituting 106 730 **(26.8%)** of the total municipal population. This age group also increased by 30 035 (**7.5%**) people from the 2011 Census figures. The increase in these age groups means that the municipality has now an extra responsibility of providing services and ensuring that it creates conducive environment for the creation of employment for it.

The tables below depict the distribution of MAP's population by degree of difficulty, type and age group:

	Seeing	Hearing	Communication	Walking	Remembering	Self-care
No difficulty						
5 - 14	70 734	73 597	74 127	74 497	74 140	73 736
15 - 24	66 296	70 152	70 824	71 087	70 540	71 140
25 - 34	59 928	63 867	64 528	64 530	64 044	64 777
35 - 59	85 973	101 278	104 274	101 683	100 641	104 430
60 +	23 265	32 906	37 819	31 404	31 476	36 524
Some difficulty						
5 - 14	3 367	1 116	797	491	764	937
15 - 24	4 292	1 190	705	524	926	435
25 - 34	4 328	1 122	675	657	1 045	451
35 - 59	15 984	3 640	1 321	3 084	4 229	1 031
60 +	12 137	5 128	1 279	5 516	6 016	1 971
A lot of difficulty						
5 - 14	829	224	136	101	197	282
15 - 24	985	206	135	98	247	102
25 - 34	910	182	131	169	257	108
35 - 59	3 618	650	290	1 051	1 001	351
60 +	3 734	1 212	239	2 182	1 827	622
Cannot do at all						
5 - 14	239	239	116	83	62	220
15 - 24	196	225	105	67	58	100
25 - 34	215	225	65	46	46	66
35 - 59	384	406	105	163	97	171
60 +	229	133	41	276	52	257
Do not know						
5 - 14	31	23	23	28	36	26
15 - 24	28	25	29	22	26	21
25 - 34	42	26	25	21	31	21
35 - 59	94	78	62	72	85	67
60 +	31	18	17	18	25	22

Source: Stats SA, Census 2022

The table below depicts the distribution of population 20 years and above by highest level of education and sex:

	Black African	Coloured	Indian or Asian	White	Other
No schooling	14 942	23	57	108	18
Some Primary	22 584	39	18	36	14
Completed Primary	7 789	16	24	6	11
Some secondary	78 191	204	173	715	74
Grade 12/ Matric	81 744	177	332	1 957	79
Higher	18230	47	129	1 305	22
Other	1714	11	22	81	2
	225 194	**517**	**755**	**4 208**	**220**

Source: Stats SA, Census 2022

The table below depicts the distribution of households by access to water:

Piped (tap) water inside the dwelling	41 636
Piped (tap) water inside the yard	63 282
Piped (tap) water on community stand: distance less than 200m from dwelling	2 409
Piped (tap) water to community stand: distance less than 200m and 500m from dwelling	571
Piped (tap) water to community stand: distance less than 500m and 1000m from dwelling	348
Piped (tap) water on community stand: distance greater than 1000m (1 km) from dwelling	193
No access to piped (tap) water	6 713
	115 152

Source: Stats SA, Census 2022

The table below depicts the distribution of households by tenure status:

Flush toilet connected to a public sewerage system	47 090
Flush toilet connected to a septic tank or conservancy tank	2 333
Chemical toilet	4 063
Pit latrine/toilet with ventilation pipe (VIP)	21 051
Pit latrine/toilet without ventilation pipe	32 505
Ecological toilet (e.g. urine diversion, enviroloo, etc.)	2 513
Bucket toilet (collected by municipality)	614
Bucket toilet (emptied by household)	2 613
None	1 830
Other	540
	115 152

Source: Stats SA, Census 2022

The table below depicts the distribution of households by energy used for lighting:

Electricity from mains	110694
Other source of electricity (e.g. generator etc.)	385
Gas	109
Paraffin	439
Candles	2951
Solar	432
Other	47
None	94
	115 151

Source: Stats SA, Census 2022

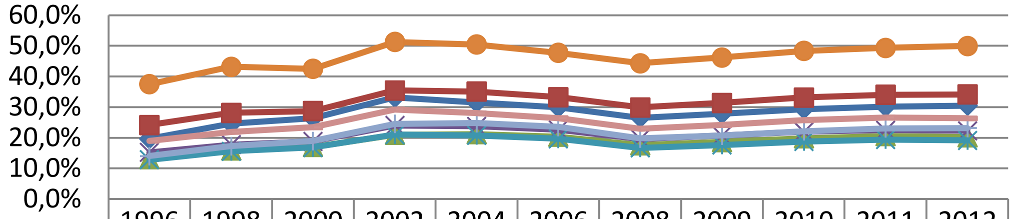
The table below depicts the distribution of households by refuse removal:

Removed by local authority/private company/community members at least once a week	35 790
Removed by local authority/private company/community members less often	922
Communal refuse dump	3 979
Communal container/central collection point	276
Own refuse dump	60 810
Dump or leave rubbish anywhere (no rubbish disposal)	12 683
Other	691
	115151

Source: Stats SA, Census 2022

2.3. MAP Local Economic Profile

The municipality has developed its LED Strategy in 2020 and is due for review in 2025. The tables and analysis that follow, depict the economic profile of the municipality:



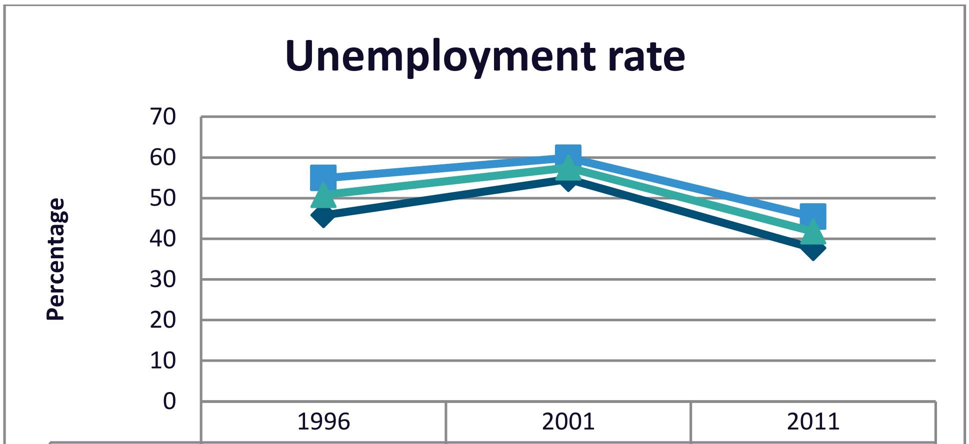
	1996	1998	2000	2002	2004	2006	2008	2009	2010	2011	2012
Free State	19,7%	24,6%	26,4%	33,1%	31,5%	29,9%	26,5%	27,8%	29,4%	30,1%	30,5%
Thabo Mofutsanyane	24,2%	28,1%	28,7%	35,4%	35,1%	33,3%	29,9%	31,4%	33,1%	34,0%	34,2%
Setsoto	13,1%	15,8%	17,0%	21,0%	21,2%	20,4%	17,6%	18,6%	19,9%	20,6%	20,2%
Dihlabeng	15,3%	17,8%	18,8%	24,0%	23,8%	22,6%	19,6%	20,7%	22,0%	22,5%	22,3%
Nketoana	12,8%	15,6%	16,8%	21,1%	20,8%	19,7%	16,7%	17,6%	18,8%	19,4%	19,1%
Maluti a Phofung	37,5%	43,2%	42,5%	51,3%	50,4%	47,8%	44,3%	46,2%	48,3%	49,3%	50,0%
Phumelela	14,0%	17,3%	18,9%	24,6%	24,8%	23,5%	19,8%	20,7%	22,1%	23,1%	23,2%
Mantsopa	19,0%	21,9%	23,4%	29,2%	28,1%	26,4%	23,0%	24,2%	25,7%	26,6%	26,4%

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)



	1996	2001	2011
Male	45,8	54,7	37,7
Female	54,9	59,9	45,4
Overall	50,8	57,5	41,8

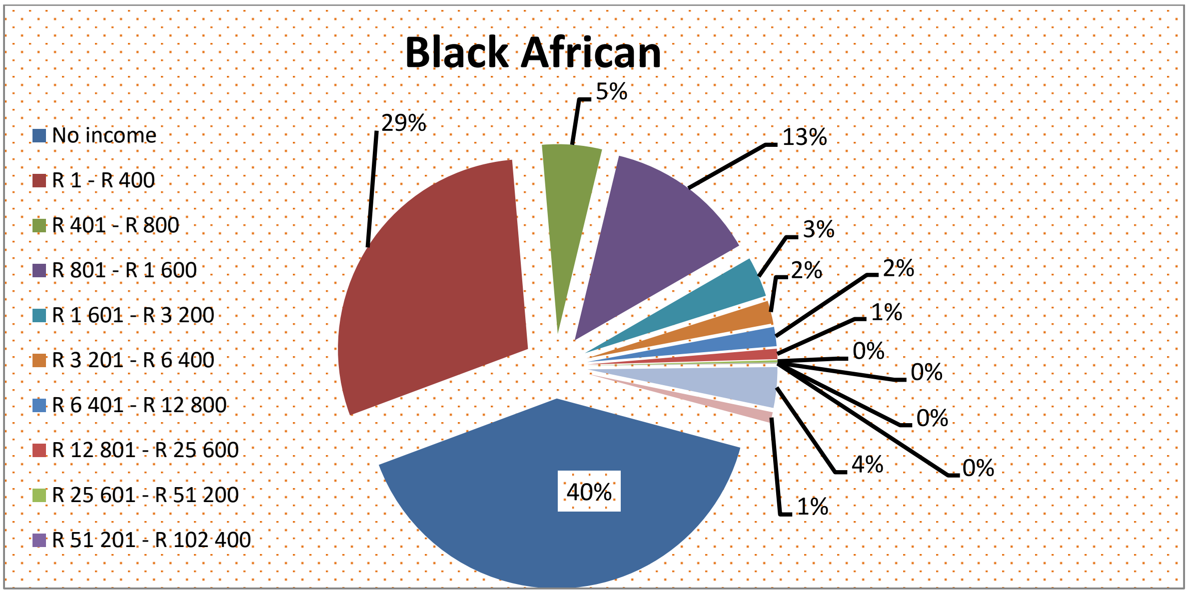
The above indicators, the overall unemployment rate for Maluti a Phofung decreased from 50.8% in 1996 to 41.8% in 2011 whereas in 2001 it was 57.5%. Female unemployment rate over the years 1996, 2001 and 2011, is greater than that of males. According to 2016 Community Survey, 18% of the population is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

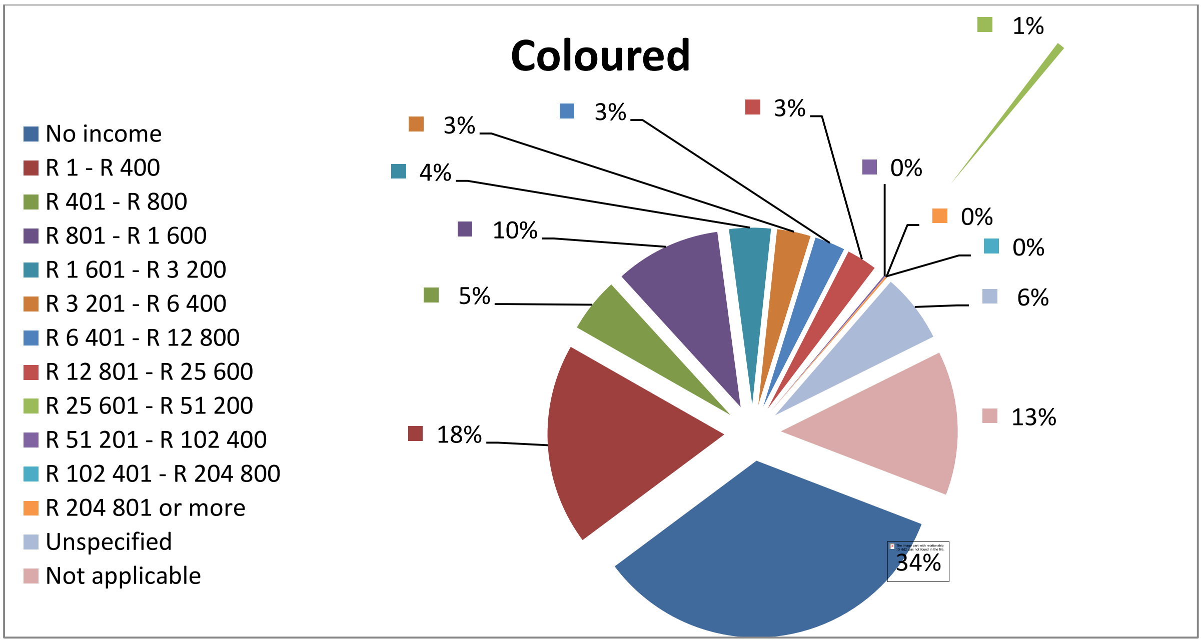
2.3.1. Maluti-a-Phofung Local Municipality Economic Profile by Race

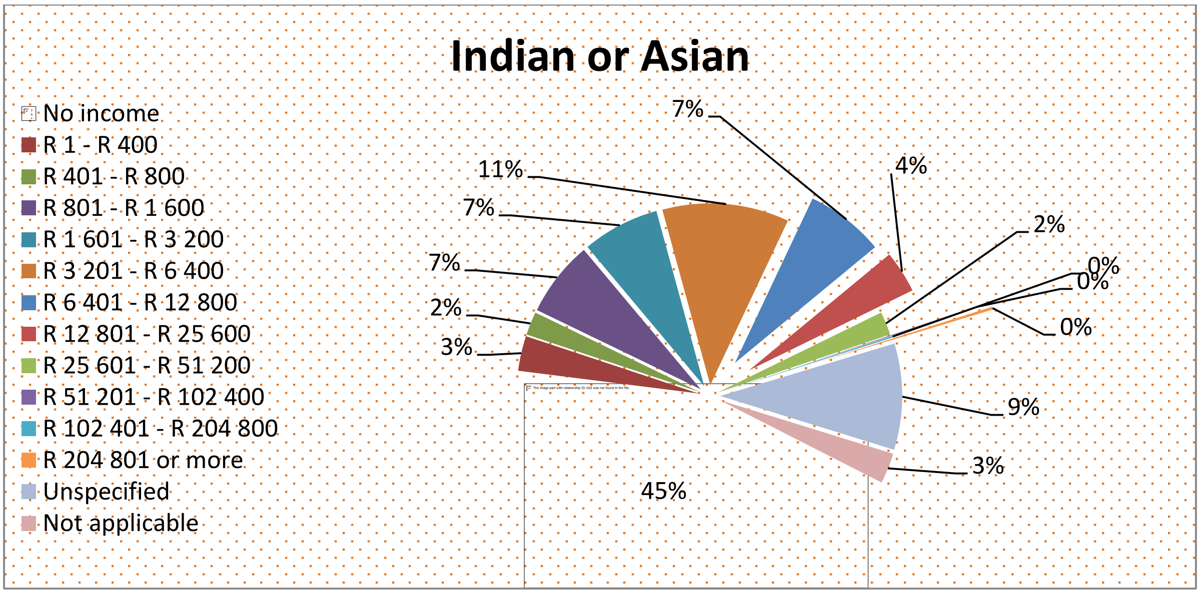
The tables below depict the distribution of individual monthly income within MAP according to population groups:

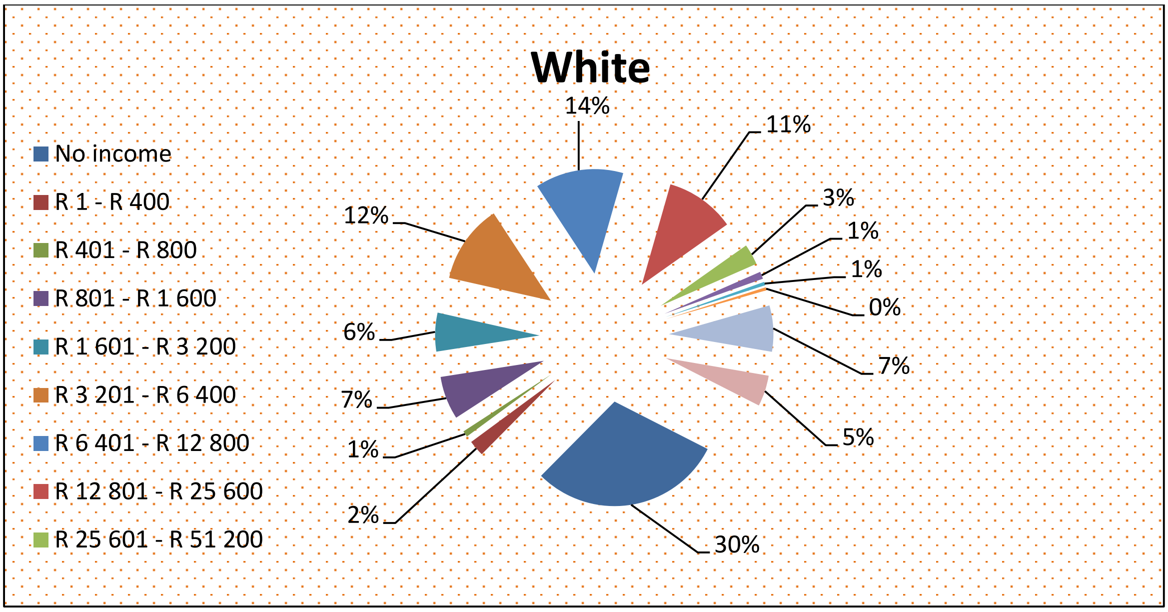
Income range	Black African	Coloured	Indian or Asian	White	Other	Total
No income	132 421	232	344	1 274	67	**134 338**
R 1 - R 400	96 793	126	24	105	36	**97 084**
R 401 - R 800	16 766	34	16	40	20	**16 877**
R 801 - R 1 600	42 627	66	52	285	45	**43 075**
R 1 601 - R 3 200	11 300	26	53	255	35	**11 669**
R 3 201 - R 6 400	6 384	21	87	521	17	**7 030**
R 6 401 - R 12 800	5 393	19	54	582	8	**6 056**
R 12 801 - R 25 600	2 901	19	29	459	11	**3 419**
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	11 384	43	73	304	18	**11 823**
Not applicable	3 001	90	21	204	14	**3 330**
Total	**329795**	**684**	**776**	**4256**	**273**	**335 784**

Source: Statistics South Africa, Census 2011




Coloured
No income
R 1 - R 400
R 401 - R 800
R 801 - R 1 600
R 1 601 - R 3 200
R 3 201 - R 6 400
R 6 401 - R 12 800
R 12 801 - R 25 600
R 25 601 - R 51 200
R 51 201 - R 102 400
R 102 401 - R 204 800
R 204 801 or more
Unspecified
Not applicable
1%
3%
3%
3%
4%
0%
0%
0%
10%
5%
6%
18%
13%
34%


Indian or Asian
No income
R 1 - R 400
R 401 - R 800
R 801 - R 1 600
R 1 601 - R 3 200
R 3 201 - R 6 400
R 6 401 - R 12 800
R 12 801 - R 25 600
R 25 601 - R 51 200
R 51 201 - R 102 400
R 102 401 - R 204 800
R 204 801 or more
Unspecified
Not applicable
7%
4%
11%
7%
2%
7%
0%
0%
2%
0%
3%
9%
3%
45%



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 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***
uKhahlamba Drakensberg	*World Heritage Site*
Chief Wetsies' Cave	
San Paintings sites	

Source: SAHRA 2013

Kestell heritage sites

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

Harrismith heritage sites

SITE NAME	***ARCHIVE STATUS***	***DECLARATION TYPE***
Retiefklip, Kerkenberg, Harrismith District	*National Monument*	*Provincial Heritage Site*
Nederduitse Gereformeerde Church, Church Street, Warden, Harrismith District	*National Monument*	*Provincial Heritage Site*
Town Hall, Warden Street, Harrismith	*National Monument*	*Provincial Heritage Site*
36A Boys Street, Harrismith	*Register*	*Heritage Register*
Badenhorst Building, Warden Street, Harrismith	*Register*	*Heritage Register*
A E Odell Building, Stuart Street, Harrismith	*Register*	*Heritage Register*
Nederduitse Gereformeerde Church, Van Riebeeck Street, Kestell	*National Monument*	*Provincial Heritage Site*
Old Toll-bridge, Wilge River, Swinburne, Harrismith District	*National Monument*	*Provincial Heritage Site*
Swalu Bridge, Landdrost, Harrismith District	*National Monument*	*Provincial Heritage Site*
Farmhouse, Klerksvlei, Harrismith District	*National Monument*	*Provincial Heritage Site*

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. Environment and Solid 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. The municipality has also designated a Waste Management Officer in terms of section 10 (3) of the National Environmental Management: Waste Act No 56 of 2005.

2.4.1. Waste Management: 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.

The landfill site in Kestell is filled up and closed, therefore, waste removed from Kestell is dumped at the Qwaqwa landfill site. This is done twice a week. Household refuse is removed once a week while business waste is carried twice a week. The common types of waste produced and removed in Maluti-A-Phofung are household refuse, business waste including factories which are basically paper, cut materials, saw dust and plastics, garden refuse and building rubble. In Harrismith the total waste removed is 220 tons which give and annual tonnage of 2620 ton. Medical waste is managed by individual medical establishments and does not form part of the waste removed by the council. People dump their refuse at street corners and the municipality does not have well – equipped machinery to collect all the refuse. Information on waste is covered on IWMP of the municipality. Issues, Opportunities and Mechanisms for Indicators can be found in the draft Integrated Waste Management Plan.

MALUTI-A-PHOFUNG LOCAL MUNICIPALITY WASTE MANAGEMENT STATUS OUTLINE

AREA	IWMP	By-law	Designation of WMOs	Landfill Site State of License	Weigh bridge	Transfer station	Recycling initiatives	SAWIS Reporting
Qwaqwa Landfill site				Closure license	No		Yes	No
Harrismith Landfill site	Yes. Under review	Draft By-law	Yes	NEM: WA Licensed	No	No. Kestell Transfer was closed	Yes	No
Pereng Landfill site (Qwaqwa)				NEM: WA Licensed	No		No	No

2.4.2. Air Quality and Climate Change

There is no conclusive information regarding the historical state of air quality in Maluti-A-Phofung Local Municipal, and no clear understanding of the status of greenhouse gas or fossil fuel combustion emissions within the municipal area. There is, therefore, no information on whether emission levels are increasing or declining. The Maluti-A-Phofung Local Municipality has neglected the monitoring and governance of air quality issues in the past. Strategic management procedures are lacking for the control, recording and management of pollution events. The Municipality does not have Air Quality Management Plan as well as designated Air Quality Officer as required by law.

It should be noted that MAP does not have such heavy industries that pollute the air in this environment; there are, however, areas of poor air quality within the Maluti-A-Phofung Local Municipal area that will require remediation and future monitoring. Although Maluti-A-Phofung's contribution to greenhouse gas and fossil fuel combustion emissions are relatively low, impacts of climate change may indeed be felt at a local level. It is thus important for the municipality to monitor the rainfall and temperature changes over the long run to make people aware of these changes

AIR QUALITY ISSUES

Air Quality Issue	RURAL QWAQWA & PHUTHADITJHABA	HARRISMITH, INTABAZWE, SWINBURN & VAN REENEN	KESTELL & THLOLONG
Smoke pollution in winter from fuelwood and coal fires spread across the entire city	The entire area and it even get worse towards the mountains	Entire area	Entire area except for the north-westerly side of the town
Heavy cloud from the incinerator at hospitals, industrial areas and landfill sites pollute areas at certain times	Some refuse dumps and surrounding areas, industrial areas	Main refuse dump and surrounding areas, industrial areas	Main refuse dump and surrounding areas
Burning of plastics and tyres at landfill Dumping sites	Some refuse dumps and surrounding areas	Main refuse dump and surrounding areas	Main refuse dump and surrounding areas
Incorrect storage and prolonged exposure to Benzene at filling stations could cause cancer	All filling stations	All filling stations	One filling station
Odours from a sewage treatment plant	Some parts of Phuthaditjhaba	Some parts of Harrismith areas	No problem
At times dust bowls from surrounding farms, as well as unvegetated areas within urban areas, are apparent.	Especially in the Northern and Western areas	Eastern, Northern and Western areas	Eastern and Northern areas
Noise pollution have already seriously reduced the number of bird species within the area	In the centre of Phuthaditjhaba	No problems except near the N5 route from Bethlehem and N3 route to and from Durban. A lot of noise from trucks	No problems
Noxious odours from land use such as abattoirs, pig farms, brick making, spray painting, where they are too close to the residential areas.	In Phuthaditjhaba near the Thabo Mofutsanyana Municipal offices where they make bricks	No problems	No problems

2.4.3. Biodiversity Management

Maluti-a-Phofung Local Municipality is one of municipalities that has rich biodiversity boasting nationally recognized hot spot at Maluti Drakensberg mountain range. According to the Strategic Environmental Management Plan of the Municipality, (SEMP, 2019), the overall state of the Maluti-A-Phofung area's species and ecosystem diversity is reasonable. The plan indicates that no species have become extinct in the past 25 years, but due to the above-mentioned pressures there is an increasing threat and several species are becoming more vulnerable over time.

MAIN CAUSES OF LOSS OF BIODIVERSITY IN MALUTI-A-PHOFUNG, 2017

PRESSURE	PRESSURE EXERTED
Habitat destruction & fragmentation	
a) Urban expansion	Natural habitats are being destroyed, causing degradation of ecosystems with subsequent species loss. (Cross-reference to land use)
b) Damming of rivers and streams	Ecological reserve of the river are being changed Upstream migration of aquatic organisms (e.g. fish crabs, etc) is prevented. (See Chapter 4)
c) Pollution	Toxic pollutants (e.g. heavy metals, acids, etc) end up in ecosystems causing disruption of food chains by killing organisms, causing degradation of ecosystems with subsequent species loss. (see chapter 7)
d) Road construction through sensitive habitats	Road construction normally leads to the destruction of bio-diversity hence EIA is always recommended
e) Preparing fields for crop production	Traditional farming methods lead to bio-diversity destruction
f) Overgrazing & trampling of natural veld	Free range grazing by farmers in proclaimed areas does not take environmental issues into consideration. Farmers need advice
g) Erosion	Poor traditional farming methods and commercial farming contribute to erosion
h) Uncontrolled veld fires	This is a very serious problem in the municipality
i) The wood collection, especially of indigenous species	The provision of electricity to the rural areas will help minimize the problem
j) The spread of alien species	This affects groundwater levels and loss of biodiversity
k) Pesticide application	Now minimized with reduction of commercial farming activities in the area
l) Mining (borrow pits, sand mines, rock quarries)	Brick making and sand mining are big problems in the area and legislation has been proposed for the municipality as part of the final document
Over-exploitation of resources	Poor people need to survive hence overexploitation
a) Illegal trade in animals and plants	This is becoming a national problem because there is demand for it. Close attention should be placed on the collection and sale of them.

b) Uncontrolled collection of medicinal plants	Traditional herbalists need these plants to ply their trade. Nurseries for these plants are needed to converse the biodiversity
c) Illegal and over-collection of succulents and other protected plants	To provide subsistence for poor community members these plants are over exploited. There is the need to conserve and protect these sensitive plants.

Source: (SEMP, 2017)

2.4.3.1. Biodiversity Challenges

1. Law enforcement regarding the following:

a) Eradication of category 1 alien plants

b) Illegal collection of medicinal plants

2. Environmental awareness under the general public Natural resources is mostly limited.
    - Certain strategies must be developed and implemented to ensure that the biodiversity of the MAP area is conserved in a sustainable way. Some of the strategies could involve an environmental education strategy, a biodiversity strategy, a catchment and storm water management strategy, a litter and illegal dumping strategy, an air pollution strategy, etc.
    - Several actions are still lacking, such as to previously disadvantaged people in environmental education, to eradicate category 1 plants in the MAP area, to prevent erosion and to rehabilitate the existing erosion and to lower the impact of pollution by commencing to recycle at the source of pollution.

2.5. Rural Development

The Thabo Mofutsanyane District Rural Development Sector Plan has been endorsed and signed by the District Executive Mayor on 07/11/2017. This portion of the document is the National Department of Agriculture Land Reform and Rural Development's Sector plan to the Integrated Development Plan of the Maluti-a- Phofung Local Municipality. This RDSP fulfil the requirements vested in DALRRD by SPLUMA sec 7(e)(ii) and sec 12(2)(a) of the Spatial Planning and Land Use Management Act, 16 of 2013 (see below) where it is required that we support Municipal Planning:

The following principles apply to spatial planning, land development and land use management: "Sec 7 (e) (ii) all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;"

"Sec 12 (2) (a) The national government, a provincial government and a municipality must participate in the spatial planning and land use management processes that impact on each other to ensure that the plans and programmes are coordinated, consistent and in harmony with each other."

This document forms part of the current Integrated Development Plan cycle for the 2022/2024 financial year and serves as a sector plan for both the Integrated Development Plan as well as the Spatial Development Framework as approved by the Council of Maluti-a- Phofung Local Municipality.

The Thabo Mofutsanyane District Rural Development Sector Plan" and the "Thabo Mofutsanyane District Rural Development Sector Implementation Plan" as developed by the National Department of Agriculture Land Reform and Rural Development and the Provincial Department of Agriculture and Rural Development has been considered and serves this IDP as a separate Rural Development sector plan for our municipality.

Table - Primary Matrix

Town Name	PRIMARY PRODUCTION (CROPS) FS Agricultural Master Plan Alignment												PRIMARY PRODUCTION (LIVESTOCK)													OTHER PRIMARY SUPPORT						PRIORITISATION SCORE
	Sorghum	Soya Beans	Maize	Wheat	Sun Flower	Vegetables (Potatoes etc)	Lucerne	Pecan/Walnuts	Fruits (apples etc)	Mixed Grass	Cactus Pear	Spices (Paprika)	Hatchery	Broiler	Battery	Feedlot	Cattle	Livestock handling facility	Dairy	Goats	Sheep	Boma facility	Game Farming	Fishery	Piggery	Fencing	Tool Hire	Laboratory	Mobile Laboratory	Logistics (handling facility)	Basic Collection facility	
Harrismith	2	0	0	2	5	5	2	0	0	2	2	5	2	2	2	2	2	2	0	5	2	0	0	0	2	0	0	0	0	0	0	46
Kestell	5	5	2	5	5	2	2	0	0	2	5	2	2	2	2	2	5	2	0	5	2	0	0	0	2	0	0	0	0	0	2	61
Tshiame	0	0	0	5	0	2	2	0	0	2	3	2	0	0	0	0	2	2	0	5	0	0	0	5	0	5	5	5	0	5	0	50

Table - Processing Matrix

Town Name	PROCESSING FACILITIES / PROJECTS (CROPS)																	PROCESSING FACILITIES (LIVESTOCK)								OTHER FACILITIES					PRIORITISATION SCORE
	Wet Milling	Dry Milling	Pressing Plant	Cold Storage	Storage	Greenhouse	Hydroponics	Aquaponics	Local Bakery	Mobile Bakery	Juice Extraction	De-Hydration plant	Washing/sorting facility	Canning facility	Packaging facility	Incubator	Sorghum Beer Facility	Abattoir (Chicken)	Abattoir (Beef)	Mobile Abattoir	Slaughtering facility	Cold Storage facility	Tannery	Packaging	Milk product processing facilities	Fresh Produce outlet - ± 100m²	Fresh produce outlet - ± 200m²	Pesticides / Agri chemicals	Bio-Fuel	ICT Infrastructure	
Harrismith	0	0	0	0	4	5	5	5	0	4	0	0	0	0	0	3	0	2	0	2	0	2	0	0	0	2	0	0	0	0	34
Kestell	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
Qwa Qwa	0	0	0	3	4	3	3	2	3	0	0	0	0	0	0	3	0	2	1	4	0	3	0	1	0	2	1	0	0	4	39
Tshiame	3	3	3	5	5	5	5	5	5	0	3	3	5	4	5	5	0	5	1	3	1	3	0	4	3	0	5	2	2	5	98

The following key projects are proposed within the Thabo Mofutsanyane District to unlock the economic potential of the rural areas as well as creating better linkages between urban and rural areas. Through some of the key projects poverty will be alleviated and access to markets will be more accessible for the rural poor.

Focus Regions

The proposed projects have been clustered into the functional region groups and each focus area identified have particular projects linked to it which combines with the main commodities of that particular Functional Region.

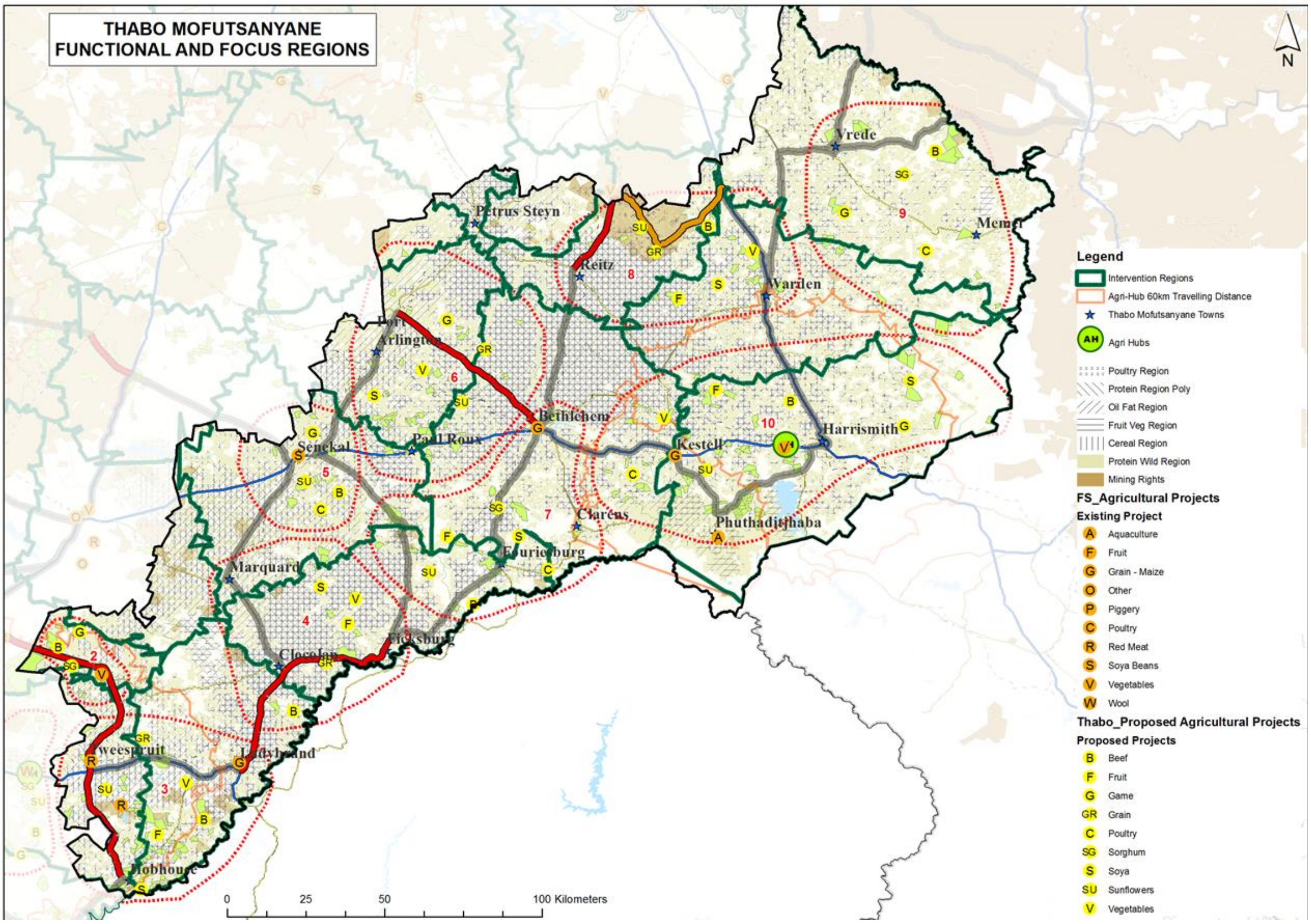
There are ten (10) main focus areas within the Thabo Mofutsanyane District which are located around the following important towns or nodes:

- Focus Region 1: Thaba Nchu, Botshabello surrounds;
- Focus Region 2: Excelsior, Verkeerdevlei surrounds;
- Focus Region 3: Tweespruit, Hobhouse surrounds;
- Focus Region 4: Clocolan, Ficksburg and surrounds;
- Focus Region 5: Senekal and surrounds;
- Focus Region 6: Arlington, Lindley & Paul Roux;
- Focus Region 7: Rosendal, Fouriesburg, Clarens & Bethlehem;
- Focus Region 8: Reitz, Warden & Surrounds;
- Focus Region 9: Vrede, Memel & Surrounds; and
- **Focus Region 10: Qwaqwa, Kestell, Tshiame and surrounds.**

Focus region 10 is the only region which falls within the Maluti-a-Phofung Local Municipality. The table below indicates the proposed projects per Focus Region 10 within Maluti-A-Phofung.

FOCUS REGION	EXISTING PROJECTS	PROPOSED PROJECTS	FUNCTIONAL REGION - EVIDENT
Focus Region 10	**Aquaculture, Vegetables & Grain - Maize**	**Cereals (Soya included), Vegetables, Fruits Protein, Oils and Fats**	**Mixed (Across all regions)**

The map below depicts the functional and focus areas within the Thabo Mofutsanyane District:



Thabo Mofutsanyane Functional and Focus Regions

AGRIPARK PROJECTS

Projects are ranked according to the use it will contribute towards the Thabo Mofutsanyane District as illustrated in the table below:

Function	Towns	Commodities	Project
Agri Hub	Tshiame & Thaba Nchu	Beef	• Slaughtering Facilities • Abattoir • Cold storage facility • Livestock handling facility • Packaging Plant • Tannery
		Fruit	• Fruit Processing Facilities • Packaging Plant • Juice Extraction

Function	Towns	Commodities	Project
			• Dehydration Plant
		Game	• Boma Facility
		Grain	• Dry Milling Plant • Wet Milling Plant • Storage Facilities
		Poultry	• Battery • Abattoir • Cold Storage Facility • Packaging
		Sunflower	• Cold Pressing Plant • Storage Facility
		Vegetables	• Washing • Packaging • Cold Storage • Dehydration Facility
FPSU's	Bethlehem Ladybrand Warden Senekal	Beef	• Feedlot • Cattle Handling Facility • Holding Pens
		Fruit	• Fresh Produce Outlet • Cold Storage Facility • Logistics
		Game	• Boma Facility
		Grain	• Bakery
		Poultry	• Hatchery • Broilers • Local Outlet Store
		Sunflower	• Handling Facility
		Vegetables	• Incubators tunnels • Fresh Produce Outlet
Other Towns	Tweespruit Hobhouse Clocolan, Ficksburg Marquard	Beef	• Holding Pens
		Fruit	• Fresh Produce Local Market
		Game	• N/a
		Grain	• Local Community Bakery

Function	Towns	Commodities	Project
	Fouriesburg Clarens, Rosendal Paul Roux, Arlington Lindley Petrus Steyn Reitz, Vrede Memel, Kestell Harrismith	Poultry	• Hatchery
		Sunflower	• N/a
		Vegetables	• Fresh Produce Local Market • Hydroponics

2.6. 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 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 Tribunal

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

2.7. Small Town Revitalization

2.7.1. 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 erven 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

2.7.1.1. Locality and Access

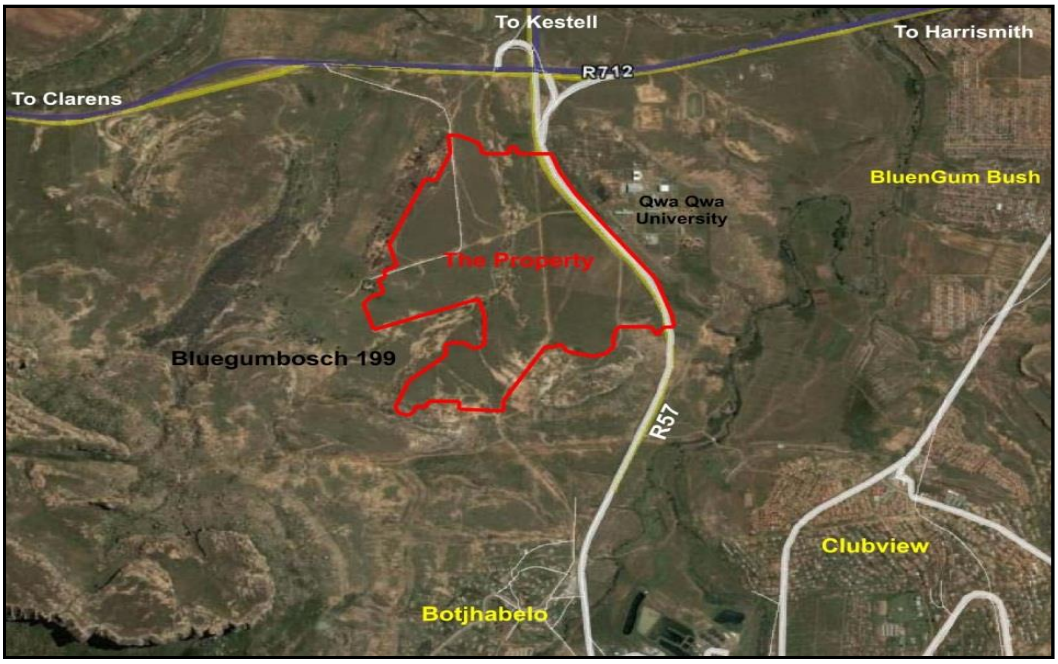
The Property is situated approximately 2 km to the north of the urban component of Phuthaditjhaba and some 40 km towards the southwest of Harrismith, as indicated on the attached Locality Plan **(Plan 1)**.

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

2.7.1.2. 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**.



2.7.2. Megacity Development

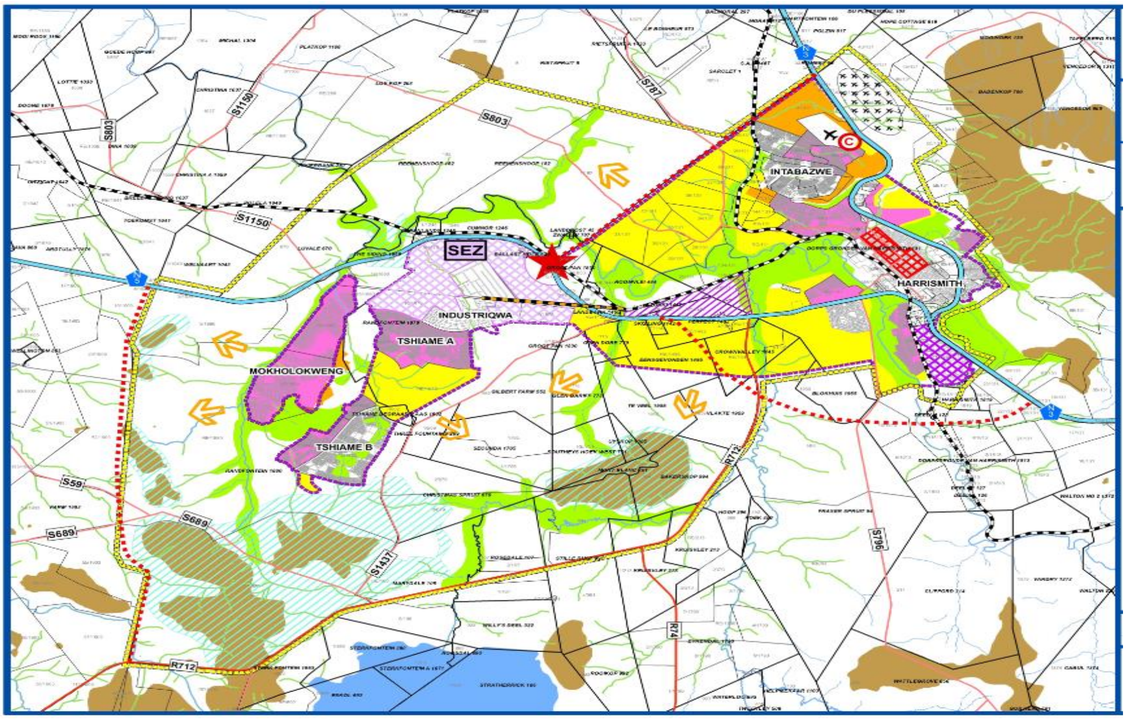
This project was conceptualized in 2021 and the aim to amalgamated the towns of Harrismith, Kestell and Phuthaditjhaba. The intention with the more comprehensive plan was to create a megacity which will help with the growth within Maluti-a-Phofung. The Phase 1 of integration will take place the north-eastern 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 erven for shopping centre, garages, old age home, school, hawkers stalls, Social Housing, Hospital and Churches.

2.7.2.1. 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.

2.7.2.2. 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

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

2.8.1. Institutional Characteristics

2.8.1.1. 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.

2.8.1.2. Section 80 Committees

The municipal council has 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

2.8.1.3. *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 9: Top Management

NAME	POSITION	DEPARTMENT
Mr Amos Goliath	Acting Municipal Manager	Office of the Municipal Manager
Mr William Mahlangu	Manager in the Office of the Municipal Manager	Office of the Municipal Manager
Mrs Jemina Mazinyo	Chief Financial Officer	Budget and Treasury Office
Mr Sam Makhubu	Director	Corporate Services
Mrs Mampe Sepheka	Director	Community Services and Sports
Mr Sipho Tshabalala	Director	Local Economic Development, Tourism and SMME
Mr Sipho Tshabalala	Acting Director	Public Safety, Transport and Protection Services
Mr Willem Ungerer	Director	Infrastructure Services
Mr Sam Makhubu	Acting Director	SPLUM, Human Settlements and Traditional Affairs

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 and the Manager in the Office of the Municipal Manager are on a 5-year performance-based contracts and have signed their performance contracts and agreements which performance agreements are reviewable annually. Other employees who are on contracted are those employees in the political offices whose contracts are linked to their political principals. All other employees are employed on permanent basis. The positions of the Municipal Manager; Public Safety, Transport and Protection Services and SPLUM, Human Settlements and Traditional Affairs have been re-advertised to be filled soon.

2.8.2. Council Oversight Role

2.8.2.1. 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. In its Council Meeting held on 13 October 2022, the Municipal Council with Council Resolution No13.2.24 resolved to extend the contract of the APC for another (3) years effective from 01 November 2022 to 31 October 2025. 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.

2.8.2.2. 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.

2.8.2.3. Risk Management Committee

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.

2.8.3. Maluti-a-Phofung Organizational Structure Overview

As part of the annual IDP & Budget review processes and in terms of Municipal Staff Regulation 2021, the MAP 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.

2.8.3.1. Status on Vacancies

The status of municipality's vacancies will be clearly determined once the municipality has reviewed and approved its organizational structure. Currently the municipality has a staff complement of ***1 564*** employees, inclusive of 70 councillors and 285 of MAP Water employees.

2.8.3.2. 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 filling 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.

2.8.3.3. 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.

2.8.3.4. 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 LLF has approved its schedule of meetings which was also included in the Council approved schedule of meetings but the actual sitting of the LLF meetings is still a challenge. 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.

2.8.3.5. 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 last held its Strategic Planning Session in the last financial year 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 10: 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:

1. **Goal One:** Accelerate service delivery and infrastructure development; ***(To ensure the provision of Infrastructure development and service delivery; To ensure spatial planning)***
2. **Goal Two:** Promote economic growth, environmental sustainability and creation of decent jobs; ***(To promote local economic development)***
3. **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 11: 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 Free State 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 12: 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 • Design of Roads Infrastructure • Procurement of Service Provider for construction of roads • Construction and Maintenance of Roads Infrastructure	1.1.1. Number of households electrified.	**R 50 000 00**	3000	-	-	-	1500	1500
		1.1.2. Number of Street lights Installed	**R 18 000 000**	142	-	-	-	71	71
		1.1.3. Number of functional High Mast Lights installed	**R 24 000 000**	63	-	-	-	32	31
		1.1.4. Number of Street and high mast lights maintained	**R 25 000 000**	1980	396	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

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
	• 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	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
1.2. Improve public safety and security	• Construction and Maintenance of Public Amenities • Conduct Road blocks • Enforcement of By-laws	1.2.1. Number of fire 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

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
	• 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 and 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 funds our developmental initiatives for the next three years.	Lobby SANTAM to support and funds our developmental initiatives for the next three years.	Lobby SANTAM to support and funds our development al initiatives for the next three years.	Lobby SANTAM to support and funds our developmental initiatives for the next three years.	-	-
1.3. Provide a safe and healthy environment	• Refuse collection, street cleaning, litter picking and cleansing. • Public Awareness and Education on environmental management • Environmental Conservation Programmes conducted	1.3.1. Number of households/com mercial/ 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
		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**	16500	3300	3300	3300	3300	3300

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
		opportunities created (artisans, electricians)							
1.4. Increase productive use of land	• 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%	5%
1.5. Increase quantum of households receiving free basic services	• Conducting of 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	2026/27
	• Provision of pauper burials • Provision of indigent burials								

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

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
2.1. 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	**Operational Budget**	**15**	3	3	3	3	3
		2.1.2. Number of tourism projects facilitated		**15**	3	3	3	3	3
		2.1.3. Number of LED Strategies reviewed		**1**	-	-	-	1	-
		2.1.4. Number of industry development projects implemented		**4**	-	1	2	1	1

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**
	• 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 indirectly through enabling environment		**12**	3	2	1	3	3
2.2. Support the development of SMME to participate in a diversified and growing economy	• Develop and implement a support program to provide entrepreneurial skills • Establish business networks and provide support • Form partnerships with FDC, SEDA and other agencies to support incubation hub within the area. • Develop the knowledge base to enhance the Knowledge economy and support skills aligned to economic growth	2.2.1. Number of SMMEs receiving development support from the municipality	**Operational Budget**	**25**	5	5	5	5	5
		2.2.2. % of SMMEs supported with 10 percent increase in turnover		**25**	5	5	5	5	5
	• Develop and submit business plans for EPWP (Mass Job Creation & Capital Projects, etc.)	2.2.3. Number of EPWP work opportunities created (FTE)	**R 20 Million**	**8 750**	1750	1750	1750	1750	1750
		2.2.4. Number of Environmental Summit held	**Operational Budget**	**1**	1	-	-	-	-

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 skills 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**
		3.1.3. % adherence to the compliance framework		**100%**	100%	100%	100%	100%	100%
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	3.4.2. Liquidity Ratios	**R0**	**1.5:1**	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	1 month
		3.4.2. Net Debtor's Day		**30 days**	30 days	30 days	30 days	30 days	30 days
		3.4.2. Capital vs Total Expenditure Ratio		**10%**	10%	10%	10%	10%	10%
		3.4.2. Collection Rate		**95%**	58%	68%	78%	88%	95%
		3.4.2. PPE Ratio		**8%**	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%	6%

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**
3.3. Continuous monitoring of capital spending	• Contract Management Monitoring • Development of Demand Management Plan • Produce Section 71 Reports • Develop Bid Evaluation schedule • Develop a Bid Adjudication schedule	3.4.2. % variance on capital expenditure	**R0**	**+-5%**	+-5%	+-5%	+-5%	+-5%	+-5%
3.4. Improvement of ICT efficiency in order to support municipal objectives.	• Develop an off - site ICT disaster recovery site. • Review and implement ICT risk register. • Implementation of encryption tools. • To provide efficient ICT support to the institution and every ward (by 2021). • Implement ICT disaster recovery plan.	3.4.2. Number of municipal facilities/sites with access to ICT services	**Operational Budget**	**5**	5	5	5	5	5
		3.4.3. % Network Uptime		**95%**	**95%**	**95%**	**95%**	**95%**	**95%**
		3.4.4. % of system with latest antivirus or anti spyware signatures		**95%**	**95%**	**95%**	**95%**	**95%**	**95%**
		3.4.5. % of remote backups per month		**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
3.5. Improvement of security system to all administrative Units and facilities.	• Develop Security Master Plan. • Improve physical access controls. • Install visual monitoring systems by 2021. % improvement of security systems.	3.6.1. % decrease in lost assets	**Operational Budget**	**95%**	50%	60%	70%	80%	95%
		3.6.2. % reduction in security related incidents.		**95%**	50%	70%	80%	90%	95%

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**
	• Improve safety and security of municipal employees and assets.								
3.6. Enhance organisational performance in order to achieve organisational objectives.	• 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
	• Review of Human Resources Development Strategy. • Annual development and implementation of WSP. • Number of performance agreements concluded and assessed. • Performance Management Systems cascaded to all levels	3.6.6. Number of employees on performance agreements subjected to performance assessments.	**Operational Budget**	**?**	?	?	?	?	?
		3.6.7. Number of employees trained		**?**	?	?	?	?	?
		3.6.8. Number of Councillors and Traditional Leaders trained		**81**	81	81	81	81	81
	• Review Employee Wellness Strategy • Develop OHS Management systems	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%

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
	• Review OHS Risk register.								
3.7. Promote good governance by providing efficient administrative support to councillors, traditional leaders and council	• Develop standard operation procedures. • Development of schedule of resolutions. • Implementation of GG on council support.	3.7.1. Number of portfolio committee meetings held	Operational Budget	50	10	10	10	10	10
		3.7.2. Number of council meetings held		20	4	4	4	4	4
		3.7.3. % of council resolutions implemented		100%	100%	100%	100%	100%	100%
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		35	35	35	35	35	35
		3.8.2. Score in the community satisfaction survey (Index of 1-5)		3	-	-	3	3	3
		3.8.3. Number of IT-based public participation methods used		3	3	3	3	3	3
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		95%	80%	85%	90%	95%	95%
		3.9.2. % participation of sector departments in IDP processes		100%	100%	100%	100%	100%	100%
		3.9.3. Rating score on the COGTA IDP standard		High	High	High	High	High	High
		3.9.4. Number of ward based plans development		35	-	-	-	35	-

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**
	• Organise Executive Mayor's engagement sessions with key stakeholders. • To develop Monitoring and Evaluation Framework for the institutional strategy • Develop a Municipal Scorecard • Conduct Municipal Performance Reviews	3.9.5. Number of performance reviews conducted		**10**	2	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 13: Compulsory sector plans to be included in IDPs

No	Sector Plans	MAP Status	Custodian	Comment	Action	Timeframes
1	Spatial Development Framework	✓	SPLUMA	Up to date	None	None
2	Financial Plan	✓	CFO	Up to date	None	None
3	Applicable Disaster Management Plan	X	Public Safety			
4	Integrated Transport Plan	✓	Infrastructure Planning	Up to date	None	None

5	Housing Sector Plan/Strategy	✓	SPLUMA	Up to date	None	None
6	Environmental Management Plan	✓	SPLUMA/Community Services	Plan in place	Needs updating	30 June 2024
7	Water Services Development Plan	✓	Infrastructure Planning/MAP Water	Plan in place	Needs updating	30 June 2024
8	(Integrated) Waste Management Plan	✓	Infrastructure Planning/Community Services	Plan in place	Needs updating	30 June 2024
9	Public Participation Strategy/Plan (Stakeholder Engagement Strategy/Plan)	✓	Speaker's Office	Needs updating	Needs updating	30 June 2024
10	Communication Strategy/Plan	✓	MM's Office	Up to date	None	None
11	Workplace Skills Development Plan	✓	Corporate Services	Plan in place	Needs updating	30 June 2024
12	Employment Equity Plan	✓	Corporate Services	Plan in place	Needs updating	30 June 2024
13	Human Resources Plan	✓	Corporate Services	Plan in place	Needs updating	30 June 2024
14	Human Resource Development Strategy	✓	Corporate Services	Strategy in place	Needs updating	30 June 2024
15	Performance Management Framework and Policy	✓	MM's Office/Corporate Services	Up to date	None	None
16	Recruitment and Selection Strategy	X	Corporate Services	Strategy in place	Needs updating	30 June 2024
17	Scarce Skills Attraction and Retention Strategy	X	Corporate Services	Strategy in place	Needs updating	30 June 2024
18	Succession Plan Need to reconsider whether MAP needs it or not. Research further with institutions such as SALGA, etc.	X	Corporate Services	Does not have a plan and has to reconsider whether it needs it or not.	Does not have a plan and has to reconsider whether it needs it or not.	Does not have a plan and has to reconsider whether it needs it or not.

19	Occupational Health And Safety Management System	X	Corporate Services	Does not have a system	Need to develop a system	30 June 2024
20	Anti-corruption and Anti-fraud Strategy	✓	MM's Office	Up to date	None	None
21	LED Strategy	✓	LED	Up to date	None	None
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	Up to date	None	None
23	Electricity Master Plan	✓	Infrastructure Planning	Up to date	None	None
24	Delegations Framework	✓	MM's Office	Framework in place	Needs review	30 June 2024
25	Disaster/Emergency Preparedness Plan	X	Public Safety	Does not have a plan	Need to develop a plan	30 June 2024
26	Air Quality Management Plan	X	Community Services/SPLUMA	Does not have a plan	Need to develop a plan	30 June 2024

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 will have the following deliverables:

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

Although the municipality has not cascaded performance management to levels below Section 56/57 managers, it annually reviews and adopts its PMS Policy Framework. This framework describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players. For cascading of PMS to levels below Section 56/57 managers to be realized, the municipality needs to finalize the review and adopt its organizational structure in line with the Municipal Staff Regulations 2021, 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. Performance bonuses will therefore be paid to all deserving individuals.

The municipality's PMS Policy Framework, intends 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 14: 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.

Table 15: ***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 16: ***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 Subordinates performance measurement system.	• 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.

• 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.		

Table 17: 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 and Performance 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

- Currently, the municipality has not cascaded performance to levels below Section 57 managers and in terms of the Municipal Staff Regulations, 2021, the municipality needs to cascade performance to levels and enter into performance agreements with all employees including sectional heads. The Council 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:

- ✓ 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 below:

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)

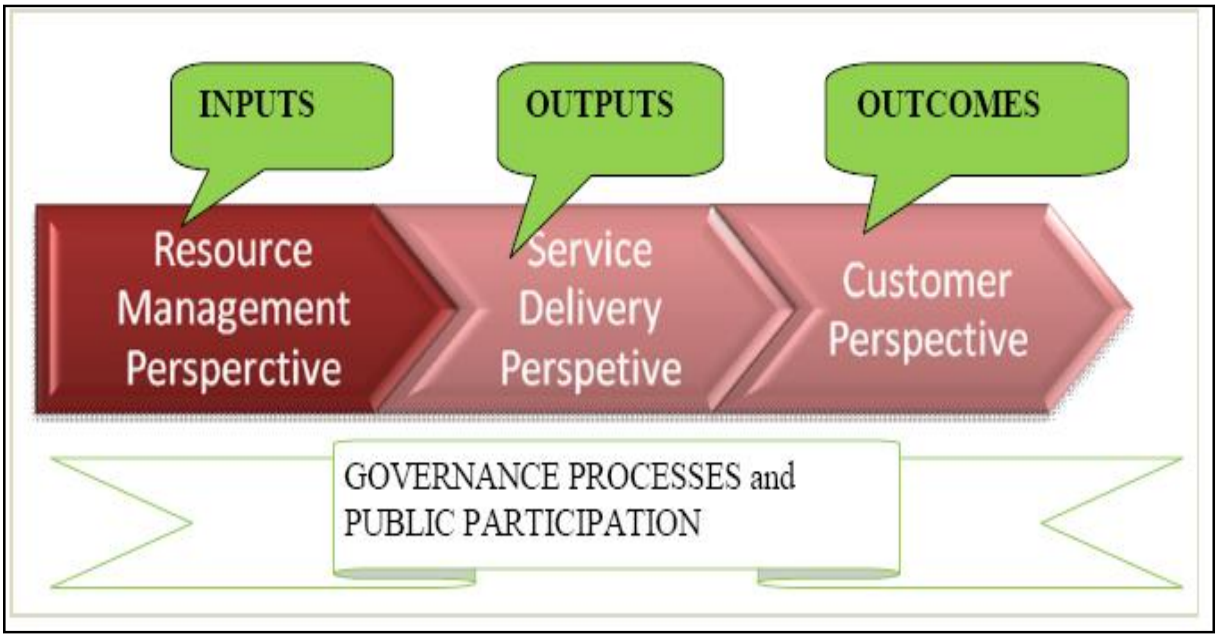


Figure 3: Governance Process and Public Participation

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 2024/2025

The appropriate municipal scorecards (top layer SDBIP for 2024/2025 financial year) linked to this IDP will be depicted below once finalized:

7 SECTION G – PROJECTS LIST

7.1.1. MIG FIVE – YEAR CAPITAL IMPLEMENTATION PLAN

CAPITAL PROJECTS							
SCOA VOTE	**LIST OF PROJECTS**	**SOURCE OF FUNDING**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
WATER PROJECTS							
	Sterkfontein Water Treatment Works - Phase 2	RBIG	30 000 000,00	24 000 000,00	6 000 000,00		-
	Sterkfontein/Tshiame/Makgolokweng Bulk Pipeline	RBIG	30 000 000,00	30 000 000,00	28 000 000,00		-
	Intabazwe Bulk Pipeline	RBIG	-	25 000 000,00	28 000 000,00	35 000 000,00	-
	Uniqwa Reversal with 10ml reservoir - Phase 2	RBIG	-			15 000 000,00	5 000 000,00
	Upgrading Makwane water treatment plant					20 000 000,00	20 000 000,00
	Upgrading of Wilge water treatment works	WSIG			20 000 000,00	17 000 000,00	17 000 000,00
	Water meter project	WSIG	16 000 000,00	10 000 000,00			
	Tshiame B: Water and Sanitation - rectification project	WSIG		7 000 000,00	20 000 000,00		
	Tlholong Ext 5: Water supply and rectification of reticulation	WSIG			50 000 000,00	25 000 000,00	
	Makgolokweng: Rectification of water network reticulation	DWS		30 000 000,00	40 000 000,00		
14206446020F2C12ZZ05	Intabazwe Ext. 3: Construction of Internal Water Reticulation with Water Meters 1370 stands	MIG			18 200 000,00	23 000 000,00	
14206447020F2C23ZZ08	Matebeleng 3ML Reservoir	MIG	3 000 000,00				
	Qholaqhoe: 4ml Reservoir	MIG			6 400 000,00	8 600 000,00	
	Kgabisi: Water reticulation for 1500 stands	MIG				2 000 000,00	28 000 000,00

	Ha - Sethunya water reticulation for 500 stands	MIG	15 600 000,00	7 700 000,00			
14206446020F2C42ZZ19	Thaba Bosiu 16km Water Pipeline	MIG	25 000 000,00	12 000 000,00			
	Revenue and non-revenue water meter project	WSIG	20 000 000,00	12 000 000,00			
	Upgrade of Nuwejaar bulk pipeline	WSIG	22 000 000,00				
	Upgrading of water pump stations - phase 1	MIG	14 200 000,00	17 800 000,00			
14206446420F2C51ZZWM	Upgrading of water pump stations - Phase 2	MIG			4 000 000,00	23 000 000,00	
	TOTAL		**175 800 000,00**	**175 500 000,00**	**216 600 000,00**	**145 600 000,00**	**70 000 000,00**
COMMUNITY FACILITY PROJECTS							
15106473520F2C35ZZ29	Phuthaditjhaba: Upgrading of Town Hall (MIS:269245)	MIG	15 000 000				
	Upgrading of Charles Mopeli - Phase 2	MIG	2 200 000	8 800 000			
	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)	MIG				10 000 000	10 000 000
	Upgrading of Platberg Stadium phase 1	MIG	15 000 000				
	Upgrading of Platberg Stadium phase 2	MIG		1 200 000	10 000 000		
	Maluti a Phofung: Hawker Stalls in 4 Towns	MIG			14 000 000		
	Phuthaditjhaba Taxi Rank Phase 2	MIG		17 000 000	27 000 000	20 000 000	
	Specialised Vehicles	MIG		9 600 000			
	Intabazwe/Harrismith establishment of fire station	MIG			5 800 000	20 000 000	23 000 000
	TOTAL		**32 200 000**	**36 600 000**	**58 000 000**	**59 000 000**	**39 500 000**
ELECTRICITY PROJECTS							
25156430420F1C50ZZ17	Upgrading of E-Ross Substation- Phase 1	DOE	-	10 000 000	5 000 000	-	-
	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 Street lights	MIG	-	-		8 000 000	9 000 000
	Maluti-a-Phofung: High mast lights in 4 towns (Phase 3)	MIG	-	-	9 000 000	8 000 000	
	TOTAL		**3 000 000**	**13 000 000**	**17 000 000**	**44 000 000**	**37 000 000**
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
	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	22 000 000				
	Upgrading of Moeding sewer treatment plant	DWS					
	VIP Toilet Project (5000) - Phase 13 B	MIG		50 000 000	54 000 000		
14256449420F2C52ZZWM	VIP Toilets Project (5000) - Phase 13 A	MIG	50 000 000				
14256449420F2C39ZZWM	Refurbishment of Sewer Pump Stations (16) - Phase 1	MIG	16 000 000				
	Refurbishment of Sewer Pump Stations (16) - Phase 2	MIG		8 000 000	26 000 000	-	-
	Upgrading of Bluegumbosch sewer phase 2				22 000 000	22 000 000	
	Sewerage connection Lusaka (2000)	MIG		-	9 000 000	20 000 000	20 000 000
	TOTAL		**147 725 000**	**111 270 053**	**144 507 493**	**190 000 000**	**136 000 000**
OPERATIONAL							
14152270410FAMRCZZWM	PMU Establishment	MIG	9 700 000	10 200 000	10 700 000	11 000 000	11 300 000
ROADS PROJECTS							
	Qholosing: Construction of paved roads - Phase 1	MIG		17 000 000	7 000 000		
	QwaQwa: Construction of footbridges	MIG		17 000 000	7 000 000		
14106472420F2C29ZZ18	Namahadi: Construction of 5km paved roads and storm water - Phase 4	MIG	10 273 913				
	Makwane: Construction of paved roads - Phase 1	MIG		13 000 000	11 000 000		
	Phuthaditjhaba: Upgrading of Motebang – phase 2	MIG		17 300 000	18 500 000	12 000 000	
14106472420F2C26ZZWM	Monontsha: Construction of footbridge	MIG	6 135 990				

	Fika Patso: Road	MIG			8 000 000	9 000 000	
	Tshiame: Construction of paved roads - Phase 4	MIG				10 000 000	12 000 000
	Upgrade of CBD area roads - Setsing	DTI			20 000 000	20 000 000	21 000 000
	QwaQwa: Construction of paved roads; Pereng Phase 1	MIG			8 000 000	9 000 000	
	Motebang street - Phase 2	MIG		26 000 000	30 000 000	-	-
	Namahadi paved road phase 3	MIG	1 400 000	-	-	-	-
	TOTAL		**17 809 903,00**	**90 300 000**	**109 500 000,00**	**60 000 000**	**33 000 000,00**
SPORTS AND RECREATIONAL FACILITIES							
-	-	-	-	-	-	-	
FIXED ASSETS							
14156456020ORC56ZZWM	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					

7.1.2. MIG 2024/2025 IMPLEMENTATION PLAN

MIG Reference Nr	Project Description	EPWP Y/N	Project Value	MIG Value	Planned MIG Expenditure for 2024/2025
	PMU Establishment	N	9 920 150,00	9 920 150,00	9 920 150,00
412/SWA/21/22	Monontsha: Construction of footbridges (MIS:373344)	Y	8 985 990,75	8 985 990,75	3 499 999,74
MIG/FS1431/S/21/22	Namahadi: Construction of sewer reticulation network for 400 erven – Phase 2 (MIS:373337)	Y	14 994 836,00	14 994 836,00	14 468 091,87
MIG/FS1454/W/21/22	Thaba-Bosiu: Construction of 16km Water Pipeline (MIS:294368)	Y	77 079 385,05	77 079 385,05	28 484 871,84

MIG/FS1455/W/21/23	Ha-Sethunya: Construction of Water Reticulation for 500 stands (MIS:411123)	Y	27 946 475,00	27 946 475,00	7 636 024,21
MIG/FS1480/W/22/24	Maluti-a-Phofung: Upgrading of 16 water pump stations (MIS:344882)	Y	31 975 405,00	31 975 405,00	23 950 956,06
MIG/FS1547/CF/23/24	MIG/FS1547/CF/23/ 24 Harrismith: Upgrading of Platberg Stadium (Phase 1) (MIS:373342)	Y	15 043 437,50	15 043 437,50	8 990 047,50
MIG/FS1554/CF/23/25	Qwaqwa: Upgrading of Charles Mopeli Stadium – Phase 2 (MIS:460090)	Y	26 846 750,00	26 846 750,00	11 000 000,00
MIG/FS1566/S/23/24	QwaQwa: Construction of 5000 VIP Toilets (Phase 13B) (MIS:497453)	Y	104 576 285,00	104 576 285,00	41 833 957,35
MIG/FS1573/R,ST/23/26	Makwane: Construction of 3km paved roads and storm water drainage (MIS:411129)	Y	23 979 916,29	23 979 916,29	3 244 161,19
MIG/FS1574/R,ST/23/26	Qoqolosing: Construction of 3km paved roads and storm water drainage (MIS:411133)	Y	23 979 916,29	23 979 916,29	3 573 561,20
	Maluti-a-Phofung: Repair and Maintenance of the Water Pump Stations	Y	9 000 000,00	9 000 000,00	9 000 000,00
	Maluti-a-Phofung: Repair and Maintenance of the Sewer Pump Stations	Y	9 000 000,00	9 000 000,00	9 000 000,00
	Specialized Vehicles (Solid Waste Management)	N	15 801 179,04	15 801 179,04	15 801 179,04
	New Swimming Pool at Platberg Stadium in Harrismith Phase1	Y	8 000 000,00	8 000 000,00	8 000 000,00
	Total		**1 018 016 643,54**	**1 007 422 596,49**	**198 403 000,00**

7.2. Provincial Allocations per DORA

7.2.1. Department of Energy

WILL BE INCORPORATED ONCE RECEIVED

7.2.2. Department of Public Works and Infrastructure (FS)

Project name	Area		Coordinates/property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Harrismith: Morena Tsohisi Primary School	Harrismith		New Primary School	17 March 2022	17 Sept 2024	33%	Client Department	Client Department	Client Department
Phuthaditjhaba: Charles Mopeli Stadium Phase 1 Construction of Paving & Parking	Phuthaditjhaba		Refurbishment and Upgrading	27 Jan 20	25 May 2023	89%	Client Department	Client Department	Client Department

7.2.2.1. Department of Public Works and Infrastructure (Maintenance)

Project name	Area		Coordinates/property description	Timeframes		Progress/Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025 R'000	2025/2026 R'000	2026/2027 R'000
Rehabilitation and Refurbishment (R – thousand)									
Qwaqwa Offices Water/R REH	Phuthaditjhaba			01/04/2021	31/03/2025		1 050	-	-

7.2.3. DESTEA (FS)

WILL BE INCORPORATED ONCE RECEIVED

7.2.4. DEFFE (FS)

THABO MOFUTSANYANA DM									
Project name	**Area**		**Coordinates/property description**	**Timeframes**		**Progress/Milestone**	**Actual budget**		
	Location	**Ward**		**Start date**	**End date**		**2023/2024**	**2024/2025**	**2025/2026**
Thabo Mofutsanyana Municipal Cleaning and Greening Project	Nketoana, Setsoto, Mantsopa, Maluti-a-Phofung, Phumelela, Dihlabeng	tbc	Street cleaning, Illegal dump clearing, whereby 817 participants will be employed in all municipalities in Thabo Mofutsanyana District	Nov 2023	Nov 2024	Under Implementation	EPWP Stipend	-	-
Employment of Youth Environmental Coordinators	All local (6) local municipalities	_	Placement of Youth Environmental Coordinators in all LM in TMD to support with environmental management function.	April 2024	April 2026	Recruitment processes done and currently awaiting approval to appoint recommended candidates	Level 6 government salary entry level	Level 6 government salary entry level	-
Golden Gate Working for Wetlands project	Maluti-a-Phofung/ Dihlabeng	Golden Gate National Park	Wetlands rehabilitation project under Working for Wetland programme employing 39 participants	April 2023	April 2024	Under implementation.	R 2173913,04	-	-
SANBI's Green Sebenza Environmental Management	TMDM Dihlabeng LM Nketoana LM Mantsopa LM		Eleven (11) Environmental Management Graduates interns placed in all	February 2023	February 2026	Project Under Implementation	tbc		

Internship Programme	Setsoto LM Maluti-a-Phofung Phumelela LM		municipalities in Thabo Mofutsanyana District						

7.2.5. Department of Water and Sanitation (FS)

Project name	Timeframes			Progress/Milestone	Actual budget (R`000)		
	Location	Start date	End date		2024/2025	2025/2026	2026/2027
Construction of reversal gravity pipeline in Phuthaditjhaba and Harrismith	Qwaqwa including Uniqwa	March 2020	August 2024	Overall progress -77%	0	5 000	0
Maluti-a-Phofung Bulk Water Supply Scheme (Sterkfontein WTW Phase 2)	Qwaqwa, Kestell, Makgolokgweng, Diyatalawa and Makwane	June 2009	May 2025	Overall progress -54%	0	60 000	100 000
Maluti A Phofung Bulk Sewer	Maluti A Phofung LM	TBC	TBC	March 2027	0	70 000	100 000
Maluti-a-Phofung Intervention	Tshiame, Makgolokgweng, Intabazwe, Phuthaditjhaba	TBC	Mar 2027	Overall progress-3%	0	60 000	60 000

8.2.5.1 Department of Water and Sanitation (District's DORA Indicative Allocation)

Municipality	Allocated 2024/25 (R'000)	Allocated 2025/26 (R'000)	Allocated 2026/27 (R'000)
Setsoto	20 008	15 904	16 636
Dihlabeng	18 832	24 676	20 581
Nketoana	20 000	20 448	20 389
Maluti-a-Phofung	30 510	34 728	20 107
Phumelela	14 622	20 501	20 444
Mantsopa	10 896	11 384	11 908
Thabo Mofutsanyana District Municipality	**114 868**	**127 641**	**110 065**

7.2.6. Department of Human Settlements (FS)

WILL BE INCORPORATED ONCE RECEIVED

7.2.7. Department of Agriculture, Land Reform and Rural Development (FS)

WILL BE INCORPORATED ONCE RECEIVED

7.2.8. Department of COGTA _ Municipal Performance Management Unit (FS)

WILL BE INCORPORATED ONCE RECEIVED

7.2.9. MISA PROJETCS (FS)

WILL BE INCORPORATED ONCE RECEIVED

7.2.10. Department of Basic Education (FS)

Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Dikwena S/S	Witsieshoek	14	Fence	2/09/2024	31/3/2025	Procurement	1 000 000	-	-
Dinare SS	Phuthaditjhaba	10	Fence	2/09/2024	31/3/2025	Procurement	1 000 000	-	-
Katleho	Phuthaditjhaba	20	Refurbishment to school (roof)	1/10/2024	31/7/2025	Procurement	8 000 000	2 000 000	-
Namoha P/S	Witsieshoek	11	New fence	2/09/2024	31/3/2025	Procurement	2 500 000	-	-
Tabola P/S	Witsieshoek	7	Fence	2/09/2024	31/3/2025	Procurement	1 000 000	-	-
ZR Mahabane	Phuthaditjhaba	30	Nutrition Centre	1/07/2024	31/3/2025	Procurement	6 500 000	-	-

8. SECTION H: FINANCIAL VIABILITY AND FINANCIAL PLAN

8.1. Introduction

In general usage, a financial plan is a budget. In other words, a plan for spending and saving future income. This plan allocates future income to various types of expenses, such as salaries, insurances and also reserves some income for short term and long term savings. A financial plan is also an investment plan, which allocates savings to various assets or projects expected to produce future income.

The Vision of the Budget and Treasury office is to ensure the financial management of the resources of Maluti-a-Phofung Municipality to ensure sustainable and equitable service delivery to all the residents of the municipality. This is supported by the municipality's mission that commits the department to render sound financial management of the assets, liabilities, revenue and expenditure of the municipality on behalf of the community of Maluti-a-Phofung. In order to achieve the above, the following focus areas will be maintained and worked towards:

- ✓ Revenue Collection/Income Generation;
- ✓ Expenditure and Control;
- ✓ Supply Chain Management;
- ✓ Budgeting;
- ✓ Financial Accounting and Reporting; and
- ✓ Assets and Stores

8.2. Executive Summary

The consolidated operating deficit is projected to move from R1 billion for 2023/24 to R30.6 million in 2024/25. The consolidated annual operating revenue is projected to be R1.932 billion for the 2024/25 financial year, which represents an increase of 5% from the 2023/24 Adjusted Budget. This is due to the estimated average increase of 6% tariffs and 12.7% for the electricity. The consolidated annual operating expenditure amounts to R1.963 billion for the 2024/25 financial year which is 33% less than the 2023/24 Adjusted Budget. The non-cash items and other non-core items were reduced. The total capital budget amounts to R225.9 million. Only the capital projects funded by conditional grants was budgeted for.

The following Table is a consolidated overview of the proposed 2024/25 Medium-term Revenue and Expenditure Framework:

Table 1- Consolidated overview of the 2024/25 MTREF

Description R'000	2020/21 Audited Outcome	2021/22 Audited Outcome	2022/23 Audited Outcome	Current Year 2023/24 Original Budget	Current Year 2023/24 Adjusted Budget	% Change	2024/25 MTREF Budget Year 2024/25	% Change	Budget Year +1 2025/26	% Change	Budget Year +2 2026/27
Operating Revenue	1 222 874	1 175 471	1 389 000	1 705 903	1 556 746	8%	1 677 691	5%	1 763 874	4%	1 839 153
Intercompany/Parent subsidiary transactions	169 780	73 321	179 321	263 118	276 719	-8%	255 300	4%	266 417	4%	276 532
Total Revenue	**1 392 654**	**1 248 792**	**1 568 321**	**1 969 021**	**1 833 465**	**5%**	**1 932 991**	**5%**	**2 030 291**	**4%**	**2 115 685**
Operating Expenditure	2 257 107	2 845 842	2 534 242	2 189 723	2 930 220	-33%	1 963 591	6%	2 082 019	2%	2 115 685
Surplus/-Deficit	**(864 453)**	**(1 597 050)**	**(965 922)**	**(220 702)**	**(1 096 755)**	-97%	**(30 600)**	69%	**(51 728)**	-100%	–
Capital Expenditure	**233 169**	**259 752**	**(110 658)**	**280 614**	**313 990**	-28%	**225 993**	9%	**245 396**	13%	**277 148**

8.3. Consolidated Operating Revenue Framework

Table 2 - Consolidated Operating Revenue by source

Description	Current Year 2023/24 Original Budget	Current Year 2023/24 Adjusted Budget	Current Year 2023/24 Pre-audit outcome	% Change	2024/2025 MTREF Budget Year 2024/25	% of the total revenue budget	% change	Budget Year +1 2025/26	% change	Budget Year +2 2026/27
Exchange Revenue										
Service charges - Electricity	508 227	376 316	309 759	12%	422 573	22%	10%	465 051	8%	501 124
Service charges - Water	118 471	117 286	73 374	8%	126 338	7%	6%	133 428	6%	141 133
Service charges - Waste Water Management	48 724	48 724	36 376	6%	51 648	3%	6%	54 746	6%	58 031
Service charges - Waste Management	48 518	48 355	37 404	6%	51 257	3%	6%	54 332	6%	57 592
Sale of Goods and Rendering of Services	5 918	5 832	2 380	1%	5 892	0%	7%	6 286	6%	6 651
Interest earned from Receivables	13 798	16 229	15 993	12%	18 204	0%	6%	19 297	6%	20 454
Interest earned from Current and Non Current Assets	4 620	4 620	5 059	76%	8 150	0%	7%	8 680	6%	9 189
Rental from Fixed Assets	2 504	2 004	1 173	33%	2 665	0%	6%	2 824	6%	2 994
Operational Revenue	2 889	3 743	2 090	24%	4 655	0%	6%	4 935	6%	5 231
No- exchange Revenue										
Property rates	128 537	115 244	84 420	0%	115 244	6%	6%	122 159	6%	129 488
Fines, penalties and forfeits	1 500	950	208	238%	3 207	0%	0%	3 399	6%	3 603
Licences or permits	–	–	–	0%	1 663	0%	6%	1 762	6%	1 868
Transfer and subsidies - Operational	810 030	810 579	882 861	6%	858 920	44%	2%	879 263	2%	893 621
Interest (from rates & taxes)	12 163	6 857	6 444	0%	7 268	0%	6%	7 704	6%	8 166
Other Gains	4	7	3	6%	7	0%	-5%	7	-10%	6
Total Revenue (excluding capital transfers and contributions)	**1 705 903**	**1 556 746**	**1 457 544**	**8%**	**1 677 691**	**87%**	**5%**	**1 763 874**	**71%**	**1 839 153**
Intercompany Parent subsiding transantions	263 118	276 719	48 406	-8%	255 300	13%	4%	266 417	4%	276 532
Total Revenue	**1 969 021**	**1 833 465**	**1 505 950**	**0%**	**1 932 991**	**100%**	**9%**	**2 030 291**	**75%**	**2 115 685**

REVENUE BUDGET ASSUMPTIONS

- **Electricity revenue** the budget is projected to be R422.5 million. The 2023/24 year to date outcomes, the signed and launched DAA and the 12.7% tariff increase were used to estimate the budget.
- **Waste water management** was increased by 6% from R48.7 million in 2023/24 to R51.6 million in 2024/25 financial year. This is due to the old infrastructure network that needs to be repaired often so the collection will assist in that regard
- **Waste management** was increased by 6% from R48.3 million in 2023/24 to R51.2 million in 2024/25. The collection of this service is going to assist in procuring refuse bags to be used.
- **Waste management** was increased by 6% from R48.3 million in 2023/24 to R51.2 million in 2024/25.
- **Sale of goods and rendering of services** relates to amongst others; the sale of tender documents, sites, building plans – and was increased by 1% from R5.8 million to R5.8 million in 2024/25.
- **Interest earned from receivables** was increased from the 2023/24 adjusted budget of R16.2 million to R18.2 million in 2024/25. The Municipality is going to ensure that it bills customers on time in order to levy interests on overdue accounts
- **Interest earned from current and non-current assets** was increased from the 2023/24 adjusted budget of R4.6 million to R8.1 million in 2024/25. This increase is based on the revenue enhancement strategies intended to implement that will increase the cash flow
- **Rental from fixed assets** was increased by 33% from R2 million to R2.6 million. This depends on the community needs for municipal facilities
- **Operational revenue** was increased by 26% from R3.7 million to R4.6 million in 2024/25. This includes revenue generated through services provided to the community (e.g. electricity connection fees, escourt fees etc.). This was based on the fact that the Municipality has to maximise the revenue strategies
- **Property rates** remained unchanged from the R115.2 million. This was based on the year to date outcomes and the fact that property rates will not be increased.
- **Fines, penalties and forfeits** was increased from R950 thousand to R3.2 million. The business fines and penalties were added hence the huge increase. This is also based on the fact that speed cameras were procured
- **Licences or permit** R1.6 million is projected for business licences for 2024/25.

- **Transfers and subsidies – operational** was increased from R810.5 million to R858.9 million as indicated on the DoRA.
- **Intercompany/Parent subsidiary transactions** relates to the funds transferred to the Entity (MAP Water) by the Parent (MAP) – and the budget was decreased from the 2023/24 adjusted budget of R276.7 million to R255.3 million in 2024/25. The collection for sewer and water is low hence the budget was decreased.

Table 3 - Operating Transfers and Grant Receipts

The total allocation as per DoRA was increased from R809.7 million to R858.9 million.

Description R'000	Current Year		% change	2024/25 MTREF		
	Original Budget	Adjusted Budget		Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Operating Transfers and Grants						
Local Government Equitable Share ***(LGES)***	801 631	801 631	**6%**	851 701	876 263	890 621
Expanded Public Works Programme Integrated Grant for Municipalities **(EPWPI)**	5 299	5 848	**-28%**	4 219	0	0
Finance Management Grant **(LGFMG)**	3 100	3 100	**-3%**	3 000	3 000	3 000
TOTAL	**810 030**	**810 579**	**6%**	**858 920**	**879 263**	**893 621**

Table 4 - Proposed Tariff settings

The tariff list is attached as Annexure E.

SUMMARY TARIFF INCREASE AND SOCIAL PACKAGES			
Description	**Average Increase**	**Residents (non-indigents)**	**Indigents**
Rates and taxes	0%	(Rebate on first 110 000 of market value is granted)	100%
Electricity	12,70%	0	50kWh per month
Water	6,00%	0	6kl per month
Refuse	6,00%	0	100%
Waste water management	6,00%	0	100%
Other tariffs	6,00%		

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 3 to 6 per cent target band; therefore, municipalities are required to justify all increases in excess of the projected inflation target for 2024/25.

The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In the municipal financial year 2023/24, bulk electricity costs increased significantly at 15.1 per cent, compared to 8.61 per cent in the 2023/24 municipal financial year. There has been no change to the second year of the Multi-Year Price Determination (MYPD 5), as such bulk electricity costs are to be calculated using an increase of 12.7 per cent as per MYPD-5 in the 2024/25 financial year.

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. This issue will be resolved when we are fully mSCOA compliant

8.4. Consolidated Operating Expenditure Framework

Table 5 - Consolidated Operating Expenditure by type

Description R'000	Current Year 2023/24			% change	2024/25 MTREF					
	Original Budget	Adjusted Budget	Pre-audit outcome		Budget Year 2024/25	% of the total expenditure budget	% change	Budget Year +1 2025/26	% change	Budget Year +2 2026/27
Employee related costs	743 437	745 758	555 317	-8%	686 359	35%	5%	718 030	5%	756 123
Remuneration of councillors	33 085	33 254	23 547	5%	35 033	2%	6%	37 135	6%	39 363
Bulk purchases - electricity	565 900	877 794	747 917	-18%	719 673	37%	11%	801 203	0%	800 837
Inventory consumed *(Including the amount not reported on A4)*	58 144	72 787	23 935	-45%	40 369	2%	11%	44 856	-4%	42 995
Debt impairment	60 000	125 000	–	-100%	–	0%	0%	–	0%	–
Depreciation and amortisation	153 916	284 951	–	-100%	–	0%	0%	–	0%	–
Interest	15 144	210 944	203 757	-80%	41 152	2%	-1%	40 860	-1%	40 298
Contracted services	210 581	224 514	83 807	-39%	135 881	7%	-4%	131 124	-8%	120 708
Transfers and subsidies	187 200	187 200	87 641	-3%	181 472	9%	1%	184 122	3%	189 299
Irrecoverable debts written off	17 000	7 000	4 058	-100%	–	0%	0%	–	0%	–
Operational costs	145 300	161 005	53 000	-23%	123 647	6%	1%	124 685	1%	126 058
Other Losses	16	13	2	-66%	4	0%	-5%	4	-10%	4
Total	**2 189 723**	**2 930 220**	**1 782 982**	-33%	**1 963 591**	100%	6%	**2 082 019**	2%	**2 115 685**

BUDGET ASSUMPTIONS ON THE EXPENDITURE BY TYPE

- **Employee Related Cost and Remuneration of Councillors** is projected to be R686.3 million. The overall budget reduced by 8% from the 2023/24 due the decrease in some of the line items. The budget for overtimes was removed and senior managers budget for the entity was reduced from R28 million to R7 million.
- **Remuneration of councillors** increased by 5% from R33.2 million R35 million.
- **Bulk purchases - electricity** was reduced by 18% from R877.7 million to R719.6 million based on the assumption that the consumption will be normalised during the Eskom partnership.
- **Inventory consumed** was decreased from R72.7 million to R40.3 million.
- **Debt Impairment** was not budgeted for. This means the Municipality should really maximise their revenue including Rural wards
- **Depreciation and amortisation budget** was not budgeted for. Our Depreciation is currently not realistic so the Municipality is being assisted by consultants paid by SALGA to come up with the credible assets register
- **Interest** is projected to be R41.1 million for 2024/25.
- **Contracted services** were decreased from R224.5 million in 2023/24 to R181.4 million in 2024/25. This also includes the repairs of assets.
- **Transfers and subsidies** to be made to the Entity amounts to R181.4 million. The EPWP counter funding was removed.
- **Irrecoverable debts written off** was not budgeted for. The debt incentive strategy ran for the longest time in this current financial year
- **Operational costs** decreased from R161 million to R123.6 million and consist mainly of various line items such as amongst others; insurance, audit fees, Eskom indigent subsidy costs, SALGA payments. Non-core items such as accommodations were reduced.

Table 6 - MBRR Table A9 Consolidated Repairs and Maintenance per asset class

The total repairs and maintenance budget amounts to R69 million.

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE OTHER ITEMS		**411 318**	**763 227**	**342 939**	**256 187**	**395 233**	**395 233**	**69 016**	**70 882**	**70 794**
Repairs and Maintenance by Asset Class	3	**71 076**	**61 338**	**50 193**	**102 271**	**110 281**	**110 281**	**69 016**	**70 882**	**70 794**
Roads Infrastructure		2 965	4 132	3 003	8 000	9 000	9 000	6 000	5 850	5 565
Storm water Infrastructure		–	–	–	2 000	2 000	2 000	1 000	1 000	1 000
Electrical Infrastructure		61 993	41 477	41 557	52 000	56 000	56 000	33 240	34 340	33 580
Water Supply Infrastructure		4	123	103	1 453	1 453	1 453	1 540	1 617	1 698
Sanitation Infrastructure		2 944	3 123	1 691	8 997	8 997	8 997	965	478	502
Solid Waste Infrastructure		–	–	–	6 354	7 070	7 070	–	–	–
Infrastructure		***67 907***	***48 856***	***46 354***	***78 804***	***84 520***	***84 520***	***42 745***	***43 285***	***42 345***
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		284	8 202	1 044	5 830	5 250	5 250	1 870	1 852	1 816
Other Assets		***284***	***8 202***	***1 044***	***5 830***	***5 250***	***5 250***	***1 870***	***1 852***	***1 816***
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		**39**	**30**	**6**	**2 882**	**1 782**	**1 782**	**798**	**815**	**833**
Furniture and Office Equipment		–	–	–	**333**	**173**	**173**	**342**	**1 015**	**1 065**
Machinery and Equipment		**2 846**	**4 250**	**2 788**	**14 421**	**18 556**	**18 556**	**23 261**	**23 915**	**24 734**
TOTAL EXPENDITURE OTHER ITEMS		**411 318**	**763 227**	**342 939**	**256 187**	**395 233**	**395 233**	**69 016**	**70 882**	**70 794**
Renewal and upgrading of Existing Assets as % of total capex		*0.0%*	*0.0%*	*-1.8%*	*0.5%*	*1.7%*	*1.7%*	*4.0%*	*0.0%*	*0.0%*
Renewal and upgrading of Existing Assets as % of deprecn		*0.0%*	*0.0%*	*0.7%*	*1.0%*	*1.9%*	*1.9%*	*0.0%*	*0.0%*	*0.0%*
R&M as a % of PPE & Investment Property		*2.3%*	*1.1%*	*0.9%*	*2.3%*	*2.4%*	*2.4%*	*1.1%*	*1.1%*	*1.1%*
Renewal and upgrading and R&M as a % of PPE and Investment Property		*2.3%*	*1.1%*	*0.9%*	*2.3%*	*2.6%*	*2.6%*	*1.2%*	*1.1%*	*1.1%*

8.5. Capital Budget

Table 7 Consolidated Capital by Funding Source

The consolidated capital budget from conditional grants is R225.9 million and the own source capital assets were not budgeted for due to low cash flow.

Description R'000	Current year 2023/24		% Change	2024/25 MTREF		
	Original Budget	**Adjusted Budget**		**Budget Year 2024/25**	**Budget Year+1 2025/26**	**Budget Year+2 2026/27**
National Government:						
Municipal Infrastructure Grant **(MIG)** - *excluding PMU allocation*	185 955	155 715	**21%**	188 483	189 368	218 148
Integrated Electrification Programme **(INEG)**	–	–	**0%**	–	3 300	3 000
Water Services Infrastructure Grant **(WSIG)**	38 317	51 683	**-27%**	37 510	51 728	55 000
Neighbourhood Development Partnership Grant (Capital) **(NDPG)**	–	–	**0%**	–	1 000	1 000
Total National Grants	**224 272**	**207 398**	**9%**	**225 993**	**245 396**	**277 148**
Provincial Government:						
Human Settlement Grant	–	64 900	**0%**	–	–	–
OWN FUNDS ALLOCATIONS						
Capital Fixed Assets	56 342	41 692	**-100%**	–	–	–
TOTAL CAPITAL BUDGET	**280 614**	**313 990**	**-28%**	**225 993**	**245 396**	**277 148**

Table 8 - List of Capital Project for 2024/25

Description (Functional classification)	Source of funding	Budget Year		2024/2025 MTREF		
		Original Budget	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Roads Projects		**14 766**	**6 743**	**10 318**	**89 074**	**56 000**
Monontsha:Construction Of Footbridge	MIG	6 136	2 636	3 500	–	–
Upgrading Of Paved Road Motebang -Phase 2	MIG	2 514	–	–	–	–
Makwane Paved Roads Phase 1	MIG	–	–	3 244	20 736	–
Maluti A Phofung Footbridges - Rural	MIG	–	–	–	17 008	–
Qholosing Paved Roads - Phase 1	MIG	–	–	3 574	20 736	–
Refurbisment Of Tar Roads	MIG	–	–	–	–	21 000
Fika Patso3km Paved Road	MIG	–	–	–	–	25 000
Phutha:Upgr Paved Road Motebang Ph2	MIG	–	–	–	30 594	10 000
Intabazwe Ext:3 Paved Roads Phase 3	MIG	2 107	–	–	–	–
Namahadi: Construction Of 5km Paved Roads Phase 4	MIG	4 010	4 107	–	–	–
Water Projects		**87 462**	**103 298**	**77 636**	**82 007**	**62 253**
Improving Water Revenue	WSIG	16 000	–	–	16 000	17 000
Tlholong Ext Wd/Wc	MIG	–	–	–	35 728	–
Intabaz Ext. 3: Const Int Water Reticul	MIG	–		–	30 279	5 253
Thaba Bosiu Water Pipeline	MIG	35 726	10 077	37 049	–	–
Ha - Sethunya: Water Retic 500 Stands	MIG	17 759	17 759	7 636	–	–
Ha Sethunya Wat Retic 500 Phase 2	MIG	–	–		–	25 000
Upgrading Of Water Pump Stations	MIG	15 439	8 024	23 951	–	–
Water Pump Station - Mig R&M	MIG	–	–	9 000	–	–
Construction 4ml Reservoir In Qholaqwe	MIG	–	–	–	–	15 000
Matebeleng 3ml Reservoir	MIG	2 538	2 538	–	–	–
Makholokweng Water Network	HS	–	64 900	–	–	–
Sewerage Projects		**83 604**	**152 373**	**77 157**	**35 915**	**59 000**
Makholokweng Bulk And Sewer Network	WSIG	22 317	51 683	37 510	–	–
Tshiame Upgradeof Sewer System	WSIG	–	–	–	–	38 000
Intabazwe Ext3:Cons Waterborne Sew N/Wrk	MIG	544	533	–	–	–
Namahadi:Construction Sewer Network	MIG	26 882	11 976	–	–	–
Namahadi: Cons Sewer 400 P2	MIG	–	–	14 097	–	–
Upgrade Bluegun Bosch Sewer	MIG	–	–	–	–	21 000
Refurbishment Of Sewer Pump Stations	MIG	17 202	17 202	–	–	–
Qwa Qwa:Constr 5000 Vip Toilets Ph 13 B	MIG	–	52 111	16 550	35 915	–
Sewer Pump Station - MIG R&M	MIG	–	–	9 000	–	–
Qwa Qwa:Constr 24000 Vip Toilets Ph 13 A	MIG	16 659	18 868		–	–
Waste Management Projects		**–**	**–**	**15 801**	**–**	**–**
Specialized Vehicles (Solid Waste Man)	MIG			15 801		
Community Facilities Projects		**18 907**	**3 661**	**14 984**	**19 854**	**37 145**
Upgrading of Phuthaditjhaba town hall	MIG	18 907	3 661	14 984	–	–
Phutha : Taxi Facility Ph 2	MIG	–	–	–	18 854	36 145
Neighbourhood Development Partnership Grant (Capital) **(NDPG)**	NDPG	–	–	–	1 000	1 000
Sport and Recreation Projects		**17 855**	**6 224**	**28 420**	**15 247**	**59 750**
Upgrade Of Platberg Stadium Phase 1	MIG	15 043	5 023	10 020	–	–
Upgrade Of Platberg Stadium Phase 2	MIG	–	–		–	11 000
New Swimmingpool Platberg Stadium	MIG	–	–	8 000	–	–
Tlolongnewsport Fac With Pool	MIG	–	–	–	–	48 750
Refurbishment Of Charles Mopeli Stadium	MIG	2 812	1 201	10 399	15 247	–
Electricity Projects		**1 678**	**–**	**1 678**	**3 300**	**3 000**
MAP: Hihg mast light in town Phase 2	MIG	1 678	–	1 678		
INEP Electrification	INEP	–	–	–	3 300	3 000
Total Capital Budget Funded By National Grants		**224 272**	**272 298**	**225 993**	**245 396**	**277 148**

Table 9 - List of Capital Assets from own source for 2024/25

Departments	Vote Description R'000	Current year		2024/25 MTREF		
		Original Budget	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality		**44 500**	**29 850**	**–**	**–**	**–**
Legislative	Vehicles	1 500	750	–	–	–
Legislative	Machinery	–	300	–	–	–
Legislative	Computer & Equipment	2 000	500	–	–	–
Corporate	Machinery & Equipment	1 000	1 000	–	–	–
Corporate	Computer & Equipment	4 000	3 500	–	–	–
Finance	Electricity Prepaid Meters	15 000	–	–	–	–
Finance	Furniture & Fittings	1 000	800	–	–	–
Infrastructure	Yellow Fleet (Plant & Machinery)	–	–	–	–	–
Community services	Machinery & Equipment	–	100	–	–	–
Fire	Machinery & Equipment	500	500	–	–	–
Fire	Fire Engine	–	–	–	–	–
Public Safety	Vehicles	3 000	3 000	–	–	–
Security	Vehicles	1 000	–	–	–	–
Security	Machinery & Equipment	500	500	–	–	–
Sports	Machinery & Equipment	–	400	–	–	–
Electricity	Machinery & Equipment		3 500	–	–	–
Electricity	Transformers	15 000	15 000	–	–	–
Maluti-Water Entity		**11 842**	**11 842**	**–**	**–**	**–**
Map Water	Infrastructure Upgrade - Hardware	397	397	–	–	–
	Motor Vehicles	5 023	5 023	–	–	–
	Equipment Other	199	199	–	–	–
	Plant And Machinery	1 257	1 257	–	–	–
	Refurbishment Projects	4 511	4 511	–	–	–
	Furniture & Fitting	235	235	–	–	–
	Office Equipment	50	50	–	–	–
	Computers	170	170	–	–	–
Total capital budget from own source		**56 342**	**41 692**	**–**	**–**	**–**

8.6. Budget Regulated Schedule-A Tables

Table 10 - MBRR Table A2 – Consolidated 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.

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

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		**826 583**	**766 732**	**870 972**	**938 149**	**913 701**	**913 701**	**966 650**	**998 011**	**1 019 468**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		826 583	766 732	870 972	938 149	913 701	913 701	966 650	998 011	1 019 468
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**152 141**	**(22 199)**	**22 319**	**45 270**	**17 140**	**17 140**	**52 394**	**44 631**	**106 997**
Community and social services		143 954	(46 657)	18 915	21 406	6 156	6 156	18 070	22 125	39 612
Sport and recreation		7 700	23 225	2 153	19 656	7 324	7 324	29 586	16 483	61 060
Public safety		325	514	935	1 982	1 434	1 434	1 539	1 631	1 729
Housing		161	719	316	2 226	2 226	2 226	3 200	4 392	4 596
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**64 136**	**30 514**	**25 846**	**25 127**	**17 947**	**17 947**	**27 351**	**107 226**	**63 745**
Planning and development		314	402	235	574	1 418	1 418	7 013	7 314	7 633
Road transport		63 823	30 111	25 611	24 554	16 530	16 530	20 338	99 912	56 112
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**442 234**	**542 539**	**729 659**	**931 416**	**890 042**	**890 042**	**867 208**	**870 135**	**926 091**
Energy sources		140 836	198 418	354 350	516 193	389 406	389 406	438 350	483 297	519 966
Water management		154 617	161 973	178 236	214 078	230 179	230 179	212 144	224 215	212 814
Waste water management		101 958	137 005	149 172	139 542	208 468	208 468	136 618	98 944	125 811
Waste management		44 824	45 144	47 902	61 604	61 990	61 990	80 095	63 680	67 501
Other	4	**2 914**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Revenue - Functional	2	**1 488 008**	**1 317 586**	**1 648 796**	**1 939 962**	**1 838 831**	**1 838 831**	**1 913 604**	**2 020 002**	**2 116 301**
Expenditure - Functional										
Governance and administration		**890 725**	**1 014 210**	**874 519**	**760 394**	**770 567**	**770 567**	**642 455**	**662 595**	**688 022**
Executive and council		70 059	84 408	137 399	135 720	130 394	130 394	100 401	109 184	115 129
Finance and administration		815 807	922 949	729 744	616 271	631 523	631 523	533 353	544 239	563 239
Internal audit		4 859	6 854	7 375	8 403	8 651	8 651	8 700	9 172	9 654
Community and public safety		**120 612**	**216 842**	**142 976**	**183 961**	**195 943**	**195 943**	**128 342**	**134 717**	**141 049**
Community and social services		26 456	84 198	19 260	26 446	23 780	23 780	21 231	22 445	23 709
Sport and recreation		38 477	58 006	45 930	65 440	60 480	60 480	13 075	13 820	14 594
Public safety		51 215	68 771	72 697	85 102	104 655	104 655	86 448	90 410	94 221
Housing		4 464	5 867	5 088	6 972	7 028	7 028	7 588	8 043	8 525
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**48 922**	**209 289**	**58 812**	**125 743**	**232 090**	**232 090**	**75 303**	**79 282**	**71 781**
Planning and development		16 125	22 556	21 240	33 979	32 484	32 484	29 098	30 781	32 563
Road transport		32 797	186 733	37 572	91 764	199 606	199 606	46 204	48 501	39 218
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**1 194 284**	**1 403 274**	**1 456 130**	**1 115 221**	**1 727 289**	**1 727 289**	**1 113 303**	**1 200 987**	**1 210 131**
Energy sources		923 521	1 067 978	1 252 201	736 056	1 254 466	1 254 466	841 911	927 570	929 656
Water management		102 032	150 674	68 048	118 946	194 202	194 202	99 145	99 515	99 430
Waste water management		79 402	70 807	64 081	98 390	118 834	118 834	84 255	86 502	90 284
Waste management		89 329	113 814	71 801	161 830	159 787	159 787	87 991	87 399	90 760
Other	4	**2 564**	**2 227**	**1 806**	**4 404**	**4 331**	**4 331**	**4 188**	**4 438**	**4 703**
Total Expenditure - Functional	3	**2 257 107**	**2 845 842**	**2 534 242**	**2 189 723**	**2 930 220**	**2 930 220**	**1 963 591**	**2 082 019**	**2 115 685**
Surplus/(Deficit) for the year		**(769 099)**	**(1 528 256)**	**(885 446)**	**(249 761)**	**(1 091 389)**	**(1 091 389)**	**(49 987)**	**(62 017)**	**616**

Table 11 - MBRR Table A3 – Consolidated 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.

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 01 - Legislative Authoriry		–	–	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		–	(459)	1 053	681	1 535	1 535	1 500	1 590	1 685
Vote 04 - Financial Services		959 645	965 450	1 062 673	1 200 586	1 188 886	1 188 886	1 220 450	1 262 838	1 294 315
Vote 05 - Municipal Infrastructure		361 223	373 963	400 844	439 614	517 166	517 166	449 196	486 750	462 237
Vote 06 - Community Services		25 943	20 524	18 451	20 569	5 156	5 156	16 570	20 535	37 927
Vote 07 - Public Safety & Transport		121 936	(66 878)	935	1 982	1 434	1 434	1 539	1 631	1 729
Vote 08 - Sports, Arts, Parks, Culture		7 700	23 225	2 153	19 656	7 324	7 324	29 586	16 483	61 060
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		2 914	–	–	–	–	–	5 863	6 094	6 340
Vote 10 - Hunan Settlements		558	1 200	856	3 226	3 226	3 226	4 700	5 982	6 281
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		314	402	235	574	1 418	1 418	1 151	1 220	1 293
Vote 13 - Electricity Department		140 836	198 418	354 350	516 193	389 406	389 406	438 350	483 297	519 966
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1 621 069**	**1 515 846**	**1 841 551**	**2 203 080**	**2 115 550**	**2 115 550**	**2 168 904**	**2 286 419**	**2 392 833**
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Legislative Authoriry		47 401	53 102	112 402	66 974	66 377	66 377	60 850	64 467	68 295
Vote 02 - Office Of The Municipal Manager		16 286	21 946	21 257	32 333	27 577	27 577	24 224	25 564	26 959
Vote 03 - Corporate Services		80 071	545 281	95 154	154 816	169 984	169 984	128 366	126 981	132 125
Vote 04 - Financial Services		689 800	311 209	576 353	392 918	381 483	381 483	343 814	352 158	362 698
Vote 05 - Municipal Infrastructure		192 136	384 811	111 950	348 134	532 964	532 964	167 479	168 547	161 489
Vote 06 - Community Services		27 448	85 670	19 491	25 146	23 979	23 979	22 821	24 130	25 496
Vote 07 - Public Safety & Transport		96 690	127 903	127 050	156 991	186 637	186 637	148 800	155 890	163 018
Vote 08 - Sports, Arts, Parks, Culture		38 677	58 006	45 930	65 440	60 480	60 480	13 075	13 820	14 594
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		8 814	10 840	9 790	19 722	16 928	16 928	15 927	16 880	17 889
Vote 10 - Hunan Settlements		6 281	16 156	8 400	14 658	15 714	15 714	13 041	13 194	13 828
Vote 11 - Idp, Pms Department		1 860	2 922	2 860	3 341	4 096	4 096	4 222	4 474	4 742
Vote 12 - Spatial Development, Planning & Traditional Affairs		8 015	11 020	10 396	15 319	15 791	15 791	13 137	13 864	14 635
Vote 13 - Electricity Department		922 312	1 066 717	1 251 281	734 986	1 252 557	1 252 557	839 888	925 426	927 383
Vote 14 - Maluti Water		121 315	150 258	141 926	158 944	175 653	175 653	167 947	176 623	182 535
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**2 257 107**	**2 845 842**	**2 534 242**	**2 189 723**	**2 930 220**	**2 930 220**	**1 963 591**	**2 082 019**	**2 115 685**
Surplus/(Deficit) for the year	2	**(636 038)**	**(1 329 996)**	**(692 692)**	**13 357**	**(814 670)**	**(814 670)**	**205 313**	**204 400**	**277 148**

Table 12 - MBRR Table A4 – Consolidated Budgeted Financial Performance (revenue and expenditure)

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	124 622	137 109	321 785	508 227	376 316	376 316	309 759	422 573	465 051	501 124
Service charges - Water	2	76 339	101 905	89 226	118 471	117 286	117 286	73 374	126 338	133 428	141 133
Service charges - Waste Water Management	2	42 551	43 367	41 923	48 724	48 724	48 724	36 376	51 648	54 746	58 031
Service charges - Waste Management	2	41 941	42 067	41 737	48 518	48 355	48 355	37 404	51 257	54 332	57 592
Sale of Goods and Rendering of Services		2 967	3 544	2 004	5 918	5 832	5 832	2 380	5 892	6 286	6 651
Agency services											
Interest											
Interest earned from Receivables		19 781	18 294	(0)	13 798	16 229	16 229	15 993	18 204	19 297	20 454
Interest earned from Current and Non Current Assets		2 305	11 332	4 405	4 620	4 620	4 620	5 861	8 150	8 680	9 189
Dividends											
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		987	1 116	1 131	2 504	2 004	2 004	1 173	2 665	2 824	2 994
Licence and permits											
Operational Revenue		315	1 038	8 389	2 889	3 743	3 743	2 090	4 655	4 935	5 231
Non-Exchange Revenue											
Property rates	2	168 505	113 846	111 776	128 537	115 244	115 244	84 420	115 244	122 159	129 488
Surcharges and Taxes											
Fines, penalties and forfeits		196	322	688	1 500	950	950	208	3 207	3 399	3 603
Licences or permits		-	-	-	-	-	-	-	1 663	1 762	1 868
Transfer and subsidies - Operational		734 074	694 190	765 933	810 030	810 579	810 579	882 861	858 920	879 263	893 621
Interest		8 217	7 943	-	12 163	6 857	6 857	6 444	7 268	7 704	8 166
Fuel Levy											
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	(610)	-	-	-	-	-	-	-	-
Other Gains		74	8	3	4	7	7	3	7	7	6
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		**1 222 874**	**1 175 471**	**1 389 000**	**1 705 903**	**1 556 746**	**1 556 746**	**1 458 347**	**1 677 691**	**1 763 874**	**1 839 153**
Expenditure											
Employee related costs	2	547 084	667 674	727 726	743 437	745 758	745 758	555 317	686 359	718 030	756 123
Remuneration of councillors		25 699	28 529	31 785	33 085	33 254	33 254	23 547	35 033	37 135	39 363
Bulk purchases - electricity	2	798 701	870 195	758 138	565 900	877 794	877 794	748 558	719 673	801 203	800 837
Inventory consumed	8	818	3 136	2 053	1 167	2 148	2 148	1 873	2 542	2 587	2 634
Debt impairment	3	-	-	-	60 000	125 000	125 000	-	-	-	-
Depreciation and amortisation		340 242	701 889	292 746	153 916	284 951	284 951	-	-	-	-
Interest		146 607	63 735	382 456	15 144	210 944	210 944	203 760	41 152	40 860	40 298
Contracted services		140 793	159 461	87 968	210 581	224 514	224 514	84 123	135 881	131 124	120 708
Transfers and subsidies		93 418	176 805	111 153	187 200	187 200	187 200	87 641	181 472	184 122	189 299
Irrecoverable debts written off		95 321	4 117	13 377	17 000	7 000	7 000	4 058	-	-	-
Operational costs		48 022	78 939	94 708	145 300	161 005	161 005	52 973	123 647	124 685	126 058
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		63	1	4	16	13	13	2	4	4	4
Total Expenditure		**2 236 769**	**2 754 482**	**2 502 114**	**2 132 746**	**2 859 581**	**2 859 581**	**1 761 852**	**1 925 764**	**2 039 750**	**2 075 324**
Surplus/(Deficit)		**(1 013 895)**	**(1 579 011)**	**(1 113 115)**	**(426 842)**	**(1 302 835)**	**(1 302 835)**	**(303 505)**	**(248 073)**	**(275 876)**	**(236 171)**
Transfers and subsidies - capital (monetary allocations)	6	228 415	267 054	273 230	234 059	282 085	282 085	98 035	235 913	256 128	277 148
Transfers and subsidies - capital (in-kind)	6										
Surplus/(Deficit) after capital transfers & contributions		**(785 480)**	**(1 311 957)**	**(839 885)**	**(192 783)**	**(1 020 750)**	**(1 020 750)**	**(205 470)**	**(12 160)**	**(19 748)**	**40 977**
Income Tax											
Surplus/(Deficit) after income tax		**(785 480)**	**(1 311 957)**	**(839 885)**	**(192 783)**	**(1 020 750)**	**(1 020 750)**	**(205 470)**	**(12 160)**	**(19 748)**	**40 977**
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		**(785 480)**	**(1 311 957)**	**(839 885)**	**(192 783)**	**(1 020 750)**	**(1 020 750)**	**(205 470)**	**(12 160)**	**(19 748)**	**40 977**
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions		169 780	73 321	179 321	263 118	276 719	276 719	48 406	255 300	266 417	276 532
Surplus/(Deficit) for the year	1	**(615 700)**	**(1 238 637)**	**(660 564)**	**70 334**	**(744 031)**	**(744 031)**	**(157 064)**	**243 140**	**246 670**	**317 509**

Table 13 - MBRR Table A5 – Consolidated Budgeted Capital Expenditure by vote, standard classification and funding source

The total allocation for capital expenditure is R225.9 million for 2024/25.

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 01 - Legislative Authoriry		–	–	–	–	–	–	–	–	–	–
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 Affairs		–	–	–	–	–	–	–	–	–	–
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 Authoriry		–	–	–	3 500	1 550	1 550	(115)	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		1 673	1 041	3 298	5 397	4 897	4 897	2 642	–	–	–
Vote 04 - Financial Services		24	308	255	16 000	800	800	343	–	–	–
Vote 05 - Municipal Infrastructure		186 485	189 907	52 683	185 832	262 413	262 413	117 682	180 912	206 996	177 253
Vote 06 - Community Services		16 511	14 897	304 588	18 907	3 761	3 761	3 127	14 984	18 854	36 145
Vote 07 - Public Safety & Transport		1 604	–	1 466	5 000	4 000	4 000	–	–	–	–
Vote 08 - Sports, Arts, Parks, Culture		7 405	6 723	1 351	17 855	6 624	6 624	3 118	28 420	15 247	59 750
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		–	–	–	–	–	–	–	–	–	–
Vote 10 - Hunan Settlements		–	–	–	–	–	–	–	–	1 000	1 000
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		–	–	–	–	–	–	–	–	–	–
Vote 13 - Electricity Department		19 319	45 840	(474 722)	16 678	18 500	18 500	7 000	1 678	3 300	3 000
Vote 14 - Maluti Water		149	1 036	421	11 445	11 445	11 445	73	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		233 169	259 752	(110 658)	280 614	313 990	313 990	133 871	225 993	245 396	277 148
Total Capital Expenditure - Vote		233 169	259 752	(110 658)	280 614	313 990	313 990	133 871	225 993	245 396	277 148
Capital Expenditure - Functional											
Governance and administration		1 846	2 385	3 975	37 842	19 192	19 192	2 943	–	–	–
Executive and council		149	1 036	421	14 945	12 995	12 995	(42)	–	–	–
Finance and administration		1 697	1 349	3 553	22 897	6 197	6 197	2 985	–	–	–
Internal audit											
Community and public safety		25 520	21 620	307 406	40 262	13 885	13 885	6 246	43 403	35 100	96 895
Community and social services		16 511	14 897	304 606	19 407	4 261	4 261	3 127	14 984	18 854	36 145
Sport and recreation		7 405	6 723	1 351	17 855	6 624	6 624	3 118	28 420	15 247	59 750
Public safety		1 604	–	1 449	3 000	3 000	3 000	–	–	–	–
Housing		–	–	–	–	–	–	–	–	1 000	1 000
Health											
Economic and environmental services		34 868	14 818	(115 711)	14 766	6 743	6 743	5 219	10 318	89 074	56 000
Planning and development											
Road transport		34 868	14 818	(115 711)	14 766	6 743	6 743	5 219	10 318	89 074	56 000
Environmental protection											
Trading services		170 936	220 929	(306 328)	187 743	274 171	274 171	119 463	172 272	121 222	124 253
Energy sources		19 319	45 840	(474 722)	16 678	18 500	18 500	7 000	1 678	3 300	3 000
Water management		102 225	158 096	60 765	87 462	103 298	103 298	42 071	77 636	82 007	62 253
Waste water management		49 393	16 993	107 629	83 604	152 373	152 373	70 392	77 157	35 915	59 000
Waste management		–	–	–	–	–	–	–	15 801	–	–
Other											
Total Capital Expenditure - Functional	3	233 169	259 752	(110 658)	280 614	313 990	313 990	133 871	225 993	245 396	277 148
Funded by:											
National Government		194 993	257 367	513 406	224 272	207 398	207 398	97 211	225 993	245 396	277 148
Provincial Government		–	–	–	–	64 900	64 900	26 716	–	–	–
District Municipality											
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)											
Transfers recognised - capital	4	194 993	257 367	513 406	224 272	272 298	272 298	123 928	225 993	245 396	277 148
Borrowing	6										
Internally generated funds		38 176	2 385	(624 064)	56 342	41 692	41 692	9 944	–	–	–
Total Capital Funding	7	233 169	259 752	(110 658)	280 614	313 990	313 990	133 871	225 993	245 396	277 148

Table 14 - MBRR Table A6 - Consolidated Budgeted Financial Position

The below table does not reflect a true financial position of the municipality. The consultations and training are ongoing to get the municipality to budget correctly on the balance sheet and the cash flow statements.

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		(452 090)	317 429	203 064	(1 695 254)	731 317	731 317	678 808	2 817 025	3 005 708	3 176 989
Trade and other receivables from exchange transactions	1	830 853	1 016 537	1 167 563	1 499 043	1 364 506	1 364 506	1 337 372	1 181 668	1 178 175	1 174 811
Receivables from non-exchange transactions	1	551 323	598 249	646 771	75 837	694 259	694 259	686 676	649 041	655 168	661 662
Current portion of non-current receivables		144	144	144	–	144	144	144	144	144	144
Inventory	2	6 707	5 720	4 819	4 325	4 258	4 258	4 303	14 657	24 503	33 302
VAT		1 007 087	1 205 870	1 371 852	362 750	1 540 445	1 540 445	1 508 292	1 371 852	1 371 852	1 371 852
Other current assets		(1 231)	(1 093)	(1 120)	–	(158)	(158)	(1 296)	(1 120)	(1 120)	(1 120)
Total current assets		**1 942 794**	**3 142 856**	**3 393 092**	**246 701**	**4 334 772**	**4 334 772**	**4 214 300**	**6 033 267**	**6 234 430**	**6 417 639**
Non current assets											
Investments											
Investment property		53 717	803 255	##########	–	–	–	803 255	803 255	803 255	803 255
Property, plant and equipment	3	3 691 619	5 460 963	5 308 418	4 496 827	4 530 203	4 530 203	5 442 290	6 088 021	6 130 616	6 186 951
Biological assets											
Living and non-living resources											
Heritage assets											
Intangible assets		233	–	–	–	–	–	–	–	–	–
Trade and other receivables from exchange transactions		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions		(144)	(144)	(144)	–	–	–	(144)	(144)	(144)	(144)
Other non-current assets											
Total non current assets		**3 745 426**	**6 264 074**	**6 111 529**	**4 496 827**	**4 530 203**	**4 530 203**	**6 245 400**	**6 891 132**	**6 933 727**	**6 990 061**
TOTAL ASSETS		**5 688 219**	**9 406 930**	**9 504 621**	**4 743 529**	**8 864 975**	**8 864 975**	**10 459 700**	**12 924 399**	**13 168 157**	**13 407 700**
LIABILITIES											
Current liabilities											
Bank overdraft											
Financial liabilities		(18 216)	(15 019)	(15 019)	–	(15 019)	(15 019)	(15 019)	–	–	–
Consumer deposits		25 510	25 978	25 772	313	26 299	26 299	26 191	27 656	29 286	31 013
Trade and other payables from exchange transactions	4	7 950 032	8 899 222	9 718 363	6 322 450	10 011 267	10 011 267	10 881 807	10 881 807	11 392 710	10 894 476
Trade and other payables from non-exchange transactions	5	26 293	20 209	18 400	–	18 400	18 400	203 510	13 685	13 685	13 685
Provision		667 664	688 033	161 371	–	161 371	161 371	161 371	265 968	265 968	265 968
VAT		501 435	639 405	688 629	85 381	740 143	740 143	745 254	697 376	728 922	762 360
Other current liabilities											
Total current liabilities		**9 152 718**	**10 257 829**	**10 597 515**	**6 408 144**	**10 942 460**	**10 942 460**	**12 003 113**	**11 886 492**	**12 430 571**	**11 967 502**
Non current liabilities											
Financial liabilities	6	10 166	320	320	–	320	320	320	–	–	–
Provision	7	–	–	–	–	–	–	–	–	–	–
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities											
Total non current liabilities		**10 166**	**320**	**320**	**–**	**320**	**320**	**320**	**–**	**–**	**–**
TOTAL LIABILITIES		**9 162 884**	**10 258 149**	**10 597 834**	**6 408 144**	**10 942 780**	**10 942 780**	**12 003 432**	**11 886 492**	**12 430 571**	**11 967 502**
NET ASSETS		**(3 474 664)**	**(851 219)**	**(1 093 214)**	**(1 664 615)**	**(2 077 805)**	**(2 077 805)**	**(1 543 733)**	**1 037 907**	**737 586**	**1 440 198**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	(2 111 281)	(327 986)	(903 638)	(1 208 750)	(1 400 891)	(1 400 891)	(759 218)	2 767 052	2 373 761	2 932 325
Reserves and funds	9	(212 934)	(212 934)	(212 934)	–	(212 934)	(212 934)	(212 934)	(212 934)	(212 934)	(212 934)
Other											
TOTAL COMMUNITY WEALTH/EQUITY	10	**(2 324 215)**	**(540 920)**	**(1 116 573)**	**(1 208 750)**	**(1 613 825)**	**(1 613 825)**	**(972 152)**	**2 554 118**	**2 160 827**	**2 719 391**

Table 15 - MBRR Table A7 – Consolidated Budgeted Cash Flow Statement

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	74 197	71 306	71 306	61 175	75 585	80 120	84 927
Service charges		–	–	–	325 692	449 462	449 462	201 316	305 564	344 164	380 265
Other revenue		–	–	–	78 801	(113 006)	(113 006)	(124 604)	1 527 790	1 619 632	1 730 927
Transfers and Subsidies - Operational	1	–	–	–	810 030	810 579	810 579	805 864	858 920	879 263	893 621
Transfers and Subsidies - Capital	1	–	–	–	234 059	282 085	282 085	282 010	235 913	256 128	277 148
Interest		–	–	–	9 654	1 206	1 206	903	8 150	8 680	9 189
Dividends									–	–	–
Payments											
Suppliers and employees		–	–	–	(1 809 919)	(1 935 433)	(1 935 433)	(628 182)	(2 227 383)	(2 173 386)	(2 077 628)
Interest									–	–	–
Transfers and Subsidies	1								–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		**–**	**–**	**–**	**(277 486)**	**(433 801)**	**(433 801)**	**598 483**	**784 539**	**1 014 601**	**1 298 449**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE									–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments									–	–	–
Payments											
Capital assets		–	–	–	(280 614)	(313 990)	(313 990)	(133 871)	(225 993)	(245 396)	(277 148)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**–**	**–**	**–**	**(280 614)**	**(313 990)**	**(313 990)**	**(133 871)**	**(225 993)**	**(245 396)**	**(277 148)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									–	–	–
Borrowing long term/refinancing									–	–	–
Increase (decrease) in consumer deposits		–	–	–	313	528	528	420	367	389	412
Payments											
Repayment of borrowing									–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**–**	**313**	**528**	**528**	**420**	**367**	**389**	**412**
NET INCREASE/ (DECREASE) IN CASH HELD		**–**	**–**	**–**	**(557 787)**	**(747 263)**	**(747 263)**	**465 031**	**558 913**	**769 593**	**1 021 713**
Cash/cash equivalents at the year begin:	2	**(598)**	**181 011**	**64 626**	**–**	**673 676**	**673 676**	**4 180**	**5 385**	**564 298**	**1 333 891**
Cash/cash equivalents at the year end:	2	**(598)**	**181 011**	**64 626**	**(557 787)**	**(73 587)**	**(73 587)**	**469 211**	**564 298**	**1 333 891**	**2 355 604**

FS194 Maluti-a-Phofung - Supporting Table SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Receipts By Source													1		
Property rates	6 299	6 299	6 299	6 299	6 299	6 299	6 299	6 299	6 299	6 299	6 299	6 299	75 585	80 120	84 927
Service charges - electricity revenue	17 492	17 492	17 492	17 492	17 492	17 492	17 492	17 492	17 492	17 492	17 492	17 492	209 905	242 765	272 782
Service charges - water revenue	6 181	6 181	6 181	6 181	6 181	6 181	6 181	6 181	6 181	6 181	6 181	6 181	74 176	78 626	83 344
Service charges - sanitation revenue	931	931	931	931	931	931	931	931	931	931	931	931	11 167	11 837	12 547
Service charges - refuse revenue	860	860	860	860	860	860	860	860	860	860	860	860	10 317	10 936	11 592
Rental of facilities and equipment	214	214	214	214	214	214	214	214	214	214	214	214	2 565	2 718	2 882
Interest earned - external investments	679	679	679	679	679	679	679	679	679	679	679	679	8 150	8 680	9 189
Interest earned - outstanding debtors												–			
Dividends received												–			
Fines, penalties and forfeits	201	201	201	201	201	201	201	201	201	201	201	201	2 412	2 557	2 710
Licences and permits	139	139	139	139	139	139	139	139	139	139	139	139	1 663	1 762	1 868
Agency services												–			
Transfers and Subsidies - Operational	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	858 920	879 263	893 621
Other revenue	126 763	126 763	126 763	126 763	126 763	126 763	126 763	126 763	126 763	126 763	126 763	126 763	1 521 151	1 612 594	1 723 468
Cash Receipts by Source	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**231 334**	**2 776 009**	**2 931 858**	**3 098 929**
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	235 913	256 128	277 148
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)												–			
Proceeds on Disposal of Fixed and Intangible Assets												–			
Short term loans												–			
Borrowing long term/refinancing												–			
Increase (decrease) in consumer deposits	31	31	31	31	31	31	31	31	31	31	31	31	367	389	412
VAT Control (receipts)												–			
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments												–			
Total Cash Receipts by Source	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**251 024**	**3 012 289**	**3 188 375**	**3 376 489**
Cash Payments by Type															
Employee related costs	61 676	61 676	61 676	61 676	61 676	61 676	61 676	61 676	61 676	61 676	61 676	61 676	740 109	782 666	827 639
Remuneration of councillors	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	35 033	37 135	39 363
Interest												–			
Bulk purchases - electricity	82 275	82 275	82 275	82 275	82 275	82 275	82 275	82 275	82 275	82 275	82 275	82 275	987 306	937 941	844 146
Acquisitions - water & other inventory												–			
Contracted services	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(3 017)	(36 209)	(83 034)	(130 787)
Transfers and subsidies - other municipalities												–			
Transfers and subsidies - other												–			
Other expenditure	41 762	41 762	41 762	41 762	41 762	41 762	41 762	41 762	41 762	41 762	41 762	41 762	501 145	498 679	497 267
Cash Payments by Type	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**185 615**	**2 227 383**	**2 173 386**	**2 077 628**
Other Cash Flows/Payments by Type															
Capital assets	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148
Repayment of borrowing												–			
Other Cash Flows/Payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Payments by Type	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**204 448**	**2 453 376**	**2 418 782**	**2 354 776**
NET INCREASE/(DECREASE) IN CASH HELD	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**46 576**	**558 913**	**769 593**	**1 021 713**
Cash/cash equivalents at the month/year begin:	5 385	51 962	98 538	145 114	191 690	238 266	284 842	331 418	377 994	424 570	471 146	517 722	5 385	564 298	1 333 891
Cash/cash equivalents at the month/year end:	51 962	98 538	145 114	191 690	238 266	284 842	331 418	377 994	424 570	471 146	517 722	564 298	564 298	1 333 891	2 355 604

Table 16 - MBRR Table A8 – Consolidated Cash Backed Reserves/Accumulated Surplus Reconciliation

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

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash and investments available											
Cash/cash equivalents at the year end	1	(598)	181 011	64 626	(557 787)	(73 587)	(73 587)	469 211	564 298	1 333 891	2 355 604
Other current investments > 90 days		(451 492)	136 418	138 438	(1 137 467)	804 904	804 904	209 597	2 252 726	1 671 817	821 385
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**(452 090)**	**317 429**	**203 064**	**(1 695 254)**	**731 317**	**731 317**	**678 808**	**2 817 025**	**3 005 708**	**3 176 989**
Application of cash and investments											
Unspent conditional transfers		26 293	20 209	18 400	–	18 400	18 400	203 510	13 685	13 685	13 685
Unspent borrowing											
Statutory requirements	2	(505 652)	(566 464)	(683 222)	(277 369)	(800 303)	(800 303)	(763 038)	(674 475)	(642 929)	(609 491)
Other working capital requirements	3	7 950 032	8 899 222	9 718 363	5 828 886	9 373 381	9 373 381	10 101 320	6 415 587	6 963 915	6 436 632
Other provisions		667 664	688 033	161 371	–	161 371	161 371	161 371	265 968	265 968	265 968
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		**8 138 337**	**9 041 000**	**9 214 911**	**5 551 517**	**8 752 848**	**8 752 848**	**9 703 162**	**6 020 765**	**6 600 639**	**6 106 793**
Surplus(shortfall) - Excluding Non-Current Creditors Trf to Debt Relief Benefits		**(8 590 427)**	**(8 723 571)**	**(9 011 847)**	**(7 246 771)**	**(8 021 532)**	**(8 021 532)**	**(9 024 354)**	**(3 203 740)**	**(3 594 930)**	**(2 929 805)**
Creditors transferred to Debt Relief - Non-Current portion		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Surplus(shortfall) - Including Non-Current Creditors Trf to Debt Relief Benefits		**(8 590 427)**	**(8 723 571)**	**(9 011 847)**	**(7 246 771)**	**(8 021 532)**	**(8 021 532)**	**(9 024 354)**	**(3 203 740)**	**(3 594 930)**	**(2 929 805)**

Table 17 - MBRR Table A9 – Consolidated 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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CAPITAL EXPENDITURE										
Total New Assets	1	**233 092**	**259 739**	**(112 597)**	**279 114**	**308 690**	**308 690**	**216 993**	**245 396**	**277 148**
Roads Infrastructure		15 088	14 818	(115 711)	14 766	6 743	6 743	10 318	89 074	56 000
Electrical Infrastructure		19 319	45 840	(474 690)	31 678	15 000	15 000	1 678	3 300	3 000
Water Supply Infrastructure		102 225	158 096	77 634	109 779	90 081	90 081	106 146	46 279	62 253
Sanitation Infrastructure		49 393	16 993	90 761	61 287	165 590	165 590	39 647	71 643	59 000
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***186 024***	***235 747***	***(422 007)***	***217 510***	***277 413***	***277 413***	***157 788***	***210 296***	***180 253***
Community Facilities		16 511	14 897	304 588	18 907	3 661	3 661	14 984	18 854	36 145
Sport and Recreation Facilities		6 088	6 723	1 351	17 855	6 224	6 224	28 420	15 247	59 750
Community Assets		***22 599***	***21 620***	***305 939***	***36 762***	***9 885***	***9 885***	***43 403***	***34 100***	***95 895***
Investment properties		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	1 000	1 000
Other Assets		–	–	–	–	–	–	–	***1 000***	***1 000***
Computer Equipment		**1 595**	**1 133**	**1 327**	**6 567**	**4 567**	**4 567**	–	–	–
Furniture and Office Equipment		**47**	**352**	**258**	**1 285**	**1 085**	**1 085**	–	–	–
Machinery and Equipment		**21 222**	**774**	**436**	**6 467**	**6 967**	**6 967**	–	–	–
Transport Assets		**1 604**	**113**	**1 449**	**10 523**	**8 773**	**8 773**	**15 801**	–	–
Total Renewal of Existing Assets	2	**78**	**13**	**1 939**	**1 500**	**5 300**	**5 300**	**9 000**	–	–
Water Supply Infrastructure		–	–	–	–	–	–	9 000	–	–
Infrastructure		–	–	–	–	–	–	***9 000***	–	–
Machinery and Equipment		**78**	**13**	**1 939**	**1 500**	**5 300**	**5 300**	–	–	–
Total Capital Expenditure	4	**233 169**	**259 752**	**(110 658)**	**280 614**	**313 990**	**313 990**	**225 993**	**245 396**	**277 148**
Roads Infrastructure		15 088	14 818	(115 711)	14 766	6 743	6 743	10 318	89 074	56 000
Electrical Infrastructure		19 319	45 840	(474 690)	31 678	15 000	15 000	1 678	3 300	3 000
Water Supply Infrastructure		102 225	158 096	77 634	109 779	90 081	90 081	115 146	46 279	62 253
Sanitation Infrastructure		49 393	16 993	90 761	61 287	165 590	165 590	39 647	71 643	59 000
Infrastructure		***186 024***	***235 747***	***(422 007)***	***217 510***	***277 413***	***277 413***	***166 788***	***210 296***	***180 253***
Community Facilities		16 511	14 897	304 588	18 907	3 661	3 661	14 984	18 854	36 145
Sport and Recreation Facilities		6 088	6 723	1 351	17 855	6 224	6 224	28 420	15 247	59 750
Community Assets		***22 599***	***21 620***	***305 939***	***36 762***	***9 885***	***9 885***	***43 403***	***34 100***	***95 895***
Investment properties		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	1 000	1 000
Other Assets		–	–	–	–	–	–	–	***1 000***	***1 000***
Computer Equipment		**1 595**	**1 133**	**1 327**	**6 567**	**4 567**	**4 567**	–	–	–
Furniture and Office Equipment		**47**	**352**	**258**	**1 285**	**1 085**	**1 085**	–	–	–
Machinery and Equipment		**21 300**	**787**	**2 375**	**7 967**	**12 267**	**12 267**	–	–	–
Transport Assets		**1 604**	**113**	**1 449**	**10 523**	**8 773**	**8 773**	**15 801**	–	–
TOTAL CAPITAL EXPENDITURE - Asset class		**233 169**	**259 752**	**(110 658)**	**280 614**	**313 990**	**313 990**	**225 993**	**245 396**	**277 148**

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSET REGISTER SUMMARY - PPE (WDV)	5	3 041 435	5 719 806	5 567 261	4 496 827	4 530 203	4 530 203	6 346 864	6 389 459	6 445 794
Roads Infrastructure		(156 754)	2 068 140	1 798 567	1 908 162	1 900 138	1 900 138	2 078 458	2 157 214	2 124 140
Electrical Infrastructure		10 990	855 598	710 369	31 678	15 000	15 000	1 261 749	1 263 371	1 263 071
Water Supply Infrastructure		2 251 078	616 235	552 196	745 222	725 524	725 524	748 250	679 382	695 357
Sanitation Infrastructure		69 214	756 513	810 454	1 035 535	1 139 838	1 139 838	796 159	828 156	815 513
Information and Communication Infrastructure		866	866	866	–	–	–	866	866	866
Infrastructure		*2 175 394*	*4 297 353*	*3 872 452*	*3 720 597*	*3 780 501*	*3 780 501*	*4 885 482*	*4 928 989*	*4 898 947*
Community Assets		162 805	372 302	665 962	316 347	289 469	289 469	403 426	416 986	503 015
Investment properties		53 717	803 255	803 255	–	–	–	803 255	803 255	803 255
Other Assets		604 909	198 998	175 391	351 328	351 328	351 328	191 334	192 336	192 338
Biological or Cultivated Assets										
Intangible Assets		233	–	–	–	–	–	–	–	–
Computer Equipment		15 914	2 256	3 190	6 567	4 567	4 567	1 845	1 301	725
Furniture and Office Equipment		(8 598)	94	227	8 975	8 775	8 775	293	367	446
Machinery and Equipment		29 386	5 594	7 863	21 254	25 554	25 554	5 474	6 270	7 114
Transport Assets		7 675	39 955	38 922	71 760	70 010	70 010	55 756	39 955	39 955
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	3 041 435	5 719 806	5 567 261	4 496 827	4 530 203	4 530 203	6 346 864	6 389 459	6 445 794
EXPENDITURE OTHER ITEMS		411 318	763 227	342 939	256 187	395 233	395 233	69 016	70 882	70 794
Depreciation	7	340 242	701 889	292 746	153 916	284 951	284 951	–	–	–
Repairs and Maintenance by Asset Class	3	71 076	61 338	50 193	102 271	110 281	110 281	69 016	70 882	70 794
Roads Infrastructure		2 965	4 132	3 003	8 000	9 000	9 000	6 000	5 850	5 565
Storm water Infrastructure		–	–	–	2 000	2 000	2 000	1 000	1 000	1 000
Electrical Infrastructure		61 993	41 477	41 557	52 000	56 000	56 000	33 240	34 340	33 580
Water Supply Infrastructure		4	123	103	1 453	1 453	1 453	1 540	1 617	1 698
Sanitation Infrastructure		2 944	3 123	1 691	8 997	8 997	8 997	965	478	502
Solid Waste Infrastructure		–	–	–	6 354	7 070	7 070	–	–	–
Infrastructure		*67 907*	*48 856*	*46 354*	*78 804*	*84 520*	*84 520*	*42 745*	*43 285*	*42 345*
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		284	8 202	1 044	5 830	5 250	5 250	1 870	1 852	1 816
Other Assets		*284*	*8 202*	*1 044*	*5 830*	*5 250*	*5 250*	*1 870*	*1 852*	*1 816*
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		39	30	6	2 882	1 782	1 782	798	815	833
Furniture and Office Equipment		–	–	–	333	173	173	342	1 015	1 065
Machinery and Equipment		2 846	4 250	2 788	14 421	18 556	18 556	23 261	23 915	24 734
TOTAL EXPENDITURE OTHER ITEMS		411 318	763 227	342 939	256 187	395 233	395 233	69 016	70 882	70 794
Renewal and upgrading of Existing Assets as % of total capex		*0.0%*	*0.0%*	*-1.8%*	*0.5%*	*1.7%*	*1.7%*	*4.0%*	*0.0%*	*0.0%*
Renewal and upgrading of Existing Assets as % of deprecn		*0.0%*	*0.0%*	*0.7%*	*1.0%*	*1.9%*	*1.9%*	*0.0%*	*0.0%*	*0.0%*
R&M as a % of PPE & Investment Property		*2.3%*	*1.1%*	*0.9%*	*2.3%*	*2.4%*	*2.4%*	*1.1%*	*1.1%*	*1.1%*
Renewal and upgrading and R&M as a % of PPE and Investment Pr		*2.3%*	*1.1%*	*0.9%*	*2.3%*	*2.6%*	*2.6%*	*1.2%*	*1.1%*	*1.1%*

Table 18 - 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 some information on the sheet is blank.

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		120	–	–	120	120	120	1 200	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		120	–	–	120	120	120	1 200	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**120**	**–**	**–**	**120**	**120**	**120**	**1 200**	**–**	**–**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		–	–	–	–	–	–	–	–	–
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		–	–	–	–	–	–	–	–	–
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Energy:										
Electricity (at least min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Refuse:										
Removed at least once a week		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week		–	–	–	–	–	–	–	–	–
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
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)		–	–	–	–	–	–	–	–	–
Informal Settlements		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per **indigent** household per month)		268	864	1 695	2 035	2 035	2 035	2 157	2 287	2 424
Sanitation (free sanitation service to **indigent households**)		685	1 662	3 921	4 528	4 528	4 528	4 800	5 088	5 393
Electricity/other energy (50kwh per **indigent** household per month)		3	4	(190 574)	4 834	8 256	8 256	10 839	11 489	12 178
Refuse (removed once a week **for indigent households**)		713	2 124	4 764	5 495	5 495	5 495	5 825	6 174	6 545
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided	8	**1 669**	**4 654**	**(180 195)**	**16 893**	**20 315**	**20 315**	**23 621**	**25 038**	**26 540**
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)** (**impermissable values per section 17 of MPRA**)										
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		2 856 052	2 318 021	2 377 914	2 744 082	80 033	80 033	69 523	73 694	78 116
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	6									
Other										
Total revenue cost of subsidised services provided		**2 856 052**	**2 318 021**	**2 377 914**	**2 744 082**	**80 033**	**80 033**	**69 523**	**73 694**	**78 116**

PART 2: SUPPORTING DOCUMENTS

8.7. 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.

8.7.1. Budget Overview Process

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 2024/25 tabled to Council on the 26th October 2023.
- The IDP review public participation started on the 12th – 22nd February 2024.
- The 2023/24 mid-year budget and performance assessment report was submitted to the Executive Mayor and Treasury on the 25th January 2024 and then Council on the 30th January 2024.The 2023/24 adjusted budget was approved by Council on the 28th February 2024.
- The tabled Draft Budget 2024/25 was approved by Council on the 28th of March 2024.
- The draft budget public participations were conducted from the 10th – 26th April 2024.

8.8. Overview of Alignment of Annual Budget with Integrated Development Plan

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

b. Municipal Transformation and Institutional Development

c. Local Economic Development

d. Municipal Financial Viability and Management; and

e. Good Governance and Public Participation

Table 19 – MBRR Table SA4 – Consolidated Reconciliation between the IDP strategic objectives and budgeted revenue

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

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
KPA 5 - GOOD GOVERNANCE & COMMUNITY PARTICIPATION				133 061	198 260	192 727	263 358	276 959	276 959	255 600	266 817	276 932
NATIONAL OUTCOME7				129 932	141 584	321 814	514 515	389 406	389 406	436 673	479 997	516 966
NATIONAL OUTCOME6				302 505	141 564	182 181	251 439	252 539	252 539	273 202	284 631	301 409
NATIONAL OUTCOME4				572	652	599	1 800	1 100	1 100	1 166	1 236	1 310
NATIONAL OUTCOME3				826 583	767 191	869 946	937 228	911 926	911 926	964 850	996 021	1 017 383
NATIONAL OUTCOME1				–	(459)	1 053	681	1 535	1 535	1 500	1 590	1 685
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	1 392 654	1 248 792	1 568 321	1 969 021	1 833 465	1 833 465	1 932 991	2 030 291	2 115 685

Table 20 - MBRR Table SA5 – Consolidated 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)

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
KPA 5 - GOOD GOVERNANCE & COMMUNITY PARTICIPATION				104 413	127 418	179 497	191 889	183 428	183 428	172 728	180 225	189 651
NATIONAL OUTCOME7				922 312	1 066 717	1 251 281	734 986	1 252 557	1 252 557	839 888	925 426	927 383
NATIONAL OUTCOME6				338 018	633 804	285 271	573 905	785 416	785 416	377 579	388 721	392 404
NATIONAL OUTCOME5				3 226	5 518	4 667	9 406	10 694	10 694	7 848	8 258	8 693
NATIONAL OUTCOME4				38 677	58 006	45 930	65 440	60 480	60 480	13 075	13 820	14 594
NATIONAL OUTCOME3				669 289	284 406	551 555	351 862	342 427	342 427	305 016	311 653	320 338
NATIONAL OUTCOME1				181 171	669 972	216 042	262 235	295 219	295 219	247 456	253 915	262 623
Allocations to other priorities												
Total Expenditure			1	2 257 107	2 845 842	2 534 242	2 189 723	2 930 220	2 930 220	1 963 591	2 082 019	2 115 685

Table 21 - MBRR Table SA6 – Consolidated Reconciliation between the IDP strategic objectives and budgeted capital expenditure

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

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
KPA 5 - GOOD GOVERNANCE & COMMUNITY PARTICIPATION				–	1	–	3 897	1 947	1 947	–	–	–
NATIONAL OUTCOME7				19 319	45 840	(474 722)	16 678	18 500	18 500	1 678	3 300	3 000
NATIONAL OUTCOME6				204 601	204 804	358 738	209 739	270 174	270 174	195 895	226 850	214 398
NATIONAL OUTCOME4				7 405	6 723	1 351	17 855	6 624	6 624	28 420	15 247	59 750
NATIONAL OUTCOME3				24	308	255	16 000	800	800	–	–	–
NATIONAL OUTCOME1				1 822	2 076	3 720	16 445	15 945	15 945	–	–	–
Allocations to other priorities			3									
Total Capital Expenditure			1	233 169	259 752	(110 658)	280 614	313 990	313 990	225 993	245 396	277 148

8.9. 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)

Table 22 - MBRR Table SA8 – Consolidated Performance indicators and benchmarks

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

Description of financial indicator	Basis of calculation	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	6.6%	2.3%	15.3%	0.7%	7.4%	7.4%	11.6%	2.1%	2.0%	1.9%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	12.0%	5.4%	27.5%	0.9%	13.6%	13.6%	14.0%	2.5%	2.3%	2.2%
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	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	0.2	0.3	0.3	0.0	0.4	0.4	0.4	0.5	0.5	0.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.2	0.3	0.3	0.0	0.4	0.4	0.4	0.5	0.5	0.5
Liquidity Ratio	Monetary Assets/Current Liabilities	0.0	0.1	0.1	(0.0)	0.2	0.2	0.2	0.3	0.3	0.4
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	0.0%	0.0%	0.0%	0.0%	54.8%	87.3%	87.3%	57.2%	58.0%	59.4%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	54.8%	87.3%	87.3%	57.2%	58.0%	59.4%	60.8%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	132.4%	222.3%	203.5%	26.0%	143.8%	143.8%	205.9%	169.2%	161.8%	156.1%
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		-1330194.9%	4916.4%	15037.9%	-1133.5%	-13604.7%	-13604.7%	2213.5%	1928.4%	854.1%	462.5%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW) technical	0	0	0	0	0	0	0	0	0	0
	Total Volume Losses (kW) non technical	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 Volumes :System input	Bulk Purchase	–	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Water treatment works	–	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Natural sources	–	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)	44.7%	56.8%	52.4%	43.6%	47.9%	47.9%	38.1%	40.9%	40.7%	41.1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	46.8%	59.2%	54.7%	45.5%	50.0%	50.0%	49.5%	43.0%	42.8%	43.3%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	5.8%	5.2%	3.6%	6.0%	7.1%	7.1%	4.7%	4.1%	4.0%	3.8%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	39.8%	65.1%	48.6%	9.9%	31.9%	31.9%	14.0%	2.5%	2.3%	2.2%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	–	–	143.9	1 415.0	1 291.3	1 723.1	178.9	193.3	192.0	200.2
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	542.7%	551.8%	407.4%	60.7%	375.3%	375.3%	478.8%	309.5%	287.4%	270.3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	(0.0)	1.1	0.4	(3.6)	(0.4)	(0.4)	3.3	3.7	8.2	14.1

8.10. Overview of Budget-Related Policies

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

8.10.1. Accounting Policy

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

8.10.2. 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.

8.10.3. 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.

8.10.4. 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.

8.10.5. 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.

8.10.6. Cost Containment Measures Policy

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

8.10.7. Credit Control and Debt Management 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.

8.10.8. Electricity Tariff 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.

8.10.9. 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.

8.10.10. 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.

8.10.11. Generally Recognised Accounting Practices (GRAP 104) 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.

8.10.12. 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.

8.10.13. 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.

8.10.14. Petty Cash Policy

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

8.10.15. Preferential Procurement Policy

The preferential procurement framework act of 2000, section 2(1) prescribes that each organ of state must determine its own preferential procurement policy, within a framework upon which the institution will specify how the preferential points will be allocated when awarding bids and how it intends to use procurement as one of its enablers for economic development.

8.10.16. 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.

8.10.17. Rates policy

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

8.10.18. Refuse Tariffs 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.

8.10.19. 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;

8.10.20. Sewerage Tariffs 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.

8.10.21. Short term risks and liabilities 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.

8.10.22. 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.

8.10.23. 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.

8.10.24. Unclaimed deposit 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 reduce the liability of the municipality.

8.10.25. Virement policy

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

8.10.26. Water Tariffs 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.

8.10.27. Travelling and Subsistence policy

To ensure sound, uniformity and proper administration of all regulations regarding travelling and subsistence for officials and councillors as well as their attendance of conferences, workshops and meetings, formulation and up keeping of a comprehensive policy is essential.

8.10.28. Going concern assessment guideline

The framework sets out the general approach Council will take to determining the significance of proposals and decisions relating to issues, assets or other matters; and provides clarity about how and when communities can expect to be engaged in decisions about different matters depending on the degree of significance the council and its communities attach to those matters. It also determines the relevant thresholds for reporting on specific matters in the annual financial statements of the municipality.

8.10.29. Material assessment guideline

The municipality has to maintain an agreed framework of acceptable levels of materiality in order to promote effective and efficient decision making. The framework deals with materiality in terms of financial reporting, as well as significance in the context of decision making.

determines the relevant thresholds for reporting on specific matters in the annual financial statements of the municipality.

8.10.30. Travelling Car Allowance Policy

To clearly define the Subsistence and Travelling related expenses that may be funded from Maluti-A-Phofung Local Municipality's funds; set out the conditions; uniform guidelines; approval required for councillors and officials and clarify the various related processes and responsibilities.

8.11. Overview of Budget Assumptions

The following budget principles and guidelines directly informed the compilation of the 2024/25 budget:

- The National Treasury's MFMA Circular 126 and 128 was used to guide the compilation of the 2024/25 budget
- Both operational and capital grants are budgeted as allocated on the Division of Revenue Act (DoRA).
- The 2022/23 audited outcomes, the 2023/24 adjusted budget and the 10 months performance were used as a baseline for 2024/25 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 2019Budget inputs from the different Departments.

8.12. Overview of Budget Funding

Table 23 - MBRR SA10 – Consolidated Funding compliance measurement

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

FS194 Maluti-a-Phofung Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	(598)	181 011	64 626	(557 787)	(73 587)	(73 587)	469 211	564 298	1 333 891	2 355 604
Cash + investments at the yr end less applications - R'000	18(1)b	2	(8 590 427)	(8 723 571)	(9 011 847)	(7 246 771)	(8 021 532)	(8 021 532)	(9 024 354)	(3 203 740)	(3 594 930)	(2 929 805)
Cash year end/monthly employee/supplier payments	18(1)b	3	(0.0)	1.1	0.4	(3.6)	(0.4)	(0.4)	3.3	3.7	8.2	14.1
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(785 480)	(1 311 957)	(839 885)	(192 783)	(1 020 750)	(1 020 750)	(205 470)	(12 160)	(19 748)	40 977
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(9.5%)	32.4%	34.6%	(23.2%)	(6.0%)	(29.3%)	2.7%	2.2%	0.9%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	0.0%	0.0%	0.0%	31.3%	31.0%	31.0%	14.1%	244.0%	241.6%	242.7%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	0.0%	0.0%	0.0%	7.0%	17.7%	17.7%	0.0%	0.0%	0.0%	0.0%
Capital payments % of capital expenditure	18(1)c;19	8	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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.	16.8%	12.4%	(13.2%)	30.7%	0.0%	(1.7%)	(9.6%)	0.1%	0.2%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0.0%	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	2.3%	1.1%	0.9%	2.3%	2.4%	2.4%	1.1%	1.1%	1.1%	0.0%
Asset renewal % of capital budget	20(1)(vi)	14	0.0%	0.0%	(1.8%)	0.5%	1.7%	1.7%	0.0%	4.0%	0.0%	0.0%

8.13. Expenditure on Allocations and Grant Programmes

Table 24 - MBRR SA18 – Consolidated Transfers and grants receipts

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		770 793	633 643	752 500	810 030	810 579	810 579	858 920	879 263	893 621
Local Government Equitable Share		643 268	630 835	743 235	801 631	801 631	801 631	851 701	876 263	890 621
Expanded Public Works Programme Integrated Grai		2 914	20	6 165	5 299	5 848	5 848	4 219	0	0
Local Government Financial Management Grant		3 000	2 788	3 100	3 100	3 100	3 100	3 000	3 000	3 000
Municipal Disaster Relief Grant		121 611	–	–	–	–	–	–	–	–
Provincial Government:		–	3 000	–	–	–	–	–	–	–
Capacity Building and Other Grants		–	3 000	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		(36 719)	57 548	13 433	–	–	–	–	–	–
Parent Municipality		(36 719)	124 939	13 433	–	–	–	–	–	–
Unspecified		–	(67 391)	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	734 074	694 190	765 933	810 030	810 579	810 579	858 920	879 263	893 621
Capital Transfers and Grants										
National Government:		228 415	267 054	273 230	234 059	217 185	217 185	235 913	256 128	277 148
Energy Efficiency and Demand Side Management Grant		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		10 000	46 620	32 000	–	–	–	–	3 300	3 000
Municipal Disaster Relief Grant		–	–	–	–	–	–	–	–	–
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	1 000	1 000
Municipal Infrastructure Grant		148 415	195 434	182 334	195 742	165 502	165 502	198 403	200 100	218 148
Water Services Infrastructure Grant		70 000	25 000	58 896	38 317	51 683	51 683	37 510	51 728	55 000
Provincial Government:		–	–	–	–	64 900	64 900	–	–	–
Infrastructure Grant		–	–	–	–	64 900	64 900	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	228 415	267 054	273 230	234 059	282 085	282 085	235 913	256 128	277 148
TOTAL RECEIPTS OF TRANSFERS & GRANTS		962 489	961 244	1 039 163	1 044 089	1 092 664	1 092 664	1 094 833	1 135 391	1 170 769

Table 25 - MBRR SA19 – Consolidated Expenditure on transfers and grant programmes

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		492 187	714 533	748 693	686 676	705 915	705 915	657 105	678 019	700 765
Local Government Equitable Share		479 224	632 051	731 204	668 489	687 180	687 180	639 938	664 258	697 734
Expanded Public Works Programme Integrated Grant		2 914	6 304	6 165	5 299	5 848	5 848	4 247	29	31
Local Government Financial Management Grant		3 021	2 420	2 844	3 100	3 100	3 100	3 000	3 000	3 000
Municipal Disaster Relief Grant		–	65 496	–	–	–	–	–	–	–
Municipal Infrastructure Grant		7 027	8 263	8 480	9 787	9 787	9 787	9 920	10 732	–
Provincial Government:		2 000	–	–	535	435	435	–	–	–
Capacity Building and Other Grants		2 000	–	–	535	435	435	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		494 187	714 533	748 693	687 211	706 350	706 350	657 105	678 019	700 765
Capital expenditure of Transfers and Grants										
National Government:		194 993	257 367	513 406	224 272	207 398	207 398	225 993	245 396	277 148
Energy Efficiency and Demand Side Management Grant		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		8 840	34 963	27 017	–	–	–	–	3 300	3 000
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	1 000	1 000
Municipal Infrastructure Grant		124 858	140 998	435 175	185 955	155 715	155 715	188 483	189 368	218 148
Water Services Infrastructure Grant		61 295	81 406	51 214	38 317	51 683	51 683	37 510	51 728	55 000
Provincial Government:		–	–	–	–	64 900	64 900	–	–	–
Infrastructure Grant		–	–	–	–	64 900	64 900	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants		194 993	257 367	513 406	224 272	272 298	272 298	225 993	245 396	277 148
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		689 180	971 900	1 262 099	911 482	978 648	978 648	883 098	923 416	977 913

Table 26 - Consolidated Allocations and grants made by the municipality

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Transfers to other municipalities											
Insert description	1										
Total Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Entities/Other External Mechanisms											
T&S Operational Monetary Munic Entities	2	–	–	–	171 200	171 200	171 200	80 413	181 472	184 122	189 299
T&S Operational Monetary Munic Entities		93 418	164 361	102 142	–	–	–	–	–	–	–
Total Cash Transfers To Entities/Ems'		93 418	164 361	102 142	171 200	171 200	171 200	80 413	181 472	184 122	189 299
Cash Transfers to other Organs of State											
	3										
Total Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Organisations											
Priv Ent: Subs Fin Entpr - Production		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Organisations		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Groups of Individuals											
Hh Oth Trans: Epwp - Non-Statutory Force		–	–	–	–	–	–	–	–	–	–
Hh Oth Trans: Bursaries Non Employee		–	–	–	–	–	–	–	–	–	–
Hh Oth Trans: Epwp - Non-Statutory Force		–	12 444	9 011	16 000	16 000	16 000	7 228	–	–	–
Ts_O_M_Hh_Cash_Unspecified		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Groups Of Individuals:		–	12 444	9 011	16 000	16 000	16 000	7 228	–	–	–
TOTAL CASH TRANSFERS AND GRANTS	6	93 418	176 805	111 153	187 200	187 200	187 200	87 641	181 472	184 122	189 299

8.14. Councillors and Employee Benefits

Table 27 - MBRR SA22 – Consolidated 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	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		13 785	19 505	27 018	27 846	27 112	27 112	28 685	30 406	32 231
Pension and UIF Contributions		170	119	146	140	143	143	152	161	171
Medical Aid Contributions		151	75	52	55	52	52	52	55	58
Motor Vehicle Allowance		–	–	–	–	–	–	–	–	–
Cellphone Allowance		8 339	7 378	2 809	3 101	3 169	3 169	3 354	3 555	3 768
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		3 254	1 453	1 760	1 944	2 778	2 778	2 790	2 957	3 135
Sub Total - Councillors		**25 699**	**28 529**	**31 785**	**33 085**	**33 254**	**33 254**	**35 033**	**37 135**	**39 363**
% increase	4		**11.0%**	**11.4%**	**4.1%**	**0.5%**	**–**	**5.3%**	**6.0%**	**6.0%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		5 250	4 981	5 914	9 653	8 778	8 778	10 443	11 069	11 733
Pension and UIF Contributions		510	523	335	570	573	573	462	490	520
Medical Aid Contributions		76	99	85	163	104	104	102	108	114
Overtime										
Performance Bonus										
Motor Vehicle Allowance	3	714	758	813	1 546	1 377	1 377	1 668	1 768	1 874
Cellphone Allowance	3	75	72	91	176	131	131	144	153	162
Housing Allowances	3									
Other benefits and allowances	3	–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards										
Post-retirement benefit obligations	6									
Entertainment										
Scarcity										
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits										
Sub Total - Senior Managers of Municipality		**6 626**	**6 433**	**7 239**	**12 108**	**10 962**	**10 962**	**12 819**	**13 588**	**14 403**
% increase	4		**(2.9%)**	**12.5%**	**67.3%**	**(9.5%)**	**–**	**16.9%**	**6.0%**	**6.0%**
Other Municipal Staff										
Basic Salaries and Wages		259 989	306 331	361 745	334 883	325 444	325 444	307 198	321 122	340 353
Pension and UIF Contributions		44 460	50 764	54 596	58 635	57 975	57 975	61 334	65 014	68 914
Medical Aid Contributions		17 607	22 108	24 259	24 850	26 591	26 591	28 168	29 859	31 650
Overtime		45 498	63 620	71 016	70 445	81 695	81 695	43 591	46 206	48 979
Performance Bonus		19 957	22 639	24 025	29 856	28 609	28 609	30 138	31 947	33 863
Motor Vehicle Allowance	3	7 484	12 567	13 266	14 579	13 887	13 887	14 254	15 109	16 016
Cellphone Allowance	3	627	802	1 085	1 216	1 102	1 102	1 182	1 243	1 318
Housing Allowances	3	1 455	1 485	1 502	1 524	1 643	1 643	1 641	1 739	1 844
Other benefits and allowances	3	2 320	3 007	3 371	4 032	3 371	3 371	4 258	4 494	4 763
Payments in lieu of leave		1 562	2 119	(9 525)	1 960	4 867	4 867	1 989	2 108	2 235
Long service awards		2 835	3 720	4 931	6 747	6 036	6 036	5 843	6 193	6 565
Post-retirement benefit obligations	6	(124)	(398)	(470)	–	1 200	1 200	1 200	1 272	1 348
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	100	–	–	–	–	–
Acting and post related allowance		1 577	5 803	4 689	6 280	6 155	6 155	6 445	6 741	7 145
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Municipal Staff		**405 248**	**494 566**	**554 489**	**555 107**	**558 574**	**558 574**	**507 241**	**533 047**	**564 993**
% increase	4		**22.0%**	**12.1%**	**0.1%**	**0.6%**	**–**	**(9.2%)**	**5.1%**	**6.0%**
Total Parent Municipality		**437 572**	**529 529**	**593 513**	**600 300**	**602 790**	**602 790**	**555 093**	**583 769**	**618 759**

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

Summary of Employee and Councillor remuneration	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
	1	A	B	C	D	E	F	G	H	I
Senior Managers of Entities										
Basic Salaries and Wages		4 600	80	–	15 544	15 544	15 544	4 320	4 320	4 320
Pension and UIF Contributions		745	360	429	3 649	3 649	3 649	885	896	908
Medical Aid Contributions		573	–	–	834	834	834	284	298	313
Overtime		85	–	–	1 004	1 004	1 004	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	472	–	–	3 474	3 474	3 474	720	720	720
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	122	–	–	704	704	704	237	242	247
Other benefits and allowances	3	1 499	15	2	1 610	1 610	1 610	360	360	360
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	119	119	119	–	–	–
Acting and post related allowance		–	–	–	220	220	220	234	245	258
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Entities		**8 094**	**455**	**431**	**27 158**	**27 158**	**27 158**	**7 039**	**7 081**	**7 125**
% increase	4		**(94.4%)**	**(5.2%)**	**6 199.3%**	**–**	**–**	**(74.1%)**	**0.6%**	**0.6%**
Other Staff of Entities										
Basic Salaries and Wages		65 509	74 366	74 996	75 524	75 524	75 524	81 217	83 926	86 753
Pension and UIF Contributions		9 421	12 698	12 035	16 171	16 171	16 171	13 777	14 364	14 989
Medical Aid Contributions		7 349	8 953	8 429	7 231	7 231	7 231	9 135	9 411	9 698
Overtime		14 137	25 799	22 426	12 338	12 338	12 338	9 629	9 681	9 735
Performance Bonus		6 806	5 408	5 536	12 446	12 446	12 446	11 223	11 688	12 173
Motor Vehicle Allowance	3	10 826	13 585	13 386	11 265	11 265	11 265	13 808	14 234	14 679
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	2 181	2 330	2 156	3 218	3 218	3 218	3 639	3 776	3 918
Other benefits and allowances	3	8 185	10 579	11 542	7 924	7 924	7 924	10 238	10 493	10 758
Payments in lieu of leave		56	1 462	1 276	–	–	–	–	–	–
Long service awards		150	731	461	1 095	1 095	1 095	1 160	1 219	1 280
Post-retirement benefit obligations	6	–	1 090	783	445	445	445	471	495	520
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		2 496	9 220	12 539	1 408	1 408	1 408	4 960	5 028	5 098
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Staff of Entities		**127 116**	**166 220**	**165 567**	**149 064**	**149 064**	**149 064**	**159 260**	**164 314**	**169 601**
% increase	4		**30.8%**	**(0.4%)**	**(10.0%)**	**–**	**–**	**6.8%**	**3.2%**	**3.2%**
Total Municipal Entities		**135 210**	**166 674**	**165 998**	**176 222**	**176 222**	**176 222**	**166 300**	**171 395**	**176 727**
TOTAL SALARY, ALLOWANCES & BENEFITS		**572 783**	**696 203**	**759 510**	**776 522**	**779 012**	**779 012**	**721 392**	**755 164**	**795 485**
% increase	4		**21.5%**	**9.1%**	**2.2%**	**0.3%**	**–**	**(7.4%)**	**4.7%**	**5.3%**
TOTAL MANAGERS AND STAFF	5,7	**547 084**	**667 674**	**727 726**	**743 437**	**745 758**	**745 758**	**686 359**	**718 030**	**756 123**

Table 28 - MBRR SA23 – Consolidated 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. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4		810 389	–	49 824			860 213
Chief Whip			569 806		248 288			818 094
Executive Mayor			938 370	–	49 824			988 194
Deputy Executive Mayor								–
Executive Committee			6 837 680	55 715	905 849			7 799 244
Total for all other councillors			19 528 978	148 209	4 889 953			24 567 140
Total Councillors	8	–	**28 685 223**	**203 924**	**6 143 738**			**35 032 885**
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1 537 776	2 125	185 840			1 725 741
Chief Finance Officer			1 168 731	307 966	162 000			1 638 697
SM D01			1 089 206	243 490	306 000			1 638 696
SM D02			1 450 732	2 125	185 840			1 638 697
SM D03			1 378 572	2 125	258 000			1 638 697
SM D04			1 378 572	2 125	258 000			1 638 697
SM D05			–	–	–			–
SM D06			1 060 536	2 125	198 000			1 260 661
SM D07			1 378 572	2 125	258 000			1 638 697
								–
List of each offical with packages >= senior manager								
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total Senior Managers of the Municipality	8,10	–	**10 442 697**	**564 206**	**1 811 680**	**–**		**12 818 583**
A Heading for Each Entity	6,7							
List each member of board by designation								
Entity Name								–
Maluti Water (Pty) Ltd								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
								–
Total for municipal entities	8,10	–	–	–	–	–		–
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	–	**39 127 920**	**768 130**	**7 955 418**	**–**		**47 851 468**

8.15. Monthly Targets For Revenue, Expenditure and Cash Flow

Table 29 - MBRR SA25 – Consolidated Budgeted monthly revenue and expenditure

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue																
Exchange Revenue																
Service charges - Electricity		35 214	35 214	35 214	35 214	35 214	35 214	35 214	35 214	35 214	35 214	35 214	35 214	422 573	465 051	501 124
Service charges - Water		10 528	10 528	10 528	10 528	10 528	10 528	10 528	10 528	10 528	10 528	10 528	10 528	126 338	133 428	141 133
Service charges - Waste Water Management		4 304	4 304	4 304	4 304	4 304	4 304	4 304	4 304	4 304	4 304	4 304	4 304	51 648	54 746	58 031
Service charges - Waste Management		4 271	4 271	4 271	4 271	4 271	4 271	4 271	4 271	4 271	4 271	4 271	4 271	51 257	54 332	57 592
Sale of Goods and Rendering of Services		491	491	491	491	491	491	491	491	491	491	491	491	5 892	6 286	6 651
Agency services													–	–	–	–
Interest													–	–	–	–
Interest earned from Receivables		1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	18 204	19 297	20 454
Interest earned from Current and Non Current Assets		679	679	679	679	679	679	679	679	679	679	679	679	8 150	8 680	9 189
Dividends													–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		222	222	222	222	222	222	222	222	222	222	222	222	2 665	2 824	2 994
Licence and permits													–	–	–	–
Operational Revenue		388	388	388	388	388	388	388	388	388	388	388	388	4 655	4 935	5 231
Non-Exchange Revenue																
Property rates		9 604	9 604	9 604	9 604	9 604	9 604	9 604	9 604	9 604	9 604	9 604	9 604	115 244	122 159	129 488
Surcharges and Taxes													–	–	–	–
Fines, penalties and forfeits		267	267	267	267	267	267	267	267	267	267	267	267	3 207	3 399	3 603
Licences or permits		139	139	139	139	139	139	139	139	139	139	139	139	1 663	1 762	1 868
Transfer and subsidies - Operational		71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	71 577	858 920	879 263	893 621
Interest		606	606	606	606	606	606	606	606	606	606	606	606	7 268	7 704	8 166
Fuel Levy													–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		1	1	1	1	1	1	1	1	1	1	1	1	7	7	6
Discontinued Operations													–	–	–	–
Total Revenue (excluding capital transfers and cont		**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**139 808**	**1 677 691**	**1 763 874**	**1 839 153**
Expenditure																
Employee related costs		57 197	57 197	57 197	57 197	57 197	57 197	57 197	57 197	57 197	57 197	57 197	57 196	686 359	718 030	756 123
Remuneration of councillors		2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	2 919	35 033	37 135	39 363
Bulk purchases - electricity		59 973	59 973	59 973	59 973	59 973	59 973	59 973	59 973	59 973	59 973	59 973	59 973	719 673	801 203	800 837
Inventory consumed		3 364	3 364	3 364	3 364	3 364	3 364	3 364	3 364	3 364	3 364	3 364	(34 463)	2 542	2 587	2 634
Debt impairment		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Depreciation and amortisation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest		3 429	3 429	3 429	3 429	3 429	3 429	3 429	3 429	3 429	3 429	3 429	3 429	41 152	40 860	40 298
Contracted services		11 323	11 323	11 323	11 323	11 323	11 323	11 323	11 323	11 323	11 323	11 323	11 323	135 881	131 124	120 708
Transfers and subsidies		15 123	15 123	15 123	15 123	15 123	15 123	15 123	15 123	15 123	15 123	15 123	15 123	181 472	184 122	189 299
Irrecoverable debts written off		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs		10 304	10 304	10 304	10 304	10 304	10 304	10 304	10 304	10 304	10 304	10 304	10 304	123 647	124 685	126 058
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		0	0	0	0	0	0	0	0	0	0	0	0	4	4	4
Total Expenditure		**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**125 805**	**1 925 764**	**2 039 750**	**2 075 324**
Surplus/(Deficit)		**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**(23 825)**	**14 002**	**(248 073)**	**(275 876)**	**(236 171)**
Transfers and subsidies - capital (monetary allocations)		19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	19 659	235 913	256 128	277 148
Transfers and subsidies - capital (in-kind)													–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**33 662**	**(12 160)**	**(19 748)**	**40 977**
Income Tax													–	–	–	–
Surplus/(Deficit) after income tax		**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**33 662**	**(12 160)**	**(19 748)**	**40 977**
Share of Surplus/Deficit attributable to Joint Venture													–	–	–	–
Share of Surplus/Deficit attributable to Minorities													–	–	–	–
Surplus/(Deficit) attributable to municipality		**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**33 662**	**(12 160)**	**(19 748)**	**40 977**
Share of Surplus/Deficit attributable to Associate													–	–	–	–
Intercompany/Parent subsidiary transactions													255 300	255 300	266 417	276 532
Surplus/(Deficit) for the year	1	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**(4 166)**	**288 962**	**243 140**	**246 670**	**317 509**

Table 30 - MBRR SA26 – Consolidated 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 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote																
Vote 01 - Legislative Authoriry		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		125	125	125	125	125	125	125	125	125	125	125	125	1 500	1 590	1 685
Vote 04 - Financial Services		101 704	101 704	101 704	101 704	101 704	101 704	101 704	101 704	101 704	101 704	101 704	101 704	1 220 450	1 262 838	1 294 315
Vote 05 - Municipal Infrastructure		37 433	37 433	37 433	37 433	37 433	37 433	37 433	37 433	37 433	37 433	37 433	37 433	449 196	486 750	462 237
Vote 06 - Community Services		1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	1 381	16 570	20 535	37 927
Vote 07 - Public Safety & Transport		128	128	128	128	128	128	128	128	128	128	128	128	1 539	1 631	1 729
Vote 08 - Sports, Arts, Parks, Culture		2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	29 586	16 483	61 060
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		489	489	489	489	489	489	489	489	489	489	489	489	5 863	6 094	6 340
Vote 10 - Hunan Settlements		392	392	392	392	392	392	392	392	392	392	392	392	4 700	5 982	6 281
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		96	96	96	96	96	96	96	96	96	96	96	96	1 151	1 220	1 293
Vote 13 - Electricity Department		36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	438 350	483 297	519 966
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - Other													–	–	–	–
Total Revenue by Vote		**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**180 742**	**2 168 904**	**2 286 419**	**2 392 833**
Expenditure by Vote to be appropriated																
Vote 01 - Legislative Authoriry		5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	5 071	60 850	64 467	68 295
Vote 02 - Office Of The Municipal Manager		2 019	2 019	2 019	2 019	2 019	2 019	2 019	2 019	2 019	2 019	2 019	2 019	24 224	25 564	26 959
Vote 03 - Corporate Services		10 697	10 697	10 697	10 697	10 697	10 697	10 697	10 697	10 697	10 697	10 697	10 697	128 366	126 981	132 125
Vote 04 - Financial Services		28 651	28 651	28 651	28 651	28 651	28 651	28 651	28 651	28 651	28 651	28 651	28 651	343 814	352 158	362 698
Vote 05 - Municipal Infrastructure		13 957	13 957	13 957	13 957	13 957	13 957	13 957	13 957	13 957	13 957	13 957	13 957	167 479	168 547	161 489
Vote 06 - Community Services		1 902	1 902	1 902	1 902	1 902	1 902	1 902	1 902	1 902	1 902	1 902	1 902	22 821	24 130	25 496
Vote 07 - Public Safety & Transport		12 400	12 400	12 400	12 400	12 400	12 400	12 400	12 400	12 400	12 400	12 400	12 400	148 800	155 890	163 018
Vote 08 - Sports, Arts, Parks, Culture		1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	13 075	13 820	14 594
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		1 327	1 327	1 327	1 327	1 327	1 327	1 327	1 327	1 327	1 327	1 327	1 327	15 927	16 880	17 889
Vote 10 - Hunan Settlements		1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	1 087	13 041	13 194	13 828
Vote 11 - Idp, Pms Department		352	352	352	352	352	352	352	352	352	352	352	352	4 222	4 474	4 742
Vote 12 - Spatial Development, Planning & Traditional Affairs		1 095	1 095	1 095	1 095	1 095	1 095	1 095	1 095	1 095	1 095	1 095	1 095	13 137	13 864	14 635
Vote 13 - Electricity Department		69 991	69 991	69 991	69 991	69 991	69 991	69 991	69 991	69 991	69 991	69 991	69 991	839 888	925 426	927 383
Vote 14 - Maluti Water		13 996	13 996	13 996	13 996	13 996	13 996	13 996	13 996	13 996	13 996	13 996	13 996	167 947	176 623	182 535
Vote 15 - Other													–	–	–	–
Total Expenditure by Vote		**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 633**	**163 632**	**1 963 591**	**2 082 019**	**2 115 685**
Surplus/(Deficit) before assoc.		**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 110**	**205 313**	**204 400**	**277 148**
Income Tax													–	–	–	–
Share of Surplus/Deficit attributable to Minorities		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	4	–	–	–
Intercompany/Parent subsidiary transactions													255 300	255 300	266 417	276 532
Surplus/(Deficit)	1	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**17 109**	**272 414**	**460 613**	**470 817**	**553 680**

Table 31 - MBRR SA27 – Consolidated 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 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional																
Governance and administration		80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	966 650	998 011	1 019 468
Executive and council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance and administration		80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	80 554	966 650	998 011	1 019 468
Internal audit													–	–	–	–
Community and public safety		4 366	4 366	4 366	4 366	4 366	4 366	4 366	4 366	4 366	4 366	4 366	4 366	52 394	44 631	106 997
Community and social services		1 506	1 506	1 506	1 506	1 506	1 506	1 506	1 506	1 506	1 506	1 506	1 506	18 070	22 125	39 612
Sport and recreation		2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	2 465	29 586	16 483	61 060
Public safety		128	128	128	128	128	128	128	128	128	128	128	128	1 539	1 631	1 729
Housing		267	267	267	267	267	267	267	267	267	267	267	267	3 200	4 392	4 596
Health													–	–	–	–
Economic and environmental services		2 279	2 279	2 279	2 279	2 279	2 279	2 279	2 279	2 279	2 279	2 279	2 279	27 351	107 226	63 745
Planning and development		584	584	584	584	584	584	584	584	584	584	584	584	7 013	7 314	7 633
Road transport		1 695	1 695	1 695	1 695	1 695	1 695	1 695	1 695	1 695	1 695	1 695	1 695	20 338	99 912	56 112
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		72 267	72 267	72 267	72 267	72 267	72 267	72 267	72 267	72 267	72 267	72 267	72 267	867 208	870 135	926 091
Energy sources		36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	36 529	438 350	483 297	519 966
Water management		17 679	17 679	17 679	17 679	17 679	17 679	17 679	17 679	17 679	17 679	17 679	17 679	212 144	224 215	212 814
Waste water management		11 385	11 385	11 385	11 385	11 385	11 385	11 385	11 385	11 385	11 385	11 385	11 385	136 618	98 944	125 811
Waste management		6 675	6 675	6 675	6 675	6 675	6 675	6 675	6 675	6 675	6 675	6 675	6 675	80 095	63 680	67 501
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional		159 467	159 467	159 467	159 467	159 467	159 467	159 467	159 467	159 467	159 467	159 467	159 467	1 913 604	2 020 002	2 116 301
Expenditure - Functional																
Governance and administration		53 538	53 538	53 538	53 538	53 538	53 538	53 538	53 538	53 538	53 538	53 538	53 538	642 455	662 595	688 022
Executive and council		8 367	8 367	8 367	8 367	8 367	8 367	8 367	8 367	8 367	8 367	8 367	8 367	100 401	109 184	115 129
Finance and administration		44 446	44 446	44 446	44 446	44 446	44 446	44 446	44 446	44 446	44 446	44 446	44 446	533 353	544 239	563 239
Internal audit		725	725	725	725	725	725	725	725	725	725	725	725	8 700	9 172	9 654
Community and public safety		10 695	10 695	10 695	10 695	10 695	10 695	10 695	10 695	10 695	10 695	10 695	10 695	128 342	134 717	141 049
Community and social services		1 769	1 769	1 769	1 769	1 769	1 769	1 769	1 769	1 769	1 769	1 769	1 769	21 231	22 445	23 709
Sport and recreation		1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	1 090	13 075	13 820	14 594
Public safety		7 204	7 204	7 204	7 204	7 204	7 204	7 204	7 204	7 204	7 204	7 204	7 204	86 448	90 410	94 221
Housing		632	632	632	632	632	632	632	632	632	632	632	632	7 588	8 043	8 525
Health													–	–	–	–
Economic and environmental services		6 275	6 275	6 275	6 275	6 275	6 275	6 275	6 275	6 275	6 275	6 275	6 275	75 303	79 282	71 781
Planning and development		2 425	2 425	2 425	2 425	2 425	2 425	2 425	2 425	2 425	2 425	2 425	2 425	29 098	30 781	32 563
Road transport		3 850	3 850	3 850	3 850	3 850	3 850	3 850	3 850	3 850	3 850	3 850	3 850	46 204	48 501	39 218
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		92 775	92 775	92 775	92 775	92 775	92 775	92 775	92 775	92 775	92 775	92 775	92 775	1 113 303	1 200 987	1 210 131
Energy sources		70 159	70 159	70 159	70 159	70 159	70 159	70 159	70 159	70 159	70 159	70 159	70 159	841 911	927 570	929 656
Water management		8 262	8 262	8 262	8 262	8 262	8 262	8 262	8 262	8 262	8 262	8 262	8 262	99 145	99 515	99 430
Waste water management		7 021	7 021	7 021	7 021	7 021	7 021	7 021	7 021	7 021	7 021	7 021	7 021	84 255	86 502	90 284
Waste management		7 333	7 333	7 333	7 333	7 333	7 333	7 333	7 333	7 333	7 333	7 333	7 333	87 991	87 399	90 760
Other		349	349	349	349	349	349	349	349	349	349	349	349	4 188	4 438	4 703
Total Expenditure - Functional		163 633	163 633	163 633	163 633	163 633	163 633	163 633	163 633	163 633	163 633	163 633	163 632	1 963 591	2 082 019	2 115 685
Surplus/(Deficit) before assoc.		(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 165)	(49 987)	(62 017)	616
Intercompany/Parent subsidiary transactions													255 300	255 300	266 417	276 532
Surplus/(Deficit)	1	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	(4 166)	251 135	205 313	204 400	277 148

Table 32 - MBRR SA28 – Consolidated Budgeted monthly capital expenditure (municipal vote)

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Multi-year expenditure *to be appropriated*	1															
Vote 01 - Legislative Authoriy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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 Affairs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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 Authoriy		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Financial Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Municipal Infrastructure		15 076	15 076	15 076	15 076	15 076	15 076	15 076	15 076	15 076	15 076	15 076	15 076	180 912	206 996	177 253
Vote 06 - Community Services		1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	14 984	18 854	36 145
Vote 07 - Public Safety & Transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 08 - Sports, Arts, Parks, Culture		2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	28 420	15 247	59 750
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Hunan Settlements		-	-	-	-	-	-	-	-	-	-	-	-	-	1 000	1 000
Vote 11 - Idp, Pms Department		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Spatial Development, Planning & Traditional Affairs		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Electricity Department		140	140	140	140	140	140	140	140	140	140	140	140	1 678	3 300	3 000
Vote 14 - Maluti Water		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148
Total Capital Expenditure	2	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148

Table 33 - MBRR SA29 – Consolidated Budgeted monthly capital expenditure (standard classification)

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

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Expenditure - Functional	1															
Governance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal audit													-	-	-	-
Community and public safety		3 617	3 617	3 617	3 617	3 617	3 617	3 617	3 617	3 617	3 617	3 617	3 617	43 403	35 100	96 895
Community and social services		1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	1 249	14 984	18 854	36 145
Sport and recreation		2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	2 368	28 420	15 247	59 750
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	1 000	1 000
Health													-	-	-	-
Economic and environmental services		860	860	860	860	860	860	860	860	860	860	860	860	10 318	89 074	56 000
Planning and development													-	-	-	-
Road transport		860	860	860	860	860	860	860	860	860	860	860	860	10 318	89 074	56 000
Environmental protection													-	-	-	-
Trading services		14 356	14 356	14 356	14 356	14 356	14 356	14 356	14 356	14 356	14 356	14 356	14 356	172 272	121 222	124 253
Energy sources		140	140	140	140	140	140	140	140	140	140	140	140	1 678	3 300	3 000
Water management		6 470	6 470	6 470	6 470	6 470	6 470	6 470	6 470	6 470	6 470	6 470	6 470	77 636	82 007	62 253
Waste water management		6 430	6 430	6 430	6 430	6 430	6 430	6 430	6 430	6 430	6 430	6 430	6 430	77 157	35 915	59 000
Waste management		1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	15 801	-	-
Other													-	-	-	-
Total Capital Expenditure - Functional	2	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148
Funded by:																
National Government		18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality													-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)													-	-	-	-
Transfers recognised - capital		18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148
Borrowing													-	-	-	-
Internally generated funds		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Funding		18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	18 833	225 993	245 396	277 148

8.16. 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.

8.17. 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).

8.18. 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 are submitted on a monthly basis.
- The mid-year budget and performance assessment report was submitted to Treasury on the 24th January 2024 and tabled to Council on the 30th January 2024.

- The Adjustment budget and the reviewed Budget Funding Plan was approved by Council on the 28th February 2024.

- The tabled Budget was approved by Council on the 28th of March 2024

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 Budget and Implementation Plan

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

8.19. Other Supporting Documents

Table 34 - MBRR Table SA1 – Consolidated Supporting detail to budgeted financial performance

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
REVENUE ITEMS:											
Non-exchange revenue by source											
Exchange Revenue	6										
Total Property Rates		3 024 557	2 431 867	2 489 690	2 872 620	195 277	195 277	138 473	184 767	195 853	207 604
Less Revenue Foregone (exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)		2 856 052	2 318 021	2 377 914	2 744 082	80 033	80 033	54 053	69 523	73 694	78 116
Net Property Rates		**168 505**	**113 846**	**111 776**	**128 537**	**115 244**	**115 244**	**84 420**	**115 244**	**122 159**	**129 488**
Exchange revenue service charges											
Service charges - Electricity	6										
Total Service charges - Electricity		124 624	137 113	131 211	513 061	384 572	384 572	316 431	433 412	476 540	513 303
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)		3	4	(190 574)	4 834	8 256	8 256	6 672	10 839	11 489	12 178
Net Service charges - Electricity		**124 622**	**137 109**	**321 785**	**508 227**	**376 316**	**376 316**	**309 759**	**422 573**	**465 051**	**501 124**
Service charges - Water	6										
Total Service charges - Water		**76 607**	**102 770**	**90 921**	**120 506**	**119 321**	**119 321**	**74 909**	**128 496**	**135 715**	**143 557**
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)		268	864	1 695	2 035	2 035	2 035	1 535	2 157	2 287	2 424
Net Service charges - Water		**76 339**	**101 905**	**89 226**	**118 471**	**117 286**	**117 286**	**73 374**	**126 338**	**133 428**	**141 133**
Service charges - Waste Water Management											
Total Service charges - Waste Water Management		**43 236**	**45 029**	**45 844**	**53 252**	**53 252**	**53 252**	**39 563**	**56 448**	**59 834**	**63 425**
Less Revenue Foregone (in excess of free sanitation service to indigent households)											
Less Cost of Free Basis Services (free sanitation service to indigent households)		685	1 662	3 921	4 528	4 528	4 528	3 188	4 800	5 088	5 393
Net Service charges - Waste Water Management		**42 551**	**43 367**	**41 923**	**48 724**	**48 724**	**48 724**	**36 376**	**51 648**	**54 746**	**58 031**
Service charges - Waste Management	6										
Total refuse removal revenue		42 654	44 191	46 500	54 013	53 850	53 850	41 427	57 081	60 506	64 137
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)		713	2 124	4 764	5 495	5 495	5 495	4 023	5 825	6 174	6 545
Net Service charges - Waste Management		**41 941**	**42 067**	**41 737**	**48 518**	**48 355**	**48 355**	**37 404**	**51 257**	**54 332**	**57 592**
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	335 348	385 758	442 655	435 604	425 289	425 289	334 064	403 178	420 437	443 159
Pension and UIF Contributions		55 135	64 345	67 395	79 025	78 367	78 367	56 434	76 459	80 764	85 331
Medical Aid Contributions		25 605	31 160	32 774	33 077	34 760	34 760	29 754	37 689	39 675	41 775
Overtime		59 720	89 419	93 442	83 786	95 037	95 037	58 177	53 220	55 887	58 714
Performance Bonus		26 763	28 046	29 561	42 302	41 055	41 055	24 846	41 362	43 635	46 037
Motor Vehicle Allowance		19 496	26 909	27 466	30 864	30 003	30 003	22 209	30 450	31 831	33 289
Cellphone Allowance		702	874	1 176	1 392	1 232	1 232	958	1 326	1 396	1 480
Housing Allowances		3 758	3 815	3 659	5 447	5 566	5 566	2 958	5 517	5 757	6 008
Other benefits and allowances		12 005	13 600	14 915	13 566	12 905	12 905	9 486	14 857	15 346	15 881
Payments in lieu of leave		1 618	3 582	(8 248)	1 960	4 867	4 867	3 825	1 989	2 108	2 235
Long service awards		2 985	4 451	5 392	7 961	7 249	7 249	4 935	7 003	7 412	7 845
Post-retirement benefit obligations	4	(124)	692	314	445	1 645	1 645	(584)	1 671	1 767	1 868
Entertainment		–	–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	100	–	–	–	–	–	–
Acting and post related allowance		4 074	15 022	17 227	7 908	7 783	7 783	8 254	11 638	12 013	12 500
In kind benefits		–	–	–	–	–	–	–	–	–	–
sub-total	5	**547 084**	**667 674**	**727 726**	**743 437**	**745 758**	**745 758**	**555 317**	**686 359**	**718 030**	**756 123**
Less: Employees costs capitalised to PPE											
Total Employee related costs	1	**547 084**	**667 674**	**727 726**	**743 437**	**745 758**	**745 758**	**555 317**	**686 359**	**718 030**	**756 123**

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Depreciation and amortisation											
Depreciation of Property, Plant & Equipment		340 242	260 349	292 746	113 916	284 951	284 951	–	–	–	–
Lease amortisation		–	–	–	–	–	–	–	–	–	–
Capital asset impairment		–	441 540	–	40 000	–	–	–	–	–	–
Total Depreciation and amortisation	1	**340 242**	**701 889**	**292 746**	**153 916**	**284 951**	**284 951**	**–**	**–**	**–**	**–**
Bulk purchases - electricity											
Electricity bulk purchases		798 701	870 195	758 138	565 900	877 794	877 794	748 558	719 673	801 203	800 837
Total bulk purchases	1	**798 701**	**870 195**	**758 138**	**565 900**	**877 794**	**877 794**	**748 558**	**719 673**	**801 203**	**800 837**
Transfers and grants											
Cash transfers and grants		93 418	176 805	111 153	187 200	187 200	187 200	87 641	181 472	184 122	189 299
Non-cash transfers and grants		–	–	–	–	–	–	–	–	–	–
Total transfers and grants	1	**93 418**	**176 805**	**111 153**	**187 200**	**187 200**	**187 200**	**87 641**	**181 472**	**184 122**	**189 299**
Contracted Services											
Outsourced Services		29 414	35 198	13 546	50 169	52 390	52 390	25 391	33 664	33 154	32 265
Consultants and Professional Services		36 632	61 476	35 899	54 887	64 348	64 348	31 177	39 929	34 774	24 368
Contractors		74 747	62 787	38 523	105 525	107 775	107 775	27 554	62 288	63 196	64 074
Total contracted services		**140 793**	**159 461**	**87 968**	**210 581**	**224 514**	**224 514**	**84 123**	**135 881**	**131 124**	**120 708**
Operational Costs											
Collection costs											
Contributions to 'other' provisions											
Audit fees		5 019	11 995	8 871	12 089	22 089	22 089	11 837	11 454	11 729	12 015
Other Operational Costs		43 003	66 945	85 837	133 211	138 916	138 916	41 136	112 193	112 956	114 043
Total Operational Costs	1	**48 022**	**78 939**	**94 708**	**145 300**	**161 005**	**161 005**	**52 973**	**123 647**	**124 685**	**126 058**
Repairs and Maintenance by Expenditure Item	8										
Employee related costs											
Inventory Consumed (Project Maintenance)		2 259	7 734	19 206	11 697	12 932	12 932	7 134	12 128	13 096	12 149
Contracted Services		68 817	53 604	30 987	90 574	97 349	97 349	22 843	56 888	57 786	58 645
Operational Costs											
Total Repairs and Maintenance Expenditure	9	71 076	61 338	50 193	102 271	110 281	110 281	29 977	69 016	70 882	70 794
Inventory Consumed											
Inventory Consumed - Water		–	–	–	–	–	–	–	–	–	–
Inventory Consumed - Other		818	3 136	2 053	1 167	2 148	2 148	1 873	2 542	2 587	2 634
Total Inventory Consumed & Other Material		**818**	**3 136**	**2 053**	**1 167**	**2 148**	**2 148**	**1 873**	**2 542**	**2 587**	**2 634**

Table 35 - MBRR Table SA2 – Consolidated Matrix financial performance budget (revenue source/expenditure type and department)

FS194 Maluti-a-Phofung - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)																	
Description R thousand	Ref 1	Vote 01 - Legislative Authoriry	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	Total
Revenue																	
Exchange Revenue																	
Service charges - Electricity														422 573			422 573
Service charges - Water					–	124 338				2 000							126 338
Service charges - Waste Water Management						51 648											51 648
Service charges - Waste Management						51 257	–										51 257
Sale of Goods and Rendering of Services					1 778		1 581	532	106		700		1 151	43			5 892
Agency services																	–
Interest																	–
Interest earned from Receivables					322	14 020	–							3 862			18 204
Interest earned from Current and Non Current Assets					8 150												8 150
Dividends																	–
Rent on Land											–						–
Rental from Fixed Assets						100	5		1 060		1 500						2 665
Licence and permits																	–
Operational Revenue				1 500	655		–	–			2 500			–			4 655
Non-Exchange Revenue																	
Property rates					115 244												115 244
Surcharges and Taxes																	–
Fines, penalties and forfeits							–	1 007		2 200							3 207
Licences or permits										1 663							1 663
Transfer and subsidies - Operational		–	–	–	831 724	17 001	–	–		–	–			10 194			858 920
Interest					7 268												7 268
Fuel Levy																	–
Operational Revenue					–												–
Gains on disposal of Assets		–		–	–	–	–	–	–		–			–	–		–
Other Gains					7												7
Discontinued Operations																	–
Total Revenue (excluding capital transfers and contributi		**–**	**–**	**1 500**	**965 150**	**258 364**	**1 586**	**1 539**	**1 166**	**5 863**	**4 700**	**–**	**1 151**	**436 673**	**–**	**–**	**1 677 691**
Expenditure																	
Employee related costs		14 373	22 689	87 801	109 978	99 208	22 078	124 732	12 324	14 596	10 073	4 186	12 016	47 960	104 344		686 359
Remuneration of councillors		35 033															35 033
Bulk purchases - electricity														719 673	–		719 673
Inventory consumed					2 542	–									–		2 542
Debt impairment					–	–	–		–		–		–	–			–
Depreciation and amortisation		–		–	–	–	–	–	–					–	–		–
Interest					6 152									35 000			41 152
Contracted services		–	450	14 762	20 088	28 908	500	14 480	200	–	2 300		1 000	26 740	26 453		135 881
Transfers and subsidies		–			181 472	–	–			–							181 472
Irrecoverable debts written off					–	–	–							–	–		–
Operational costs		11 444	1 084	24 721	25 087	24 777	242	4 087	452	131	348	35	122	3 016	28 101		123 647
Losses on disposal of Assets		–		–	–	–	–	–	–		–			–	–		–
Other Losses					4										–		4
Total Expenditure		**60 850**	**24 224**	**127 284**	**345 324**	**152 893**	**22 821**	**143 300**	**12 975**	**14 727**	**12 721**	**4 222**	**13 137**	**832 388**	**158 897**	**–**	**1 925 764**
Surplus/(Deficit)		**(60 850)**	**(24 224)**	**(125 784)**	**619 827**	**105 471**	**(21 235)**	**(141 761)**	**(11 809)**	**(8 865)**	**(8 021)**	**(4 222)**	**(11 987)**	**(395 716)**	**(158 897)**	**–**	**(248 073)**
Transfers and subsidies - capital (monetary allocations)					–	190 832	14 984	–	28 420		–			1 678			235 913
Transfers and subsidies - capital (in-kind)																	–
Surplus/(Deficit) after capital transfers & contributions		**(60 850)**	**(24 224)**	**(125 784)**	**619 827**	**296 303**	**(6 251)**	**(141 761)**	**16 610**	**(8 865)**	**(8 021)**	**(4 222)**	**(11 987)**	**(394 038)**	**(158 897)**	**–**	**(12 160)**

8.20. Parent Municipality Schedule-A Tables

Table 36 - MBRR Table A2 – Parent Budgeted financial performance (revenue and expenditure by functional classification)

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

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		826 583	766 732	871 000	937 909	913 461	913 461	966 350	997 611	1 019 068
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		826 583	766 732	871 000	937 909	913 461	913 461	966 350	997 611	1 019 068
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		152 141	(22 199)	22 319	45 270	17 140	17 140	52 394	44 631	106 997
Community and social services		143 954	(46 657)	18 915	21 406	6 156	6 156	18 070	22 125	39 612
Sport and recreation		7 700	23 225	2 153	19 656	7 324	7 324	29 586	16 483	61 060
Public safety		325	514	935	1 982	1 434	1 434	1 539	1 631	1 729
Housing		161	719	316	2 226	2 226	2 226	3 200	4 392	4 596
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		64 136	30 514	25 846	25 127	17 947	17 947	27 351	107 226	63 745
Planning and development		314	402	235	574	1 418	1 418	7 013	7 314	7 633
Road transport		63 823	30 111	25 611	24 554	16 530	16 530	20 338	99 912	56 112
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		442 234	542 539	729 659	931 416	890 042	890 042	867 208	870 135	926 091
Energy sources		140 836	198 418	354 350	516 193	389 406	389 406	438 350	483 297	519 966
Water management		154 617	161 973	178 236	214 078	230 179	230 179	212 144	224 215	212 814
Waste water management		101 958	137 005	149 172	139 542	208 468	208 468	136 618	98 944	125 811
Waste management		44 824	45 144	47 902	61 604	61 990	61 990	80 095	63 680	67 501
Other	4	2 914	–	–	–	–	–	–	–	–
Total Revenue - Functional	2	1 488 008	1 317 586	1 648 824	1 939 722	1 838 591	1 838 591	1 913 304	2 019 602	2 115 901
Expenditure - Functional										
Governance and administration		840 055	948 588	816 996	632 734	645 314	645 314	537 405	549 608	569 780
Executive and council		56 017	63 210	121 785	84 312	79 385	79 385	70 993	75 213	79 679
Finance and administration		779 179	878 524	687 836	540 019	557 278	557 278	457 711	465 223	480 448
Internal audit		4 859	6 854	7 375	8 403	8 651	8 651	8 700	9 172	9 654
Community and public safety		120 612	216 842	142 976	183 961	195 943	195 943	128 342	134 717	141 049
Community and social services		26 456	84 198	19 260	26 446	23 780	23 780	21 231	22 445	23 709
Sport and recreation		38 477	58 006	45 930	65 440	60 480	60 480	13 075	13 820	14 594
Public safety		51 215	68 771	72 697	85 102	104 655	104 655	86 448	90 410	94 221
Housing		4 464	5 867	5 088	6 972	7 028	7 028	7 588	8 043	8 525
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		48 922	209 289	58 812	125 743	232 090	232 090	75 303	79 282	71 781
Planning and development		16 125	22 556	21 240	33 979	32 484	32 484	29 098	30 781	32 563
Road transport		32 797	186 733	37 572	91 764	199 606	199 606	46 204	48 501	39 218
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		1 082 913	1 266 267	1 325 889	991 356	1 587 415	1 587 415	962 753	1 047 157	1 051 440
Energy sources		923 520	1 067 975	1 252 201	736 056	1 254 466	1 254 466	841 911	927 570	929 656
Water management		54 590	84 357	1 803	59 768	134 915	134 915	24 667	24 021	22 874
Waste water management		15 473	121	84	33 702	38 247	38 247	8 183	8 167	8 150
Waste management		89 329	113 814	71 801	161 830	159 787	159 787	87 991	87 399	90 760
Other	4	2 564	2 227	1 806	4 404	4 331	4 331	4 188	4 438	4 703
Total Expenditure - Functional	3	2 095 066	2 643 213	2 346 478	1 938 197	2 665 093	2 665 093	1 707 991	1 815 202	1 838 753
Surplus/(Deficit) for the year		(607 058)	(1 325 627)	(697 654)	1 525	(826 502)	(826 502)	205 313	204 400	277 148

Table 37 - MBRR Table A3 – Parent Budgeted financial performance (revenue and expenditure by municipal vote)

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

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 01 - Legislative Authoriry		–	–	–	–	–	–	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		–	(459)	1 053	681	1 535	1 535	1 500	1 590	1 685
Vote 04 - Financial Services		826 583	767 191	869 946	937 228	911 926	911 926	964 850	996 021	1 017 383
Vote 05 - Municipal Infrastructure		361 223	373 963	400 844	439 614	517 166	517 166	449 196	486 750	462 237
Vote 06 - Community Services		25 943	20 524	18 451	20 569	5 156	5 156	16 570	20 535	37 927
Vote 07 - Public Safety & Transport		121 936	(66 878)	935	1 982	1 434	1 434	1 539	1 631	1 729
Vote 08 - Sports, Arts, Parks, Culture		7 700	23 225	2 153	19 656	7 324	7 324	29 586	16 483	61 060
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		2 914	–	–	–	–	–	5 863	6 094	6 340
Vote 10 - Hunan Settlements		558	1 200	856	3 226	3 226	3 226	4 700	5 982	6 281
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		314	402	235	574	1 418	1 418	1 151	1 220	1 293
Vote 13 - Electricity Department		140 836	198 418	354 350	516 193	389 406	389 406	438 350	483 297	519 966
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**1 488 008**	**1 317 586**	**1 648 824**	**1 939 722**	**1 838 591**	**1 838 591**	**1 913 304**	**2 019 602**	**2 115 901**
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Legislative Authoriry		47 401	53 102	112 402	66 974	66 377	66 377	60 850	64 467	68 295
Vote 02 - Office Of The Municipal Manager		16 286	21 946	21 257	32 333	27 577	27 577	24 224	25 564	26 959
Vote 03 - Corporate Services		59 856	519 714	74 116	103 291	119 566	119 566	79 510	77 292	80 088
Vote 04 - Financial Services		669 289	284 406	551 555	351 862	342 427	342 427	305 016	311 653	320 338
Vote 05 - Municipal Infrastructure		192 136	384 811	111 950	348 134	532 964	532 964	167 479	168 547	161 489
Vote 06 - Community Services		27 448	85 670	19 491	25 146	23 979	23 979	22 821	24 130	25 496
Vote 07 - Public Safety & Transport		96 690	127 903	127 050	156 991	186 637	186 637	148 800	155 890	163 018
Vote 08 - Sports, Arts, Parks, Culture		38 677	58 006	45 930	65 440	60 480	60 480	13 075	13 820	14 594
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		8 814	10 840	9 790	19 722	16 928	16 928	15 927	16 880	17 889
Vote 10 - Hunan Settlements		6 281	16 156	8 400	14 658	15 714	15 714	13 041	13 194	13 828
Vote 11 - Idp, Pms Department		1 860	2 922	2 860	3 341	4 096	4 096	4 222	4 474	4 742
Vote 12 - Spatial Development, Planning & Traditional Affairs		8 015	11 020	10 396	15 319	15 791	15 791	13 137	13 864	14 635
Vote 13 - Electricity Department		922 312	1 066 717	1 251 281	734 986	1 252 557	1 252 557	839 888	925 426	927 383
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**2 095 066**	**2 643 213**	**2 346 478**	**1 938 197**	**2 665 093**	**2 665 093**	**1 707 991**	**1 815 202**	**1 838 753**
Surplus/(Deficit) for the year	2	**(607 058)**	**(1 325 627)**	**(697 654)**	**1 525**	**(826 502)**	**(826 502)**	**205 313**	**204 400**	**277 148**

Table 38 - MBRR Table A4 – Parent Budgeted financial performance (revenue and expenditure)

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

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	124 622	137 109	321 785	508 227	376 316	376 316	309 759	422 573	465 051	501 124
Service charges - Water	2	76 339	101 905	89 226	118 471	117 286	117 286	73 374	126 338	133 428	141 133
Service charges - Waste Water Management	2	42 551	43 367	41 923	48 724	48 724	48 724	36 376	51 648	54 746	58 031
Service charges - Waste Management	2	41 941	42 067	41 737	48 518	48 355	48 355	37 404	51 257	54 332	57 592
Sale of Goods and Rendering of Services		2 967	3 544	2 032	5 798	5 712	5 712	2 361	5 742	6 086	6 451
Agency services											
Interest											
Interest earned from Receivables		19 781	18 294	(0)	13 798	16 229	16 229	15 993	18 204	19 297	20 454
Interest earned from Current and Non Current Assets		2 305	11 332	4 405	4 500	4 500	4 500	5 767	8 000	8 480	8 989
Dividends											
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		987	1 116	1 131	2 504	2 004	2 004	1 173	2 665	2 824	2 994
Licence and permits											
Operational Revenue		315	1 038	8 389	2 889	3 743	3 743	2 090	4 655	4 935	5 231
Non-Exchange Revenue											
Property rates	2	168 505	113 846	111 776	128 537	115 244	115 244	84 420	115 244	122 159	129 488
Surcharges and Taxes											
Fines, penalties and forfeits		196	322	688	1 500	950	950	208	3 207	3 399	3 603
Licences or permits		-	-	-	-	-	-	-	1 663	1 762	1 868
Transfer and subsidies - Operational		770 793	569 251	752 500	810 030	810 579	810 579	804 729	858 920	879 263	893 621
Interest		8 217	7 943	-	12 163	6 857	6 857	6 444	7 268	7 704	8 166
Fuel Levy											
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	(610)	-	-	-	-	-	-	-	-
Other Gains		74	8	3	4	7	7	3	7	7	6
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		**1 259 593**	**1 050 532**	**1 375 594**	**1 705 663**	**1 556 506**	**1 556 506**	**1 380 102**	**1 677 391**	**1 763 474**	**1 838 753**
Expenditure											
Employee related costs	2	411 874	500 999	561 728	567 215	569 536	569 536	445 008	520 060	546 634	579 396
Remuneration of councillors		25 699	28 529	31 785	33 085	33 254	33 254	23 547	35 033	37 135	39 363
Bulk purchases - electricity	2	798 700	870 191	758 138	565 900	877 794	877 794	748 558	719 673	801 203	800 837
Inventory consumed	8	703	1 251	752	1 167	742	742	627	749	794	842
Debt impairment	3	-	-	-	60 000	125 000	125 000	-	-	-	-
Depreciation and amortisation		340 242	701 889	292 746	151 101	282 136	282 136	-	-	-	-
Interest		146 607	63 735	382 456	15 000	210 800	210 800	203 760	41 000	40 700	40 130
Contracted services		134 318	151 276	84 555	181 541	195 774	195 774	80 946	101 562	96 632	84 490
Transfers and subsidies		93 418	176 805	111 153	187 200	187 200	187 200	87 641	181 472	184 122	189 299
Irrecoverable debts written off		95 321	4 117	13 377	17 000	7 000	7 000	4 058	-	-	-
Operational costs		32 044	59 629	81 860	120 692	122 597	122 597	35 665	78 285	77 934	76 951
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		63	1	4	7	4	4	2	4	4	4
Total Expenditure		**2 078 991**	**2 558 424**	**2 318 554**	**1 899 909**	**2 611 839**	**2 611 839**	**1 629 813**	**1 677 839**	**1 785 158**	**1 811 313**
Surplus/(Deficit)		**(819 398)**	**(1 507 891)**	**(942 960)**	**(194 245)**	**(1 055 333)**	**(1 055 333)**	**(249 711)**	**(448)**	**(21 684)**	**27 441**
Transfers and subsidies - capital (monetary allocations)	6	228 415	267 054	273 230	234 059	282 085	282 085	98 035	235 913	256 128	277 148
Transfers and subsidies - capital (in-kind)	6										
Surplus/(Deficit) after capital transfers & contributions		**(590 983)**	**(1 240 838)**	**(669 730)**	**39 814**	**(773 248)**	**(773 248)**	**(151 676)**	**235 465**	**234 444**	**304 589**
Income Tax											
Surplus/(Deficit) after income tax		**(590 983)**	**(1 240 838)**	**(669 730)**	**39 814**	**(773 248)**	**(773 248)**	**(151 676)**	**235 465**	**234 444**	**304 589**
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		**(590 983)**	**(1 240 838)**	**(669 730)**	**39 814**	**(773 248)**	**(773 248)**	**(151 676)**	**235 465**	**234 444**	**304 589**
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions											
Surplus/(Deficit) for the year	1	**(590 983)**	**(1 240 838)**	**(669 730)**	**39 814**	**(773 248)**	**(773 248)**	**(151 676)**	**235 465**	**234 444**	**304 589**

Table 39 - MBRR Table A5 – Parent Budgeted capital expenditure (municipal vote and standard classification)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 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 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
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 - Hunan Settlements		–	–	–	–	–	–	–	–	–	–
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		–	–	–	–	–	–	–	–	–	–
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		–	–	–	3 500	1 550	1 550	(115)	–	–	–
Vote 02 - Office Of The Municipal Manager		–	–	–	–	–	–	–	–	–	–
Vote 03 - Corporate Services		1 673	1 040	3 298	5 000	4 500	4 500	2 629	–	–	–
Vote 04 - Financial Services		24	308	255	16 000	800	800	343	–	–	–
Vote 05 - Municipal Infrastructure		186 485	189 907	52 683	185 832	262 413	262 413	117 682	180 912	206 996	177 253
Vote 06 - Community Services		16 511	14 897	304 588	18 907	3 761	3 761	3 127	14 984	18 854	36 145
Vote 07 - Public Safety & Transport		1 604	–	1 466	5 000	4 000	4 000	–	–	–	–
Vote 08 - Sports, Arts, Parks, Culture		7 405	6 723	1 351	17 855	6 624	6 624	3 118	28 420	15 247	59 750
Vote 09 - Led, Tourism, Smmes, Rural & Agriculture		–	–	–	–	–	–	–	–	–	–
Vote 10 - Hunan Settlements		–	–	–	–	–	–	–	–	1 000	1 000
Vote 11 - Idp, Pms Department		–	–	–	–	–	–	–	–	–	–
Vote 12 - Spatial Development, Planning & Traditional Affairs		–	–	–	–	–	–	–	–	–	–
Vote 13 - Electricity Department		19 319	45 840	(474 722)	16 678	18 500	18 500	7 000	1 678	3 300	3 000
Vote 14 - Maluti Water		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**233 020**	**258 715**	**(111 079)**	**268 772**	**302 148**	**302 148**	**133 785**	**225 993**	**245 396**	**277 148**
Total Capital Expenditure - Vote		**233 020**	**258 715**	**(111 079)**	**268 772**	**302 148**	**302 148**	**133 785**	**225 993**	**245 396**	**277 148**
Capital Expenditure - Functional											
Governance and administration		**1 697**	**1 348**	**3 553**	**26 000**	**7 350**	**7 350**	**2 857**	**–**	**–**	**–**
Executive and council		–	–	–	3 500	1 550	1 550	(115)	–	–	–
Finance and administration		1 697	1 348	3 553	22 500	5 800	5 800	2 972	–	–	–
Internal audit											
Community and public safety		**25 520**	**21 620**	**307 406**	**40 262**	**13 885**	**13 885**	**6 246**	**43 403**	**35 100**	**96 895**
Community and social services		16 511	14 897	304 606	19 407	4 261	4 261	3 127	14 984	18 854	36 145
Sport and recreation		7 405	6 723	1 351	17 855	6 624	6 624	3 118	28 420	15 247	59 750
Public safety		1 604	–	1 449	3 000	3 000	3 000	–	–	–	–
Housing		–	–	–	–	–	–	–	–	1 000	1 000
Health											
Economic and environmental services		**34 868**	**14 818**	**(115 711)**	**14 766**	**6 743**	**6 743**	**5 219**	**10 318**	**89 074**	**56 000**
Planning and development											
Road transport		34 868	14 818	(115 711)	14 766	6 743	6 743	5 219	10 318	89 074	56 000
Environmental protection											
Trading services		**170 936**	**220 929**	**(306 328)**	**187 743**	**274 171**	**274 171**	**119 463**	**172 272**	**121 222**	**124 253**
Energy sources		19 319	45 840	(474 722)	16 678	18 500	18 500	7 000	1 678	3 300	3 000
Water management		102 225	158 096	60 765	87 462	103 298	103 298	42 071	77 636	82 007	62 253
Waste water management		49 393	16 993	107 629	83 604	152 373	152 373	70 392	77 157	35 915	59 000
Waste management		–	–	–	–	–	–	–	15 801	–	–
Other											
Total Capital Expenditure - Functional	3	**233 020**	**258 715**	**(111 079)**	**268 772**	**302 148**	**302 148**	**133 785**	**225 993**	**245 396**	**277 148**
Funded by:											
National Government		194 993	257 367	513 406	224 272	207 398	207 398	97 211	225 993	245 396	277 148
Provincial Government		–	–	–	–	64 900	64 900	26 716	–	–	–
District Municipality											
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)											
Transfers recognised - capital	4	**194 993**	**257 367**	**513 406**	**224 272**	**272 298**	**272 298**	**123 928**	**225 993**	**245 396**	**277 148**
Borrowing	6										
Internally generated funds		38 027	1 348	(624 485)	44 500	29 850	29 850	9 857	–	–	–
Total Capital Funding	7	**233 020**	**258 715**	**(111 079)**	**268 772**	**302 148**	**302 148**	**133 785**	**225 993**	**245 396**	**277 148**

8.21. MALUTI WATER (PTY) LTD SCHEDULE-D TABLES

Table 40 - Table D2 Budgeted Financial Performance (revenue and expenditure)

The surplus of R5.6 million is related to part of the inventory which is not showing under financial performance table.

Maluti Water (Pty) Ltd - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue &		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue	1										
Exchange Revenue											
Service charges - Electricity											
Service charges - Water											
Service charges - Waste Water Management											
Service charges - Waste Management											
Sale of Goods and Rendering of Services		-	-	(28)	120	120	120	19	150	200	200
Agency services											
Interest											
Interest earned from Receivables											
Interest earned from Current and Non Current Assets		-	-	-	120	120	120	94	150	200	200
Dividends											
Rent on Land											
Rental from Fixed Assets											
Licence and permits											
Operational Revenue											
Non-Exchange Revenue											
Property rates	2										
Surcharges and Taxes											
Fines, penalties and forfeits											
Licences or permits											
Transfer and subsidies - Operational		(36 719)	124 939	13 433	-	-	-	78 131	-	-	-
Interest											
Fuel Levy											
Operational Revenue											
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains											
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		(36 719)	124 939	13 406	240	240	240	78 245	300	400	400
Expenditure											
Employee related costs		135 210	166 674	165 998	176 222	176 222	176 222	110 309	166 300	171 395	176 727
Remuneration of councillors											
Bulk purchases - electricity	2	1	3	-	-	-	-	-	-	-	-
Inventory consumed	5	4 171	4 355	3 647	-	3 252	3 252	3 229	3 825	3 825	3 825
Debt impairment	4										
Depreciation and asset impairment		-	-	-	2 815	2 815	2 815	-	-	-	-
Finance charges		-	-	-	144	144	144	-	152	160	168
Contracted services		6 475	8 185	3 414	29 040	28 740	28 740	3 177	34 319	34 493	36 217
Transfers and subsidies											
Irrecoverable debts written off		-	-	-	-	-	-	-	-	-	-
Operational costs	3	15 978	19 310	12 848	24 608	38 408	38 408	17 307	45 362	46 751	49 107
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	9	9	9	-	-	-	-
Total Expenditure		161 834	198 529	185 906	232 837	249 589	249 589	134 022	249 958	256 624	266 044
Surplus/(Deficit)		(198 553)	(73 590)	(172 501)	(232 597)	(249 349)	(249 349)	(55 777)	(249 658)	(256 224)	(265 644)
Transfers and subsidies - capital (monetary allocations)											
Transfers and subsidies - capital (in-kind)											
Surplus/(Deficit) after capital transfers & contributions		(198 553)	(73 590)	(172 501)	(232 597)	(249 349)	(249 349)	(55 777)	(249 658)	(256 224)	(265 644)
Income Tax											
Surplus/(Deficit) after income tax		(198 553)	(73 590)	(172 501)	(232 597)	(249 349)	(249 349)	(55 777)	(249 658)	(256 224)	(265 644)
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		(198 553)	(73 590)	(172 501)	(232 597)	(249 349)	(249 349)	(55 777)	(249 658)	(256 224)	(265 644)
Share of Surplus/Deficit attributable to Associate											
Intercompany/Parent subsidiary transactions		169 780	73 321	179 321	263 118	276 719	276 719	48 406	255 300	266 417	276 532
Surplus/ (Deficit) for the year		(28 773)	(269)	6 820	30 521	27 371	27 371	(7 372)	5 643	10 193	10 888

Table 41 - Table D3 Capital Budget by asset class and funding

Maluti Water (Pty) Ltd - Table D3 Capital Budget by asset class and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			Medium Term Revenue and Expenditure Framework		
R thousands	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure by Asset Class/Sub-class										
Computer Equipment		–	105	–	567	567	567	39	–	–
Computer Equipment		–	105	–	567	567	567	39	–	–
Furniture and Office Equipment		23	44	3	285	285	285	5	–	–
Furniture and Office Equipment		23	44	3	285	285	285	5	–	–
Machinery and Equipment		126	774	418	5 967	5 967	5 967	43	–	–
Machinery and Equipment		126	774	418	5 967	5 967	5 967	43	–	–
Transport Assets		–	113	–	5 023	5 023	5 023	–	–	–
Transport Assets		–	113	–	5 023	5 023	5 023	–	–	–
Total capital expenditure on assets	1	**149**	**1 036**	**421**	**11 842**	**11 842**	**11 842**	**87**	**–**	**–**
Funded by:										
National Government										
Provincial Government										
Parent Municipality										
District Municipality										
Transfers recognised - capital		–	–	–	–	–	–	–	–	–
Borrowing	3									
Internally generated funds		149	1 036	421	11 842	11 842	11 842	–	–	–
Total Capital Funding	4	**149**	**1 036**	**421**	**11 842**	**11 842**	**11 842**	**–**	**–**	**–**

8.22. 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
- ✓ 2021/2022 – Disclaimer
- ✓ 2022/2023 – Disclaimer

8.23. Audit Response Plan

Will be attached to the document as an annexure.

8.24. Annual Financial Statements as at 30 June 2023

Will be attached to the document as an annexure.