



THABA CHWEU
LOCAL MUNICIPALITY



REVIEWED **INTEGRATED** **DEVELOPMENT PLAN**

2023/24



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List of Maps, Sketches, Graphs, Pictures, Tables etc
 Budget
 Organogram
 PMS Policy
 Projects (Spread sheets)
 Funded Projects
 Un-Funded Projects
 MSCOA Itemised Projects (Capex & Opex) list [Spread sheet]
 Turnaround Strategy



IDP/Budget Process Plan
SDF
LED Strategy
Disaster Management Plan
Circular 88 Indicators Template
IDP 2022-2027 Strategy Document
Other Key Plans



List of Acronyms

ABET	: Adult Based Education and Training
AIDS	: Acquired Immune Deficiency Syndrome
COGTA	: Corporative Government and Traditional Affairs
DARDLA	: Department of Rural Development and Land Reform
DBSA	: Development Bank of Southern Africa
DDM	: District Development Model
DEAT	: Department of Environmental Affairs and Tourism
DEDP	: Department of Economic Development and Planning
DHSS	: Department of Health and Social Services
COGTA	: Department of Co-operative Governance and Traditional Affairs
DME	: Department of Minerals and Energy
DoE	: Department of Education
DoRT	: Department of Roads and Transport
DSS	: Department of Safety and Security
DWS	: Department of Water and Sanitation
ECD	: Early Child Development
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
FBS	: Free Basic Services
FY	: Financial Year
FET	: Further Education and Training
GIS	: Geographic Information System
GDS	: Growth and Development Summit
HIV	: Human Immunodeficiency Virus
HDI	: Human Development Index
IDP	: Integrated Development Plan
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
KPA	: Key Performance Area
KPI	: Key Performance Indicator
LED	: Local Economic Development
MDG	: Millennium Development Goals
MIG	: Municipal Infrastructure Grant
TCLM	: Thaba Chweu Local Municipal
MISF	: Mpumalanga Integrated Spatial Framework
MISA	: Municipal Infrastructure Support Agent
MTEF	: Medium Term Expenditure Framework
MSA	: Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
MFMA	: Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
PFMA	: Public Finance Management Act, 1999 (Act 22 of 1999)
NDOT	: National Department of Transport



NDP	: National Development Plan
NEPAD	: New Partnership for Africa's Development
NSDP	: National Spatial Development Perspective
NPC	: National Planning Commission
PGDS	: Provincial Growth and Development Strategy
SDF	: Spatial Development Framework
SWOT	: Strengths, Weakness, Opportunities and Threats
CRDP	: Comprehensive Rural Development Programme
SPLUMA	: Spatial Planning and Land Use Act
STATSSA	: Statistics South Africa

Other Acronyms

SO#	: Strategic Objective (#=Number)
G#	: Goal (#=Number)
DO#	: Development Objective (#=Number)



FOREWORD BY THE EXECUTIVE MAYOR

Local government is at the coalface of service delivery. This in essence means that as a municipality we must always have our finger on the pulse to understand the dynamics and needs of the people on the ground in relation to our constitutional mandate. Central to this course is the concept of participatory democracy whereby the public must be widely and intensively consulted on salient issues of development and the collective prioritization of service delivery matters.

Our focus as an institution is guided and driven by the Integrated Development Plan (IDP), which is our strategic document developed as a five (5) year plan (aligned to the term of office). This is revised and updated annually while taking current resources and changing circumstances (detailing annual strategic objectives) into account.

The strategic goals and priorities are cascaded into the strategic and operational plans of all directorates and related employee scorecards. Strides are being made to spare no effort to achieve the required targets and desired outcomes of the institution. The Thaba Chweu Local Municipality participates in the District IDP/ Budget Representative Forum and our priorities also take a cue from the aligned Provincial Growth and Development Strategies

The day-to-day struggles of ageing and poor infrastructure and limited financial and human resources continues to place strain on the ability of Thaba Chweu Local Municipality to provide and improve its service delivery. These challenges are clearly reflected within service delivery initiatives and every effort is being made to improve service delivery performance at every level. This IDP also seeks to envisage a blueprint in relation to the direction and accordingly,

I would like to invite all interested parties in general and young people and women to come-up with fresh and innovative ideas and to closely work with the local authority, as we march towards our common Vision - that of becoming a Custodian of Sustainable Service Delivery, Economic Development and Good Governance.

Thank you.

CLLR M.F Nkadimeng
Executive Mayor



CHAPTER 1 (Introduction)

1.1. Executive summary

Thaba Chweu Local Municipality (TCLM) is a Category B municipality located in the north-western region of the Mpumalanga Province in the Ehlanzeni District. It is one of four municipalities in the district. It came into being after the December 5th, 2000, local government elections. The escarpment divides the district into eastern and western halves. It is located on the far north-eastern part of the district. It shares its northern boundaries with Limpopo. The municipality is on the Lowveld escarpment of Mpumalanga, with an average elevation of 1 400m above sea level and altitudes varying from 600 to 2 100m.

The main economic sectors are forestry, agriculture, mining, business services and tourism. The western half (Lydenburg Town) is dominated by agricultural and farming activities, while forestry is the main economic activity of the eastern half (Sabie and Graskop Towns).

The municipality is one of the major tourist attraction areas in South Africa. Mashishing (previously as Lydenburg) is the oldest town in the province, and a hub of heritage where the famous Lydenburg Heads, which are said to date back to 400AD, were found in the 1950s. Also found here are old stone houses. Most of all, this is the home of trout fishing.

Graskop is home to the Three Rondavels, The Blyde Canyon, Potholes, God's Window, The Pinnacle, Berlin, Lisbon, and Graskop Falls, all of which are World Heritage Sites, and form the Panorama Route. In the Sabie area, when travelling east of Mashishing through the Long Tom Pass, there are hectares of pine plantations. These mountains are part of the Drakensberg Mountain Range.

The municipality is governed by the African National Congress (ANC) which was democratically re-elected to govern after the 01st of November 2021 local government election. The total number of councilors in the municipality is 27 with ANC holding a majority of 16 seats and the other seats are split over to the opposition parties. There are fourteen wards in the municipality with three Towns namely: Mashishing (Lydenburg) which is the main town located in ward 01, 02, 03, 05, 12 & 14, Sabie town which is the second largest located in ward 06 & 07, the smallest is Graskop located in ward 10 and Pilgrim's Rest located in ward 13 which is a heritage place whereas ward 08 & 09 holds the rural population in the northern part of the municipality, the other wards are mainly farms with small population. There are three tribal authorities that govern the northern areas of Thaba Chweu. The Moremela Village is under Chief Mogane Tribal Authority, Matibidi A Village is ruled by the Mohlala Tribal Authority and lastly the Matibidi B Village is ruled by Mashilane Tribal Authority.

1.2. Legal Background

Section 25 of the Municipal System (MSA) Act 32 of 2000 requires that every elected Council must develop and adopt a strategic plan, commonly known as Integrated Development Plan (IDP) to guide & inform the municipality's planning, development & budgeting. The Act (MSA) also requires that the approved IDP be reviewed annually based on its performance & other changing circumstances deemed relevant and necessary by the municipal council. Integrated development planning is a process through which a municipality prepare an inclusive strategic development plan for a period of five-year.



The need for the integrated development plans is entrenched in the South African Constitution (Section 152 and 153). The Constitution states that local government is in charge of the development process in municipalities, and it is in charge of municipal planning. Furthermore, the municipal Systems Act 32 of 2000 provides that all municipalities must undertake an integrated development planning process to produce integrated development plans. As the Integrated Development Plan is a legal requirement it has a legal status and thus supersedes all plans that guide development at a local government level. It is very important for a municipality to have an IDP, one of the primary role of this council policy (IDP) document is to coordinate and consolidate all planning and budgeting within a municipality. The aim of this planning is to achieve the envisaged vision of the municipal council.

The IDP should inform the following:

- The budget processes of the municipality,
- Allocation of scarce resources to maximize development impact in areas of greatest needs,
- Alignment of municipal, provincial, national and parastatals programmes and projects
- To ensure sustainable development and growth,
- Facilitate an inclusive planning within the municipal jurisdiction,
- To facilitate credible accessibility to the municipality and its governance structures by citizens,
- To enable active citizen participation in affairs pertaining to planning and development,
- Facilitate access to development funding,
- Encourage local and international investment,
- Building capacity among Councilors and officials,
- Effective and efficient use of the available resources for a maximum development impact in the communities.

The TCLM IDP becomes a principal strategic plan that guides and informs resource planning and budgeting that informs decision-making processes for the municipal development. The process of the IDP allows for participation throughout the process with various stakeholders from all walks of life in matters of development that interest and affects them. The participation platforms for various stakeholders inform various sub-strategies and policies including by-laws that are developed to address stakeholder's needs and development priorities. All aspects of planning should be contained in an integrated form in this policy document i.e. economic, social, environmental, infrastructural and spatial aspect. This process assists the municipality in identifying its key areas of greatest needs of service delivery and development which then assist in identifying development vision, mission statements and development priorities under which appropriate strategies are developed address the priorities.

1.3. Overview of the IDP process

The Municipal Systems Act (Section 29) also requires that a process be set out in writing and be adopted by the Municipal Council to guide, among other aspects, the IDP review process. The Municipal Systems Act refers to the Process Plan that had to be prepared for the IDP process, which had to include the process for IDP Review. The Process Plan is a management tool for each municipality, which helps the management of the IDP process on a day-to-day basis. The Process Plan has to include:

- A list of the required roles and responsibilities, also indicating responsible persons or agencies, and terms
- of reference describing the roles and responsibilities,



- A description of the organisational arrangements to be established, including terms of reference, selection criteria, list of agreed representatives, code of conduct
- Mechanisms and procedures for public participation, including organisational arrangements, a communication strategy, etc
- Action Programme: activities, responsible persons, time frames, resources
- Alignment mechanisms and procedures, including responsible persons, specific activities/events and conflict resolution procedures
- Binding legislation and planning requirements at provincial/national level
- Budget per activity and aggregated by category

In terms of Section 21 of the Municipal Finance Management Act 56 of 2003 (MFMA), the mayor of a municipality:

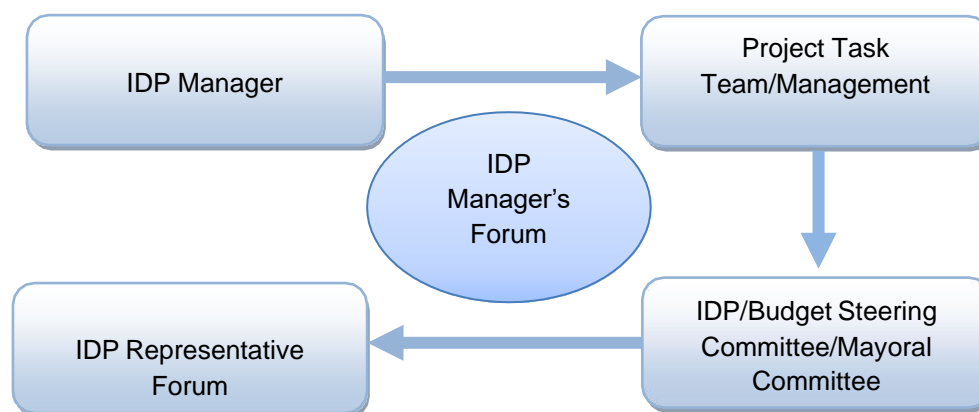
- Must co-ordinate the processes for preparing the annual budget and reviewing the municipality's Integrated Development Plan (IDP) and Budget related policies to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible. Section 53 of the MFMA requires the mayor to provide general political guidance over the budget process and the priorities that must guide the preparation of a budget.

The following are the legislative framework for IDP, Budget and Performance Management System processes:

1. Municipal Systems Act, No. 32 of 2000 (As amended)
2. Municipal Finance Management Act, No. 56 of 2003
3. Municipal Planning and Performance Management Regulations, 2001

Key role players in the IDP process

Sketch 01: Process Plan structure's flow



N.B: The roles and responsibilities of the above structures are defined in the process plan available as annexure in this IDP.

This figure refers to the structures that are going to be responsible for the implementation of the process plan and management of the IDP processes, namely IDP Technical/Managers Committee, IDP Budget Steering Committee and the IDP Representative Forum.

Stakeholders Involved in the IDP process



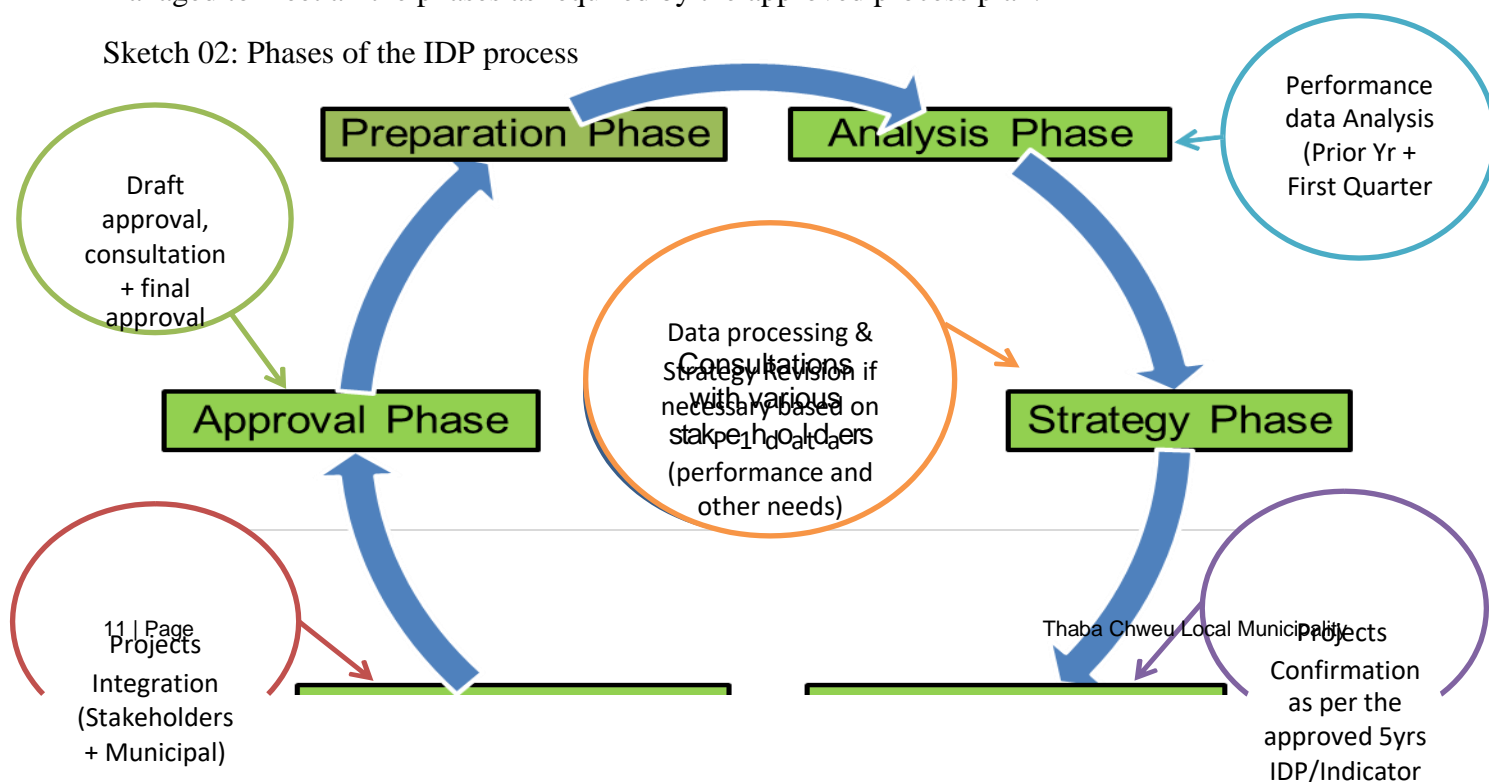
- Members of the Thaba Chweu Local Municipal council/Local Communities
- Executive Mayor
- Members of Mayoral Committee
- Ward councillors
- Municipal Manager
- Municipal Officials
- IDP Manager
- A designated official of the Municipality to represent gender, disability and other unorganised group in their absence (person to be nominated)
- Provincial Sector Departments
- Ehlanzeni District Municipality
- Representatives of Traditional Authorities
- All Heads of Provincial and National Departments and designation senior officials or top Management (Head of Departments)
- Local stakeholders representatives of organised groups include:
 1. Ward Committees
 2. CDW
 3. NGOs
 4. NPOs
 5. Parastatals
 6. Business Organisations
 7. Church bodies
 8. Organised Groups e.g. disabled

A representative forum (Rep Forum) comprises of selected stakeholders representing various organisations. For more info on this refer to the process plan attached as **annexure**.

Summary of the Process followed during the review

In reviewing the current IDP and Budget the municipal planning and budget processes was governed by a process plan which was approved by council on 29th of July 2021 under council resolution number A110/2021 which is in alignment with the District Budget Framework. The sketch below summarises the phases followed. It is safe to report that the municipality to date has managed to meet all the phases as required by the approved process plan.

Sketch 02: Phases of the IDP process





This IDP is crafted on the basis of intense consultation with various stakeholders. The following table summarises the consultation dates for community consultations to capture the needs/community priorities:

Consulting on the MTREF Draft IDP & Budget for the MTREF years (2021-2024)

DATES	VENUE	TIME	WARD
09 April 2022	Lydenburg Town Hall	10h00	12 & 14
09 April 2022	Ohrigstad Dam	12h00	13
	Pilgrims Rest	16h00	
10 April 2022	Engeldoorn	09h00	05
	Kellysville Primary	13h00	
	Klipspruit	13h00	04
	Coromandel	15h00	
	Boschfontein	09h00	05
	Draaikraal	13h00	
	Hendriksdal	09h00	11
	Sipsop	11h00	
11 April 2022	Brondal	13h00	
	Ekuthuleni Community Hall	13h00	06
11 April 2022	Ekuthuleni Community Hall	15h00	
	Sabie Town Hall	14h00	07
11 April 2022	Spekboom	12h00	13
	Skhila	15h00	
11 April 2022	Boomplas	17h00	
	Moremela Community Hall	10h00	09
11 April 2022	Leroro Community Hall	13h00	
	Graskop Town Hall	17h00	10
12 April 2022	Moremela Community Hall (Sekwai)	15h00	10
13 April 2022	Mashishing Community Hall	14h00	01
	Mohlala Tribal Authority	10h00	08
13 April 2022	Mashilane Tribal Authority	12h30	
	Mashishing Community Hall	14h00	03
23 April 2022	Mashishing Community Hall	14h00	03
24 April 2022	Mashishing Community Hall	14h00	02

1.4 District Development Model (DDM)

The president initiated the development of the DDM during his budget speech and subsequently the model was discussed and adopted by the various structures of government. The president brought about the concept after realisation that planning was conducted in silos which leads to the lack of coherent planning and implementation which affects monitoring and oversight of government programmes difficult. The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The DDM is anchored on the development of a One Plan for each district and metro spaces. The One Plan is an intergovernmental plan setting out a 25–30-year long-term strategic framework (consisting of short, medium and long-term actions) to guide investment and delivery in relation to each of the 52 district and metropolitan spaces. It is critical that the One Plans are jointly developed and agreed to by all three spheres of government.



The objectives of the District Development Model are to:

- Coordinate a government response to challenges of poverty, unemployment, and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level. Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".
- Build government capacity to support to municipalities. Strengthen monitoring and evaluation at district and local levels. Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The Ehlanzeni District Municipality has established streams which are meant to feed into the one plan. All the efforts towards development of the one plan are unfolding gradually and the collective efforts will be integrated in the IDP.

As part of the piloting of the DDM, there are catalytic projects which will be implemented and they are mostly for the Nkomazi Local Municipality, City of Mbombela and Bushbuckridge Local Municipalities. There are various other projects which will be implemented through the DDM and are reflected in this document in Chapter 6. There are projects which haven't been listed or approved to be implemented through the DDM further investigations and profiling needs to be conducted for them to be included.

2. CHAPTER 2 (Situational Analysis)

This chapter presents the situational analysis of the municipality which is a requirement in terms of section 26 (b) of chapter 5 of local government legislation (Municipal System Act 32 of 2000) which compels the IDP to reflect 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**.

This chapter reveals the actual status of the current situation which includes challenges and problems from core functions of the municipality to simplify the planning and execution of successful strategies for the IDP in the next five years (2022-2026). The information presented in this chapter is very crucial as it informs appropriate projects planning and budgeting.

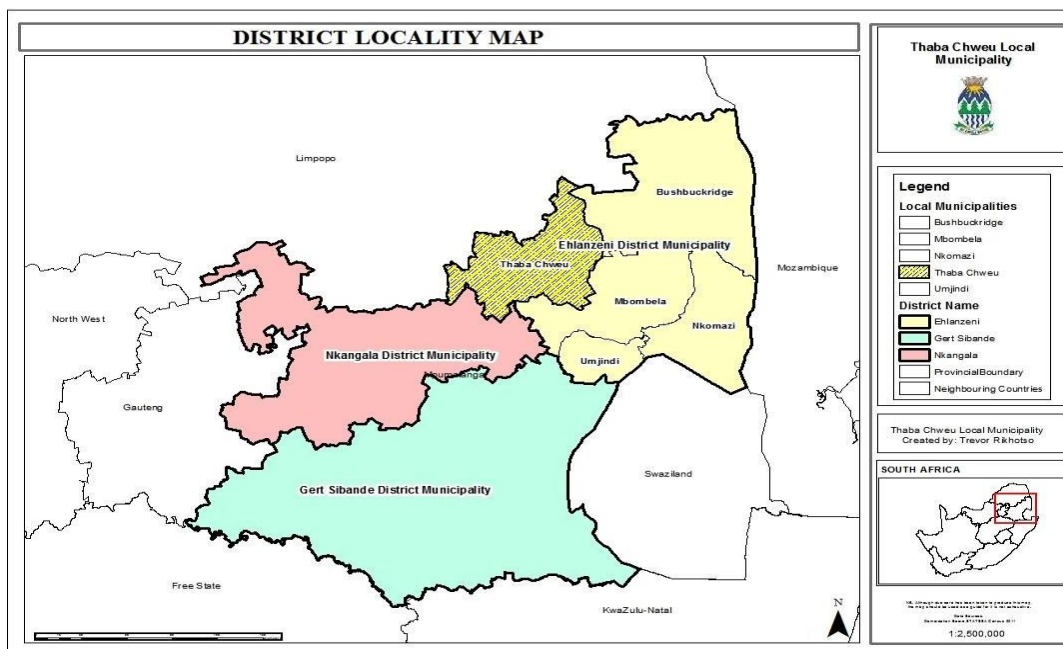
2.1. Municipal Location

Provincial context



The municipality is one of the four municipalities of the Ehlanzeni District Municipality (EDM) of Mpumalanga province. TCLM is located on the far north-eastern part of the district municipality. It shares its northern boundaries with the Limpopo province. Map 01 below demonstrates the location of the municipality from the provincial context as well as the district's context.

Map 01. Municipal Locality Map



Source: TLCM (GIS Unit)

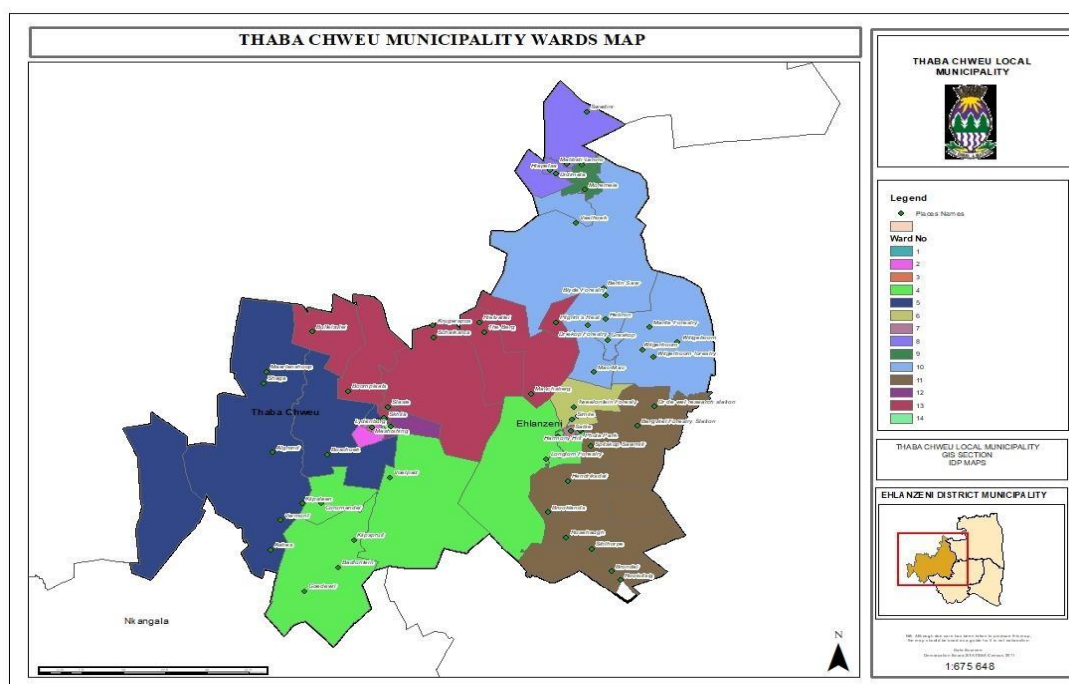
The municipality is bordered by the Limpopo Province to the north with the Nkangala district which is situated in Mpumalanga on the south-western side.

Municipal Context

From the sea level altitude perspective, the municipality is located on the Lowveld escarpment of the Mpumalanga Province with an average elevation of 1400m above sea level and altitudes varying from 600 to 2100m. The municipality shares its boundaries with the following municipalities: Bushbuckridge Local Municipality on the eastern part, Greater Tubatse Local Municipality on the northern part and Mbombela Local Municipality on the Southern part. Thaba Chweu comprises of 14 wards; the major towns within the municipality are Lydenburg, located along the R37, Graskop & Sabie situated along the R532. Map 01 above demonstrates the location of the municipality with reference to the Ehlanzeni district as well as the neighbouring districts within the province.



Map: 02. Municipal Locality Ward Map



Source: TLMC (GIS Unit)

Map 02 above depicts a high-level locality of all the wards within Thaba Chweu which are applicable for the current council.

2.2. Demography

2.2.1. Population Size & Growth

This section deals with population size, distribution of population by age and sex, composition of population by sex and age. The information provided is as per census 1996, 2001 and 2011. It considers the change in demarcation during 1996 to 2016; these demarcation changes have influenced or affected the census results over periods.

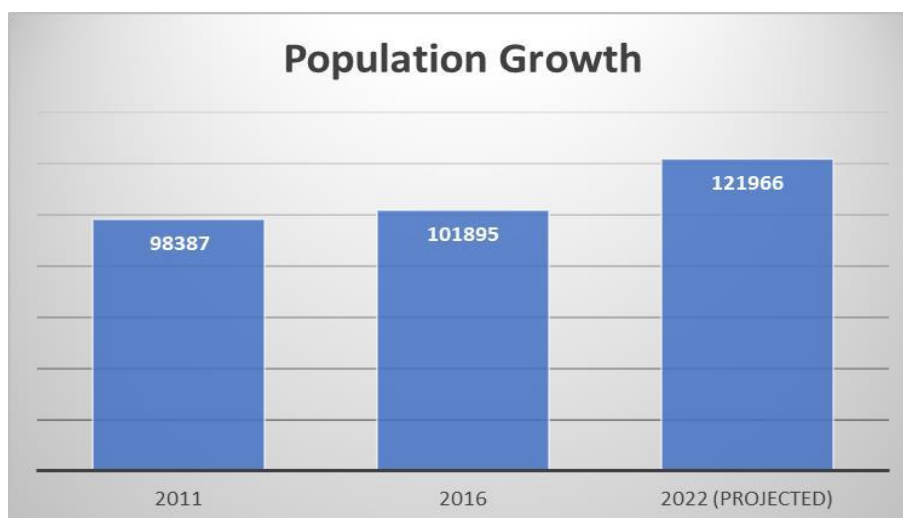


Figure: 01.

Population size (2011 - 2022) *Source: StatsSA 2019 (Projections)*

Figure 01 above presents the population size of TCLM in the year 2011, 2016 and 2022. According to the Census results of Stats SA the population size in 2011 was 98387, 2016 it stood at 101 895, and in 2019 projections for 2022 were standing at 121 966. According to these statistics there is an increase in population size from 2011 to 2022 and we will experience a further increase in the population. This is due to migration and the high unemployment rate across all the neighbouring provinces/towns leading people to flock into Thaba Chweu as there are a few economic pull factors into the area.

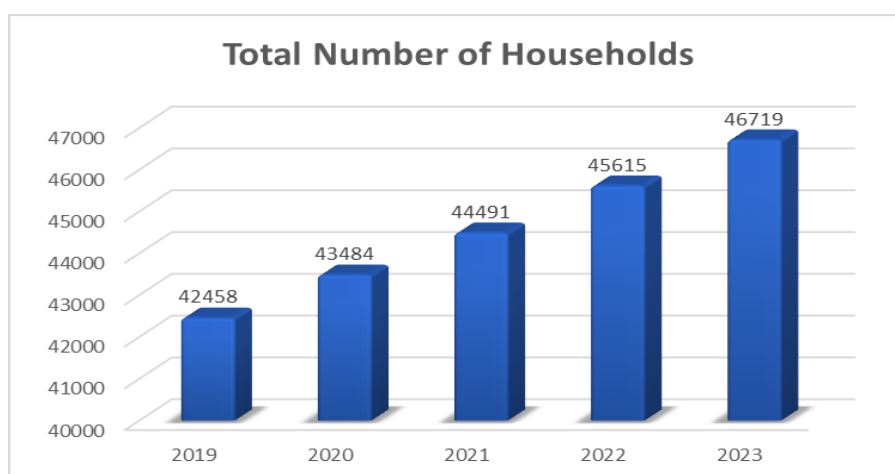


Figure 02: Total number of Households (2019-2023 projection)

Source: Stats SA 2019 Projections

The number of households have further increased from the 2016 community survey of 37 022 to an estimated/projected number of households being 46 719 in 2023.

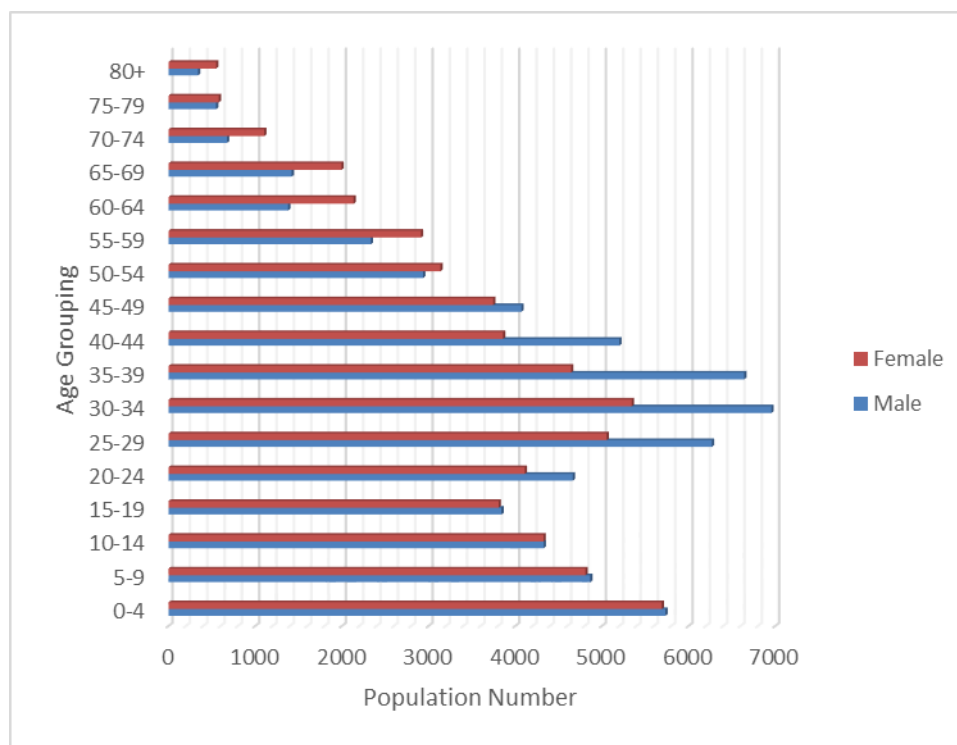
This statistical information becomes important in TCLM planning in order to accurately determine the service demand and focus areas for basic service improvement from all pieces of municipal sector plans and policies. In simple terms this becomes a key directive for planning and budgeting within the municipality.



Furthermore, Thaba Chweu has to anticipate further service delivery backlogs therefore an acceleration into service delivery as well as the refurbishment of bulk infrastructure must be considered in all the nodes to ensure that the people living in Thaba Chweu are well serviced.

2.2.2. Population By Gender

Figure 03: Population By Gender



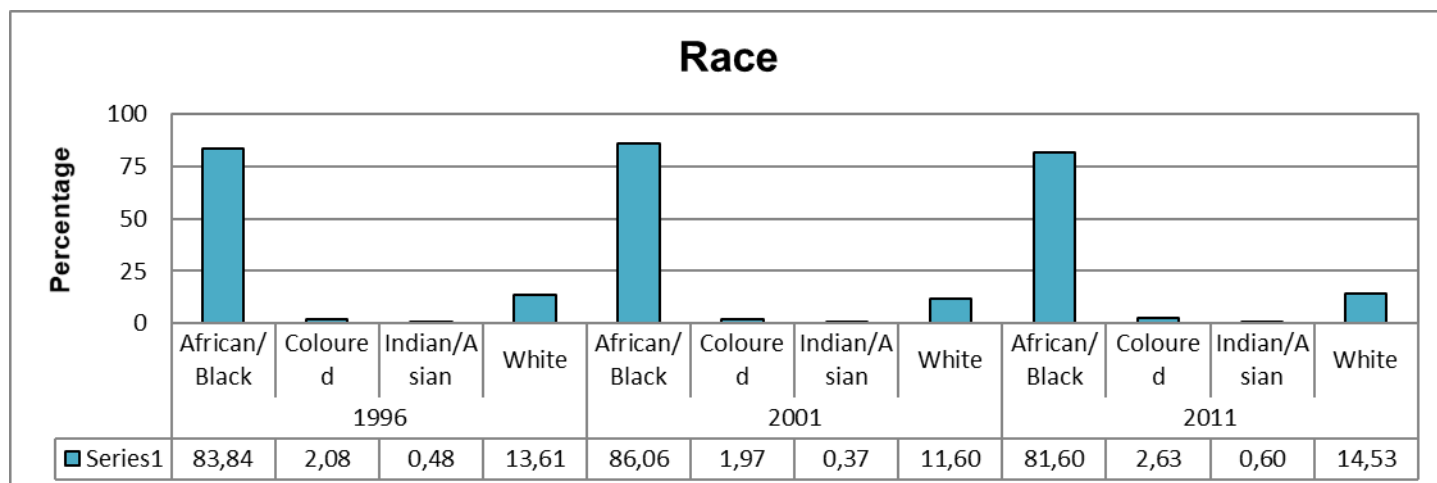
Source: Stats SA Projection, 2019

The population of Thaba Chweu Municipality shows a typical age structure of a different age group distribution during the 2019 population projections and the projection was for the year 2021. Figure 3 above represents a high proportion of the age group of between 30-34 to be highest and 35-39 to be the second highest. With males at a higher number compared to females in the age groups mentioned above. The number decreases as the age goes up. The age group of 80+ has the lowest proportion compared to the rest of the other groups. It must also be noted that the graph indicates that birth-rates are at an increase. In terms of gender balance the males have the highest proportion in almost all the age groups. Despite this population distribution by sex and age, the population of the municipality has concentration of younger age groups. This further qualifies that the municipality in the quest of strategy development and programmes/projects initiations this particular age group must be accommodated as well as to ensure sustainable programmes are implemented by the municipality for the generations to come.

2.2.3 Race/Ethnic Group



Figure: 04. Race



Source: Stats SA 1996, 2001 and 2011

The graph above presents the status quo in terms of the percentage of ethnic/race groups within TCLM. It shows that blacks/black people are the most dominant in the year 1996, 2001 and 2011 followed by whites/white people. This means that the municipal planning in terms of socio-economic related up-liftment programmes and projects must target groups or speak or respond to the race with the highest percentage. The municipal plans have taken note of this information and are responding (through prioritisation of programmes and projects) to these figures through its relevant sector plans. Although there is still a huge backlog for most black households for basic infrastructure provision. The IDP development approach has identified all areas with black/black people dominance for basic service delivery back-log intervention and to address some of the socio-economic challenges facing this race although the impact will be realised over a medium to long term period.

2.2.4 Age Grouping (2011-2021)

Table 02: Age Group

Age	Years	Population	Percentage
0-14	2016	27355	25
	2019	29048	25
	2021	29755	25
	2023	30188	24
15-64	2016	76381	70
	2019	80475	69
	2021	83053	69
	2023	85978	69
65+	2016	5824	5
	2019	6636	5,7
	2021	7214	6
	2023	7666	6

Source: Stats SA 2019 Projections



The table above presents the population grouping by age. It consists of group 0-14, 15-64 and 65+/and above. Amongst all the three groups the one that has hit a peak in the years (2016, 2019, 2021 & 2023) is the age group of 15-64 which sat at a percentage of 70, 69, 69 and 69 in 2016, 2019, 2021 & 2023 respectively. The lowest age group is 65+ in the years (2016, 2019, 2021 & 2023) whereas the age group 0-14 years had a percentage ranging from 25 to 24. There has been a slight increase in all the age groups throughout the years and it is due to the mortality rate in the area. The figures will most probably change (Take a dip) due to the impact of COVID 19 which hit our shores.

In general, this shows that in the age group 0-14 there is a need to determine the actual cause of the decline in percentage in order develop appropriate strategies to mitigate such causes, although on the other age group of 15-65 the increase might have resulted from other pull factors such employment opportunities from mining and tourism recreational activities.

In the entire analysis above on age population its evident that the youth have the biggest portion of the entire percentage in the years. This means that the IDP development plans must give attention to such group to improve their socio-economic status.

2.2.5 Gender

Table 04: Gender

Years	Gender	Percentage
2016	Male	51
	Female	49
2019	Male	51,7
	Female	48,3
2021	Male	51,84
	Female	48,16
2023	Male	51,96
	Female	48,04

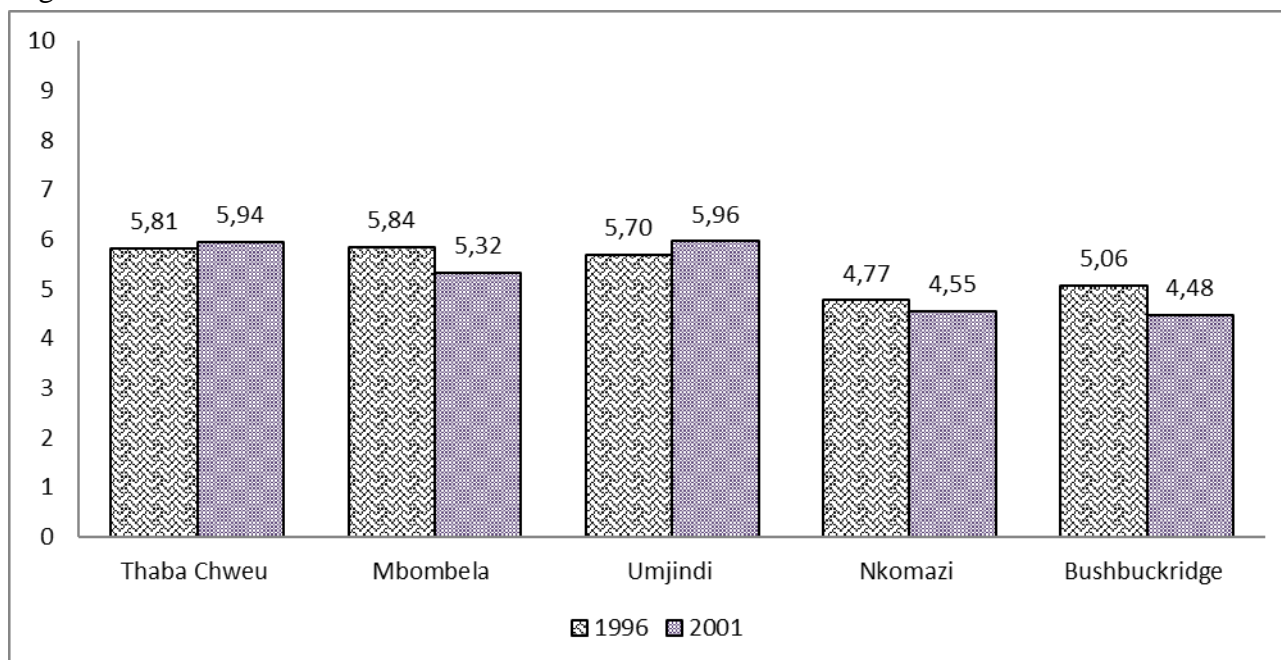
Source: Stats SA 2016 CS & 2019 Projections

In terms of gender there has been not much change in the years 2016, 2019, 2021 and 2023. The percentage of males and females have been adverse to each other with males having a high percentage. This is most probably due to the economic pull factor or most predominate sector being one that is perceived to accommodate males being mining and forestry.

2.2.6 Persons with Disabilities



Figure 05: Persons with Disabilities



Source: Stats SA 1996, 2001 & 2011

The table above presents the percentage of persons with disabilities within TCLM. In terms of the figure depicted below TCLM is the second highest compared to the other municipalities in the district although the figure presented in the table shows the status in the year 1996 and 2001. TCLM recognises that the figure might have gone high in the year 2011 and to date. TCLM has recently established a transversal unit in the municipality with strong recognition of persons with disabilities. The transversal unit is currently in process of developing a transversal strategy aimed at assisting in terms of persons living with disabilities within the municipal area of jurisdiction in order to address some of the socio-economic and other related challenges facing these groups. Several programmes were prioritised in the financial year 2014/15. Figure 05 presents the status of people living with disabilities in years 1996 and 2001.

2.3 Socio-economic profile

2.3.1 Poverty Rate

According to the socio-economic profile conducted by the department of economic development and tourism the provincial poverty rate stood at 50,2% in 2020 and this was seen last in 2009 on the poverty rate. The recorded percentage is due to the unemployment rate of the economically active group. The unemployment rate of Thaba Chweu in 2020 was 30,9% which increased from 24,2 in 2016. The table below outlines the poverty rate of Thaba Chweu as in 2015 and it outlined that it was at 21,0 which was an increase from 18,9% in 2011. This indicates that the poverty rate is continuously increasing as people migrate into Thaba Chweu at the quest of socio-economic benefits.

Table 05: Poverty Rate

Local Municipal Area	Poverty rate (lower bound)	Poverty rate (lower bound)	Poverty numbers (lower bound)
----------------------	-------------------------------	-------------------------------	----------------------------------

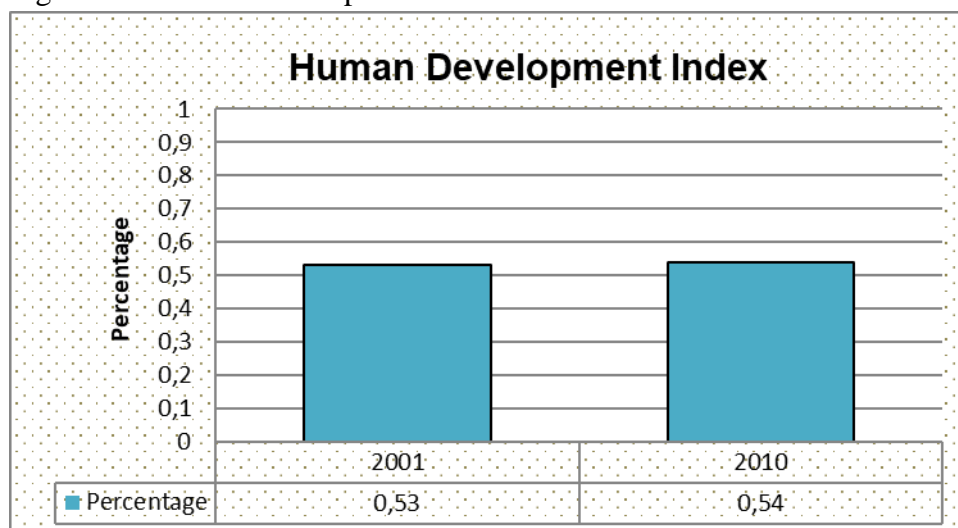


	2011	2015	2015
Emalahleni	19.6%	21.0%	90 494
Steve Tshwete	18.9%	21.0%	53 567
Thaba Chweu	21.2%	21.5%	21 792
Govan Mbeki	24.3%	26.1%	81 481
Emakhazeni	27.9%	27.8%	13 240
Umgjindi	28.3%	28.9%	20 375
Dipaleseng	30.0%	29.3%	12 650
Lekwa	28.6%	30.7%	35 801
Mbombela	33.3%	32.6%	202 433
Msukaligwa	30.4%	32.7%	50 964
Victor Khanye	30.1%	34.1%	27 524
Thembisile Hani	44.4%	40.2%	133 169
Chief Albert Luthuli	46.7%	40.8%	74 944
Dr JS Moroka	48.4%	44.8%	112 258
Dr Pixley Ka Isaka Seme	46.3%	47.0%	38 723
Bushbuckridge	53.9%	47.7%	266 620
Nkomazi	50.2%	48.1%	199 827
Mkhondo	50.2%	51.0%	92 77

Source: StatsSA 2016

2.3.2 Human Development Index (HDI)

Figure 06: Human Development Index



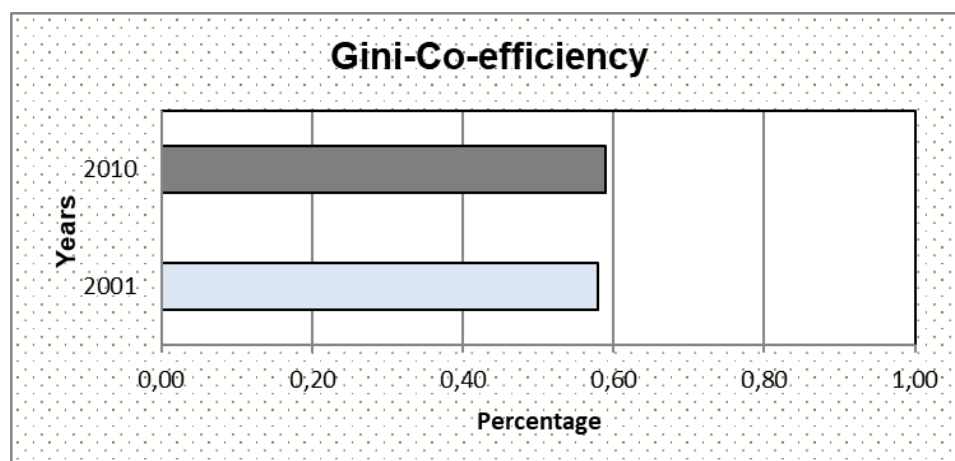
Source: Mpumalanga Dept of Finance 2010

The table above presents the status of human development index calculated by taking into account literacy rate, household income and life expectancy. Value ranges from 0 to 1 where 0 is the worst

and 1 is the best. In the case of TCLM in 2010 the value was sitting at 0,54 percent at least above 50 percent per the above given formula, not that worse though this means improvement measures are necessary to up-lift the status.

2.3.3 Gini-Co-efficiency

Figure 07: Gini-Co-efficiency

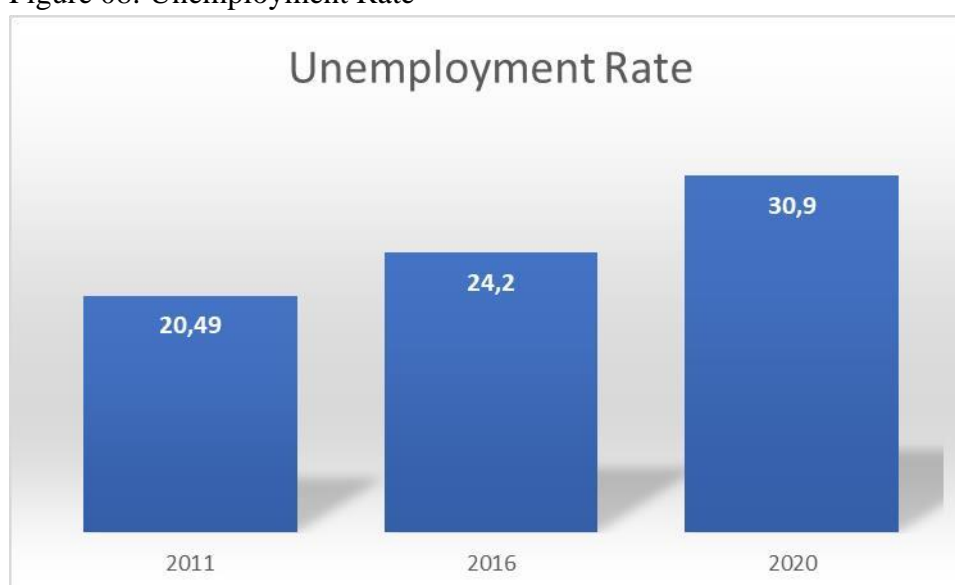


Data Source: Mpumalanga Dept of Finance 2010

The indicator figure 07 measures inequality in terms of living standards. The estimate in TCLM ranges from 0 to 1 where 1 is an indication of total inequality and 0 a total equality. Given the figures above TCLM is not that bad because in the year 2010 the exact figure was at 0,59 percent. Although an improvement is crucial to completely eradicate inequality in municipality. The SDF is aimed at addressing this challenge.

2.3.4 Unemployment General

Figure 08: Unemployment Rate



Source: Stats SA 2011, 2016 & 2020

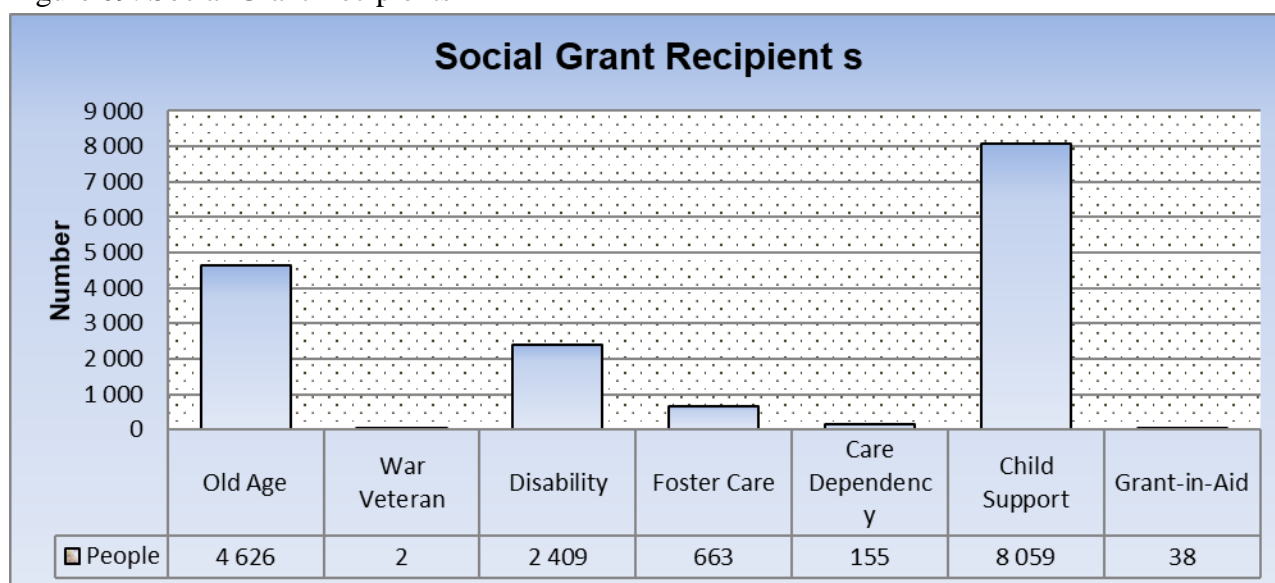


The graph above depicts the trend of unemployment in general in the years 2011, 2016 and 2020. TCLM was sitting at 20,49 percent in the year 2011, whereas in 2016 it was at 24,2 and in 2020 it was recorded at 30,9. The figure above clearly shows that unemployment has been on an increase. In addition to this information the socio-economic profile of the municipality conducted by the Department of the Economic Development and Tourism they indicated that the unemployment rate decreased slightly from 20.3% in 2014 to 19.9% in 2017 clearly from 2017 to 2022 there was a sharp increase. In general unemployment remains high in TCLM and in order to combat this, the LED strategy must be implemented, supported and strengthened.

2.3.5 Number of social grant recipients

The municipality has a high number of persons with prevalence of child support grant, the number stand at about 8000, the other category stand at least 4000 i.e. half of the child grant recipient are the elderly people receiving social grants, persons with disabilities are at least half the size of the old age person receiving grant and the lowest groups are in the category of war veteran, foster care, care dependency and grant aid. The municipality is aware of these challenges and is committed through its municipal departmental unit to eradicate such dependencies. However, TCLM always faces financial challenges to completely absorb the magnitude of all social problems. The transversal unit and other related unit has various programmes aimed at eradicating these dependencies.

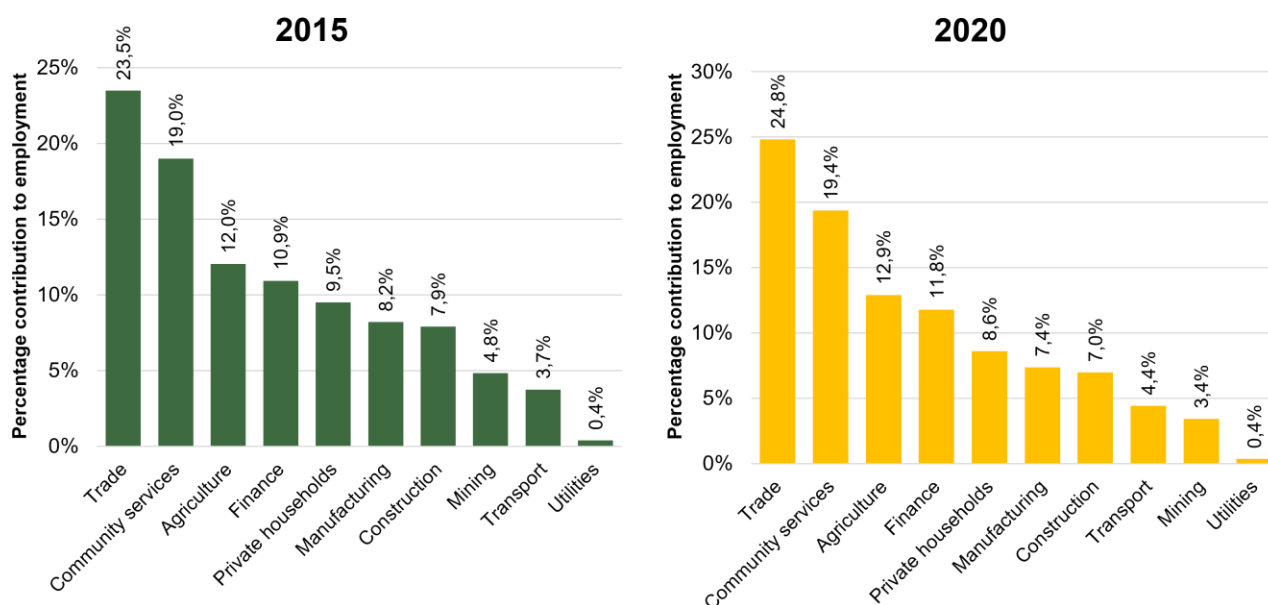
Figure 09: Social Grant Recipients



Source: Stats SA 1996, 2001 & 2011

2.3.6 Employment by industry

Figure 10: Employment by Industry



Source: Mpumalanga Department of Economic Development & Tourism, 2021

The Figure 10 presents employment by industry/sector within TCLM. It has been observed that a large number of employment opportunities come from the trade industry, followed by community service and agriculture come through at number three. Finance and private households made it to top five industries that employ residents. Its quiet alarming that the mining sector comes in amongst the least contributing sector considering how people flock into Thaba Chweu with the thought that there area is close to mining houses.

2.3.7 Highest Educational Attainment

Table 06: Highest Educational Attainment

Local municipal area	Grade 12 Pass Rate			Trend 2020-2021	Admission to B degree studies 2021
	2014	2020	2021		
Steve Tshwete	85.6%	84.7%	82.2%		41.4%
Thaba Chweu	81.1%	81.9%	80.9%		39.0%
Emalahleni	81.9%	78.9%	79.6%		34.5%
Chief Albert Luthuli	80.1%	71.4%	78.0%		35.1%
Dipaleseng	81.4%	75.3%	76.6%		29.9%
Lekwa	84.7%	74.8%	75.9%		27.9%
City of Mbombela	80.5%	75.0%	75.6%		34.1%
Nkomazi	86.0%	74.1%	75.5%		30.3%
Govan Mbeki	76.3%	71.9%	73.7%		32.1%
Bushbuckridge	76.4%	74.0%	73.7%		30.9%
Thembisile Hani	77.1%	73.7%	71.6%		30.8%
Msukaligwa	80.6%	76.4%	71.1%		32.6%
Dr JS Moroka	73.8%	66.0%	66.4%		26.2%
Mkhondo	70.9%	63.5%	64.3%		29.3%
Emakhazeni	85.7%	88.0%	63.9%		17.9%
Dr Pixley Ka Isaka Seme	68.1%	65.9%	59.9%		21.4%
Victor Khanye	74.6%	62.9%	52.8%		19.7%

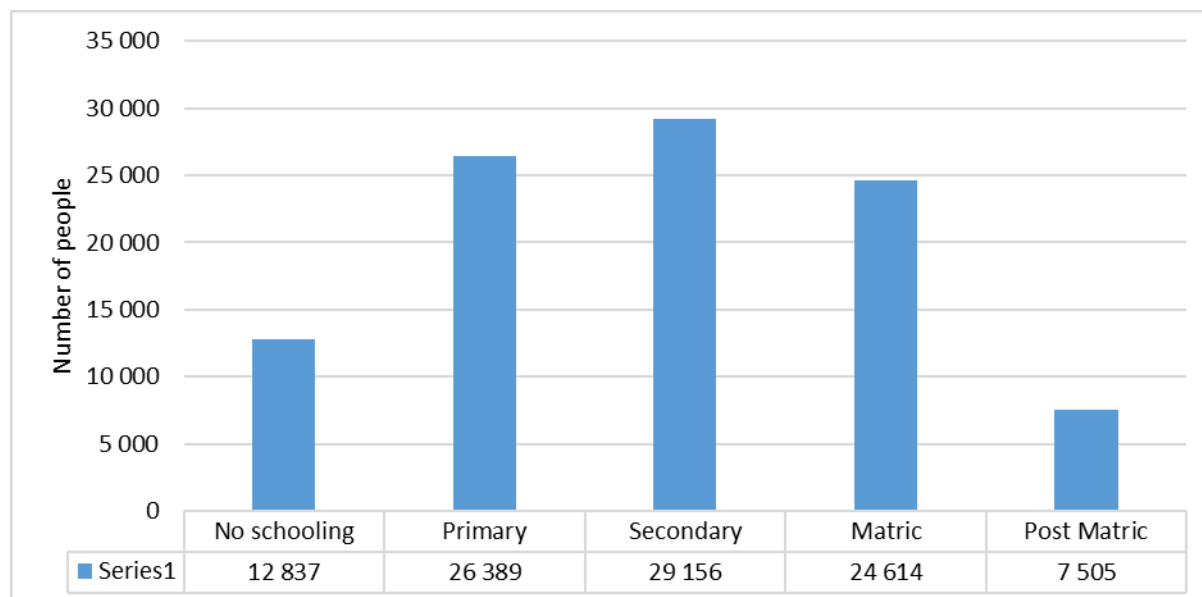
Source: Mpumalanga Department of Economic Development & Tourism, 2021



Thaba Chweu occupies second place in terms of matric pass rate in the province which is a good thing for the municipality. This indicates that the residents of Thaba Chweu are equipped with the necessary primary knowledge to take the area

2.3.8 Level Of Education

Figure 11: TCLM Level of Education



Source: Mpumalanga Department of Economic Development & Tourism, 2018

The figure above gives a presentation of the level of education of the community of Thaba Chweu Local Municipality and it clearly gives an indication that a considerable amount of people have attempted to attend secondary school however not many made it to complete their matric. It is further evident that from the amount of people who completed matric only 30,5% obtained a post matric qualification. This ultimately indicates that most of the population of Thaba Chweu are unskilled and cannot participate in the skilled job market. This is again evident on the employment by sectors, the highest sector that employs local residents is the trade/commercial/ retail sector due to the level of education of the residents. One of the possible reasons for matriculants not furthering their studies could be a result of the high poverty rate in the area which hinders learners from furthering their studies.

Thaba Chweu, the business sector and government in general must join forces in the quest to improve the literacy level of the residents of Thaba Chweu to ensure that they are able to participate in the market for employment. This can be through intense bursaries in various fields/sectors that are prevalent in the area and further offer extensive learnerships/internships to further give the people work experience.

2.4 Environmental Profile

2.4.1 Nature Reserves



TCLM has nature reserves covering approximately 31823.6ha in extent there is a total of 21 nature reserves, making the area a haven for nature lovers. The following table presents a list of these nature reserves.

Table 07: List of Nature Reserves

Name of Nature Reserve	Type	Coverage in Hectors
Vertroosting Nature Reserve	Provincial Nature Reserve	32.05
Gustav Klingbiel Nature Reserve	Municipal Nature Reserve	2219.72
Tweefontein	Primary Conservation Area	515.88
Buffelskloof Private NR	Private Nature Reserve	1457.38
Sterkspruit Nature Reserve	Provincial Nature Reserve	2337.49
Sterkspruit Nature Reserve	Private Nature Reserve	825.27
Mount Anderson Catchment NR	Private Nature Reserve	1577.4
Mount Anderson Catchment NR	Private Nature Reserve	1154.6
Morgenzon	Primary conservation area	2215.67
Morgenzon	Primary conservation area	1836.78
Flora Nature Reserve	DWAF Nature Reserve	63.71
Makobulaan Nature Reserve	DWAF Nature Reserve	1082.51
Hartebeesvlakte	Primary Conservation Area	157.06
Mt Anderson Properties	Conservation Area	1284.59
Mount Anderson Catchment NR	Private Nature Reserve	2355.46
Hartebeesvlakte	Primary Conservation Area	1779.75
Hartebeesvlakte	Primary Conservation Area	31.72
Mount Anderson Catchment NR	Private Nature Reserve	337.69
Mount Anderson Catchment NR	Private Nature Reserve	244.32
Ohrigstad Dam NR	Provincial Nature Reserve	2507.23
Mount Anderson Catchment NR	Private Nature Reserve	7807.31
Total		31823.6

Source: TCLM, SDF 2015

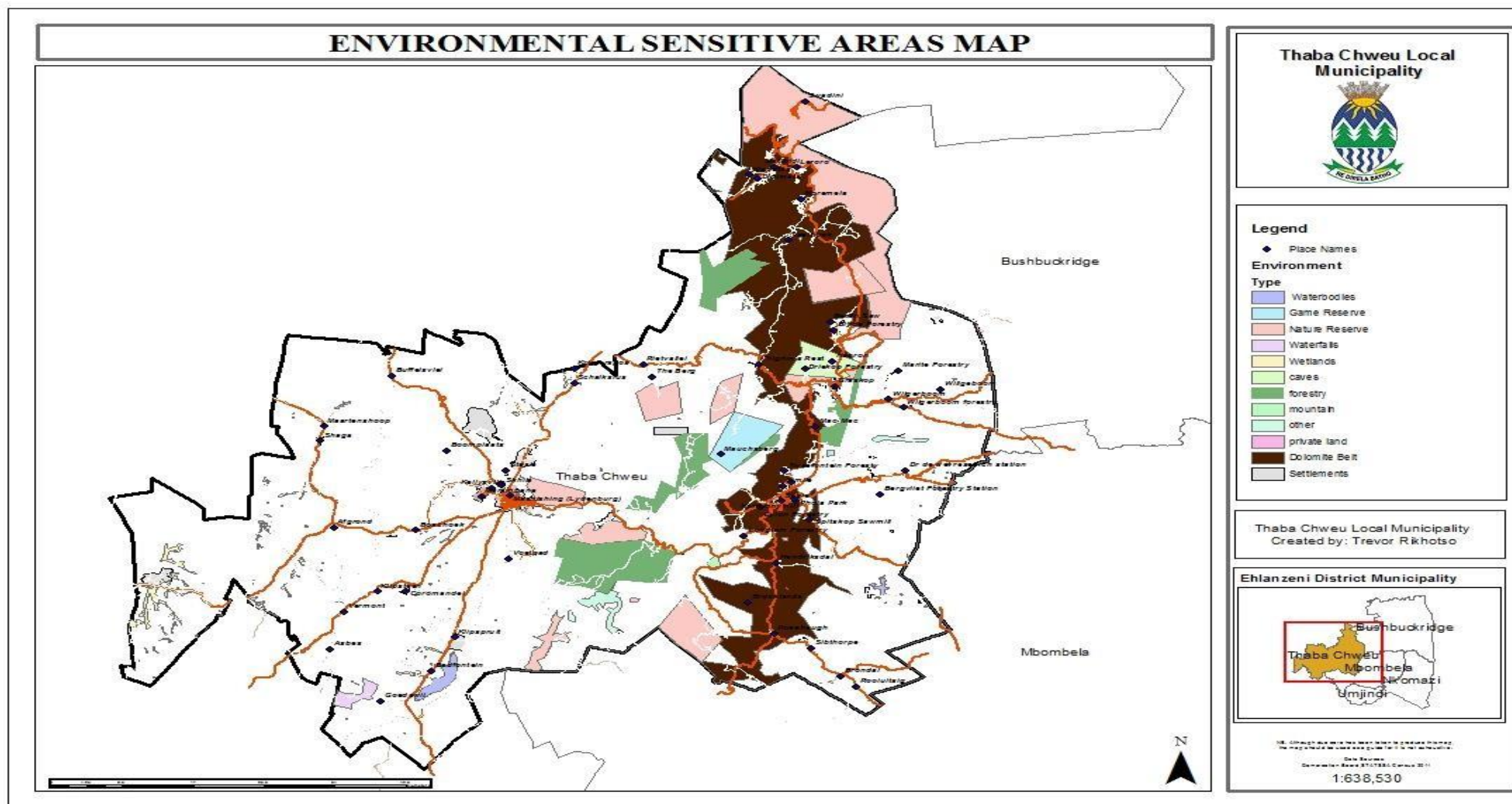
There are other nature reserves which formed part of TCLM recently namely: Blyde Canyon Nature Reserve. The municipality was approached by Mpumalanga Tourism Parks and Agency for an intention to develop some of the nature reserves. Due to the fact that we are a tourism municipality those proposals have been supported provided that they are not in conflict with our policies and other provincial and national policy frameworks. The municipality has in this current IDP identified LED and tourism as one of its objectives to drive growth in the municipality.

2.4.2 Nature Reserve and Environmental Sensitive Areas

TCLM is well known for its tourism attraction. There are a number of nature reserves in the area, most of these areas are sensitive and not developable or need to be treated with caution. Due to lack of capacity and knowing the obligations the Municipality in addressing environmental issues, The municipality forms part of a number of forums and committees which are developed to look into the issues faced by our environment (i.e Provincial Climate Change Forum, Provincial Waste Management officers Forum etc).The map below presents all areas ear-marked as sensitive areas. See Map 07 on the following page



Map 07: Environmental Sensitive Areas



Source: TCLM, GIS unit 2013



2.4.3 Natural Heritage/Archaeological/Historical

Archaeological resources within TCLM are listed in the table below:

Table 08: Archaeological Resources in TCLM

No	Description
1	Mulford Paintings Stone Age
2	Belvedere Paintings
3	Boesmanskloof Paintings Stone Age
4	New Chum III Paintings Stone Age
5	New Chum II Paintings Stone Age
6	Ledophine Paintings Stone Age
7	New Chum I Paintings Stone Age
8	Clear Stream Pinnacle Stone Age
9	Clear Stream Huts, I, II, Paintings Stone Age
10	London Paintings Stone Age
11	Water valspruit Paintings Stone Age

Source: TCLM, SDF 2015

It is important to take note that these heritage sites are maintained through a maintenance plan developed by the municipality. The municipality will soon have an additions to the archaeological sites/ heritage site in the name the Boomplaas Rock arts, there are step which still need to be completed to declare it as a heritage site by the department however the processes are in an advanced stage.

2.4.4 Environmental Management & Compliance

Thaba Chweu Local Municipality implements a number of environmental activities in the quest of taking care of the environment we live in. The activities are as follows:

2.4.4.1 Air quality management

- a) Reduce impact of air pollution through compliance Inspections
- b) Atmospheric emission licences (AELs) application with the District Municipality EDM

2.4.4.2 Climate Change

- a) Reduce impact of Climate Change through development of Climate Change Response and Adaptation Strategy (CCRAS) currently using the provincial strategy
- b) Active participation in all forums (National, Provincial, and District)

2.4.4.3 Compliance and Enforcement



- a) Environmental Management Inspector (Green Scorpion) functions and powers
- b) To create a clean, healthy and safe sustainable environment through legislative and by-law enforcement.

2.4.4.4. Environmental Management Governance

- a) Stakeholder engagement and active participation in all relevant group meetings and forums

Active TCLM Participation	Seating's
District Environmental Management Forum	Quarterly
Provincial Waste Management officers Forum	Quarterly
Provincial Climate Change Forum	Quarterly

2.4.4.5 Environmental Impact Assessment and Land use

- a) Environmental Impact Assessment documents review and commenting.
- b) Land use applications documents review and comments

2.4.4.6 Environmental Education and Awareness

- a) Conduct community Awareness and school base environmental issues
- b) Conduct clean-up campaigns (Community and Illegal Dumping Hotspots)
- c) Active Participation in the Greenest Municipality Competition

2.4.5 Climate Patterns

Table 9: Climate patterns

Area	Rainfall	Midday Temperatures	Night-time Temperatures



Area	Rainfall	Midday Temperatures	Night-time Temperatures
Lydenburg			
	625mm of rain per year; summer rainfall region.	Average midday temperatures range from 17.4°C in June to 24.3°C in January.	Lowest temperature 3.1°C on average during the night in July.
Sabie			
	1071mm of rain per year; summer rainfall region.	Average midday temperatures range from 18.5°C in June to 25°C in January.	Lowest temperature 4.8°C on average during the night in July.
Graskop			
	1142mm of rain per year; summer rainfall region.	Average midday temperatures range from 18.6°C in June to 25°C in January.	Lowest temperature 4.8°C on average during the night in July.



Area	Rainfall	Midday Temperatures	Night-time Temperatures
Leroro	<p>Average rainfall (mm)</p>	<p>Average midday temperature (°C)</p>	<p>Average night-time temperature (°C)</p>
	656mm of rain per year; summer rainfall region.	Average midday temperatures range from 19.1°C in June to 25.4°C in January.	Lowest temperature 5.5°C on average during the night in July.

Source: TCLM SDF, 2015

Lydenburg and Leroro have the least rainfall, and Lydenburg also has the lowest temperatures. Sabie and Graskop are in a region with higher temperatures, and significantly higher rainfall. These local differences in climate contribute to the unique vegetation character of each area, which is part of the region's unique character and natural attraction.

2.5 State of the Municipality

2.5.1 Planning and Development analysis

This section presents the spatial analysis guided by the Spatial Development Framework (SDF) adopted in 2015, which gives a holistic guidance for current, future and development growth of the entire Municipality. This section attempts to give a clear spatial status quo regarding current developments as well as guidance on the direction of development giving much attention on the four towns namely; Mashishing (Lydenburg), Sabie and Graskop and the Northern Areas (Matibidi, Leroro & Moremela). Furthermore, this SDF is supplemented by a Spatial Planning and Land Use Management By-law also adopted by council which regulate development in terms of various land uses.

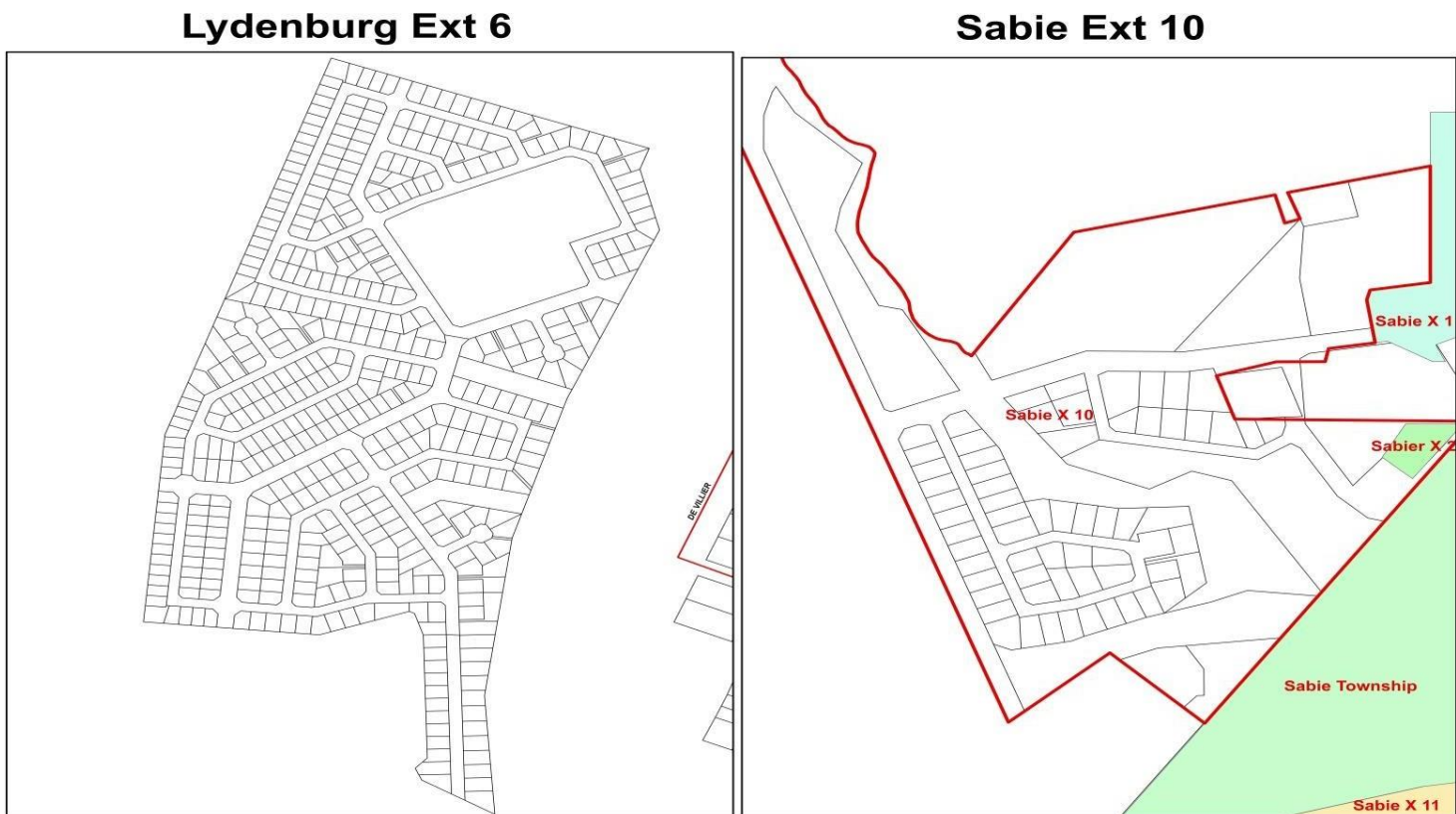
a. Status Quo of development and envisaged development

The status of development has been at halt for the past 5 years, where developments cannot be approved **due to insufficient infrastructure capacity (Water, Sewer, and Electricity)**. This places the Technical Services department at a very critical role in terms of basic services provision of erven or integrated human settlement, where implementation of infrastructure projects should be aligned to the direction of development as stipulated on the SDF. Currently the municipality is struggling to deliver new townships due to unsuccessful townships agreements and bulk connections, for example Sabie Extension 10 and Lydenburg 6 where it has been developed and later vandalized by the Community (Map 03). However, a step in the right

direction has started where council took a decision to build low-cost housing in Sabie extension 10 and the project has commenced from the financial year 2016/17 and was completed around 2017/18 financial year. Refurbishment of service infrastructure still needs to be explored for the newly approved townships within entire municipality and especially Lydenburg Ext 6, as the area carries a lot of potential to provide residential stands to the people of Mashishing and for the municipality to gain through revenue collection once the area has been revived and restored.

Lydenburg Extension 6 has been one area or parcel of land that has a land availability agreement with MEGA and has restricted the municipality from benefiting as outlined above i.e. service infrastructure vandalised and provision of land for the residents of Thaba Chweu. In the coming cycle of the IDP, Council should ensure to service the area as well as to dissolve the land availability agreement to ensure that the land is utilised to serve the people of Thaba Chweu.

Map 03: MEGA Projects

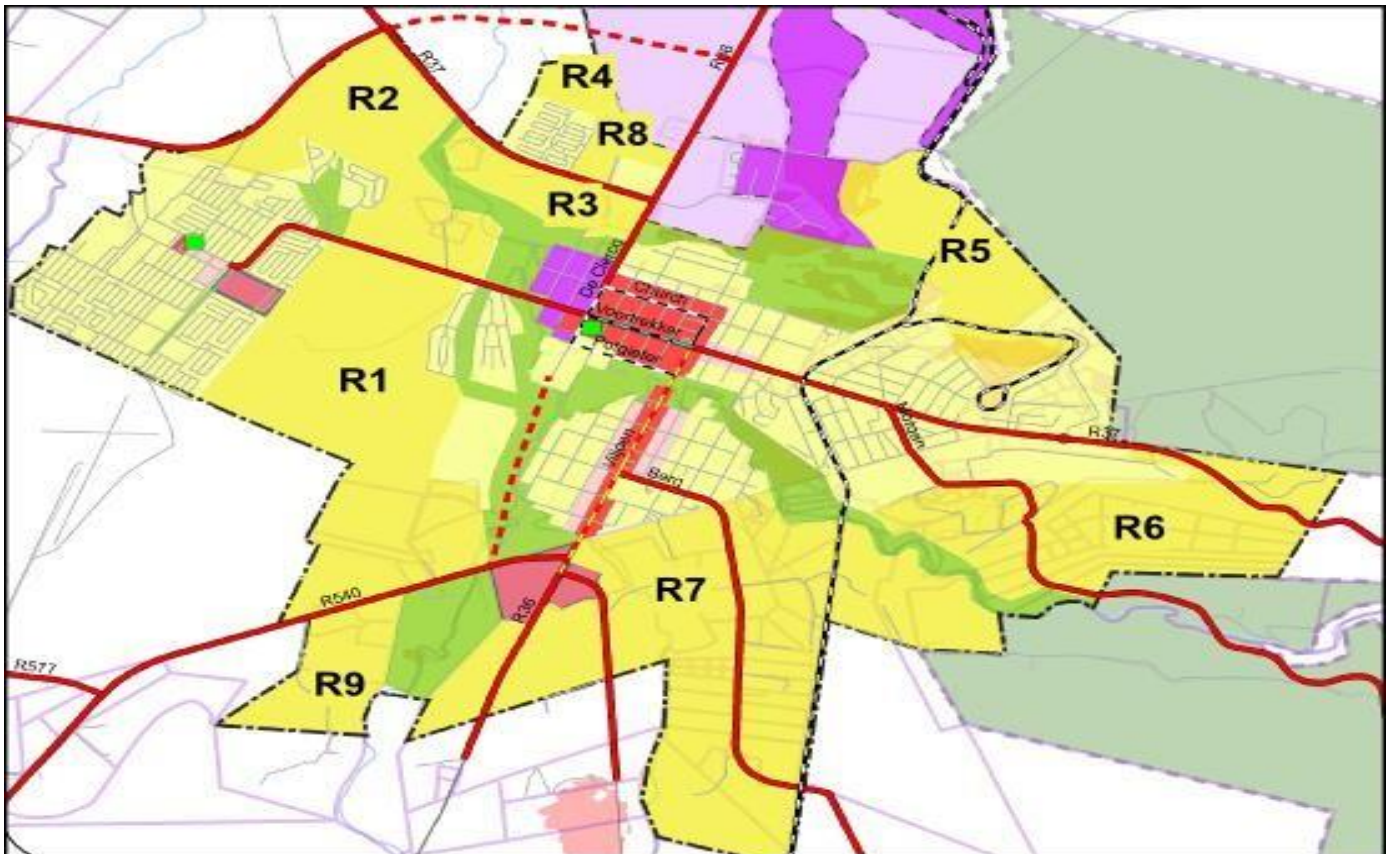


Future Developments and Direction of Development

The maps to follow outline how the Thaba Chweu Spatial Development Framework directs development of even node/service centre in Thaba Chweu.

The map below shows future development in the Mashishing/Lydenburg development areas. Thaba Chweu through the help of Human settlement has managed to conduct or implement all the necessary activities in support of the outline of development in the SDF. It can be reported that the following residential extensions have been achieved R1 and R2, these areas have undergone all the town planning processes and they are at an advance stage to be proclaimed. The municipality still seeks sector departments to assist in assigning funds to service these areas on behalf of the municipality as the municipality's financial position hasn't been at its best to implement capital projects. In the quest to support compact development, land owners within the urban edge will continuously be monitored to ensure that infill development is encouraged.

Map 04: Lydenburg/Mashishing Future Development Area





The map above shows the direction in terms of the future development, however infrastructure is a hindrance since there is not enough bulk to service the proposed areas. Technical services is currently busy with Master plans that will unlock development and ensure that bulk services and constant maintenance is conducted to deliver sustainable services.

Non availability of bulk is an immense effect on our revenue collection since we cannot charge the bulk services amount where we do not have capacity and these affect the Municipal revenue to expand or even conduct proper maintenance to services.

Below is a table with estimates on the number of households envisaged from developing the areas indicated on the map above for easy planning and budgeting for services, it should be noted that the land for the roads has been taken into consideration. Again it must be noted that the township establishment processes have been concluded on R1 & R2 and development will further be encouraged in the remaining areas and once again installation of services and bulk infrastructure will be essential in these areas.

Table 10: Envisaged Housing Development Units

Lydenburg / Mashishing Land Use		Household Estimates		
Land Use Category	Land Area (ha)	Developable Land Area	Average Density	Number of Units
High Intensity Mixed Use	91,94			
Low Intensity Mixed Use	37,59			
New Mixed Use	52,23			
Predominately Residential (existing)	1049,10			
Residential Extensions (new): Total	1959,64	1371,75		28540
<i>Area R1</i>	<i>420,91</i>	<i>294,64</i>	<i>30u/ha</i>	<i>8839</i>
<i>Area R2</i>	<i>214,44</i>	<i>150,11</i>	<i>30u/ha</i>	<i>4503</i>
<i>Area R3</i>	<i>71,35</i>	<i>49,94</i>	<i>30u/ha</i>	<i>1498</i>
<i>Area R4</i>	<i>26,29</i>	<i>18,40</i>	<i>30u/ha</i>	<i>552</i>
<i>Area R5</i>	<i>160,14</i>	<i>112,10</i>	<i>15u/ha</i>	<i>1681</i>
<i>Area R6</i>	<i>298,29</i>	<i>208,80</i>	<i>15u/ha</i>	<i>3132</i>
<i>Area R7</i>	<i>649,59</i>	<i>454,71</i>	<i>15u/ha</i>	<i>6821</i>
<i>Area R8</i>	<i>25,43</i>	<i>17,80</i>	<i>30u/ha</i>	<i>534</i>
<i>Area R9</i>	<i>93,21</i>	<i>65,25</i>	<i>15u/ha</i>	<i>979</i>
Major Open Space	467,80			
Industrial (existing)	263,34			
Industrial Extensions (new)	508,92			
Lydenburg / Mashishing: Total	4430,55			

Mashishing/Lydenburg is the area that has the highest number of informal settlements, mainly due to none or minimal development of serviced land for people to buy and build houses. Many



of the socio- economic studies conducted on these informal settlements show that the community is willing to buy sites, hence many of them resorts to either illegally occupying of the very same areas identified for future development or “buying” from those who claim to have the powers to sell the stands.

The Municipality is in a process of selling stands in Mashishing, Sabie and Graskop to try and curb the illegal occupying of Municipal properties, this will also allow the Municipality to collect revenue for future developments and maintenance of current infrastructure. The process has since been started in Sabie, and the response to those who qualify according to the criteria set by council prior to the advert circulating has been positive. The municipality is further go

The map displays the Sabierivier area with three distinct regions: R1 (yellow), R2 (yellow), and R3 (green). Roads R532, R536, and R537 are shown, along with the Klein-Sabierivier and Sabierivier rivers. A green dot is located near the intersection of R532 and R536.



The Map above shows the direction of the future development in Sabie, after riots early in 2016, the municipality embarked on implementation of some of the formalisation, currently **R3 and R1** is being developed where Thaba Chweu and Mpumalanga Department of Human Settlements are funding the two processes respectively.

For **R1**, township establishment is underway to ensure integrated human settlement and also to formalize the informal settlement opposite Harmony Hill (known as Polar Park).

For **R3**, formalization of Simile informal settlement (Area 3, 4 and 5) to be followed by electrification of the area. This will eradicate the loss of revenue where people are using services for free or illegal.

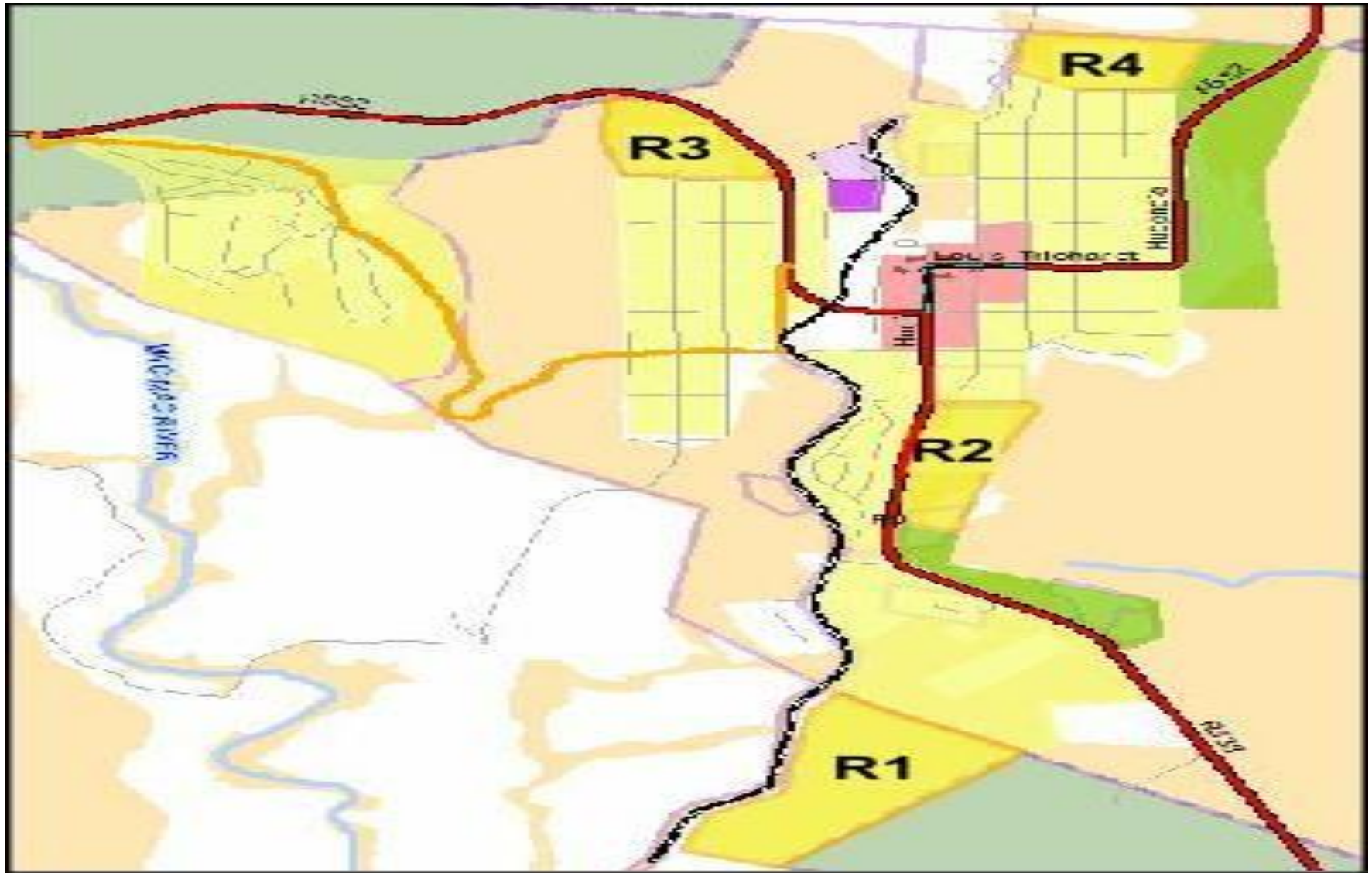
Below is the table interpreting the map above on the future developments.

Table 11: Envisaged Housing Development Units (Sabie)

Sabie / Simile Land Use Budget		Household Estimates		
Land Use Category	Land Area (ha)	Developable Land Area	Average Density	Number of Units
Mixed Use	41,62			
Predominately Residential (existing)	523,11			
Residential Extensions (new): Total	98,43	68,90		1563
<i>Area R1</i>	<i>48,04</i>	<i>33,63</i>	<i>15u/ha</i>	<i>504</i>
<i>Area R2</i>	<i>31,53</i>	<i>22,07</i>	<i>30u/ha</i>	<i>662</i>
<i>Area R3</i>	<i>18,86</i>	<i>13,20</i>	<i>30u/ha</i>	<i>396</i>
Major Open Space	376,67			
Undetermined	132,73			
Industrial	112,90			
Sabie / Simile: Total	1285,46			

Graskop Future Development Area

Map 06: Graskop Future Development Area



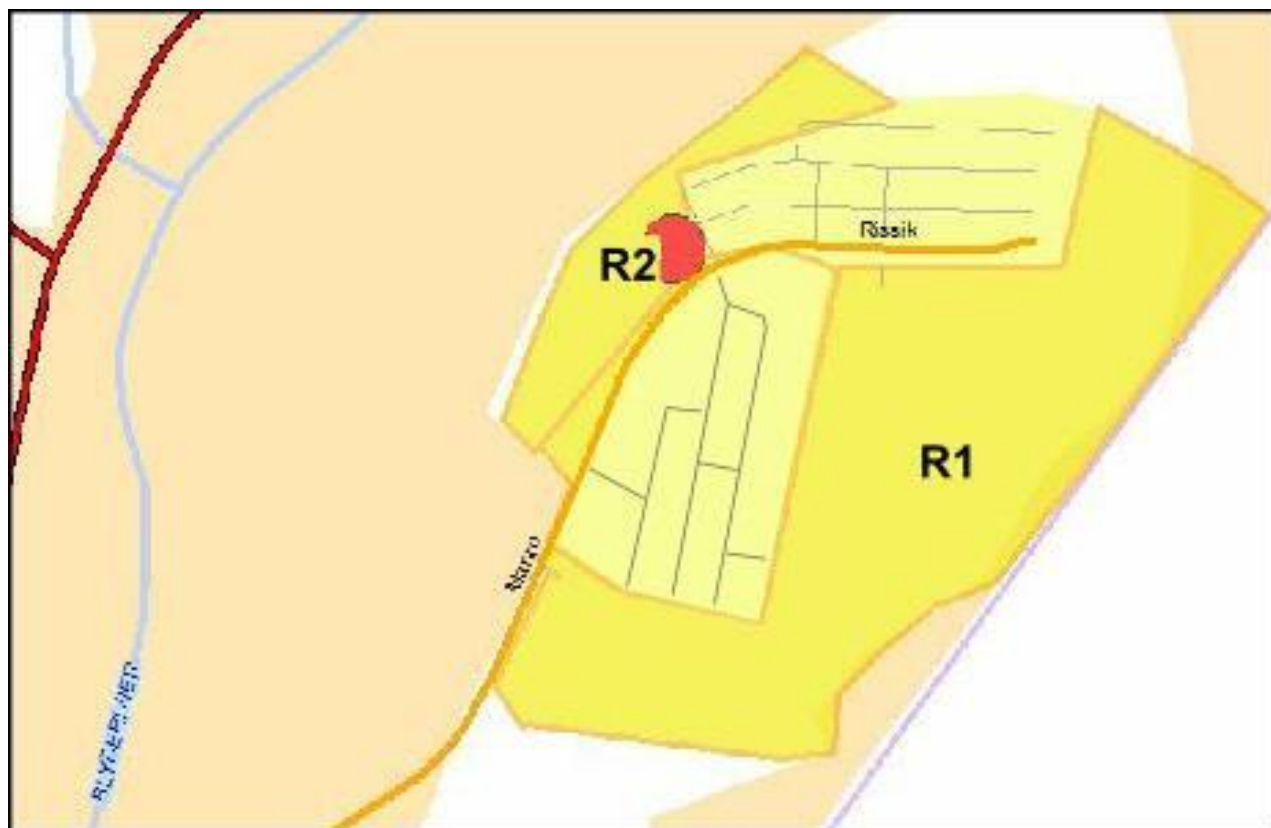
Below is the table interpreting the map above on the future developments.

Table 12: Envisaged Housing Development Units (Graskop)

Graskop Land Use Budget		Household Estimates			
Land Use Category	Land Area (ha)		Developable Land Area	Average Density	Number of Units
Mixed Use	14,56				
Predominately Residential (existing)	228,78				
Residential Extensions (new): Total	57,78		40,44		1010
Area R1	26,93		18,85	30 u/ha	565
Area R2	11,49		8,04	30 u/ha	241
Area R3	10,36		7,25	15 u/ha	109
Area R4	9,00		6,30	15 u/ha	95
Major Open Space	39,23				
Industrial (existing)	1,79				
Industrial Extension (new)	1,78				
Graskop: Total	345,22				

Pilgrims Rest

Map 07: Pilgrim's Rest Future Development Area



Below is the table interpreting the map above on the future developments.

Table 13: Envisaged Housing Development Units (Pilgrim's Rest)

Pilgrim's Rest Land Use Budget		Household Estimates			
Land Use Category	Land Area (ha)		Developable Land Area	Average Density	Number of Units
Pelgrims Rest Total	74,93				
Historic CBD	9,69				
Museum Town	29,41				
Predominately Residential (existing)	21,63				
Residential Extensions (new): Total	18,80		13,16		293
Area R1	11,73		8,21	30 u/ha	246
Area R2	2,23		1,56	30 u/ha	47

For Pilgrim's rest it's imperative to note that for geological reasons it is important to do a socio economic study to find out whether it's feasible to relocate the community to a safer area. To continue developing the area will be expensive since it will need different engineering services and foundations, because there's existing structures it will also be more difficult to plan the area and the area is highly dolomitic which reflects on the safety of the people.

Northern Areas

Below is the table interpreting the map above on the future developments.

Map 08: Northern Areas Future Development Area

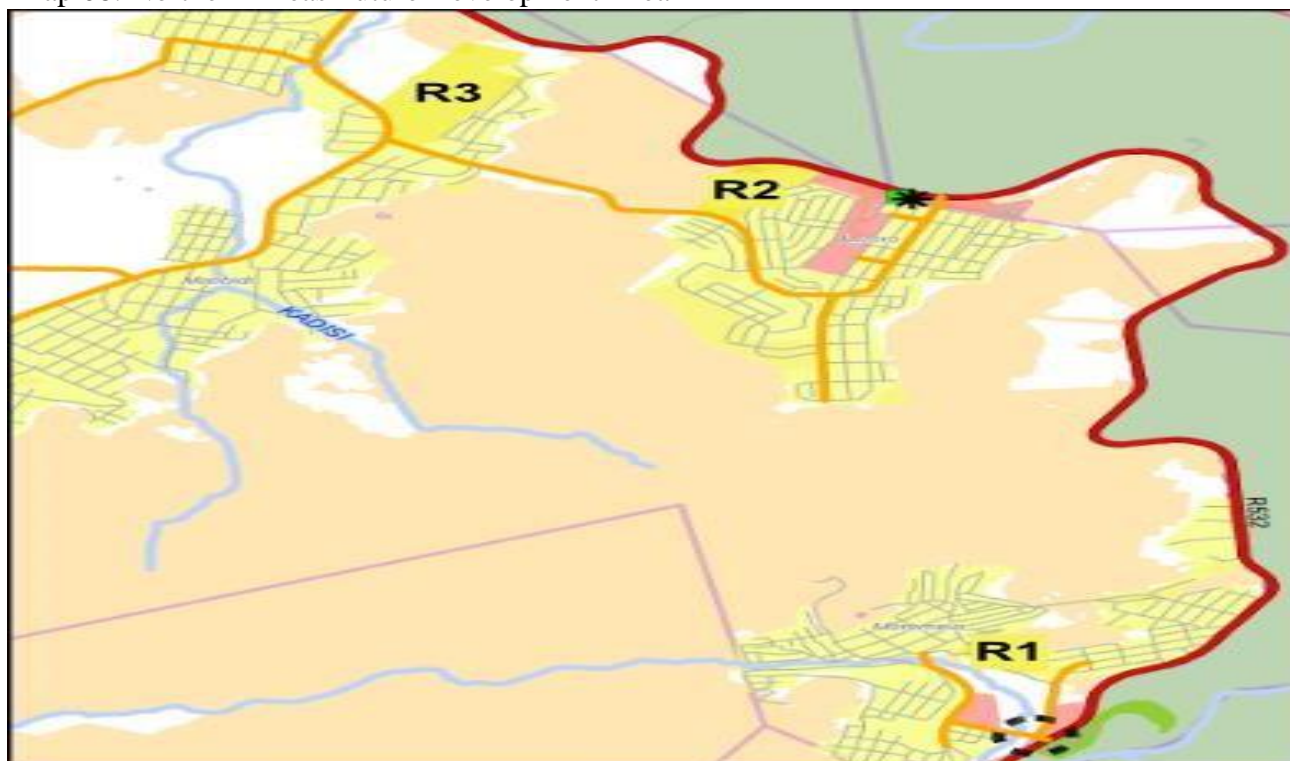




Table 14: Envisaged Housing Development Units (Northern Areas)

Moremela, Leroro, Matibidi Land Use		Households Estimates		
Land Use Category	Land Area (ha)	Developable Land Area	Average Density	Number of Units
Mixed Use	115,50			
Predominately Residential (existing)	1420,60			
Residential Extensions (new): Total	97,56	68,29		1366
<i>Area R1</i>	<i>14,56</i>	<i>10,19</i>	<i>20 u/ha</i>	<i>204</i>
<i>Area R2</i>	<i>25,48</i>	<i>17,84</i>	<i>20 u/ha</i>	<i>357</i>
<i>Area R3</i>	<i>57,52</i>	<i>40,27</i>	<i>20 u/ha</i>	<i>805</i>
Major Open Space	81,47			
Moremela, Leroro, Matibidi: Total	1742,56			

The technical department must consider Infrastructure Investment aimed at realization of the future development planned from Lydenburg, Sabie, Graskop, Pilgrims Rest and Northern Areas (Matibidi, Leroro and Moremela) as proposed on the SDF.

Infrastructure Demands to meet the proposed developments are summarised in tables below

The basic services will be set out per town as per the proposed developments, again technical services will play a vital role to ensure that we achieve our objective.

Table 15: Estimated Water Demand for Housing Development in Lydenburg

Lydenburg / Mashishing					
Area	Land Area (ha)	Number of Units	Average Density	Water Demand (l/d)	Sanitation Flow (l/d)
New Mixed Use	313351,4			141008146	
<i>Residential Extensions (new)</i>	<i>1371,75</i>	<i>28540</i>		<i>17123767</i>	<i>14269806</i>
Area R1	294,64	8839	30u/ha	5303439	4419532
Area R2	150,11	4503	30u/ha	2701973	2251644
Area R3	49,94	1498	30u/ha	898950	749125
Area R4	18,40	552	30u/ha	331257	276047
Area R5	112,10	1681	15u/ha	1008876	840730
Area R6	208,80	3132	15u/ha	1879226	1566022
Area R7	454,71	6821	15u/ha	4092427	3410356
Area R8	17,80	534	30u/ha	320396	266996
Area R9	65,25	979	15u/ha	587224	489353



Table 16: Estimated Water and Sanitation Demand for Housing Development in Sabie/Simile

Sabie/Simile						
Area	Land (ha)	Area	Number of Units	Average Density	Water Demand (l/d)	Sanitation Flow (l/d)
<i>Residential Extensions (new)</i>	<i>111,73</i>		<i>1456</i>		<i>937445</i>	<i>781204</i>
Area R1	33,63		504	15 u/ha	302628	252190
Area R2	31,53		662	30u/ha	397200	331000
Area R3	13,20		396	30u/ha	237617	198014

Table 17: Estimated Water Demand for Housing Development in Graskop

Graskop						
Area	Land (ha)	Area	Number of Units	Average Density	Water Demand (l/d)	Sanitation Flow (l/d)
<i>Residential Extensions (new)</i>	<i>40,44</i>		<i>1010</i>		<i>606019</i>	<i>505016</i>
Area R1	18,85		565	30u/ha	339290	282741
Area R2	8,04		241	30u/ha	144758	120631
Area R3	7,25		109	15u/ha	65260	54383
Area R4	6,30		95	15u/ha	56712	47260

Table 1: Graskop: Water and Sanitation Demand

Table 18: Estimated Water Demand for Housing Development in Pilgrim's Rest

Pilgrim's Rest						
Area	Land (ha)	Area	Number of Units	Average Density	Water Demand (l/d)	Sanitation Flow (l/d)
<i>Residential Extensions (new)</i>	<i>13,16</i>		<i>293</i>		<i>175947,16</i>	<i>146623</i>
Area R1	8,21		246	30u/ha	147811	123176
Area R2	1,56		47	30u/ha	28136	23446

Table 2: Pilgrim's Rest: Water and Sanitation Demand

Table 19: Estimated Water Demand for Housing Development in Northern Areas

Moremela, Leroro, Matibidi						
Area	Land (ha)	Area	Number of Units	Average Density	Water Demand (l/d)	Sanitation Flow (l/d)
<i>Residential Extensions (new)</i>	<i>68,29</i>		<i>1366</i>		<i>819533</i>	<i>682944</i>



Area R1	10,19	204	20 u/ha	122272	101893
Area R2	17,84	357	20 u/ha	214063	178385
Area R3	40,27	805	20 u/ha	483198	402665

Moremela, Leroro, Matibidi: Water and Sanitation Demand

All the tables outline what Technical Services should strive to address and also ensure that their project planning must directly be informed by the requirements set above particularly key basic services which include bulk water, sanitation, electricity and expansion of roads to support traffic flows.

Current Projects

- Township Establishments
 - Through the provincial Department of Human Settlements, Thaba Chweu is currently busy with *Township establishment and Formalization of the Farm Grootfontein (Polar Park informal settlement)* however there were challenges with acquiring a portion of land owned by York timbers. The department facilitated the land acquisition with the assistance of CAPSTAN and it was finalised and as it stands the portion of land has been purchased. With some unforeseen financial and administrative challenges faced by the department. The process was halted for sometime and its only in the 2021/22 FY that the process was fully active with pegging of sites for the surveyor General diagram to get approved. Regular progress meetings are held to ensure that the process is finalised timeously.
- Formalization in Sabie
 - Service provider was appointed in 2016 for 400 units and studies which need to be conducted as part of the township establishment are underway and an application (rezoning, street closure, park closure and subdivision) was approved by council. An approved SG diagram was issued by the surveyor general. There is a challenge with the number households in the area which is about 1000; however York Timbers is in the process of assisting with the outstanding amount to finish the project. Whilst waiting for York to assist, TCLM appointed a service provider for Area 3 and 4 and the application was submitted and deliberated in the Municipal Planning Tribunal (MPT) and it will be finalised.
- Pilgrim's Rest (Newtown) township establishment/formalization
 - Service provider was appointed to conduct all the necessary study to conclude on the level of development to be brought into the pilgrim's Rest precinct. A socio-economic study was conducted on the area and it was discovered that the occupants of the area are willing to relocate as the area is dolomitic and not suitable for habitation. The process of land acquisition has commenced and the department of Human Settlement is overseeing the process on the arears that have been.



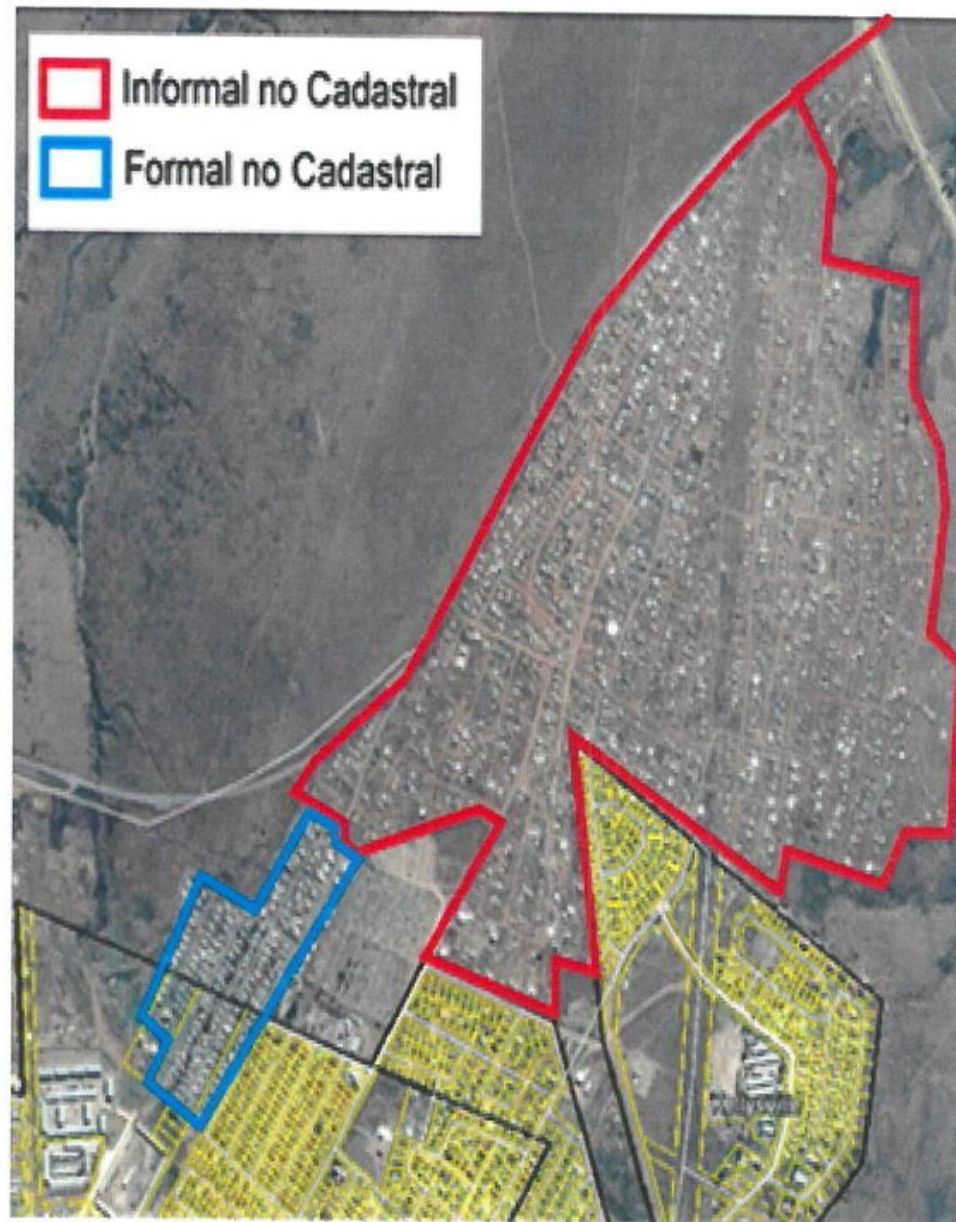
- Leroro Township correction
 - This project (Leroro township establishment) is semi complete and has been prioritised for correction and completion in the future years. The correction relates to the services rendered which overrides the layout plan which was never concluded.
- Mashishing Formalisation
 - Formalisation of Mashishing Informal Settlements mainly Manjenje, Marikana, Nkandla managed to be prioritised by the Department of Human Settlements and the formalisation/township Establishment processes are well underway the informal settlements mentioned above after final approval will be recognised as Mashishing Extension 9 (Manjenje and Marikana), Mashishing Extension 10 (Riverside Informal Settlement) and Lydenburg Extension 110 (Nkandla Informal Settlement). All these are underway and will be completed in due course.
 - This project is funded in partnership with the provincial Department Human Settlement. Which has since started to formalise Marikana and Manjenje Informal settlements and the process is unfolding properly. Socio Economic studies have been conducted in the areas and the land development applications have also been submitted to TCLM and have since been approved. The only outstanding activities which need to be concluded in this process are obtaining the relevant environmental authorisation, pegging and obtaining the general plan from the surveyor general.

The most important thing that the municipality together with the relevant sister departments have to ensure its set up is to obtain funding for the installation of services. The municipality must strengthen its relationship with the private sector to ensure that both sectors collaborate to supply the relevant services to impact positively to the economy and outlook of the municipality.

Lydenburg Extension 21



Mashishing/Kellysville No cadastral & an existing informal settlement





2.5.2 Infrastructure analysis

The focus area's work under this commission can be classified into three categories for easy presentation and understanding of the magnitude of civil engineering work that must be done, namely:- **a) Backlog** (areas without infrastructure in townships and rural areas), **b) Maintenance** (Managing existing infrastructure), **c) New Infrastructure** (To support the SDF for future growth and development demand). Given the scenario our analysis and proposed recommendations will be guided by the three categories.

a. Roads Analysis (Priority Roads and Streets)

Take note that TCLM have a draft maintenance plan which once approved by council will replace this analysis and inform project planning moving forward. However this analysis still applies pending the approval. The said maintenance plan which is under development will include a comprehensive analysis of all road networks in the municipality. This assessment includes roads outside the municipal functions and jurisdiction i.e provincial, national and SANRAL.

- a. The tables below summarises **facts and figures on roads** where investment is required.

Municipal Competency

Lydenburg (Also see Map on the next page/s)

Table 20: Road Condition Analysis in Lydenburg (Areas in need of new roads)

New Roads/street					
Mashishing Township	Indian Centre Ext 06	Lydenburg Town			Total (All)
992m (refer to the map)	952m (refer to the map)	154m	154		
375m (refer to the map)	1080m (refer to the map)	193m	193	part of joubert st	
336m (refer to the map)		502m	502	river st	
406m (refer to the map)		117m	117	brug st	
654m (refer to the map)					
636m (refer to the map)					
429m (refer to the map)					
Lydenburg Ext 108, 109 and 110 (+7km)					
10.828km	2.032km	966m			13.672km

Source: TCLM Technical Report 2016/17 (Revised 2022)



Table 21: Road Condition Analysis in Lydenburg (Areas in need of refurbishment)

Refurbishment				
Lydenburg Town		Indian Centre Ext 06		Total (All)
Breytenbach st	564m	First (1st) st	793m	
Joubert st	445m	Fith (5th) st	920m	
Burhmann st	1.8km			
Kerk st	1.3km			
Kriel St	684m			
Brown Street	720m			
Greyling St	181m			
Preller St	596m			
Lange st	985m			
Kantoor st	1.2km			
Viljoen st (Part 1)	565m			
Eufees st	565m			
Lydenburg st	1.3km			
Barac st	392m			
Schurink st	350m			
Kuit st	350m			
Rosouw st	800m			
Ruiter st	150m			
Beetge st	380m			
* Between Beetge & Rabie st*	173m			
Morgan st	490m			
Goodman st	460m			
* Voortrekker st between Spa Orama store & Nedbank*	80m			
Chris Lombard st	310m			
Lombard st	758m			
Schoeman st	758m			
Viljoen st (Part 2)	909m			
Marais st	744m			
Noord st	467m			
Goud st	1.2km			
Berg st	1.3km			
Total	18.914km	Total	1713	20.627km

Source: TCLM Technical Report 2016/17(Revised 2022)

Table 22: Road Condition Analysis in Lydenburg (Areas in need of road re-construction)

Re-construction				
Mashishing Township		Lydenburg Town		Total (All)
Voortrekker st (Mashishing Road/Mohlala Road)	2.04km	De Clerq st	500m	
Ext 06 (Part 2)	344m	De Villiers st	522m	



Total	3.331km	Total	1022km	4.753km
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Source: TCLM Technical Report 2016/17(Revised 2022)

Table 23: Road Condition Analysis in Lydenburg (Areas in need of pothole patching)

Patching of Potholes				
Mashsishing Township		Lydenburg Town		Total (All)
Mashsishing*Voortrekker st*	900m	Jansen st	877m	
Kelly's Ville	1km	De Beer st	563m	
		Johannes Coetzee st	563m	
		Fouries st	618m	
		Above Finsberry st	230m	
Total	1.9km	Total	2.851km	4.751km

Source: TCLM Technical Report 2016/17

Sabie (Also see Map on the next page/s)

Table 24: Road Condition Analysis in Sabie (Areas in need of refurbishment)

Refurbishment				
Sabie Town		Simile		Total (All)
Milkwood st	1.6km	Mhlanga st	375m	
Firewood st	414m	Lekhuleni st	621m	
Acasia st	382m	Ngqungqulu st	494m	
Maliveld st	126m	Matsane st	111m	
Simons st	126m	Fakudze st	236m	
street below Maliveld st	126m			
Total	2.774km		1.837km	4.611km

Source: TCLM Technical Report 2016/17

Table 25: Road Condition Analysis in Sabie (Areas in need of new roads)

New Roads/street				
Simile		Harmony Hill		Total (All)
Simile (refer to the map)	1.02km	Harmony Hill (refer to the map)	573m	
Total	1.02km	Total	573m	1.593km

Source: TCLM Technical Report 2016/17

Table 26: Road Condition Analysis in Sabie (Areas in need of pothole patching)

Patching of Potholes					
Harmony Hill		Sabie Town		Simile	
Nelson st	685m	Lea st	797m	Hlokohloko st	114m



Nolens st	406m	Kerk Ave	386m			
Patric Cres st	460m	Maliveld st	392m			
		Third (3rd) Ave	197m			
		Fisrt (1st) Ave	120m			
		Potgietr st	195m			
		Fourth (4th) st	104m			
		Second (2nd)	106m			
		Nelson st	396m			
		Dwars st	70m			
		Andrew st	431m			
		Old Lydenburg rd	7.8km			
		Mopani St	420m			
		Knoppiedoring St	440m			
		Power St				
		Simmons St	320m			
		Firewood St	340m			
Total	1.551k m	Total	12.764km		114m	12.764km

Source: TCLM Technical Report 2016/17(Revised consultations 2022)

Table 27: Road Condition Analysis in Sabie (Areas in need of road re-construction)

Re-construction		
Sabie Town		
Second (2nd) st	245m	Total (All)

Source: TCLM Technical Report 2016/17

Graskop (Also see Map on the next page/s)

Table 28: Road Condition Analysis in Graskop (Areas in need of road refurbishment)

Refurbishment				
Graskop Town		Graskop Ext 05		Total (All)
Loustrichard Ave	454m	Bookombloom st	195m	
Richardson Ave	525m	Rockyrapid st	415m	
Bloedriver Ave	115m			
Paul Kruger Ave	442m			
Voortrekker st	442m			
Vermeulen Ave	425m			
Kerk st	1040m			
Oorwinning st	1080m			
Total	4.523km	Total	610m	5.133km

Source: TCLM Technical Report 2016/17

Table 29: Road Condition Analysis in Graskop (Areas in need of new roads)

New Roads/street				
Graskop Town		Ext 05		Total (All)
De Lange st	600m	Ext 05 (refer to map)	1.233km	



Voortrekker st	222m			
Kerk st	127m			
Bloedriver Ave	113m			
Oorwinning st	190m			
President st	150m			
Settlers Ave	233m			
Total	1.635km		1.233km	2.868km

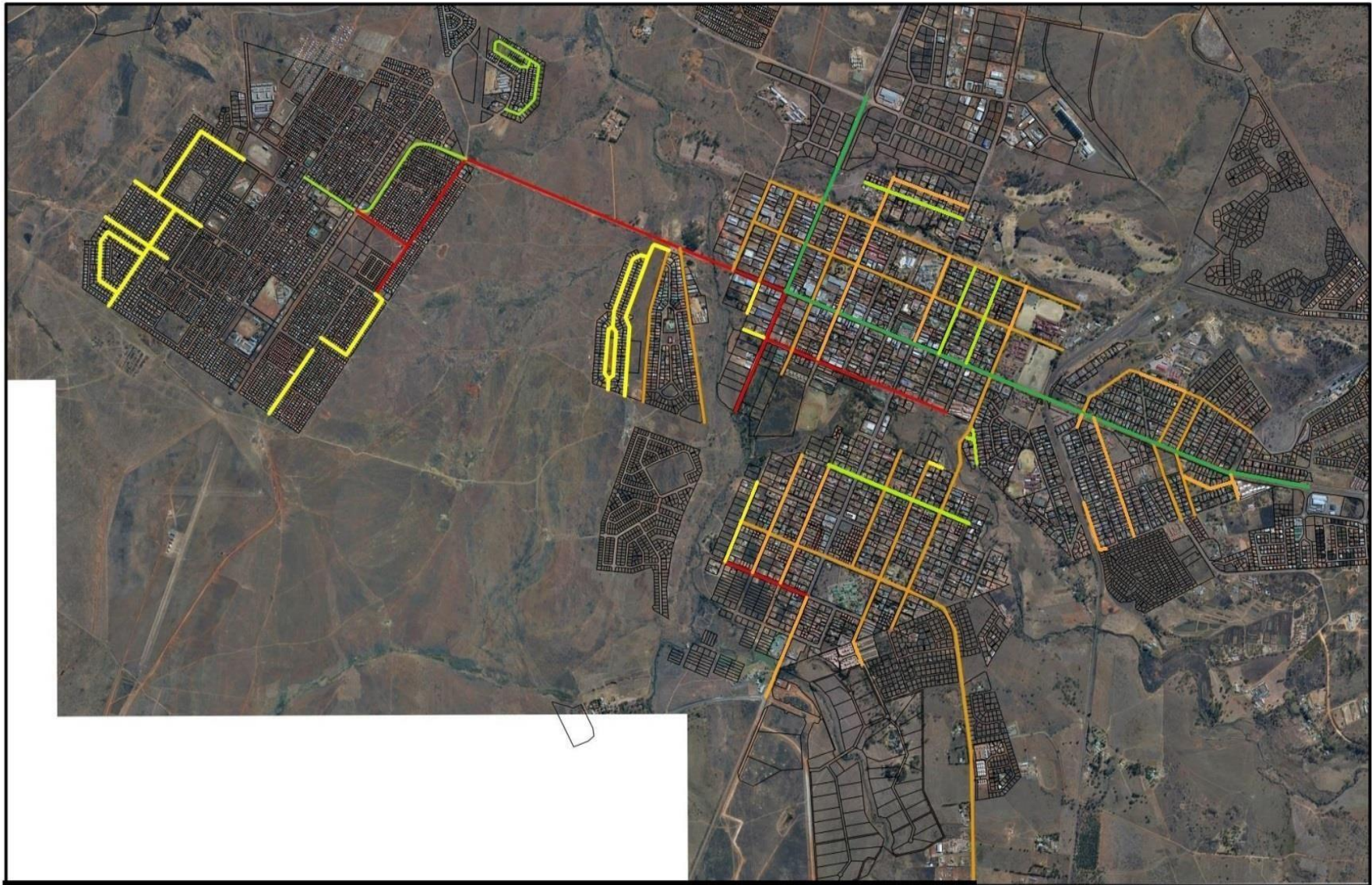
Source: TCLM Technical Report 2016/17

Table 30: Road Condition Analysis in Graskop (Areas in need of road re-construction)

Re-construction		
Graskop Town		Total (All)
President st	946m	
Leibnitz st	422m	
Richardsson st	216m	
Cnr Jan Van Rensburg and Kleridon St	600m	
Rocky Rapid St (Ext 5)	405m	
Willow St	70m	
Total	2.659km	2.659km

Source: TCLM Technical Report 2016/17 (Revised 2022 Consultations)

Map 10: Lydenburg/Mashishing Road Condition Analysis



Priority Needs

- Refurbishment
- New roads/streets
- Patching
- Reconstruction

Priority Roads in Mashishing/Lydenburg

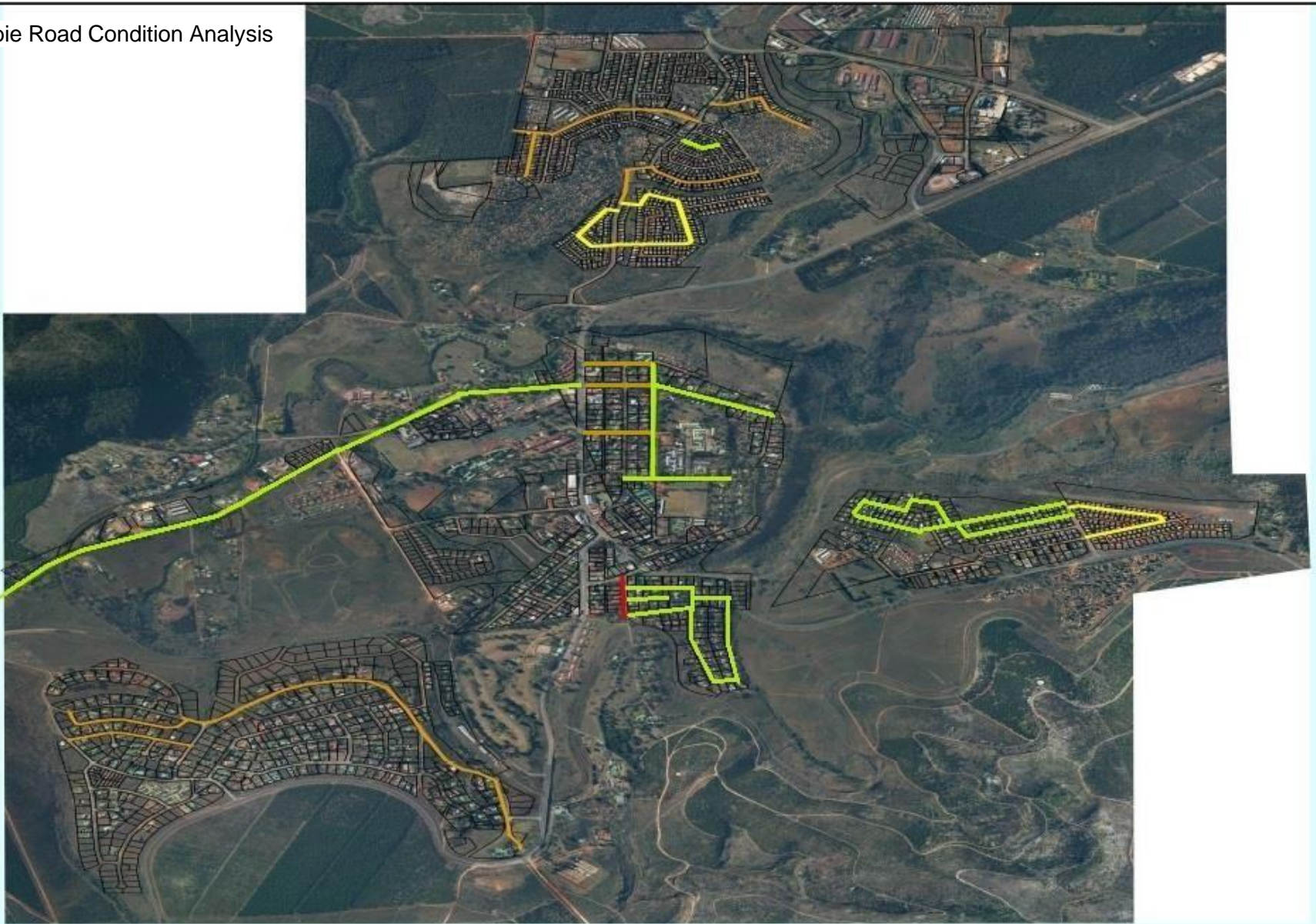
0 0.125 0.25 0.5 0.75 1
Miles



Coordinate System: Transverse Mercator
Central Meridian: 31°0'0"E

SABIE ROADS STATUS MAP

Map 11: Sabie Road Condition Analysis



Priority Needs

-  Refurbishment
-  New roads/streets
-  Patching
-  Reconstruction

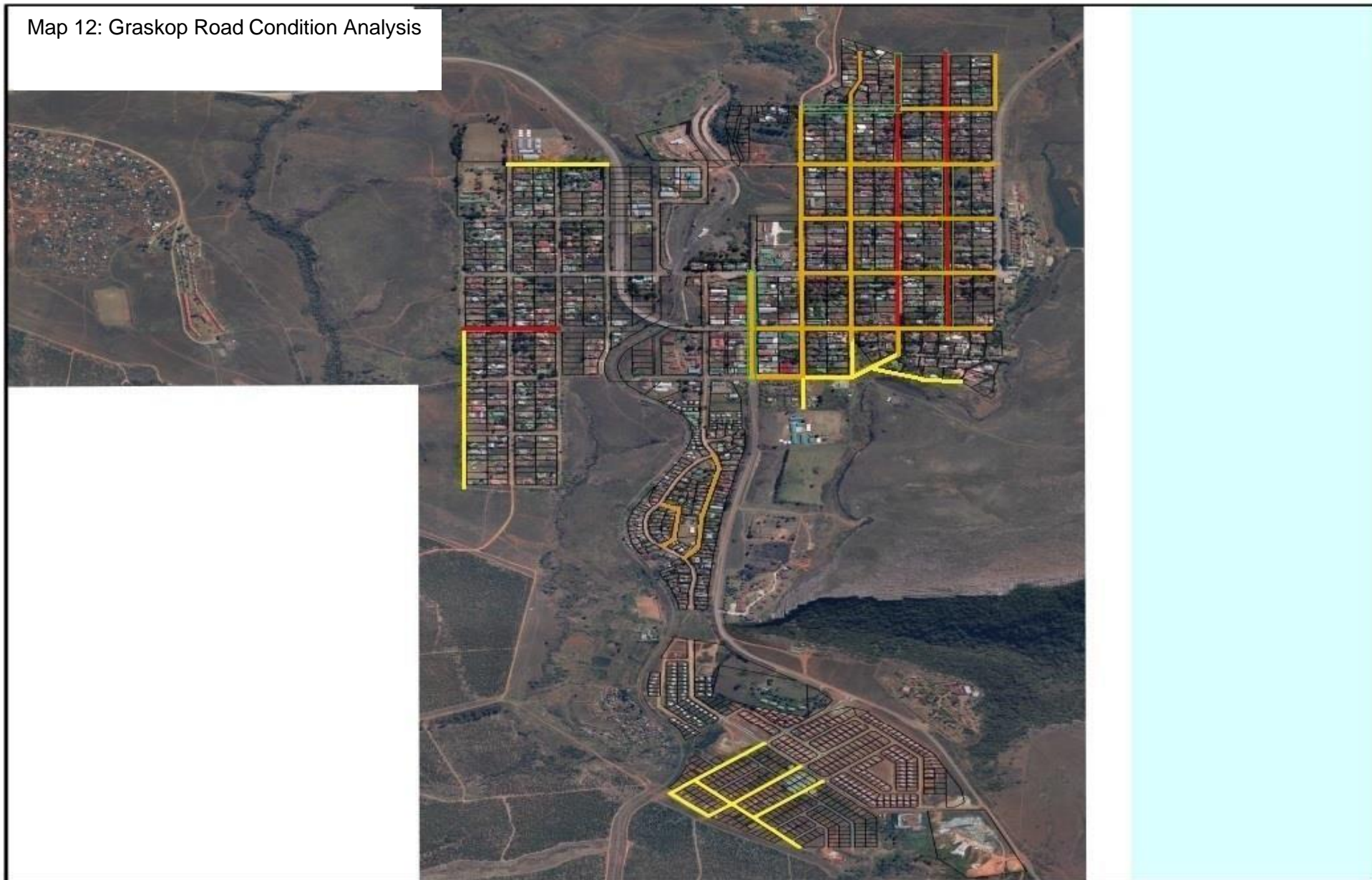
Priority Roads in Sabie

0 0.050.1 0.2 0.3 0.4
Miles

Coordinate System: Transverse Mercator
Central Meridian: 31°0'0"E

GRASKOP ROADS STATUS MAP

Map 12: Graskop Road Condition Analysis



Priority Needs

-  Restored
-  Refurbishment
-  New roads/streets
-  Patching
-  Reconstruction

Priority Roads in Graskop

0 0.05 0.1 0.2 0.3 0.4 Miles

Coordinate System: Transverse Mercator
Central Meridian: 31°0'0"E

b. Roads and Street Signage (Street Names, Road Marking, Traffic Signs)

There are no road marking in all roads and streets and this must be done while the roads are refurbished. The street names are dilapidated in all streets in all the town's roads and streets and must maintained.

Provincial & National Competency

The following economic routes are at critical stage for refurbishment in our municipality and are in need of urgent attention in order to revive the economy of our main towns whose economy depends largely on tourism.

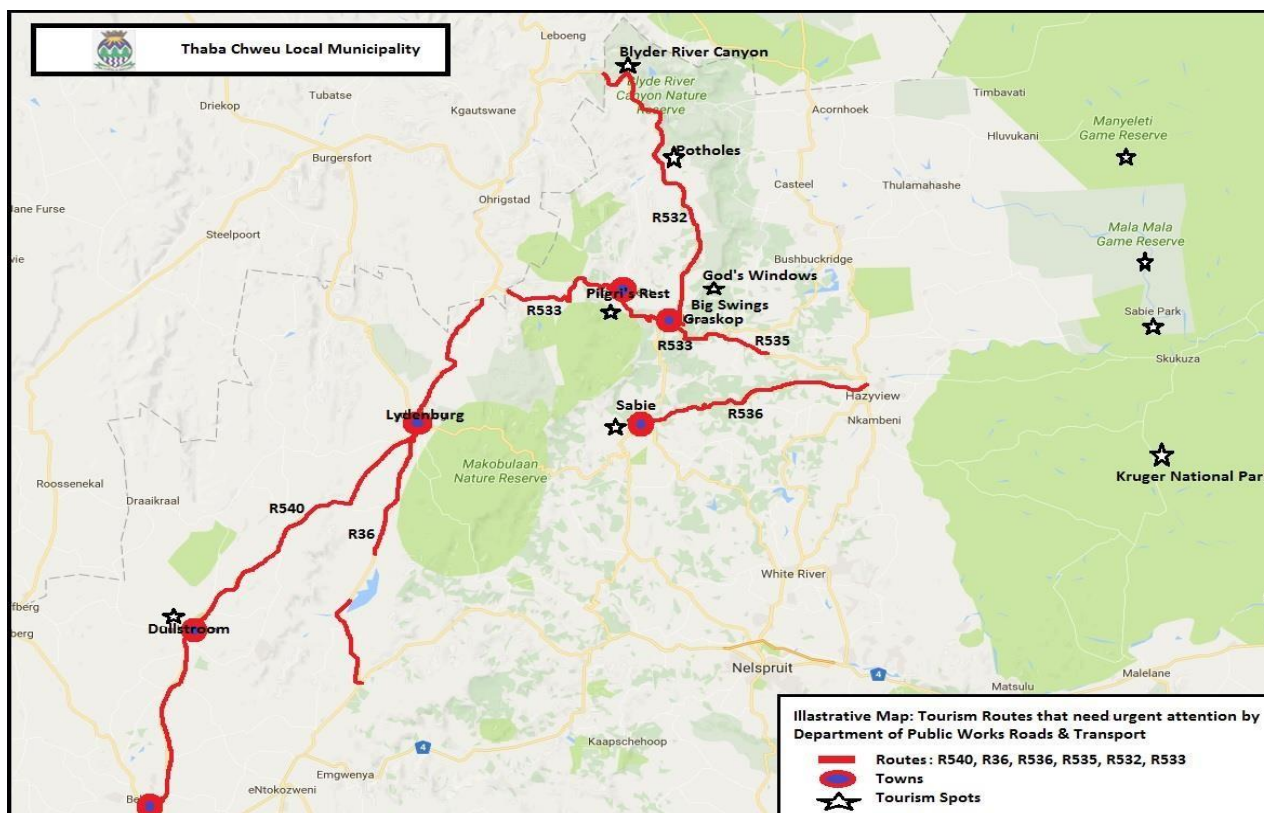
Table 31: Provincial and National Route Condition Analysis

Routes	Affected Towns & Tourism Spots	Ward/s affected
R540	Belfast, Dullstroom, Lydenburg	01, 02, 03, 04, 05, 12,14
R36	Lydenburg, Pilgrim's Rest	04,05
R533	Pilgrim's Rest, Graskop,	13,10
R532	God's Window, Potholes, Byder River Canyon	10, 08, 09
R535	Kruger Park, Kruger National Park, Hazyview	10
R536	Sabie, Hazyview, Kruger Park, Kruger National Park	07

Source: TCLM Technical Report 2016/17

The Map below illustrate the situation which could described as economic lockdown

Map 13: Provincial and National Route Condition Analysis





Source: TCLM Technical Report 2016/17

C. ELECTRICITY

(a) Capacity Upgrade

The municipality has in this financial year funded the development of a comprehensive maintenance plan which should take precedent over prioritisation of key maintenance programme in the municipality, once approved by council it will then inform all priority project planning. Currently this analysis applies for current and future planning. The analysis concluded that an additional electricity source should be constructed and that exercise was completed when the Duma Substation was constructed and its operating fully, the municipality has since ensured that a maintenance budget.

(b) Backlog

Note that the electrification in most of the farm community is done by Eskom and this backlog will dramatically be reduced in the next few years. (Refer to the Annexure: Stakeholders projects)

Table 33: Electricity Backlog in Priority Areas

Ward No.	Type of service required	Total Number of HH Businesses & in need of service	Type of infrastructure (3-5 years)	Priority Areas
04	Electrification of households	573	New built (access to electricity)	Belskop, Langdraai, Doornhoek, Goedeheop, Coromandel, Bultkop, Uitwakfontein.
05	Electrification of households	921	New built (access to electricity)	Draaikraal, kiwi, Rooikrans and Bosfontein.
06 & 07	Electrification of households	520	New built (access to electricity)	Sabie
08	Electrification of households	64	New built (access to electricity)	Matibidi
09	Electrification of households	89	New built (access to electricity)	Leroro, Moremela
10	Electrification of households	22	New built (access to electricity)	Graskop, Graskop Ext 5, Glory Hill.
11	Electrification of households	539	New built (access to electricity)	Kagcagca, KaBenni, Roseugh.
13	Electrification of households	516	New built (access to electricity)	Pilgrims Newtown, Darksgully, Carmine, Brownshill, Ohrigstad dam, Spekboom, Boomplaas, Buffelsvlei.



	Total	3244		
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Source: TCLM Technical Report 2016/17

There are backlogs also in the newly formalised informal settlements in Mashishing and Sabie which need to be catered for in this new cycle of the IDP to ensure that the percentage of distribution losses is reduced drastically.

(c) Maintenance

Table 34: Electricity Maintenance Backlog in Priority Areas

Ward No	Type of service required	Total Number of HH & Businesses in need of service	Assets in need of maintenance	Priority Areas
01, 02 & 03	Preventative Maintenance	All households	Switchgears, Transformers, Streetlights, High Mast Lights and Overhead lines (LV&MV)	Mashishing
06 & 07	Preventative Maintenance	All households	Switchgears, Transformers, Streetlights, High Mast Lights and Overhead lines (LV&MV)	Sabie, Simile and Harmony hill
10	Preventative Maintenance	All households	Switchgears, Transformers and Overhead lines (LV&MV)	Graskop, Graskop Ext 5 and Glory hill
12	Preventative Maintenance	All households	Switchgears, Transformers, Poles and Overhead lines (LV&MV)	Lydenburg town and surrounding farms
14	Preventative Maintenance	All households	Switchgears, Transformers and Overhead lines (LV&MV)	Skhila, Industrial areas and surrounding farms

Source: TCLM Technical Report 2016/17

Facts and Figures on electricity access

Table 35: Electricity Backlog in TCLM

Local area	Municipal area	Number of households not connected*	Share of total households %
Year Comp		2011 2016	2011 2016
Thaba Chweu		5 103 3 535	15.3% 9.5%

Source: Statssa 2016

D. Water Analysis

Status Quo



Two of the three towns (Graskop and Sabie) face infrastructure challenges in terms of water while Mashishing is confronted by a water source challenge.

Supply and Demand

Mashishing is the only town currently experiencing major challenges from both the infrastructure and water source point of view. The bulk water storage has been upgraded with additional steel reservoir for emergency supply only, old valves were replaced by The Department of Water and Sanitation to combat water losses through leaks. In terms of sustainable supply in Lydenburg Town and its potential growth triggered by mining investment. There might be a need for more storage capacity upgrade and water source identification and or upgrade of catchment in Lydenburg dam or a bulk line from Kwena Dam to supplement Lydenburg Dam. Indeed the need to draw water from Kwena Dam is on the lips of the municipality, however great consideration needs to be made as the City of Mbombela is in the process of constructing a regional dam. It is only after this, that Thaba Chweu can tap into the same dam for water supply.

1. Sabie

Here the yield of the current source is not under immediate threat. It is on the infrastructure where investment will have to be made. The municipality has completed the following projects in the financial year 2017/18 to curb the problem:

- Water link pipelines to Ext 10 and Saw mill Crossing;
- Sabie New pump and Gravity pipeline for Harmony Hill;
- New Rising Main to Tweefontein reservoirs.

These coupled with the replacement of asbestos water pipeline in the network which has been implemented even till the 2021/22 financial year will bring stability in the water supply of the area for the foreseeable future.

2. Graskop

The arrival of the Chinese and the Extension 5 housing settlements coupled with the informal settlement in the Graskop Hostel area have stretched the current existing supply scheme close to a maximum. In the past winter, shortages of water and the decrease in pressure in the high lying areas have indicated a need for the system to be reassessed. The municipality has is currently completing one bulk line upgrade in Graskop Town to curb the problem.

3. Northern Areas (Matibidi, Leroro and Moremela)



The limitations of the current supply by means of boreholes in the area can never be over emphasized also considering the population growth in the recent areas. On the other hand, the outcome of the allocation review of the **water use license** is much awaited as this will bring much needed relief to provide much needed support to the borehole system that can hardly cope. There is about seven million mega liters flowing in these areas on a daily basis. The demand in these areas is about 1 million mega liters and we are of a view that sustainable water supply in these areas can be achieved. A full scheme will be needed (catchment, water bulk line, water treatment plant and reservoirs) to resolve the current water challenges. The current reservoirs and reticulation lines can be refurbished.

The municipality continuously sets aside a budget for the refurbishment of the existing boreholes to ensure a level of sustainable supply of water. However, the Municipality needs intervention from the political sphere of Government to assist with the issuing of the Water license in the Northern areas. Though strides have been taken when public participation processes were conducted in January 2022 in support of the application for the water use licence. Provincial treasury through the Regional bulk infrastructure grant (RBIG) have made available funds to conduct the plenary/concept/feasibility studies required in the 2022/23 Financial year.

4. Rural areas (Farm Areas, South western part of TCLM)

Boreholes will continue to play a critical role in these areas. Much of these settlements do not have electricity. Considering the size of some of them, water tankers may just be an ideal solution currently. The main issue in these areas is land ownership; once this is resolved a sustainable solution will be provided. However in some areas where a partnership in a form of service level agreement can be reached boreholes will be drilled to improve access to basic portable water. The Private sector (i.e Booyendaal) through Social Labour Plans are continuously assisting council with maintenance and drilling of boreholes in the farm areas to address the backlogs experienced.

5. Coromandel

In addition the proposed gravity line from the river, a borehole or two will have to be provided as a back-up plan especially during winter.

Facts and Figures on water access and source

Water access by HH

Table 36: Water Access Backlog in TCLM

Local Municipal area	Number of households without access*		Share of total households %	
	2011	2016	2011	2016
Year Comp				



Thaba Chweu	1 730	4 082	5.2%	11.0%
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Source: Statssa 2016

Water Access by source

Table 37: Water Access by source in TCLM

Access type	Number of Households with access
Piped (tap) water inside the dwelling/house	11222
Piped (tap) water inside yard	17465
Piped water on community stand	3341
Borehole in the yard	987
Rain-water tank in yard	-
Neighbours tap	261
Public/communal tap	651
Water-carrier/tanker	-
Borehole outside the yard	1299
Flowing water/stream/river	1452
Well	202
Spring	-
Other	141
Total	37109

Source: Statssa 2016

E. Sanitation

There is a need to consider rerouting, integrating and gravitating some of sewer networks in various extensions of the Lydenburg town to ease the current pressure. Taking into consideration the recent population growth in Mashishing, a potential boom both residential and business that might trigger a need for bulk network capacity and sewer treatment works upgrades in the town centre. The dire need for the above becomes even critical with the sewer spillages the municipality is faced with as an institution. The Mashishing sewer plant needs to be revived and restored back to a functional state to ensure that sewer is treated in the required manner to reduce and eliminate the risks of being a health hazard. In Graskop we have completed a pump to curb the strain of sewer system.

Table 38: Sanitation Priority Service requirements in TCLM

Ward	Type of service required	Total Number of HH's affected by this service	Possible Interventions	Priority Service Areas
10	Sewer	450	Sewer Substation Construction	Graskop

Source: Statssa 2016

Facts and Figures on Sanitation Access



Table 39: Sanitation Access in TCLM

Local Municipal area	Number of households without toilets		Share of total households	
Year Comp	2011	2016	2011	2016
Thaba Chweu	980	326	2.9%	0.9%

Source: Statssa 2016

2.5.3 Community And Social Related Facilities

The focus area's work under this commission focuses on public and social services facilities as guided by the guideline provided. Our analysis comprises of the following categories: **a) Maintenance** (Managing existing infrastructure), **b) New Infrastructure** (where our analysis proves the need), **c) Social Services' Management** (Non infrastructure and related services). Given the scenario our analysis and proposed Recommendations will be guided by the three categories.

A. Public Parks

(a) Maintenance

Table 40: Public Parks Condition Assessment

<div>Good: No service needed</div> <div>Moderate: Need for Partial Maintenance</div> <div>Bad: Need for Full maintenance</div>					
Ward Affected	No. of Parks	Name	Service needed type	Current Management	Priority Service for the next two years
01	01	Mashishing Public Park	Completion of structures and landscaping	Internal Policy	Need for Signage
02	01	Vezi Nyawo Park	Proper demarcation	Internal Policy	Landscaping & Facilities
03	01	Mandela Village	SLA management Leases to Ziyapopa	Internal Policy	Needs Facilities
04	01	Coromandel Park	Maintenance	Internal Policy	New Picnic Tables & Playground Equipment, Signage
05	01	Kelly's Ville Park	Maintenance	Internal Policy	Soil needs leveling, Plant Grass & Trees Repair equipment (Swing saw, merry go round, sliding)
06	01	Sabie Kaap Public Park	Maintenance	Internal Policy	Procure Playground Equipment, Peel Fence & Waste Bins Signage
07	01	Tricher Park	Maintenance	Internal Policy	Procure Playground Equipment, Peel Fence & Waste Bins Signage
12	03	Voortrekker street Park	Maintenance	Internal Policy	Grass Cutting, Braai stands Peel fence, Repair of Playground



					facilities
		Morgan Street Park	Maintenance	Internal Policy	Procure Playground Equipment, Peal Waste Bins as well as general maintenance (Cutting of grass)
		Indian Centre	Maintenance	Internal Policy	Revamp of merry-go-rounds in Indian area, repair of playground equipment
14	02	Lydenburg Park	Maintenance	Internal Policy	Revamp of repair of playground equipment and re-grassing
		Gustav Park	Closing	Internal Policy	No maintenance recommended
Total		11			

Source: TCLM Technical Report 2016/17

Pictures 02: Snapshots from Public Park's Assessment

Integrated Development Plan 2022-2027

Mashishing Park



Kelly's Ville Park



Coromandel Park



Gustav Kliengbill Park



Pictures 02: Snapshots from Public Park's Assessment

Integrated Development Plan 2022 – 2027



Sabie Park Public



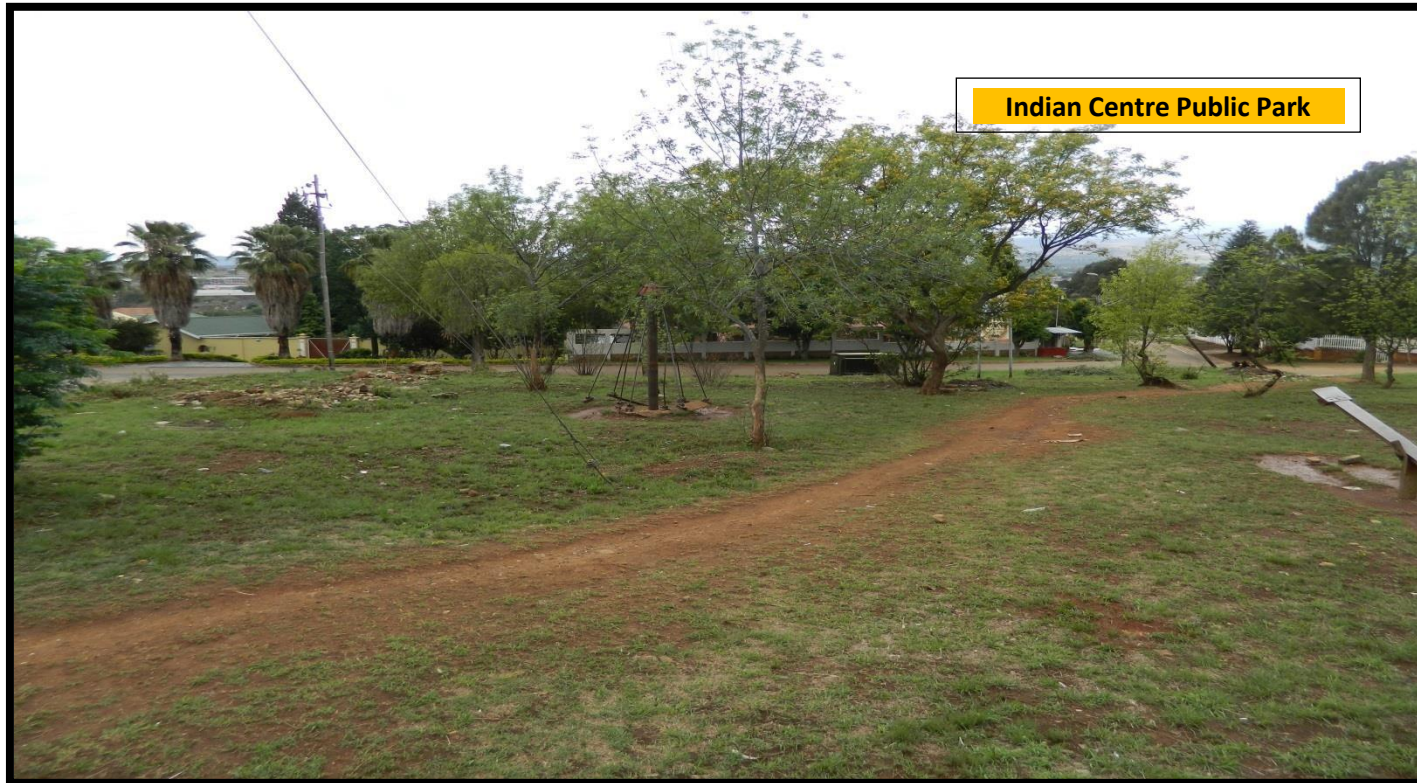
Voortrekker Street Public Park



Lydenburg Public Park



Morgan Street Public Park



THABA CHWEU PARKS MAP





B. Environment and Servitude

Table 41: Public Priority Servitude in Lydenburg

Ward Affected	Number and type of servitude	Service type needed	Current Zoning	Priority Service for the next two years
12&14	7 servitude (75m2)	Grassing	Open spaces/vacant stand	Grass cutting
Ward Affected	Number of street municipal trees	Types of trees	Current management	Priority street with trees that are due for removal/New plantation
03, 12&14	Buiten street, Kuit street	Jacaranda	No management	Lydenburg street (removal)
12	De Souza	Jacaranda	Some of residents are poisoning the tree (3 are affected)	Trimming Only & Awareness

Source: TCLM Technical Report 2016/17

C. Public Communal Halls

Table 42: Public Halls Condition Assessment in TCLM

Ward Affected	Number of Halls	Name	Service type needed	Current Management	Priority Service for the next two years
09	02	Moremela Community Hall	Maintenance	Internal Policy	Ceiling, Window glasses, window glasses, painting and toilets, furniture (Chairs) in Leroro Hall
		Leroro Community Hall	Maintenance		Need for general maintenance and toilets in Moremela Hall
10	01	Graskop Town Hall	Maintenance	Internal Policy	Need for general maintenance
06	01	Simile Community Hall	Maintenance	Internal Policy	Renovation in Simile (Doors, Lights, Windows, furniture & Toilets)
07	02	Harmony Community Hill Hall	N/A	Internal Policy	Private
		Sabie Town Hall	N/A		Good State (lights, equipment, decluttering)
01	01	Mashishing Community Hall	Maintenance	Internal Policy	Good State
12	01	Lydenburg Town Hall	Maintenance	Internal Policy	Need for general maintenance
Total	08				

Source: TCLM Technical Report 2016/17

Pictures 03: Snapshots from Public Halls Assessment

Moremela Hall



Harmony Hill



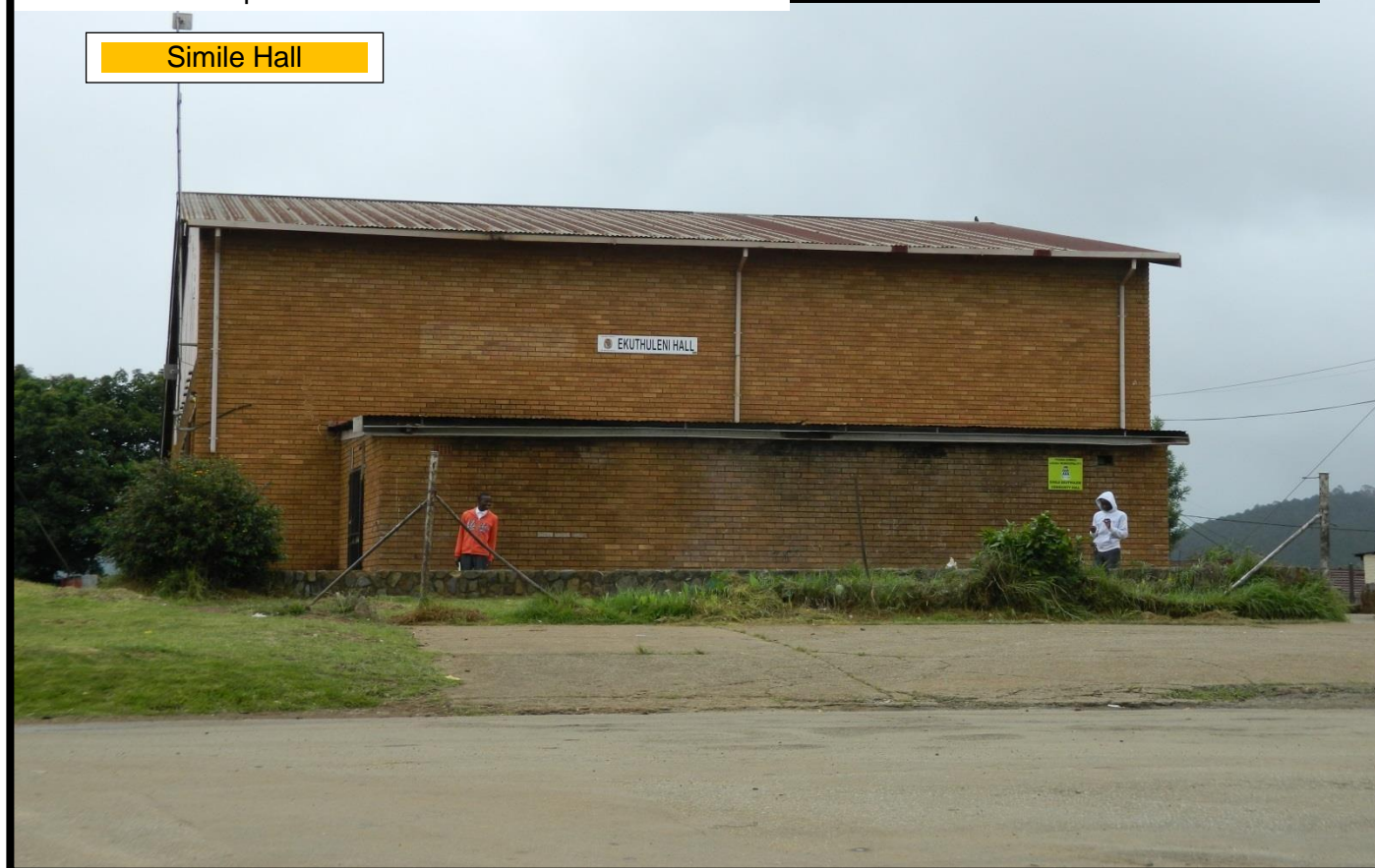
Leroro Hall



Mashishing Hall



Simile Hall



D. Stadiums & Recreational Halls

Table 43: Public Recreational Facilities Condition Assessment in TCLM

Ward Affected	No. Stadiums/ Recreational Halls	Name	Service type needed	Current Management	Priority Service for the next two years
03	01	Mashishing Sport Centre	N/A	No Policy	Good Condition
07	01	Harmony Hill	Maintenance	No Policy	Grassing, Poles
04	01	Coromandel	Maintenance	No Policy	Grassing, Poles
05c	01	Kelly's Ville	Maintenance	No Policy	Grassing, Poles
09	01	Moremela	Maintenance	No Policy	Mass lights, Grassing, Moremela Stadium
08	01	Leroro			Full Refurbishment (First phase completed successfully, there is a need for the second phase to be completed.
06	01	Simile			Construction of



					Phase 2 of the stadium
12	02	Rooikat Sport Centre	Maintenance	No Policy	Good Condition
		Lydenburg Recreational Centre			Full Refurbishment
Total	09				

Source: TCLM Technical Report 2016/17

Pictures 04: Snapshots from Recreational Facilities Assessment



Mashishing Sport Centre



Lydenburg Rooikat Sport Centre



Lydenburg Recreational Hall



Lydenburg Court Centre

Pictures 04: Snapshots from Recreational Facilities Assessment

Leroro Soccer Field



Harmony Hill Soccer Field



Matibidi Mamorapama Soccer Field



Kelly's Ville Soccer Field





Coromandel Soccer Field



Bambanani Sports & Recreational Centre





E. Taxi Rank

Table 44: Public Taxi Rank Condition Assessment in TCLM

Ward Affected	Number of Taxi Rank	Service type needed	Current Management	Priority Service for the next two years
01	01	New Taxi Rank	No Management	New construction
12	01	New Taxi Rank	No Management	New construction
07	01	New Taxi Rank	No Management	New construction
08	01	New Taxi Rank	No Management	New construction
09	01	New Taxi Rank	No Management	New construction
10	01	Refurbishment Taxi Rank	No Management	Construction of toilets and hawker stalls.
Total		06		

Source: TCLM Technical Report 2016/17

F. Public Cemeteries

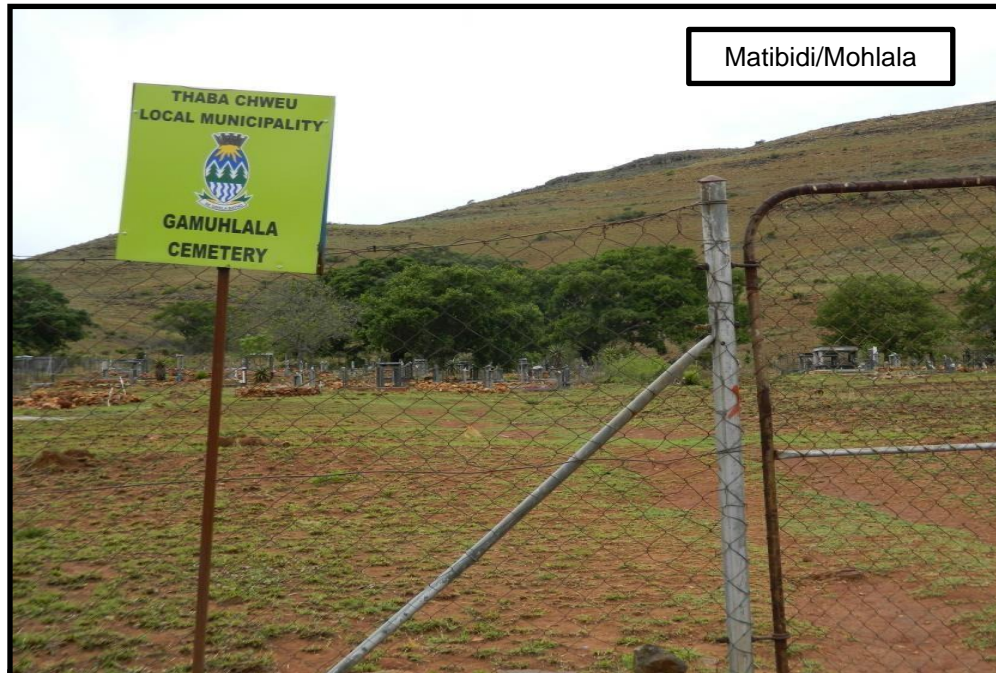
Table 45: Public Cemetery Condition Assessment in TCLM

Ward Affected	Number of Cemeteries	Service type needed	Current Management	Priority Service for the next two years
01, 02, 03	02	Maintenance	Internal Policy	The one cemetery has reached its full capacity and a new cemetery has been established. There is a need to plant shade trees and facilities
12	02	Maintenance	Internal Policy	Cast New Berm at new section No facilities at the old cemeteries (Water, Toilets & Fence)
05	2	Maintenance	Internal Policy	Shade Trees at Kelly's Ville
6&7	2	Maintenance	Internal Policy	Need for fencing of the Harmony Hill cemetery. No toilets, & Electricity in Simile
10	1	Maintenance	Internal Policy	No toilets, water & Electricity and the current cemetery will reach its full capacity soon. There is a need for a new site.
04	1	Maintenance	Internal Policy	Shade Trees
09	5	Maintenance	Internal	No toilets, Water & Electricity in all



		e	Policy	graveyards
08	7	Maintenanc e	Internal Policy	All are fenced except Brakeng and there is need for Toilets, water & electricity

Source: TCLM Technical Report 2016/17



Matibidi/Mohlala



Coromandel



Lydenburg New Graveyard



Old Graveyard Lydenburg

Pictures 05: Snapshots from Cemeteries Assessment

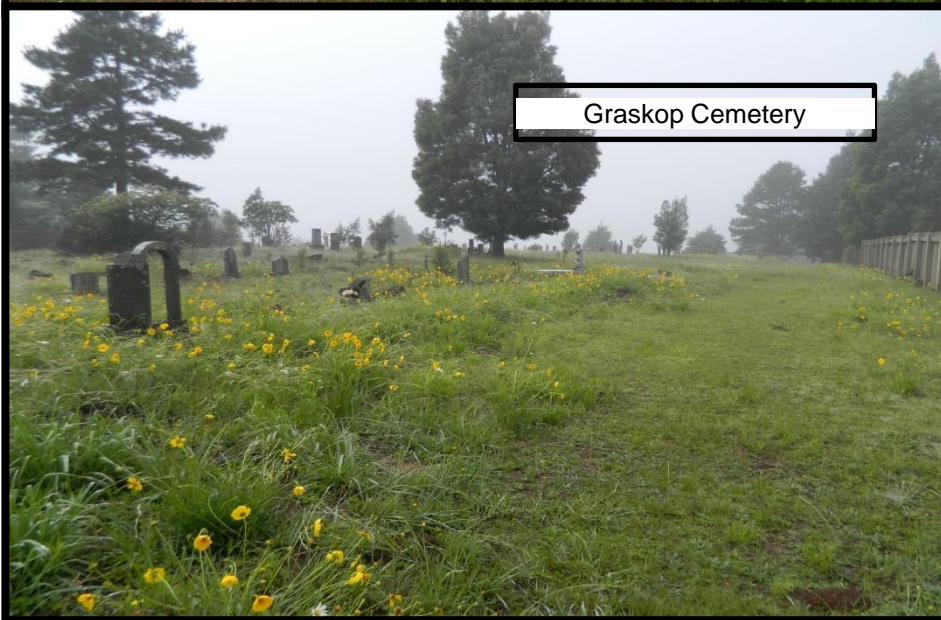
Sabie Cemetery



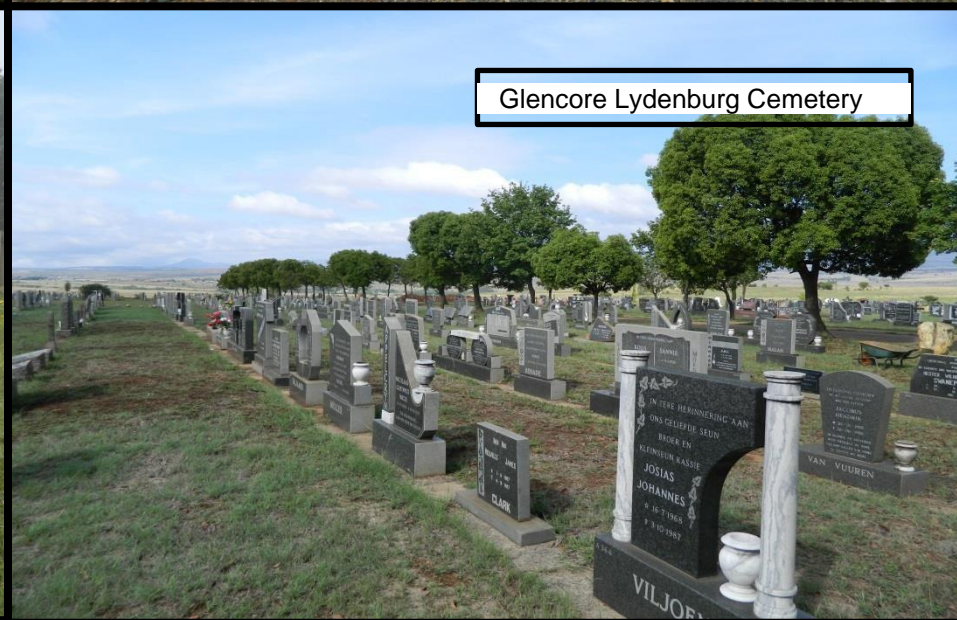
Mashishing Cemetery



Graskop Cemetery



Glencore Lydenburg Cemetery



G. Land Fill sites

Table 46: Landfill site Condition Assessment in TCLM

Ward Affected	Name	Number of Land Fill Sites	Type of Management	License status	Status of Land fill sites
01, 02, 03, 12 & 14	Lydenburg	01	Outsourced	Licensed	Need for proper management
6 & 7	Sabie	01	Outsourced	Licensed	Reached capacity and not well located next residential area (licensed for closure)
10	Graskop	01	Outsourced	Licensed	Manageable
13	Pilgrim's Rest	01	Belongs to Public Works	No information	Full transfer of rights to Thaba Chweu
Total		04			

Source: TCLM Technical Report 2016/17

H. Social Services whose competency resides with Provincial and National Departments.

These services are under the management of the said departments within their internal policies and legal frameworks; however the municipality plays a role in coordinating the planning, approvals and needs as raised by relevant stakeholders. Having said this, the assessment only looks into accessibility and functionality affecting various communities in TCLM.

(i) Schools

List of Schools in TCLM



Ward	Area	Name of School	Status (Functional)
01,02,03	Mashishing	Marambane Primary School	Yes
	Mashishing	Mashishing Secondary School	Yes
	Mashishing	Sizo Primary School	Yes
04	Klikspuit/Kwena Dam	Umthombopholile Primary School	Yes
	Coromandel	Coromandel Primary School	Yes
	Klipspruit	Laerskool Klipspruit	Yes
05	Boomplaats	Enkeldoorn Primary School	Yes
	Kellysville	Primêre Skool Kellysville	Yes
	Draaikraal	Houtenbek Primary School	Yes
	Kiwi	Kiwi Primary School	Yes
	Bosfontein	Bosfontein Primary School	Yes
	Mashishing (Ext 02)	Lesodi Primary School	Yes
	Mashishing (Ext 02)	Lydenburg Primary School	Yes
	Skhila	Marifaan Primary School	Yes
	Skhila	Skhila High School	Yes
	Shaga	Shaga Primary School	Yes
06	Simile	Lindani Primary School	Yes
		Memezile Secondary School	Yes
07	Sabie	Hoërskool Sybrand Van Niekerk	Yes
	Sabie	Laerskool Sabie	Yes
	Sabie	Harmony Hill Primary School	Yes
	Sabie	Woodlands Preparatory School	-
	Sabie	Pinocchio Daycare Centre	-
08	Matibidi	Shakwaneng Primary School	Yes
	Matibidi	Matibidi Primary School	Yes
	Matibidi	Hlong Secondary School	-
	Matibidi	Kadishi Secondary School	Yes
	Matibidi	Makuke Secondary School	Yes
09	Leroro	Dientjie Primary School	-
	Leroro	Mokokwane Primary School	Yes
	Leroro	Pitas Primary School	Yes
	Leroro	LM Kganane Secondary School	Yes
	Moremela	Kobeng Primary School	Yes
	Moremela	LL Mogane Primary School	Yes
10	Graskop	Panorama Secondary School	Yes
	Graskop (Ext 05)	Glory Hill Primary School	Yes
	Graskop	Graskop Primary School	Yes
	Graskop	Shalom Christian School	Yes
	Part of Moremela	Sekwai Secondary School	Yes
11	Brondal	Malrhebe Primary School	No
12	Lydenburg	Hoërskool Lydenburg	Yes
	Lydenburg	Lydenburg Akademie	Yes
	Lydenburg	Lydenburg Christian Private School	Yes
78 Page	Spekboom	Spekboom Primary School	Yes
13	Pilgrims Rest	Pilgrims Rest City Secondary School	Yes



Ward	Area	Name of School	Status (Functional)
	Pilgrims Rest	Pilgrims Rest Primary School	Yes
14	Lydenburg	Laerskool Lydenburg	Yes

(ii) Health Services

Clinics

Ward No.	Area	Clinic Name	Status (Functional)
01,02,03	Lydenburg	Mashishing Clinic	Yes
06,07	Sabie	Clinic-Sabie	Yes
		Clinic - Simile	Yes
		Harmony Hill Clinic	Yes
08,09	Moremela, Leroro, Matibidi		-
			-
10	Graskop	Clinic- Graskop	Yes

Hospitals

Ward No.	Area	Name of Hospital	Status (Functional)
14	Lydenburg	Lydenburg Hospital	Yes (Dilapidated)
07	Sabie	Sabie Hospital	Yes
08	Matibidi	Matibidi Hospital	Yes

(iii) Libraries

Ward No.	Area	Name of Library	Status (Functional)
01,02,03,05 c,d&e,12&14	Lydenburg/Mashishing	Lydenburg Regional Library	No (under refurbishment)
		Lydenburg Public Library	Yes
		Library - Mashishing	Yes
10	Graskop	Library – Graskop	Yes
07&07	Sabie	Library - Sabie (On Layout)	-
		Library – Simile	Yes
08&09	Leroro	Leroro Library	Yes

(iv) Other Social Services

Service Name	Area	Status (Functional)
Police Station	Lydenburg Sabie	Yes



	Graskop Pilgrim's Rest Dientjie (near Moremela Village)	
Post Office	Lydenburg Sabie Graskop Pilgrim's Rest	Yes
Magistrate's Court	Mashishing Magistrate's Court (Lydenburg) Sabie Magistrate's Court Graskop Branch Court Pilgrim's Rest Periodical Court	Yes
Department of Home Affairs	Lydenburg Sabie (mobile unit – unconfirmed)	Yes
Department of Labour	Lydenburg Sabie	Yes
Department of Social Development	Lydenburg	
South African Social Security Agency (SASSA)	Lydenburg Graskop Matibidi	

2.5.4 Institutional and Governance analysis

The final reviewed organisational structure of the Municipality will be approved in council with the strategy document (IDP) and its main goal is to implement the IDP. Below is a table which outlines the vacancy rate of Thaba Chweu which is at 25%. The municipality still has to improve on employment through gender, however various groups are represented (i.e people living with disabilities as well as the youth).

Name of Municipality	Municipal building accessible to disable people	Status of organogram (approval date)	Total No of Posts	Total no of Posts Filled	No of Post Vacant	Vacancy Rate %	No of Males	No of Females	Employment of Disable people in Municipality	People employed under the age of 35 year
Thaba Chweu Local Municipality	Yes	31 March 2022	605	449	156	25%	274	175	9	90

Below are the purpose & functions of the various units within the municipality.


THABA CHWEU COUNCIL
EXECUTIVE MAYOR
OFFICE OF SPEAKER

PURPOSE: TO COORDINATE AND MANAGE FUNCTIONING OF MUNICIPAL COUNCIL.

FUNCTIONS:

1. Ensure council meets at least quarterly.
2. Preside over Council Meetings
3. Facilitate and liaise with municipal stakeholders
4. Monitor compliance on the implementation of council resolutions
5. Ensure councilors comply with code of conduct.
6. Ensure compliance with council and council committee rules and standing orders.
7. Render administrative support to the municipal public account committee(MPAC)

THABA CHWEU LOCAL MUNICIPALITY

PURPOSE: TO COORDINATE AND MANAGE THE PROVISION OF SERVICE DELIVERY IN ACCORDANCE WITH THE LEGISLATION GOVERNING LOCAL GOVERNMENT.

FUNCTIONS:

1. Manage Technical and engineering services.
2. Manage community and safety services
3. Coordinate Municipal planning and economic development
4. Manage financial matters.
5. Manage corporate services
6. Render internal Audit services
7. Render risk management services
8. Coordinate public participation
9. Manage service delivery units
10. Oversee the provision of services by Thaba Chweu local economic development Agency (Thaleda)

OFFICE OF THE EXECUTIVE MAYOR
FUNCTIONS:

1. Identify, evaluate and priorities the needs of the municipality and make recommendations to the council.
2. Develop key performance areas against which progress to be measured and evaluated.
3. Ensure implementation of policies and by laws.
4. Provide general political guidance over the fiscal and financial affairs (budget) of the municipality.
5. Oversee the provision of services to the

DEPARTMENT: TECHNICAL
AND ENGINEERING
SERVICES

DEPARTMENT: COMMUNITY AND
SAFETY SERVICES

DEPARTMENT: PLANNING AND
ECONOMIC DEVELOPMENT

DEPARTMENT: FINANCE
MANAGEMENT (BUDGET &

DEPARTMENT: CORPORATE SERVICES.

DIVISION: INTERNAL AUDIT

UNIT : RISK MANAGEMENT

DIVISION: PUBLIC PARTICIPATION

DIVISION: SERVICE DELIVERY UNIT

**OFFICE OF THE COUNCIL WHIP**

PURPOSE: TO RENDER ADMINISTRATIVE SUPPORT THE CHIEF WHIP.

FUNCTIONS:

1. Liaise with the different political parties to ensure representation council and council committees.
2. Maintains sound relations between the various political parties.
3. Informs the whips of all parties on important matters on the council agenda
4. Assist the speaker to count votes in the council meeting.
5. Facilitate the interaction between the executive and legislative oversight structures in the municipality.
6. Resolve disputes between the speaker, executive mayor or members of the mayoral committee.

THABA CHWEU LOCAL MUNICIPALITY

PURPOSE: TO COORDINATE AND MANAGE THE PROVISION OF SERVICE DELIVERY IN ACCORDANCE WITH THE LEGISLATION GOVERNING LOCAL GOVERNMENT

FUNCTIONS:

1. Manage Technical and engineering services.
2. Manage community and safety services
3. Coordinate municipal planning and economic development
4. Manage financial matters.
5. Manage corporate services
6. Render internal Audit services
7. Render risk management services
8. Coordinate public participation
9. Manage service delivery units
10. Oversee the provision of services by Thaba Chweu local economic development Agency(Thaleda)

DEPARTMENT: TECHNICAL SERVICES

PURPOSE: TO MANAGE THE PROVISION OF TECHNICAL SERVICES

Functions:

1. Manage municipal development projects.
2. Manage the maintenance of roads and storm water
3. Manage the provision of water and sanitation services
4. Manage the provision of electricity and mechanical services.

DEPARTMENT: COMMUNITY SERVICES

PURPOSE: TO MANAGE COMMUNITY AND PUBLIC SAFETY SERVICES.

Functions:

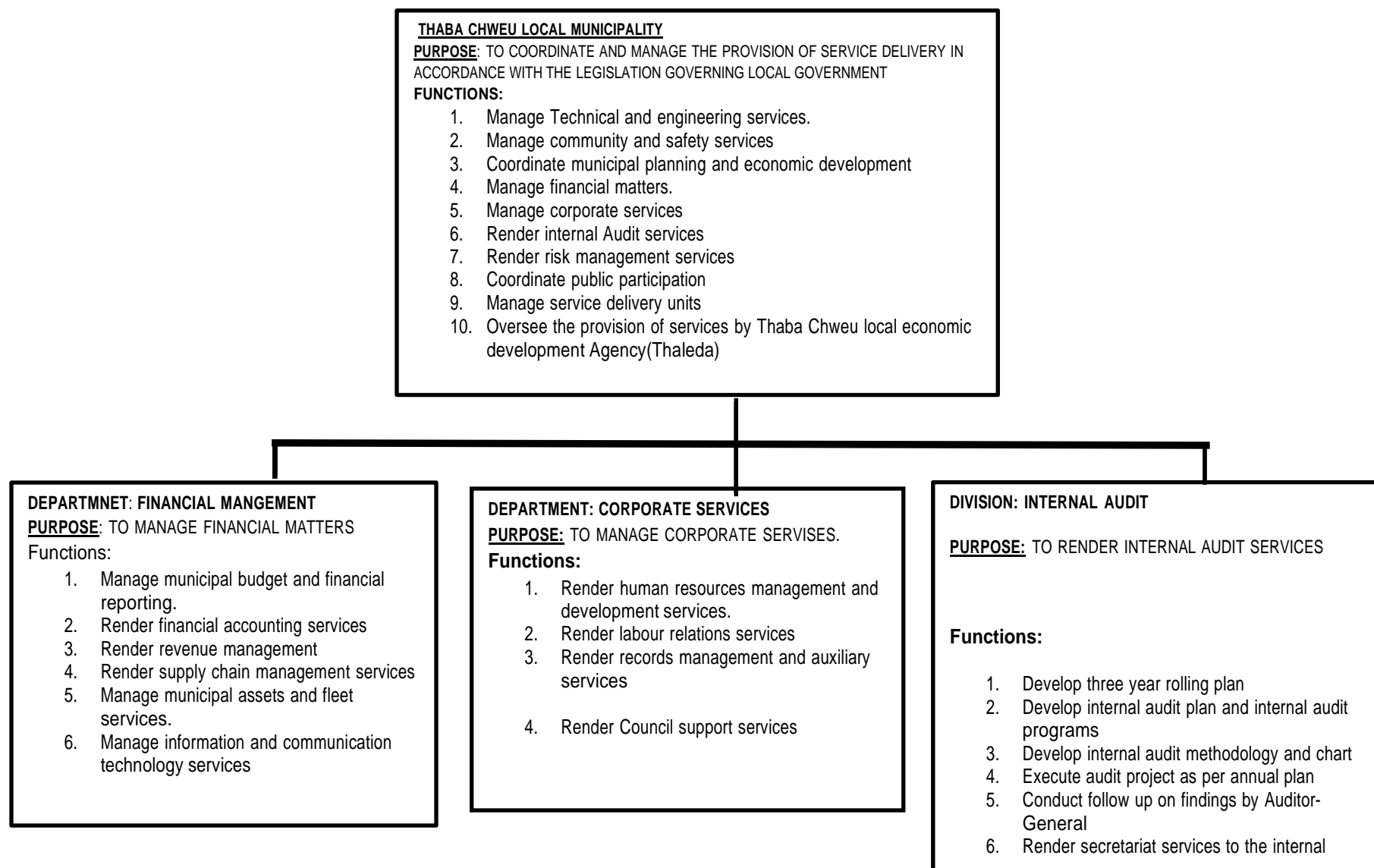
1. Manage traffic law enforcement services
2. Render fire and disaster management and environment services.
3. Manage the provision of security services.
4. Coordinate waste management and environmental services.
5. Manage library, culture, sport, recreation, and museum services.
6. Manage youth development programmes
7. Manage Transversal Services

DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

PURPOSE: TO COORDINATE MUNICIPAL PLANNING AND ECONOMIC DEVELOPMENT.

Functions:

1. To promote local economic development services
2. Coordinate the development and implementation of integrated plan (IDP)
3. Manage performance, monitoring and evaluation
4. Coordinate the provision of housing
5. Render development planning, building control and Land use management services.





THABA CHWEU LOCAL MUNICIPALITY

PURPOSE: TO COORDINATE AND MANAGE THE PROVISION OF SERVICE DELIVERY IN ACCORDANCE WITH THE LEGISLATION GOVERNING LOCAL GOVERNMENT

FUNCTIONS:

11. Manage Technical and engineering services.
12. Manage community and safety services
13. Coordinate municipal planning and economic development
14. Manage financial matters.
15. Manage corporate services
16. Render internal Audit services

DEPARTMENT: FINANCIAL MANAGEMENT

PURPOSE: TO MANAGE FINANCIAL MATTERS

Functions:

7. Manage municipal budget and financial reporting.
8. Render financial accounting services
9. Render revenue management
10. Render supply chain management services
11. Manage municipal assets and fleet services.
12. Manage information and communication technology services

DEPARTMENT: CORPORATE SERVICES

PURPOSE: TO MANAGE CORPORATE SERVICES.

Functions:

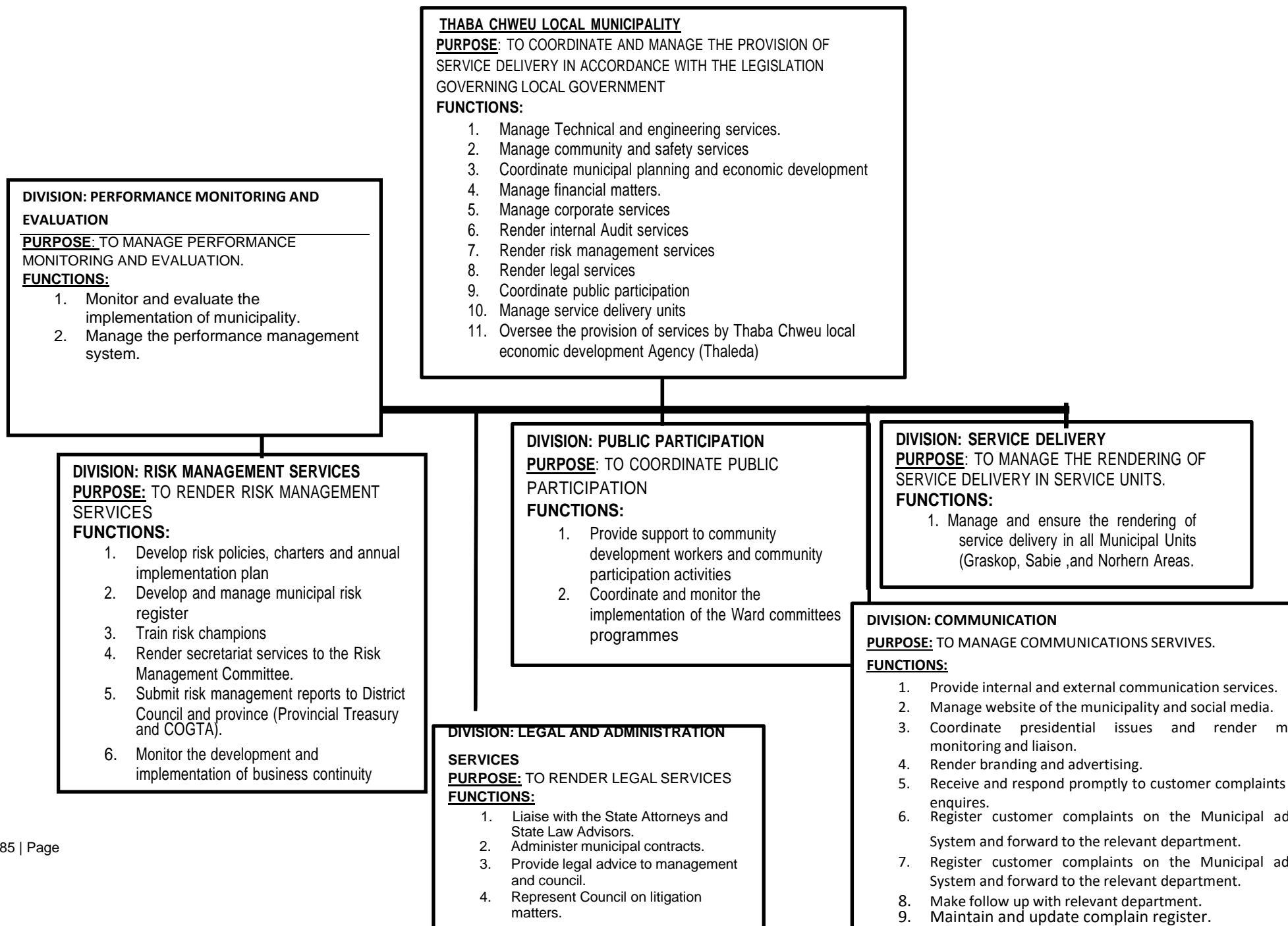
5. Render human resources management and development services.
6. Render labour relations services
7. Render records management and auxiliary services
8. Render Council support services

DIVISION: INTERNAL AUDIT

PURPOSE: TO RENDER INTERNAL AUDIT SERVICES

Functions:

8. Develop three year rolling plan
9. Develop internal audit plan and internal audit programs
10. Develop internal audit methodology and chart
11. Execute audit project as per annual plan
12. Conduct follow up on findings by Auditor-General
13. Render secretariat services to the internal Audit Committee
14. Provide advice on internal controls, performance management and risk management




DEPARTMENT: TECHNICAL SERVICES

PURPOSE: TO MANAGE THE PROVISION OF TECHNICAL SERVICES

FUNCTIONS:

1. Manage municipal development projects.
2. Manage the maintenance of roads and storm water
3. Manage the provision of water and sanitation services
4. Manage the provision of electricity and mechanical services.

DIVISION: PROJECT MANAGEMENT

PURPOSE: TO MANAGE MUNICIPAL DEVELOPMENT PROJECTS.

FUNCTIONS:

1. Conduct feasibility study of projects.
2. Develop terms of reference for the scope of work
3. Render project management and administration.
4. Manage the establishment and approval of contracts with contractors and consultants for each project.
5. Manage the MIG management information System (MIG- MIS) for project registration and progress monitoring.
6. Manage the project funded by MIG allocation.

DIVISION: ROADS AND STORM WATER

PURPOSE: TO MANAGE THE MAINTENANCE OF ROADS AND STORM WATER SERVICES.

FUNCTIONS:

1. Maintains Municipal roads
2. Maintain the storm water drainage system
3. Establish and maintain road sidewalks
4. Manage road markings and signage services.

DIVISION: WATER AND SANITATION

PURPOSE: TO MANAGE THE PROVISION OF WATER AND SANITATION SERVICES.

FUNCTIONS

1. Manage the provision of portable water to the community.
2. Manage repairs and maintenance of reticulation systems
3. Conduct purification of ground water.
4. Conduct water quality test
5. Render waste water purification.
6. Maintain sewer reticulation systems.
7. Manage sewer collection.

DIVISION: ELECTRICAL AND MECHANICAL

PURPOSE: TO MANAGE THE PROVISION OF ELECTRICAL AND MECHANICAL SERVICES.

FUNCTIONS:

1. Network maintenance
2. Repair electrical faults
3. Conduct meter audit (defaulting)
4. Render mechanical services.



DEPARTMENT: COMMUNITY SERVICES

PURPOSE: TO MANAGE COMMUNITY AND PUBLIC SERVICES

FUNCTIONS:

1. Manage traffic law enforcement services.
2. Render fire and disaster management services
3. Coordinate waste management and environmental services
4. Manage the provision of security services

DIVISION: TRAFFIC LAW ENFORCEMENT

Purpose: TO MANAGE TRAFFIC LAW ENFORCEMENT SERVICES.

Functions

1. Conduct traffic law enforcement services
2. Render school patrol services
3. Provide escort services (special event)
4. Conduct point duty services

DIVISION: FIRE AND DISASTER MANAGEMENT

Purpose: Render Fire and Disaster Management Services

Functions

1. Provide fire rescue services
2. Develop and implement fire prevention plans
3. Conduct fire awareness campaigns to the business and communities
4. Ensure compliance to fire prevention prescripts of buildings and storage of flammable liquids registration.
5. Conduct fire risk assessment
6. Facilitate the issuing permits to flammable transport

DIVISION: SECURITY SERVICES

Purpose: To manage the provision of SECURITY AND BY LAW ENFORCEMENT SERVICES.

Functions

1. Formulate departmental security policy
2. Provide advice on security matters
3. Monitor the provision of security services to political members
4. Provide advice on security systems and general security measures within the municipality.
5. Enforce by laws of the municipality

DIVISION: WASTE MANAGEMENT AND ENVIRONMENTAL SERVICES

Purpose: TO COORDINATE WASTE MANAGEMENTAL SERVICES.

Functions

1. Manage refuse removal services
2. Manage the residential and street cleaning services.
3. Monitor and remove illegal dumping
4. Conduct waste management campaigns to the community.
5. Monitor compliance to waste management Act and other related prescripts.
6. Manage operation and maintenance of landfill site.
7. Develop air quality management plan and minimum standard.
8. Monitor compliance to prevent emission and noise that cause disturbances.
9. Promote environmental awareness and education on air pollution and climate change


DEPARTMNET: COMMUNITY SERVICES

PURPOSE: TO MANAGE COMMUNITY AND PUBLIC SERVICES

FUNCTIONS:

1. Manage traffic law enforcement services.
2. Render fire and disaster management services
3. Coordinate waste management and environmental services
4. Manage the provision of security services
5. Manage library, culture, sport, recreation and museum services.

DIVISION: LIBRARY, CULTURE, SPORT, RECREATION AND MUSEUM SERVICES.

PURPOSE: TO MANAGE LIBRARY, CULTURE, SPORT, RECREATION AND MUSEUM SERVICES.

FUNCTIONS:

1. Manage the marketing delivery and information services
2. Provide internet services to the community
3. Conduct weeding of books and repairs of all books
4. Coordinate arts, culture and recreational programmes
5. Facilitate the development of sports programmes
6. Facilitate the preservation, conservation and promotion of museum resources.

DIVISION: PARKS AND CEMETERY MANGEMENT

PURPOSE: TO MANAGE THE MAINTENANCE OF PARKS AND CEMETERIES.

FUNCTIONS:

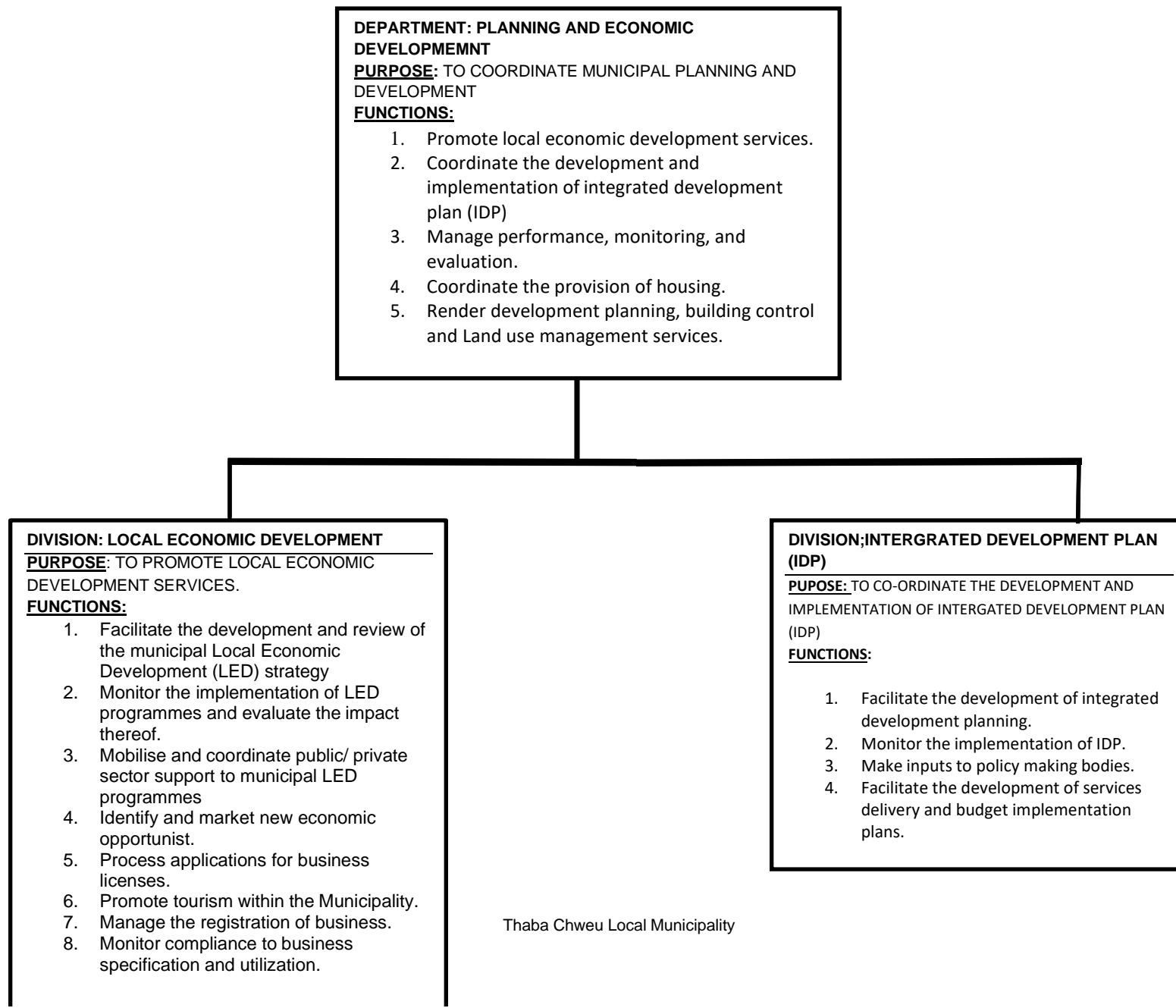
1. Develop and maintain parks and public open spaces
2. Manage the maintenance of existing and closed cemeteries
3. Conduct grass cutting, tree pruning and landscaping.

DIVISION: TRANSVERSAL SERVICES

PURPOSE: TO MANAGE TRANSVERSAL SERVICES.

FUNCTIONS:

1. Facilitate the integration for disability in the entire development process.
2. Ensure gender equity and women empowerment
3. Promote the right of children
4. Promote the rights of children
5. Promote the rights of older persons.
6. Promote and coordinates issues relating to HIV and AIDS.
7. Coordinate youth development programmes.





DEPARTMENT: PLANNING AND ECONOMIC DEVELOPMENT

PURPOSE: TO COORDINATE MUNICIPAL PLANNING AND DEVELOPMENT.

FUNCTIONS:

1. Promote local economic development services.
2. Coordinate the development and implementation of integrated development plan (IDP)
3. Manage performance, monitoring of human settlements.
4. Coordinate in provision of human settlement.
5. Render development planning, building control and land use management services.

DIVISION: HUMAN SETTLEMENT

PURPOSE: TO COORDINATE THE PROVISION OF HUMAN SETTLEMENT.

FUNCTIONS:

1. Facilitate the identification and registration of potential beneficiaries
2. Conduct consumer education services.
3. Develop and maintain data of information settlements.
4. Capture potential beneficiaries on national housing needs register (NHNR)
5. Facilitate the registration for subsidy.
6. Provide feedback to beneficiaries.
7. Liaise with the successful beneficiary and contractors.

DIVISION: DEVELOPMENT PLANNING

PURPOSE: TO RENDER DEVELOPMENT PLANNING BUILDING CONTROL AND LAND USE MANAGEMENT SERVICES.

FUNCTIONS:

1. Conduct building inspections.
2. Administer town planning applications.
3. Issue enforcement letters.
4. Process land use applications.
5. Provide GIS information for development planning.
6. Initiate land use investigation and determine land potential.



DEPARTMENT: FINANCE MANAGEMENT (BUDGET AND TREASURY)

PURPOSE: TO MANAGE FINANCIAL MATTERS.

FUNCTIONS:

1. Manage municipal budget and financial reporting.
2. Render financial accounting services.
3. Render revenue management services.
4. Render supply chain management services.
5. Manage municipal assets.

DIVISION: BUDGET AND FINANCIAL REPORTING

PURPOSE: TO MANAGE MUNICIPAL BUDGET AND FINANCIAL REPORTING.

FUNCTIONS:

1. Compile budget estimates
2. Align budget with the integrated development plan of the municipality
3. Reconcile paymaster General Account
4. Manage suspense accounts
5. Establish and maintain an accounting database.
6. Compile financial statement.

DIVISION: EXPENDITURE MANAGEMENT

PURPOSE: TO RENDER FINANCIAL ACCOUNTING SERVICES.

FUNCTIONS:

1. Render expenditure control services.
2. Manage and administer the payroll.

DIVISION: REVENUE MANAGEMENT

PURPOSE: TO RENDER REVENUE MANAGEMENT SERVICES.

FUNCTIONS:

1. Identify potential revenue sources.
2. Manage debtors account of the Municipality.
3. Render water meter reading services.

DIVISION: INFORMATION AND COMMUNICATION TECHNOLOGY

PURPOSE: TO MANAGE INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES.

FUNCTIONS:

1. Manage the municipal ICT operations
2. Ensure the implementation of disaster ICT management system.
3. Manage the provision of information technology support services.
4. Render network support services.



DEPARTMENT: FINANCE MANAGEMENT (BUDGET AND TRESURY)

PURPOSE: TO MANAGE FINANCIAL MATTERS.

FUNCTIONS:

1. Manage municipal budget and financial reporting.
2. Render financial accounting services.
3. Render revenue management services.
4. Render supply chain management services.
5. Manage municipal assets.

DEPARTMENT: SUPPLY CHAIN MANGEMENT

PURPOSE: TO RENDER SUPPLY CHAIN MANAGEMENT SERVICES.

FUNCTIONS:

1. Manage acquisition and demand planning services.
2. Render supply chain performance management services.
3. Administer database of suppliers
4. Develop and manage the implementation of supply chain management policy.
5. Render logistics management services.

DIVISION: ASSET MANAGEMENT

PURPOSE: TO MANAGE MUNICIPAL ASSESTS

FUNTIONS:

1. Manage movable and immovable assets.
2. Develop asset management plan
3. Manage performance and asset acquisition processes.
4. Verify physical assets and identify assets for disposal.
5. Facilitate the safeguarding of assets.
6. Maintain and reconcile assets register



DEPARTMENT: CORPORATE SERVICES

PURPOSE: TO MANAGE CORPORATE SERVICES.

FUNCTIONS:

1. Render human resource management and development services.
2. Render labour relations services.
3. Render secretariat services.
4. Render Records management and auxiliary

DIVISION: HUMAN RESOURCE MANGEMENT AND DEVELOPMENT

PURPOSE: TO RENDER HUMAN RESOURCE MANGEMENT AND DEVELOPMENT SERVICES.

FUNCTIONS:

1. Render human resources condition of services
2. Manage human resource organizational strategy and planning.
3. Manage human resource utilization and capacity development.
4. Render occupational health and safety services.
5. Administer human resources management system.
6. Coordinate employee performance management system.
7. Coordinate employee health and wellness services.

DIVISION: LABOUR RELATIONS

PURPOSE: RENDER LABOUR RELATIONS SERVICES.

FUNCTIONS:

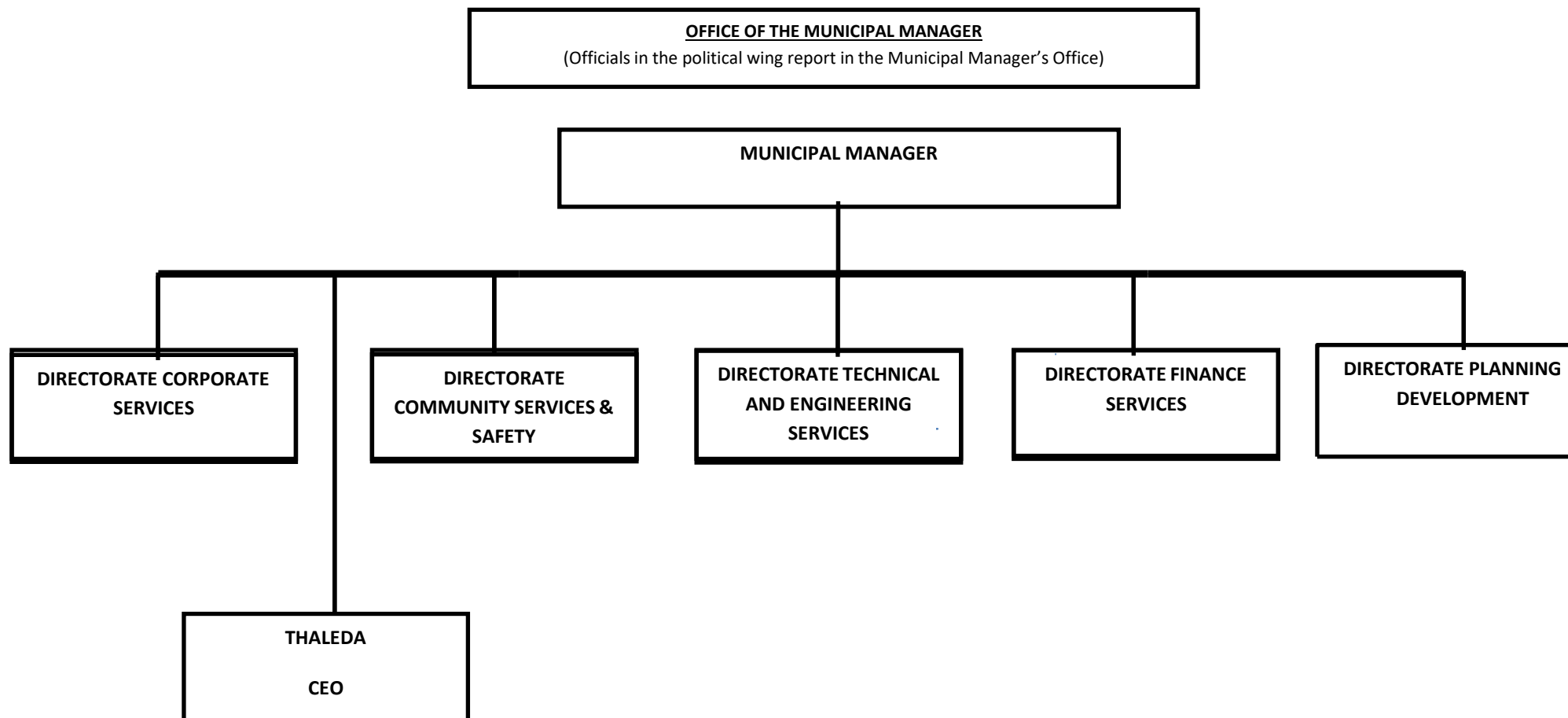
1. Handle grievances, dispute and discipline, arbitration and conciliation matters.
2. Facilitate collective bargaining.
3. Ensure maintenance of discipline within the municipality.
4. Render advisory service on labour relations matters to management.
5. Conduct capacity building on labour relation matters to management.
6. Manage strikes.

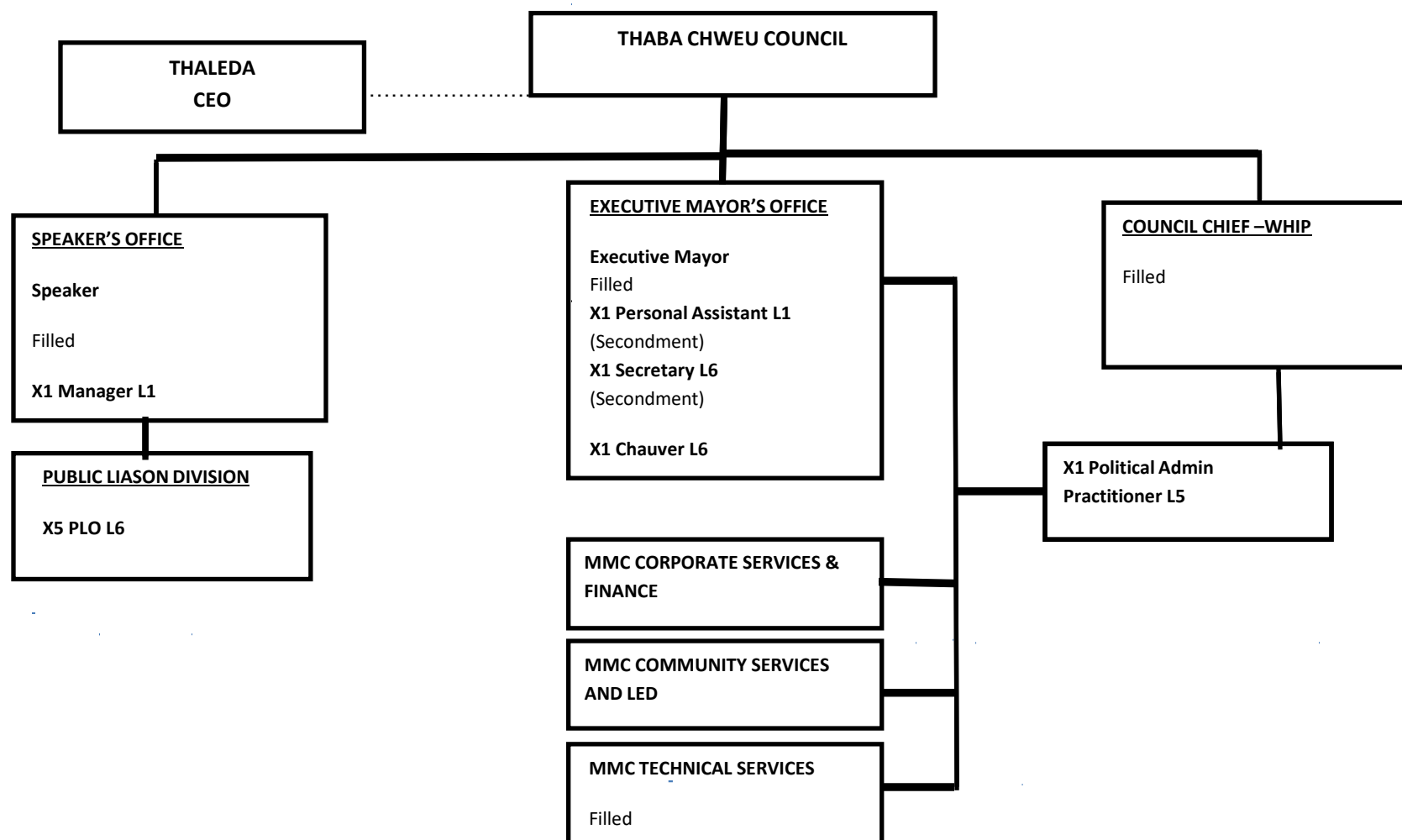
DIVISION: SECRETARIAT SERVICES

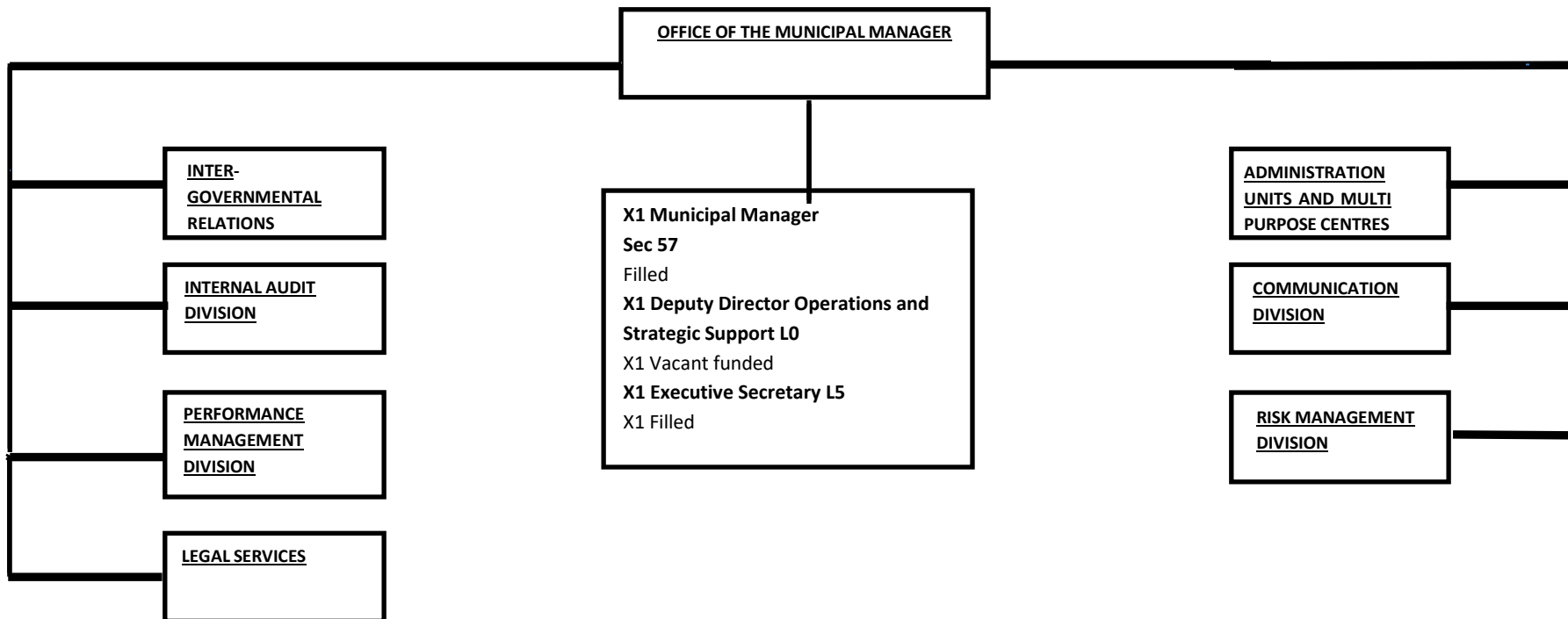
PURPOSE: TO RENDER SECRETARIAT SERVICES

FUNCTIONS:

1. Render secretariat services to council and council committees.
2. Write reports to the portfolio committees, mayoral committee and council resolutions.
3. Manage council resolutions.
4. Compile agendas for council committees.
5. Render auxiliary support services.

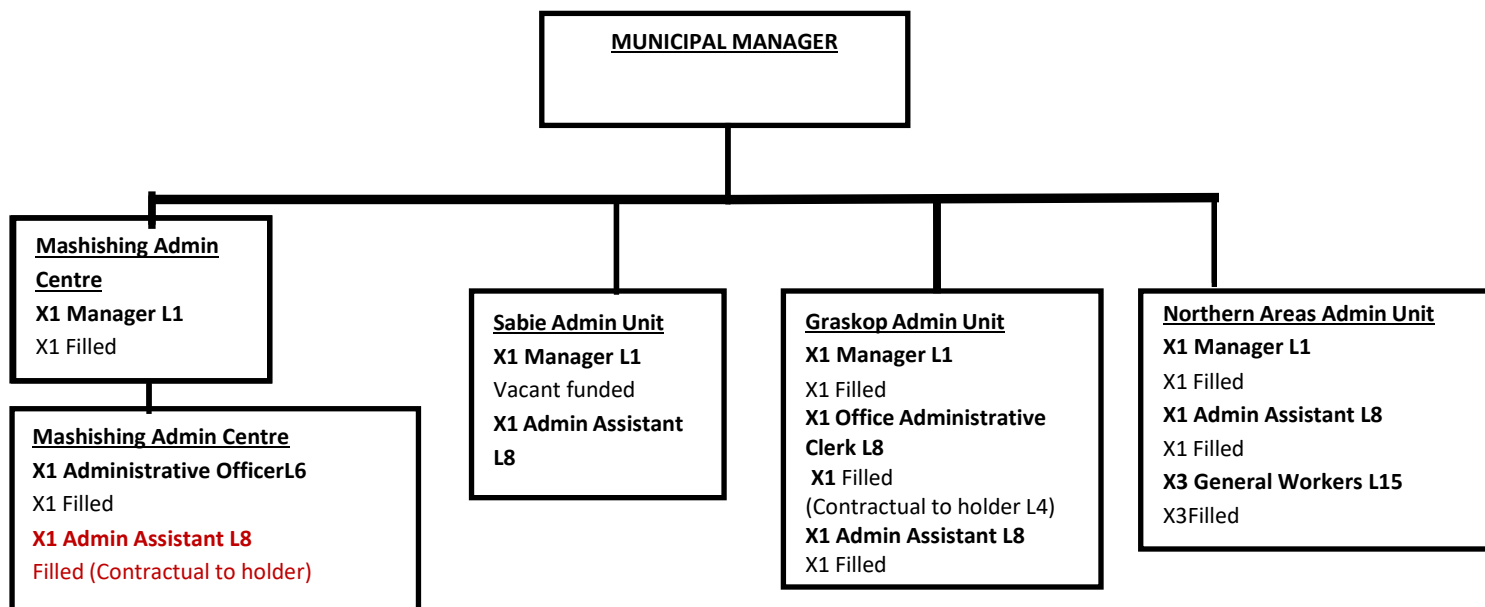



THABA CHWEU LOCAL MUNICIPALITY
REVIEWED STRUCTURE FOR 2022/2023
START DATE :01 JULY 2022


**OFFICE OF THE MUNICIPAL MANAGER****STRATEGIC SUPPORT**

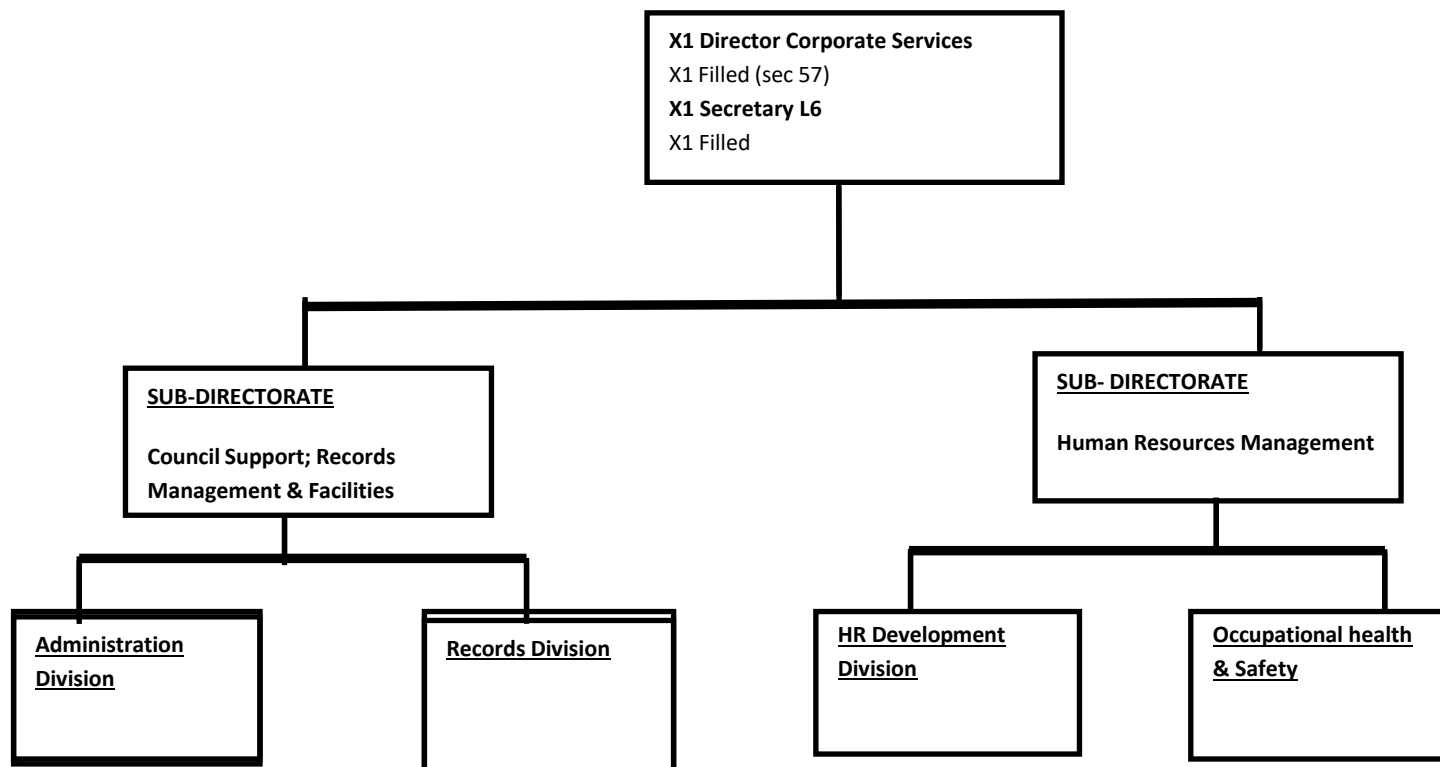


ADMINISTRATIVE UNITS AND MULTI PURPOSE CENTRES



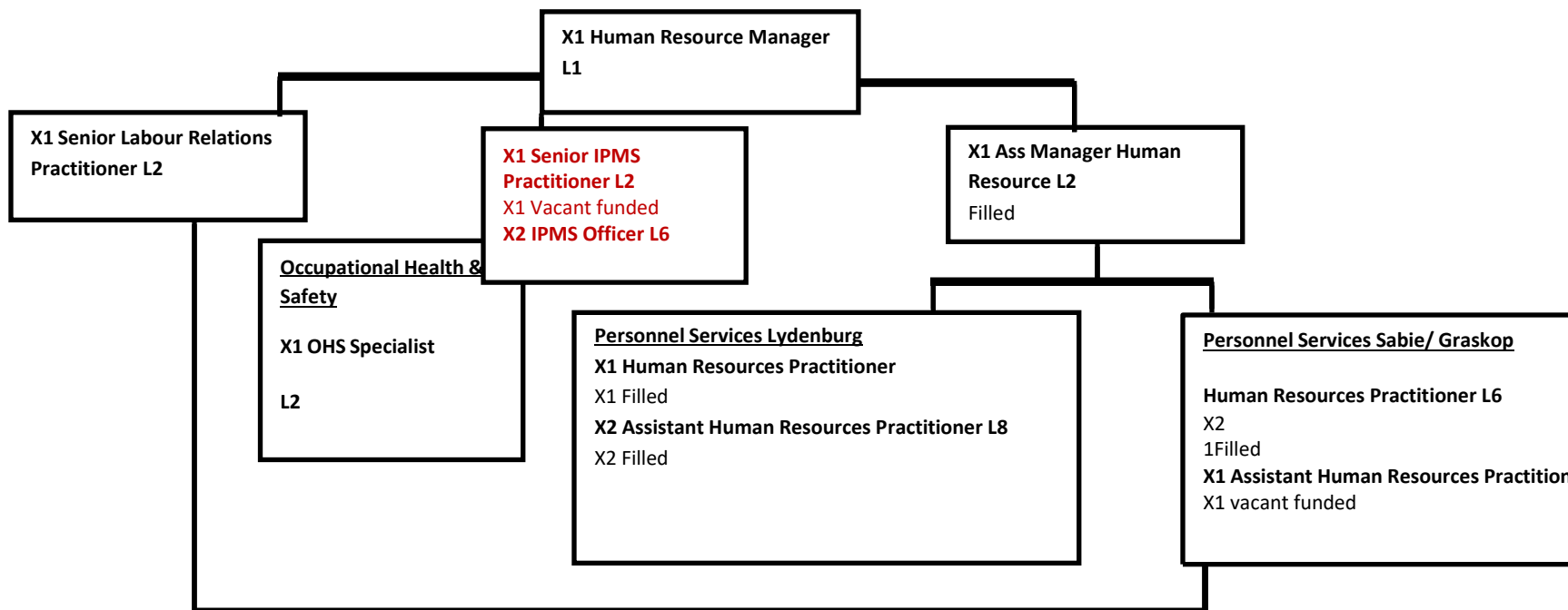


DIRECTORATE: CORPORATE SERVICES



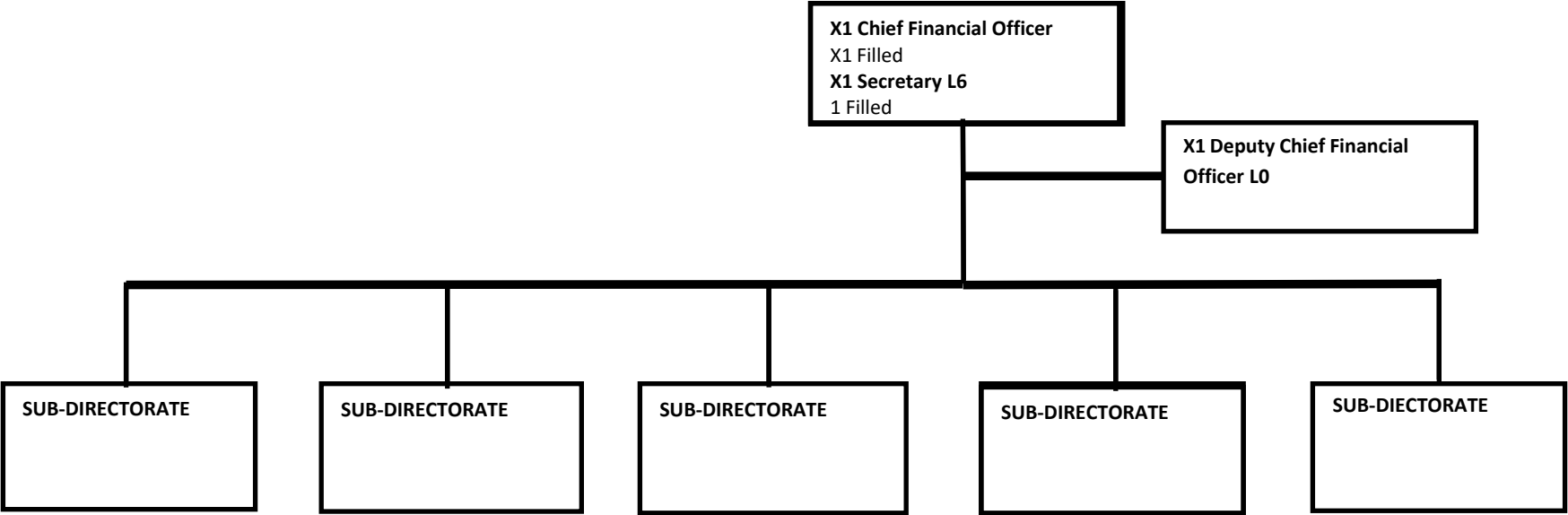


DIRECTORATE – HUMAN RESOURCES MANAGEMENT



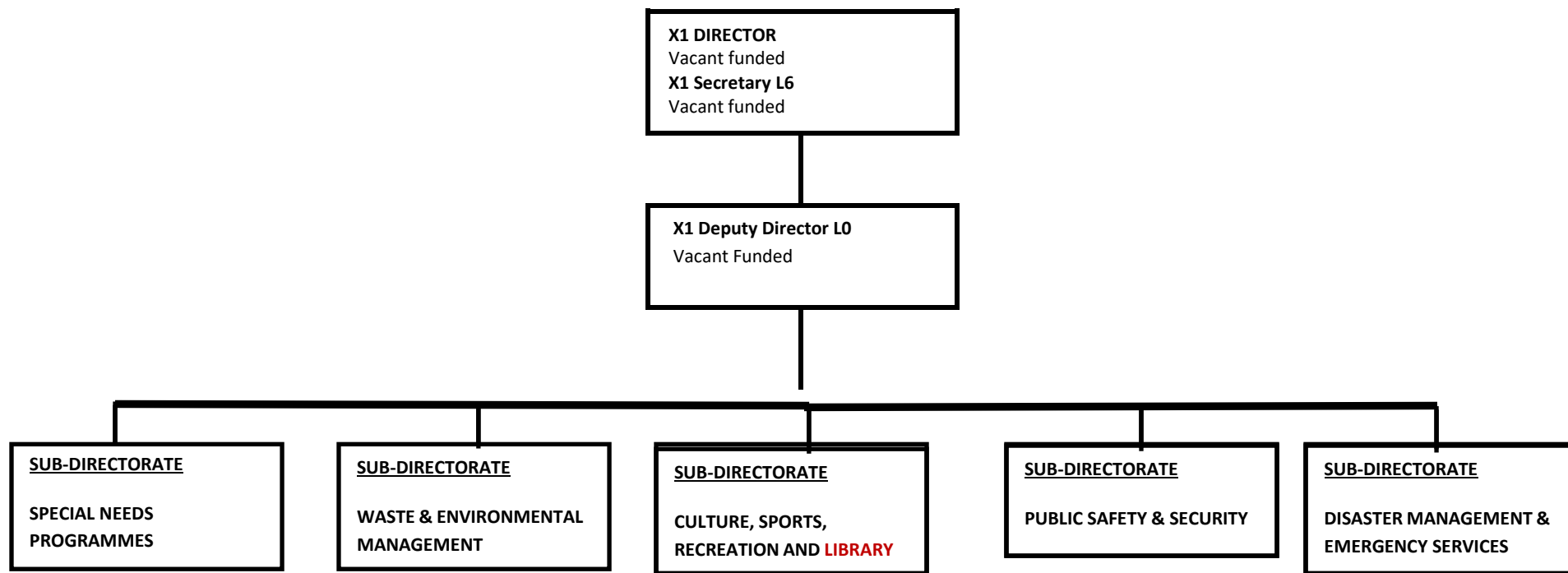


FINANCE DIRECTORATE



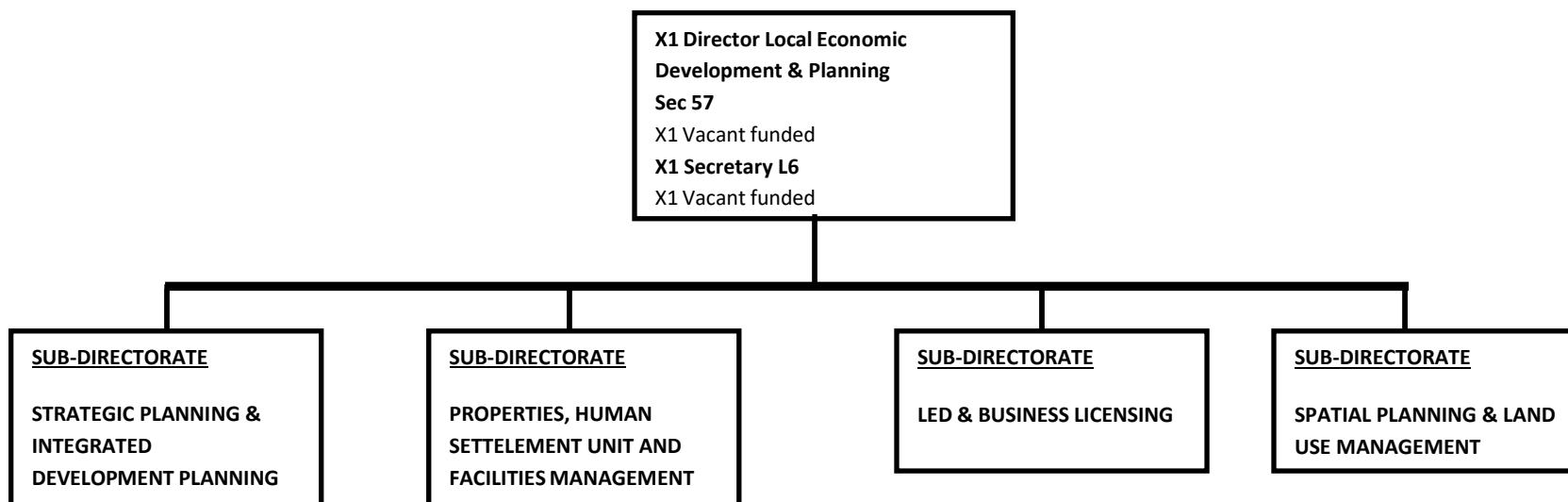


DIRECTORATE: COMMUNITY SERVICES



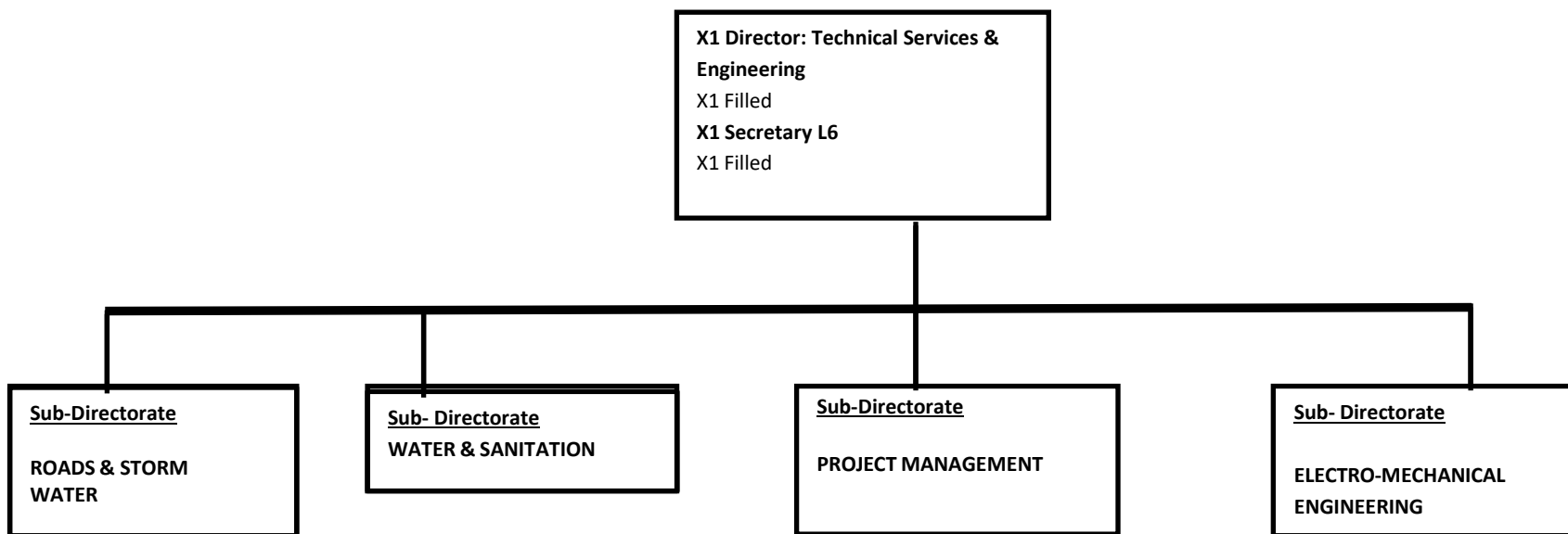


DIRECTORATE: PLANNING AND DEVELOPMENT





DIRECTORATE: TECHNICAL & ENGINEERING SERVICES





It must be noted that the above organizational structure is a high level structure with the functions for each directorate. A few additions have been made on the structure by introducing a number of new positions and they are as follows: Corporate services has included a section for Individual Performance Management System (IPMS), LED & Planning included a section for properties as well as a municipal valuer whilst the Technical Directorate included a technician for water and sanitation care, lastly the Finance department has established a unit which will be responsible for financial reporting as well as compilation of annual financial statements (AFS).

Performance Management System (PMS) Application

PMS Policy Framework in place

Table 47: PMS Assessment in TCLM

Individual PMS	Application	Status of performance agreements
None	No	No one signs
Organizational PMS	Application	Status of performance agreements
All Directors	Yes (Section 56/7 or Senior Managers have Performance Agreements)	Signed

The municipality had partnered with GIZ to develop the system for the implementation of IMPS, the municipality has since engaged the district municipality to get the ball moving and budget and plans have been set aside to introduce the system in the municipality and that will take place in the 2022/2-23 financial year.

A. Delegation of powers

Delegation of powers to be done through the process of organogram implementation; starting from senior management to lower management.

B. Municipal Sector Plans/Policies

The municipal policies that are required for the transformation of the institution are not adequately applied to give effect to the required transformation needs from human resource and other resources and tools, financial resources and other tools including policies that have a direct impact and implication on service delivery. Development and review of policies and sector plans must be done in line with this new IDP. Table 47 presents a summary of some referenced policies within the municipality.

Table: 48. List of Sector Plans, Policies

Policy name	Approved	Application	Department
Fraud Prevention Plan	Yes	Yes	Office of the Municipal Manager
Risk Management Implementation Plan	Yes	Yes	Office of the Municipal Manager
Recruitment And Selection Policy	Yes	Yes	Corporate Services



Remuneration Policy	Yes	Yes	Corporate Services
Whistleblowing Policy	Yes	Yes	Corporate Services
Unpaid Leave Policy	Yes	Yes	Corporate Services
Support Personnel Uniform And Protective Clothing Policy	Yes	Yes	Corporate Services
Study Aid And Leave Policy	Yes	Yes	Corporate Services
Student Assistance Policy	Yes	Yes	Corporate Services
Private Work Policy	Yes	Yes	Corporate Services
Placement Policy	Yes	Yes	Corporate Services
Personal Protective Equipment Policy	Yes	Yes	Corporate Services
Legal Aid Policy For Councilors And Employees	Yes	Yes	Corporate Services
Imprisoned Employee Policy	Yes	Yes	Corporate Services
Housing Allowance Policy	Yes	Yes	Corporate Services
Exit Management Policy	Yes	Yes	Corporate Services
Employing Non Full-Time Employees	Yes	Yes	Corporate Services
Employee Assistance Programme.	Yes	Yes	Corporate Services
Education Training And Development Policy	Yes	Yes	Corporate Services
Bereavement Policy	Yes	Yes	Corporate Services
Attendance Of Seminars Policy	Yes	Yes	Corporate Services
Attendance And Punctuality Policy	Yes	Yes	Corporate Services
Appointment And Selection Senior Manager Policy	Yes	Yes	Corporate Services
Annual Leave Policy	Yes	Yes	Corporate Services
Dress Code Policy	Yes	Yes	Corporate Services
Alphabetical Generic List Of Policies	Yes	Yes	Corporate Services
Allowances Policy	Yes	Yes	Corporate Services
Acting Policy	Yes	Yes	Corporate Services
Usage Of Official Vehicle Policy	Yes	Yes	Corporate Services
Travelling And Subsistence Policy For Officials And Councilors	Yes	Yes	Corporate Services
Succession Planning	Yes	Yes	Corporate Services
Substance Abuse Policy	Yes	Yes	Corporate Services
Smoking Policy	Yes	Yes	Corporate Services
Sexual Harassment Policy	Yes	Yes	Corporate Services
Secondment Of Senior Manager Policy	Yes	Yes	Corporate Services
Scarce Skills Policy	Yes	Yes	Corporate Services
Payroll Management And Administration Policy	Yes	Yes	Corporate Services
Overtime Policy For Employees	Yes	Yes	Corporate Services
Occupational Health And Safety Policy	Yes	Yes	Corporate Services
Nepotism Policy	Yes	Yes	Corporate Services
Mentorship Policy	Yes	Yes	Corporate Services
Media Statement Policy	Yes	Yes	Corporate Services
Gift Policy	Yes	Yes	Corporate Services
Disciplinary Code And Procedure Policy	Yes	Yes	Corporate Services



Confidentiality Policy	Yes	Yes	Corporate Services
Chronic Illness Policy	Yes	Yes	Corporate Services
Performance Management Framework Policy (Amended)	Yes	Yes	Corporate Services
Internet and Computer Usage Policy	Yes	Yes	Finance
Revenue Enhancement Strategy (Draft)	No	No	Finance
Asset Management Policy	Yes	Yes	Finance
Bad debt; writing off	Yes	Yes	Finance
Credit Control and Debt Collection Policy	Yes	Yes	Finance
Creditors Procedure Manual and Creditors Payment Policy	Yes	Yes	Finance
Customer Care Policy	Yes	Yes	Finance
Fleet Management Revised Policy	Yes	Yes	Finance
Free basic electricity	Yes	Yes	Finance
Indigent Policy	Yes	Yes	Finance
Investment policy	Yes	Yes	Finance
Rates Policy	Yes	Yes	Finance
Tariff Policy	Yes	Yes	Finance
Supply Chain Policy	Yes	Yes	Finance
ICT Strategy	Yes	Yes	Finance
Water Service Development Plan/ Water demand Management Plan	Yes	Yes	Technical Services
Roads Master Plan	Yes	No	Technical Services
Electrical Master Plan	Yes	No	Technical Services
Spatial Development Framework	Yes	Yes	LED & Planning
Wall to Wall Land Use Scheme	Yes	Yes	LED & Planning
Geographic Information System Policy/Strategy	Yes	Yes	LED & Planning
Housing Chapter (Under	Yes	Yes	LED & Planning
Bulk Service Contribution Policy	Yes	Yes	LED & Planning
Standard Operating Procedure-Illegal Occupation of Municipal land (Land Invasion)	Yes	Yes	LED & Planning
Dolomite Risk Management Strategy	Yes	Yes	LED & Planning
Local Economic Development Strategy	Yes	Yes	LED & Planning
Informal/Street Trading By Law	Yes	Yes	LED & Planning
Disaster Management Plan	Yes	Yes	Community Services
Cemeteries	Yes	Yes	Community Services
HIV/AIDS Strategy	Yes	Yes	Community Services
Integrated Waste Management Plan	Yes	Yes	Community Services
Libraries	Yes	Yes	Community Services



Museum & Game Reserve	Yes	Yes	Community Services
Pauper Funerals	Yes	Yes	Community Services
Public Health	Yes	Yes	Community Services
Public Open Spaces	Yes	Yes	Community Services
Public Participation Strategy	Yes	Yes	Community Services
Recreation and Sports Development	Yes	Yes	Community Services
Rental of Halls	Yes	Yes	Community Services

C. By-Laws

Table 49: List of By-Laws

Name Of By-Law	Particulars Of Promulgation/ Amendments	Department
Standard By-laws relating to the poultry and businesses involving the keeping of animals, birds, poultry and pets	<ul style="list-style-type: none"> • Original Promulgation: Administrator's Notice No. 2208 of 9 October 1985. • Adopted: Local Authority Notice No. 3329 of 8 November 1989. • Amended: Administrator's Notice No. 512 of 20 April 1988. • Amended: Administrator's Notice No. 1280 of 2 November 1988. 	Community Services
Abattoir By-laws	<ul style="list-style-type: none"> • Adopted: Administrator's Notice No. 933 of 1981. 	Community Services
Cemetery By-laws	<ul style="list-style-type: none"> • Adopted: Local Authorities Notice No. 2110 of 22 June 1994. 	Community Services
Bursary Loan Fund By-laws	<ul style="list-style-type: none"> • Adopted: Administrator's Notice No. 163 of 11 February 1981. 	Corporate Services (HR)
Irrigation Water By-laws	<ul style="list-style-type: none"> • Adopted: Administrator's Notice No. 858 of 13 August 1969. 	Technical Services
Standard By-laws regulating the Safeguarding of Swimming pools and Excavations.	<ul style="list-style-type: none"> • Original Promulgation: Administrations Notice No. 423 of 22 April 1970. • Adopted: Administrator's Notice No. 1608 of 20 September 1972. • Administrator's Notice No. 1856 of 29 December 1971. 	Technical Services
Standard Library By-laws	<ul style="list-style-type: none"> • Original Promulgation: Administrations Notice No. 254 of 16 June 1993. • Adopted: Local Authority Notice No. 306 of 2 February 1994. 	Community Services
Building By-laws	<ul style="list-style-type: none"> • Adopted: Local Authorities Notice No. 5050 of 	Technical Services



	22 December of 1993.	
Standard By-laws relating to fire Brigade Services	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 1771 of 23 December 1981. 	Community Services
Standard Electricity By-laws	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 1959 of 11 September 1985. • Adopted: Administrator`s Notice No. 425 of 5 March 1986. • Amended: Administrator`s Notice No. 327 of 16 March 1988. • Amended: Administrator`s Notice No. 465 of 10 October 1990. 	Technical Services
Standard Finance By-laws	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 927 of 1 November 1967. • Adopted: Administrator`s Notice No. 324 of 27 March 1968. • Amended: Administrator`s Notice No. 286 of 19 March 1969. as adopted under Administrator`s Notice No. 1342 OF 26 November 1969. • Amended: Administrator`s Notice No. 439 of 6 April 1977 as adopted under Administrator`s Notice No. 600 of 18 May 1977. • Amended: Administrator`s Notice No. 439 of 6 April 1977 as adopted under Administrator`s Notice No. 600 of 18 May 1977. • Amended: Administrator`s Notice No. 439 of 6 April 1977 as adopted under Administrator`s Notice No. 600 of 18 May 1977. • Amended: Administrator`s Notice No. 439 of 6 April 1977 as adopted under Administrator`s Notice No. 600 of 18 May 1977. • Adopted: Administrator`s Notice No. 164 of 13 February 1980 as adopted under Administrator`s Notice No. 1380 of 24 September 1980. • Adopted: Administrator`s Notice No. 488 of 6 May 1981 as adopted under Administration`s Notice No. 1202 of 23 September 1981. 	Finance Department
Uniform Public Health By-laws and Regulations	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 148 of 21 February 1951. • Adopted: Administrator`s Notice No. 480 of 1952. • Adopted: Administrator`s Notice No. 226 of 4 	Community Services



	<p>April 1962.</p> <ul style="list-style-type: none"> • Adopted: Administrator`s Notice No. 548 of 28 May 1969. • Adopted: Administrator`s Notice No. 878 of 25 October 1972. • Adopted: Administrator`s Notice No. 826 of 23 May 1973. • Adopted: Administrator`s Notice No. 200 of 20 February 1980. 	
Standard By-laws Relating to Dogs	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 1387 of 14 October 1981. • Adopted: Administrator`s Notice No. 788 of 30 June 1982. • Adopted: Administrator`s Notice No. 1891 of 8 October 1986. 	Community Services
By-laws for the levying of fees relating to the inspection of any business premises as contemplated in section 14(4) of the Licenses Ordinance , 1974	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 743 of 18 June 1976. • Adopted: Administrator`s Notice No. 94 of 23 January 1980. • Adopted: Administrator`s Notice No. 617 of 3 June 1981. 	Community Services
Standard By-laws Relating to Café`s Restaurant`s and Eating House	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 492 of 27 April 1977. • Adopted: Administrator`s Notice No. 1255 of 31 August 1977. 	Community Services
Standard Health By-laws Relating to Pre-school Institutions	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 81 of 1992. • Adopted: Local Authority Notice No. 3253 of 1 September 1993. 	Community Services
Uniform Market By-laws	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 939 of 5 December 1956. • Adopted: Administrator`s Notice No. 392 of 19 June 1963. 	Community Services
Milk By-laws and Regulations	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 1390 of 12 August 1983. 	Community Services
Standard Public Amenities By-laws	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 60 of 14 September 1990. • Adopted: Local Authority Notice No. 4636 of 19 December 1990 	Community Services
By-laws Relating to Parks, Gardens and other Open Spaces	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice No. 252 of 20 April 1938. 	Community Services
Parking Meter By-	<ul style="list-style-type: none"> • Original Promulgation: Administrator`s Notice 	Community



laws	No. 1269 of 8 August 1973. • Amended: Administrator`s Notice No. 1387 of 27 October 1976.	Services
Standard Drainage By-laws	• Original Promulgation: Administrator`s Notice No. 139078 of 5 January 1994.	Technical Services
Refuse (Solid Wastes) and Sanitary By-laws	• Original Promulgation: Administrator`s Notice No. 200 of 20 February 1980. • Amended: Administrator`s Notice No. 1277 of 1 August 1984.	Community Services
Pound Regulations	▪ Original Promulgation: Administrator`s Notice No. 2 of 2 January 1929.	Community Services
Control and Supervision of Hawkers	▪ Original Promulgation: Administrator`s Notice No. 359 of 15 December 2000.	Community Services
Standard Street and Miscellaneous By-laws	▪ Original Promulgation: Administrator`s Notice No. 368 of 14 March 1993.	Community Services
By-laws for the Control of Temporary Advertisement and Pamphlets	▪ Original Promulgation: Administrator`s Notice No. 1478 of 12 September 1973. ▪ Amended: Administrator`s Notice No. 944 of 28 August 1979. ▪ Amended: Administrator`s Notice No. 1396 of 28 November 1979. ▪ Amended: Administrator`s Notice No. 1796 of 19 October 1983. ▪ Amended: Administrator`s Notice No. 1767 of 3 October 1984. ▪ Amended: Administrator`s Notice No. 4097 of 14 November 1990. ▪ Amended: Administrator`s Notice No. 3231 of 28 August 1991.	Community Services
By-laws on Fixing fees for the issue of Certificates and Furnishing of Information	▪ Original Promulgation: Administrator`s Notice No. 713 of 21 September 1960. ▪ Amended: Administrator`s Notice No. 2172 of 28 November 1984.	Corporate Services
Vacuum Removal By-laws	▪ Original Promulgation: Administrator`s Notice No. 616 of 14 November 1934. ▪ Amended: Administrator`s Notice No. 1274 of 1 August 1984.	Corporate Services
Standard Traffic By-laws	▪ Original Promulgation: Administrator`s Notice No. 773 of 6 July 1988. ▪ Adopted: Local Authority Notice No. 3328 of 8 November 1989.	Community Services
Municipal Aerodrome By-laws	▪ Original Promulgation: Administrator`s Notice	Technical Services



	<p>No. 1606 of 1 November 1978.</p> <ul style="list-style-type: none"> Amended: Administrator`s Notice No. 1387 of 28 November 1979. 	
Standard Food Handling By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 1317 of 16 August 1972. Adopted: Administrator`s Notice No. 24 of 3 January 1973. Amended: Administrator`s Notice No. 378 of 30 March 1977. Correction Notice IRO Administrator`s Notice No. 378 of 30 March 1977: Placed under Administrator`s Notice No. 807 of 29 June 1977. Adoption of Administrator`s Notice 378 of 30 March 1977: Administrator`s Notice No. 991 of 27 July 1977. 	Community Services
Standard Water Supply By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 21 of 5 January 1977. Adopted: Administrator`s Notice No. 1092 of 10 August 1977. Amended: Administrator`s Notice No. 1278 of 1 August 1984. 	Technical Services
Grazing By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 1599 of 3 November 1982. Amended: Administrator`s Notice No. 4417 of 5 December 1990. 	Community Services
Caravan Park By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 1401 of 20 September 1978. 	Community Services
Swimming Bath By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 938 of 7 December 1960. Amended: Administrator`s Notice No. 1387 of 15 August 1984 	Community Services
Taxi Rank By-laws	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 373 of 3 December 1999. 	Community Services
By-laws Regarding Preparation of Food at Registered Private Kitchens	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 616 of 14 November 1934. 	Community Services
Thaba Chweu Spatial Planning and Land Use Management By-	<ul style="list-style-type: none"> Original Promulgation: Administrator`s Notice No. 7 of 2016. 	LED & Planning



laws		
Informal Trading By-Law	Approved by Council and promulgated	LED & Planning
Out-Door Advertising By-Law	Approved by Council and promulgated	LED & Planning
Impound By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Fire & Rescue Services By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Waste Management By-law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Car-Guard By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Public Parking By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Traffic & Crime By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
Mini-Bus Taxis By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services
CCTV Camera By-Law	Draft Status (Awaiting public comments and promulgation once approved by council)	Community Services

2.6 Stakeholder Participation analysis

The community priority perceptions are sequenced in terms of what comes first according to what has been raised by the community.

Disclaimer: In this document Opex refers to short term issues & Capex refers to medium to long term issues.

2.6.1 Community based perception on priority needs

Table 50: Community Priority Need Perception

Ward 01			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Job Opportunities	Need for jobs	Entire ward	✓	✓
2. Roads and Storm	Storm water drainage system	All streets in this ward		✓



Water	Expansion of streets	Grens street, Blio street, seventh street, Saal Street, Meester Street & Soccer street		✓
	Need for Speed humps	Nuwe Street Pos Str, Jock Laan Str, Meester Str, Blio Str	✓	
	Potholes repairs	All streets	✓	
	Road Signage	All streets with speed humps	✓	
3. Electricity	Power cut during windy days, winter seasons & rainy seasons	Newstand (From traffic lights main street (Hoof straat), Majubane, Beverly Hills, Kellysville, Ext 2, Potloodspruit & Finsbury), Ext 21		✓
4. Water & Sewerage	Need for sewer main holes upgrade	Every manholes within peoples properties (e.g. Stand No 1077 meters street, stand 1031, Soccer Street and stand No. 1179 Saal Street.	✓	
	There is a blockage of sewer lines	CMI location, Corner of soccer street and sixth street	✓	
5. Waste/Ref use Removal	Need for refuse removal	All households, Excluding 93 Houses next Lesodi Primary School, Mashishing Community Health Centre	✓	
6. Housing	Need for replacement of asbestos roofs for old houses	-New stand -CLM Houses -14 Houses - Sgodiphola		✓
	Need for housing sites with infrastructure services	Entire ward		✓
	Need for RDP Houses	Entire Ward		✓
7. Land	Need for land for development	Entire ward		✓
8. Education	Need for a secondary school	Entire ward		✓



9. Community facilities	Need for orphanage center (Disabled & Old age home)	Entire ward		✓
	Need for Community parks & re-creation	Entire Ward		✓
	Need for renovation at Mashakeng stadium and Mashishing recreation center	Entire Ward		✓
	Refurbishment of the Police station	Entire Ward		✓
10. Police Station	Need for police station (Refurbishment)	Entire Ward		✓

Ward 02			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1.job opportunity	Need information for job opportunities, Business sites and youth empowerment	Entire ward	✓	
2.Roads and storm water	Need for storm water drainage system and culverts	Entire ward		✓
	Paving of streets and walkways	Ext 06,07&08, Link street, 3rd Street (Cnr Onderwys Str towards Ext 8), Bhambatha Str, Holomisa Str, Thambo Str, Shaka Str, Mukaba Str, Malope Str & Khayelisha Str, Siyabonga Str, , Chris Hani, Eight Str, Langer Str, Mashishing Ext 8 (Taxi Route), Ext 108 (Taxi Route) and 110 (Taxi Route)		✓
	Need for new alternative Road	From Town To Location		✓



		From Ext 08 to Maria Trost(MARHOMEN)		
	Construction of New Streets	Ext 6, 7, 8, mashishing Ext 108 and Ext110		✓
	Potholes repairs/resealing of roads	All streets in ward 02		✓
	Need for speed humps	Chris Hani street, Grens street, Pos street, Sirkel street and Entire Ward		✓
	Need public transport in their area	RDP @Ext6, 7, 8, 108 and 110		✓
	Signage and signs on speed humps	All streets with speed humps, T-junctions and intersection		✓
	Expansion of streets	All street (Loop Str, Fountain Str, Dam Str, Lange Str, Link Str, Sadle Str, Blio Str and Part of Hoef Str)		✓
3.Electricity	Need for High Mast Light/Apollo	Ext 06,07,08,108,110 and Rockvile		✓
	Problem of Power cut (Upgrading of electricity transformers)	Entire ward	✓	
	Need for household connection	Ext 07,08,108 and 110	✓	
4. Sewage	Need for fixing of the sewer blockage	New stand, Rock Ville, Dunuza, Cross Road, Ext 06,7,8,108 and 110		✓
5.Weste and refuse removal	Need for cleaning of illegal dumping sites	Ward 02	✓	
	Waste collection	Ext06,07 and 08	✓	
	Need waste dumping container at corner roads	Entire wards	✓	



6.Housing	Need for RDP Houses		✓	
7.Land	Need for sites for residential development	Ext 07,08,108, and 110		✓
	Need for sites for agricultural development/farming and business site	Ext 06,07,08,108 and 110		✓
8. Education	Need for a Primary & Secondary School	Entire ward		✓
	Need for Crèche	Ext 07,08,108 and 110		✓
9. Community Facilities	Fencing of Ext 8 Graveyard & designated parking	Ext 08		✓
	Need for park, sports center, play ground and shopping complex	Entire Ward		✓
	Refurbishment of Mashishing Recreational Centre	Mashishing		✓
10.Police station	Need for police station (Refurbishment)	Entire Ward		✓
11.Water	Need for water supply	Ext 08 & 07, New RDPs Ext6, Nkandla Informal Settlement, Riverside, Boxani and Dunuza		✓
	Need for installation of new pipes and meters	Ext 08, Informal Settlementa, Part of Dunuza, new RDPs @Ext 6,7,108 and 110	✓	
	Need for toilets or households sewer connection	Ext 06 ,07,08,108 and 110	✓	
12.Human Settlement	Need for formalization of settlement	Ext 07,08,108 and 110		✓
	Need for fully serviced sites for residential development	Entire Ward		✓



	Need for RDP houses	Entire ward		✓
	Need for title deeds	Entire Ward		✓
	Wrong awarded for RDP house	Ext 07,08 and 108		✓
	Need for status report for RDP houses	Ext 07,08 and 108		✓
13. Mashishing CRU, Old Hostel & CMI Hostel	Maintenance of water pipes and electricity needed	Ward 02	✓	
	People who stay illegally in hostel must be removed	CRU, OLD AND CMI Hostels	✓	
	Enforce occupants (< R3500 earners)	CRU, OLD AND CMI Hostels	✓	

Ward 03			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Roads and storm water	Need for paving of streets	Ext 05, 06, 08, 1 st street hot, and all gravel streets, Matjotjombeni, Entrance to Mashishing High, Meester Str, Sibusiso Street, Skolier Street, 3rd Street		✓
	Need for potholes repairs/Refurbishment of roads	Skolier Street, Jabu street, 3rd Street s& Entire ward	✓	
	Need for speed humps	Early success creche	✓	
	Need for storm water drainage	Entire ward- Tshamahansi		✓
2. Waste Management	Need for dumping bins	All streets	✓	
	Need for rehabilitation of illegal dumping sites/Awareness campaigns	Entire ward	✓	



3. Need for Land	Sites for residential development	Ext 06		✓
	Business sites	Entire ward		✓
4. Jobs opportunities	Need for jobs and youth empowerment/Skills Programmes	Entire ward		✓
5. Electricity	Need for electricity connection	Part of Ext 06 & Boxani		✓
	Need for street lights	Ext 08		✓
	Need for powercuts to be stabilized	Entire Ward		✓
	Need to combat illegal connection	Entire Ward		✓
6. Water	Need for water supply	Nkandla Informal Settlement section & Ext 8	✓	✓
	Need for water purification	Entire ward	✓	
7. Sanitation	Need for new connection	Part of Ext 06 and entire Ext 08		✓
	Need for maintenance of the sewer pipeline	Entire ward		✓
	Need for toilets	Boshani		✓
8. Animal Control	Need for grazing areas	Ext 08		✓
9. Job creation	Need for job creation	Entire ward		✓
10. Housing	Need for housing/RDP Houses	Entire ward		✓
	Wrong awarded for RDP Houses	Ext 08		✓



11.Public Facilities	Need for rehabilitation centers and recreation center	Entire ward		✓
12.Education	Need for primary school and high school	Entire ward		✓

Ward 04			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
Ward 04: Klipspruit				
1.Solar	Need for Solar system	Klipspruit		✓
2.Water	Need for boreholes	Badfontein, Bultkop		✓
	Need for Jojo Tanks (Storage)	Klipspruit	✓	
3.Electricity	Need for new connection	Klipspruit		✓
4.RDP Houses	Need for RDP houses	Klipspruit	✓	
5.Job Creation	Need for Job opportunities	Entire Klipspruit		✓
6.Sanitation	Need for sanitation	Badfontein/Klipspruit		✓
7.Land	Need for land	Entire Klipspruit		✓
8.Sanitation	Need for VIP toilets	Badfontein/Klipspruit		✓
9.Health	Need for an effective Mobile Clinic	Entire Klipspruit	✓	
10.Waste Management	Waste collection	Entire Klipspruit		✓
12.Road signage	Need for road signage at pedestrian crossing	Badfontein	✓	
13.Education	Need for a crèche	Badfontein		✓
	Need for ABET school	Badfontein		✓



14.Public Facilities	Need for a home based care centre	Klipspruit		✓
Ward 04: Coromandel				
1.Community Facilities	Need for community hall	Coromandel	✓	
	Need for a library	Coromandel	✓	
2.Health	Need for a clinic	Coromandel & Bultkop	✓	
3.Public safety	Need for a police station	Coromandel	✓	
	Need for a 24 hour service	Badfontein	✓	
4.Education	Need for a Primary School	Coromandel	✓	
	Need for Library	Coromandel	✓	
5.cleaning campaign	Need for cleaning campaign	Coromandela	✓	
6.Roads & Stormwater	Maintenance of stormwater Lines (Unblock clogged systems)	Coromandel	✓	
	Need for paving of all internal streets	Coromandel & Bultkop		✓
	Need for maintenance of roads	Coromandel (from the provincial road to the residential area)		✓
7.Human Settlement	Need for RDP houses	Entire ward (Coromandel & Bultkop)		✓
	Need for reconstruction of cracked RDPs & Asbestos built RDP Houses	Coromandel		✓
8.Job Opportunities	Need for sustainable employment opportunities	Entire Ward	✓	✓
9.Municipal satellite office	Need for the re-opening of the municipal satellite office (Burnt Park refurbished)	Coromandel		✓
10.Water	Need for water supply	Coromandel (RDP section)	✓	



	Need for upgrade of water pump machine (there is no regular supply of water)	Coromandel		✓
	Need for boreholes	Bultkop	✓	
11.Sanitation	Need for sewer connection	Coromandel		✓
	Need for VIP toilets	Boschhoek, Bultkop, Vermont		✓
12.Electricity	Need electricity connection	Coromandel, Boschhoek, Bultkop		✓
	Need for installation of meter reading in old households	Coromandel	✓	

Ward 05			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
Ward 05: Draaikraal				
1. Human Settlement	Need for RDP houses	Emasehleni, Draikraal, Emahlangeni, Mgababa, & Street wise		✓
2. Education	Need for a primary school	Draaikraal		✓
3. Health	Need for clinic	Draaikraal		✓
4. Roads and Transport	Need for paving of roads/access Roads	Draikraal, Emahlangeni, Mgababa, Street wise		✓
	Need for a vehicle bridge	Emasehleni, Draikraal, eMhlangeni, Mgababa, Kliprivier		✓
5. Water	Need for fixing of boreholes	Emasehleni, Draaikraal & Street wise	✓	
	Need for portable clean water	Emasehleni, Draikraal, Emahlangeni, Mgababa,	✓	
6. Land	Need to speed up the land claims	Draikraal		✓



7. Electricity	Need for household connection	emhlangeni, Emasehleni, Draikraal, Emahlangeni, Mgababa & Street wise		✓
	Combat of Illegal connection	Draikraal,	✓	
8. Community Facilities	Need for community park	Draaikraal		✓
9. LED	Need for job opportunities	Entire ward		✓
Ward 05: Bosfontein				
1. Land	Need to speed up the land claims	Kiwi, Shaga, Bosfontein, Matoporong, Skapskraal 1 &2	✓	
2. Education	Need for ABET School	Shaga & Bosfontein	✓	
	Need for scholar Transport	Boschfontein	✓	
3. Roads and Transport	Need for paving of roads & Access Roads	Kiwi, Shaga, Bosfontein, Skapskraal 1 &2; Skheu & Beetgekraal, Motorspruit	✓	
	Grading of access Roads (Temporary Measure)	Entire Ward (Motoporong)	✓	
4. Electricity	Need for household connection	Kiwi, Shaga, Rooikraans, Motorspruit, Skapskraal 1 &2		✓
5. Water	Need for portable clean water	Bosfontein, Kiwi, Shaga, Rooikraans, Ponong Matoporong, Skapskraal 1 &2		✓
	Refurbishment of boreholes	Skapskraal 1&2		✓
6. Clinic	Need for clinic	Boschfontei		✓
7. Human Settlement	Need for RDP houses	Kiwi, Shaga, Bosfontein., Skapskraal 1&2		✓
8. Sanitation	Need for VIP toilets	Shaga cemetery,		✓
11. Health	Need for an accessible Clinic with an ambulance	Shaga/Boshfontein		✓



12.Community Facilities	Need for community parks	Kiwi & Shaga		✓
13.Other	Need for a mobile SASSA office	Bosfontein		✓
	Need for the Siyatentela Project	Entire Ward		✓
Ward 5:Enkeldoring				
1. Water	Need for Jojo Tanks	Enkeldoring	✓	
	Regular supply of water by water tanker	Enkeldoring	✓	
2. Housing	Need for RDP/adequate housing	Enkeldoring		✓
3. Electricity	Need for new connections			✓
4. Sanitation	Need for ablution facilities			✓
5. LED	Need for youth workshops/SMME development/training programmes	Enkeldoring	✓	
Ward 05: Kelly's Ville				
1. Toilets	Needs for toilet	Kelly's Ville , Ext 09, Shelela Hostels, Majenje, Majubane	✓	
2. Water	Need for portable clean water	Kelly's Ville , Ext 09, Bevels Hills, Majubane, Shelela Hostel,Manjenje	✓	
3.Electricity	Need for streetlight repair	Kelly's Ville Acacia Street,Majubane	✓	
	Need for fixing of High Mast Light	Kelly's Ville, Majubane, Ext 9	✓	
	Need for household connection	Kelly's Ville cemetery, Ext 09, Majubane, Shelela Hostel, Bevels Hill, Marikana Informal Settlement Informal Settlementa, Majenje		✓
	Combat of Illegal connection	Kelly's Ville, Beverly Hills	✓	
4.Human	Need for RDP Houses	Ext 09, Kelly's Ville, Majenje,	✓	



Settlement		Bevels Hills, Majubane		
5.Land	Need land for residential development & Church Sites	Kelly's Ville , Ext 09, Shelela Hostels, Majenje, Majubane		✓
	Need for land for Sports ground	Ext 09	✓	
6.Roads & Storm water	Need for paving of access streets	Ext 09,		✓
	Need for resealing/regravelling of access roads	Kelly's Ville, Majubane, Bevels Hill, Shelela Hostel	✓	
	Need for speed humps	Majubane	✓	
	Need for refurbishment & installation of stormwater lines	Entire ward	✓	
7.Job Opportunities	Need for jobs for the youth	Entire ward		✓
8.Waste Management	Combat illegal dumping and refurbish/restore dumping spots	Kellysville		✓
9.Sanitation	Need for Toilets	Kelly's Ville cemetery	✓	
10.Education	Need for primary school	Ext 09		✓
11.Community Facilities	Need for renovation of parks	Ext 02, Kelly's ville	✓	
	Need for church sites	Kelly's ville	✓	

Ward 06			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Land	Need for sites for housing development (middle- and high-income earners)	Simile		✓
	Need for allocation of stands in Ext 10	Simile	✓	
2. Housing	Formalization of all informal settlement	Simile		✓



	Need for maintenance of family hostels	Simile	✓	
	Serious need for RDP houses	Simile		✓
3. Electricity	Frequently interruption without notices	Simile		✓
	Electrification of households (backlogs)	Simile		✓
4. Community Facilities	Need for upgrading of sports facilities (Tennis Court & Stadium)	Simile		✓
	Need for the refurbishment of Ekuthuleni Hall (Fencing, tiling, Glazing, Furniture etc.)	Simile		✓
	Need for a Centre of disabled	Simile		✓
5. Municipal offices	Rebuilding of the municipal services for easy access to pay for services	Simile		✓
6. Roads	Need for paving of roads	Simile		✓
	Need Pothole repairs	All street	✓	
	Need for resealing of streets	Simile		✓
7. Water	Need for water metres	Simile	✓	
	Shortage of water in some streets	Simile	✓	
8. Environmental Management	Renovation of the clinic	Simile		✓
	Need for maintenance of and cleaning of the surroundings (Clearing of illegal dumping sites)	Simile	✓	
9. Job creation	High unemployment rate especially the youth (need for job creation)	Simile		✓

Ward 07**Classification**



Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Roads and Storm Water	Road Maintenance	In front of municipal offices, Nelson Street, Nolens Street, Short Street Mount Anderson (Mopani Street), firewood street, Assegai Street (Total Rebuild), Knoppiesdoring Street in Sabie Ext 9; Nelson Street, Nolens Street, Short Street, Milkwood, Short Str, Fourth Str, Second Str, Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	✓	✓
	Need for paving of roads, Construction of (New Roads) and access streets	Harmony Hill, Simile, Harmony Hill Ext 2 (Phola Park), Harmony Hill RDP Section,		✓
	Need for storm water drainage system	Simile, Harmony Hill Ext 2 (Phola Park), RDP Harmony Hill & Sabie Town		✓
	Need for speed humps & Rumble Strip	Assegai Street, Harmony Hill (Nolen Str, Parker Str, Watkins Str), R537 (Rumble Strip)	✓	
	Need for Street and services signage	Sabie Town Entrance and other services access streets and government buildings	✓	
2.Electricity	Need for maintenance of streetlights	In walk-way streets and residential areas in Sabie	✓	✓
	Need for maintenance and installation of transformers	Harmony Hill and Harmony Hill Ext 2 (Phola Park)	✓	✓
	Need for electricity household connection	Simile, Harmony Hill Ext 2 (Phola Park).	✓	✓
	Need for prepaid meter installation/Remove illegal connections	Entire ward	✓	✓
	Need for maintenance of	Entire Ward	✓	✓



	Electrical Infrastructure			
	Need for a cherry Picker	Entire Ward	✓	✓
3. Unemployment/Local Economic Development	Need for creation of permanent Jobs	Entire ward		
4.Land	Need for identification/acquisition of land	For community parks, Commercial Uses, Churches, Disability Centre and Disabled School, Dumping sites & Taxi Rank	✓	✓
5. Water	Need for portable drinkable water	Sabie (Nelson Street)	✓	
	Need for water supply maintenance and new connections	Simile, Harmony Hill Ext 2 (Phola Park), New RDP houses area.		✓
	Need security system for the water pumps	Entire Ward		✓
	Need for an additional Water pump	Entire Ward		✓
	Need for the refurbishment of railway pump station			✓
6. SMME Development	Support for local SMMEs & overall development	Entire Ward	✓	
7. Community facilities	Need for renovation	Sabie Community Hall, Harmony Community Hall.	✓	✓
	Need for cleaning of Cemeteries	Sabie/Harmony Hill	✓	
8. Human Settlements	Need for RDP houses	Harmoy Hill Ext 2/Phola Park		✓
9. Refuse Removal/Waste	Need for an additional waste removal truck	Entire Ward		✓



Management				
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Ward 08			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Cape x
1. Water	Need for bulk water supply	Ward 08		✓
	Need for maintenance of boreholes	Ward 08	✓	✓
	Need for building a new water tank	Kanana, Didimala, Ratanang, Hlapetsa, Mahuduwa Sections		✓
2. Electr icity	Need for Electricity	Mogogobeni Aparar, Mosehleng, Phomola Mabatleng, Hlapetsa Mphatho & Ratanang		✓
	Need for maintenance of streetlights	Ward 08	✓	
	Need for high mast lights	Ward 08		✓
3. Roads	Need for refurbishment/paving of access roads	Road to Sewuwe Cemetery, Clinic Road, Road to Kadishi School, Ratanang (New Stand), Hlapetsa, Mahuduwa, Mamurapama, Hlong Road, Dikwateng, Brakeng & Koporasie.		✓
	Need for re-gravelling of access roads	Ward 08	✓	
	Need for grading the road to New Stands	Kanana, Mogogobeng, Brakeng	✓	
4. Housi ng	Need for new RDP houses	Ward 08		✓
	Need for completion of housing projects	Ward 08	✓	✓
5. Sanita tion	Need for toilets (Households)	Ward 08		✓
	Need for completion of toilets projects	Seuwe, Mamorapama, Aparar, Hlapetsa,		✓



		Mahuduwa And Didimala Cemeteries		
6. Community Facility	Need for a shopping centre/complex	Ward 08		✓
	Need for telecommunication mast (Network Aerial)	Mamorapama, Kanana, Hlapetsa And Phomola Sections	✓	✓
	Need for maintenance of sports field/mini stadium	Ward 08	✓	
	Need for a community hall	Ward 08	✓	
	Need for a Community Library	Ward 08	✓	
7. LED	Need for job opportunities	Ward 08		
8. Health	Need for availability of staff (Doctors & other vacancies)	Matibidi Heath Centre (Hospital)	✓	
9. Social services (Home affairs)	Need for regular effective services	Moremela Thusong Centre	✓	
	Need for upgrading/Maintenance of cemeteries	Ward 08	✓	
	Need for maintenance of palisades	Didimala Cemetery		✓
10. Agriculture	Need for tractors	Ward 08	✓	

Ward 09			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
Ward 09 : Moremela				
1. Water	Need for sustainable bulk water supply	Entire ward		✓
	Need for clean portable water	Entire ward	✓	
	Need for regular repairs of	Entire ward, Kanana	✓	



	boreholes			
2. Roads and Transport	Need for easy access of public transport	Entire ward (All roads)		✓
	Tarring and grading of roads	Main roads and streets (Kanana), Cemeteries & Morothong		✓
	Need for easy access of public transport	Entire ward (All roads)		✓
3. Community facilities	Refurbishment of community Halls & Municipal Offices	Moremela		✓
4. Land	Need land for infrastructure development (cemeteries, clinics, parks)	Entire wards		✓
5. Health	Need for HIV & TB campaign programmes	Entire ward	✓	
	Need for a mobile clinic (atleast twice a week)	Moremela	✓	
6. Education	Need for Pre-School	Entire ward		✓
	Need for a Secondary School	Entire ward		✓
	Need FET College (satellite centres)	Entire ward		✓
7. LED	Need for small business support	Entire ward		✓
8. Human Settlement	Need of RDP houses	Entire wards		✓
9. Sanitation	Need for sanitation system	Entire ward		✓
10. Electricity	Need for household connection	New household		✓
	Need to fix the constant power cut problem	Entire ward	✓	
	Need for maintenance of streetlights	New Stands	✓	



Ward 09: Leroro

1. Water	Need for sustainable water supply &	Tshabeleng & Mphatho (Entire ward)		✓
2. Health	Need for permanent clinic Structure	Leroro		✓
3. Roads and storm water	Need for roads and storm water drainage system	Entire ward		✓
	Need for paving of roads	Tshabelang (Luthern Church section), Road to LM School,		✓
	Need for grading of Roads	Boromachine		✓
4. LED	Need for socio-economic opportunities & Job Opportunities	Leroro	✓	
5. Land	Need for land for development & Grazing Land	Leroro		✓
6. Education	Need for learnership Opportunities & FET College	Entire ward	✓	
7. Community facilities	Need for community facilities	Entire ward	✓	
8. Human Settlement	Need for RDP houses	Entire ward		✓
9. Sanitation	Need for proper sanitation/Toilets	Leroro		✓
10. Electricity	Need for electricity (Streetlights and new connection)	Entire ward (Police View & Ratanang)		✓

Ward 10			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex



Ward 10: Graskop

1. Roads and Storm water	Need for total rebuild of roads	Part of Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Street.		✓
	Need for tarring of roads (New roads)	Panaroma High School, Graskop Ext 5 and Graskop Hostel Informal Settlement (Proposed Graskop Ext 7). Construct a sidewalk between town & Graskop Ext 5 (R522 Road)		✓
	Refurbishment/Maintenance of Roads	Church Street, Louis Trichardt street???? Are they strategic streets??? and Oorwinning Street	✓	
	Need for regravelling of main roads	Graskop Ext 5 (All roads) & Graskop Hostel Informal settlement (Main Roads)	✓	
	Need for road marking for safety of pedestrian (School Children) and replacement of existing and construction on new Signage (Illegal Dumping & Street names)	Graskop Town, Landfill site, Graskop Ext 5	✓	
	Need for a total upgrading of all storm lines	Graskop Town and All areas		✓
	Rebuild of pedestrian bridge	Joining Graskop town (By Delange Street) and Graskop Hostel Informal Settlement (Proposed Graskop Ext 7)		✓
2. Water	Need for refurbishment of all water supply pipes	Entire Graskop town (Glory Hill, Graskop Ext 05, Graskop Hostel Informal Settlement-Proposed Graskop Ext 7)		✓
	Need for water supply & Storage (Reservior)	Graskop Ext 05 (Newly built RDP houses & Graskop Hostel Informal Settlement (Proposed Graskop Ext 7)		✓



	Need for maintenance of Water Infrastructure i.e., Installation/Refurbishment of control Panel & Foot Valves	Main Graskop Water pump station	✓	
	Need for upgrading of water taps	Graskop Town (Cemetery site) & Graskop Hostel Informal Settlement	✓	
3. Sanitation	Need for the refurbishment and extension of sewerage treatment plant because of the new development that came. (Ease the pressure)	Ext 05 (Chinese project, Newly built RDP houses)		✓
	Need for household connection to the main sewer line	Ext 05 (59 previous RDP projects), Glory Hill (11 previous RDP houses)	✓	
	Need for toilets	Ext 05 (Informal settlement), Graskop Hostel, Graskop (cemetery site), Panaroma waterfalls (Big swing), Natural bridge,	✓	
	Need for maintenance of all toilets and construction of new toilets	Graskop taxi rank & Cemetery	✓	
	Maintenance of existing WWTP	Graskop	✓	
4. Electricity	Need for streetlights (Installation and Maintenance)	Graskop Ext 05 Main Street & Side Entire ward	✓	
	Need to fix and maintain electrical street boxes	Glory Hill & Graskop Town	✓	
	Need for maintenance and upgrading of streets lights	Graskop Town	✓	
	Need for replacement of existing High Mast Lights to LED or brighter bulbs	Graskop Ext 05, Glory Hill Ext 5	✓	
5. Safety & Security	Need for a security system for all municipal services infrastructure i.e water pump and the electricity	Graskop Town (All pump stations, treatment plants etc.)	✓	



ty/Disaster Management	system			
	Installation of CCTV	Graskop Town	✓	
	Procurement of a fire engine/Truck and rescue service	Graskop	✓	✓
	Need to upgrade the control office (emergency Room)	Graskop	✓	
6. Human Settlement	Need for formalization of human settlement to be finalised	Graskop Hostel, Glory Hill & Ext 05		✓
	Need for fixing of cracked & Incomplete RDP houses	Glory Hill & Nkandla Informal Settlement (Ext 5)		✓
	Need for & RDP houses	Graskop Town		✓
	Need for converting of Graskop Hostels to family units	Graskop Hostels	✓	
	Identification of land for mixed residential purposes/Affordable housing (Township Establishments)	Graskop		✓
	Facilitate a fair process of allocation of RDP housing to deserving people	Graskop		✓
7. Waste management	Need for proper Land Fill site management (Spray for flies)	Graskop	✓	
	Need to combat illegal dumping	Graskop & Nkandla Informal Settlement Graskop Ext 5	✓	
8. Cemeteries	Need for maintenance of cemeteries	Graskop (Cemetery site)	✓	
	Need for the expansion of existing cemetery & Construction of toilets	Graskop	✓	✓
9. LED	Need for new market stalls & standardization and management of market stalls	Graskop town & Taxi rank	✓	
	Need for the establishment of a	Glory Hill	✓	



	Youth Development centre			
10. Health	Need for a 24 hours new clinic	Graskop town & Surrounding areas		✓
	Need for an ambulance	Graskop	✓	✓
	Need for a medical waste storage facility	Graskop	✓	✓
11. Community Facilities	Need for total upgrading and maintenance of taxi rank	Graskop taxi rank	✓	
	Need for the existing tennis court & soccer field to be resuscitated	Graskop Town & Graskop Hostel informal settlement	✓	
	Need for the establishment of a Youth Development centre	Glory Hill	✓	
	Land needed for sports and park facilities	Graskop town	✓	
	Need for the existing library to be refurbished (new books and amend operating hours)	Graskop Town	✓	✓
12. Land	Need for an access to land for all development	Entire ward	✓	
	Need for Extension of Land at Laerskool Graskop for building of classrooms	Graskop Town		✓
Ward 10: Sekwayi/Part of Hlabekisa /Ngwetsi				
1. Water	Need for water (Bulk water supply)	Ngwetsi		✓
2. LED	Need for job opportunities	Ngwetsi	✓	
3. Electricity	Need for supply and maintenance of street lights	Hlabekisa	✓	
	Need for new connections	Ngwetsi Nchuruge (New Stands)		✓
	Need for High Mast light (Apollo)	Ngwetsi	✓	
4. Health	Need to move Bourke's Luck Clinic nearer to the community	Ngwetsi		✓



	Need for awareness Campaigns	Ngwetsi		✓
5. Roads	Need for road	Morelepong to the bridge and cemetery		✓
	Fix the storm water drainage on the newly paved road	Hlabekisa		✓
	Need for grading of Access road	Ngwetsi	✓	
6. Land	Need for land for residential development	Entire ward, Ngwetsi		✓
	Need for fair allocation of land	Entire ward	✓	
7. Education	Need for Skills Development Programme	Ngwetsi		✓
8. Human settlement	Need for housing/RDP	Ngwetsi		✓
	Need to fix the Housing List	Ngwetsi	✓	
9. Sanitation	Need for sanitation	Entire ward		✓
10. Community facilities	Need for support in terms of providing TLB for burial services		✓	
	Need for fencing of cemetery	Existing Cemetery	✓	
	Need for a Taxi Rank	Port Holes	✓	
	Need for sport facility	Hlabekisa		✓
	Need for a library	Hlabekisa		✓
11. Waste Management	Need for waste collection	Entire ward	✓	

Ward 11			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex



1. Land	Need for the acquisition of Land for human settlement	Brondal, Hendriksdal & Sipsop		✓
	Need for land for Commercial and Social Uses	Brondal, Hendriksdal & Sipsop		✓
2. Water	Need for clean water	Brondal, Hendriksdal & Malherbe		✓
	Need for a repair/Maintain boreholes	Brondal, Hendriksdal & Malherbe		✓
3. Health	Need for a mobile clinic (at least a service for twice a week)	Witklip		✓
4. Waste Management	Need to deal with illegal dumping	Brondal, Hendricksdal and Sipsop	✓	
5. Education	Need for a pre-school	Witklip, Brondal, Hendriksdal & Malherbe		✓
	Need for a secondary school			
6. Electricity	Problem of power cut and unstable power supply	Kamadolo Village & Witklip		✓
7. Institutional (communication)	Need communication alert of electricity blackouts, water supply breakdown and turnaround time	Witklip, Witklip, Brondal, Hendriksdal & Malherbe		✓
8. Housing	Need for housing	Malherbe, Witklip, Brondal, Hendriksdal		✓
9. Sanitation	Need for sanitation	Malherbe Witklip, Brondal, Hendriksdal		✓
10. Job creation	Need for job creation	Entire ward		✓
11. Animal control	Need for animal control	Witklip		✓
12. Safety	Need to reduce crime in the area	Brondal, Hendricksdal and Sipsop	✓	✓



Ward 12			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Sewer and sanitation	Need for public toilets	Lydernbug and surrounding Area		✓
2. Roads and Storm Water	Need for rebuilding/Refurbishment of roads and paving of pavements	Voortrekker Street (Viljoen to Barack/Greyling), Barack/Rossouw Street, Brown Street, Preller Str, Beetge Str, Dreyer & Rabie Str		✓
	Need paving of roads walkways and storm water refurbishment	Lydenburg Town		✓
	Need for a pedestrian Bridge over railway line	Between Chris Lombaard & Van Staden Street as well as Ruiter Str & McGee Street		✓
	Need for an alternative road into Lydenburg from Nelspruit (Precautionary measure should train bridge collapse)	Voortrekker Road		✓
	Need for fixing of storm water drainage system & increase diameter of pipes	Lydenburg Town	✓	
	Need for installation & Maintenance of road marking, street names and signage	Lydenburg Town	✓	
3. Electricity	Need for additional MVA supply of electricity (explore alternative sources)	Lydenburg Town		✓
	Replacement of old electrical infrastructure.	Lydenburg		✓
	Need for Street lights in residential	Lydenburg Town	✓	



4. Water	Improve the status of water quality (Blue-Drop)	Lydenburg Town	✓	
	Need for refurbishment of water reticulation network	Lydenburg Town		✓
	Need for the refurbishment & upgrade of water purification plant	Lydenburg Town		✓
	Need increase the current water capacity	Lydenburg Town		✓
	Need for maintenance of water reticulation network	Lydenburg Town	✓	
5. Land fill sites	Need for new land fill sites	Lydenburg Town		✓
	Create small independent dumping site with Skip bins	Lydenburg Town		✓
6. Disaster Management Centre	Need for upgrading of fire fighting vehicles and equipment (fire Hydrants)	Entire ward		✓
	Upgrade & furnish disaster Centre	Lydenburg	✓	✓
7. Environmental health	Control and management of pollution factors affecting environment. (Sewer Spillages)	Lydenburg Town		✓
	Need for implementation of By-Laws	Lydenburg Town		✓
8. Human Settlement	Need for RDP Houses	Lydenburg Town		✓
9. LED/Job creation	Venture into waste recycling & sorting	Lydenburg		✓
	Need for an LED Hub/Information Centre	Lydenburg	✓	



10.Land	Need for access to land for development, Residential (Gap Market), skills development centre (consider existing buildings) & private hospital	Lydenburg Town	✓	✓
11.Education	Need for primary and high school, Technical College & Nursing college.	Lydenburg Town		✓
12.Council infrastructure and equipment	Upgrade of workshops and testing station, tools and equipment and vehicles	CBD and surrounding areas		✓
14.Public Facilities	Need for an orphanage & Homeless Shelter	Lydenburg town		✓
	Need for the refurbishment of the recreational Hall	Lydenburg Town		✓

Ward 13			Classification	
Priority Need	Problem Statement	Location/ Affected areas	Opex	Capex
Ward 13: Pilgrim's Rest				
1. Human Settlement	Need for Housing	Pilgrim's Rest	✓	
2. Land	Need for land for development purposes (human settlement and commercial), town ship establishment	Pilgrim's Rest	✓	
3. Sanitation	Need for toilets	Pilgrim's Rest		✓
4. Community services and facilities	Fencing of cemetery and cleaning	Pilgrim's Rest		✓
	Need for municipal satellite offices for easy payment of services	Pilgrim's Rest		✓



	Need for library	Pilgrim's Rest		✓
5. LED	Need for re-opening of shops	Pilgrim's Rest Town		✓
	Need for Job opportunities	Pilgrim's Rest		✓
	Need SMMEs and other business initiatives	Pilgrim's Rest	✓	
6. Safety & security	Need for crime prevention for locals and tourists	Pilgrim's Rest Town	✓	
7. Roads	Need for establishment of internal roads/streets	Pilgrim's Rest Darkskaal		✓
8. Water	Need for water supply	Pilgrim's Rest Skomsplaas		✓
9. Education	Need for permanent structure (Primary and secondary)	Pilgrim's Rest Primary and Secondary school		✓
Ward 13: Ohrigstad Dam				
1. Human Settlement	Need for housing	Ohrigstad Dam		✓
2. Water	Need for fixing of borehole for sustainable water supply	Ohrigstad Dam	✓	
3. LED	Need SMMEs and other business initiatives	Ohrigstad Dam		✓
	Need for job opportunities	Ohrigstad Dam		✓
4. Community facilities	Need for fencing of cemeteries	Ohrigstad Dam		✓
	Need for bridge on one of the cemetery	Ohrigstad Dam		✓
	Need for an upgrade of the sport ground	Ohrigstad Dam		✓
4. Health	Need for mobile clinic	Ohrigstad Dam		✓
5. Education	Need for primary school	Ohrigstad Dam		✓
	Need for Creche	Ohrigstad Dam		✓



6. Roads	Need for graveling of access roads	Ohrigstad Dam		✓
7. Sanitation	Need for Toilets	Ohrigstad Dam	✓	
8. Waste Management	Need for waste collection	Ohrigstad Dam	✓	
Ward 13: Spekboom				
1. Land	Need for purchase of land	Spekboom		✓
2. Human Settlement	Need for Housing	Spekboom		✓
3. Electricity	Need for electricity/solar	Spekboom	✓	
4. Water	Need for an additional borehole	Spekboom	✓	
	Need for fixing of borehole electricity	Spekboom	✓	
5. Sanitation	Need installation of toilets	Spekboom		✓
6. Health	Need for mobile Clinic twice a week	Spekboom	✓	
7. Education	Need for upgrade of Spekboom primary school	Spekboom		✓
8. Roads	Graveling of roads	Spekboom	✓	
9. Waste management	Need for waste collection	Spekboom	✓	
Ward 13: Boomplaas				
1. Land	Need for speeding up of land claims	Starsie and Valencia		✓



2. Formalization	Town Planning processes to be initiated (Township Establishment)	Boomplaats Farm		✓
3. Water & Sanitation	Need for water & Sanitation (Subject to formalization)	Boomplaats Farm		✓
4. Electricity	Need for Electricity (Subject to formalization)	Boomplaats Farm		✓
5. Roads	Need for roads (Subject to formalization)	Boomplaats Farm		✓
6. Public Facilities	Need for Cemetery & Parks (Subject to formalization)	Boomplaats Farm		✓
Ward 13: Skhila				
1.Land	Need land for residential development (Extension of Skhila)	Skhila		✓
	Need for cemetery sites	Skhila		✓
2.Water	Need for portable clean water	Skhila		✓
3.Human settlement	Need for RDP Housing	Skhila		✓
4.Community Facilities	Hostels	Need overall maintenance of the Hostel and its basic services		✓
	Need for Taxi Rank	Skhila		✓
5.Roads and storm water	Need for storm water drainage system	Skhila		✓
	Need for paving of internal streets	Skhila		✓
6.Electricity	Need for repair of streetlights	Skhila		✓
	Combat of Illegal connection	Skhila		✓



7.Health	Need for clinic	Skhila		✓
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Ward 14			Classification	
Priority Need	Problem Statement/Need	Location/ Affected areas	Opex	Capex
1. Sewer & Sanitation	Total refurbishment of the Lydenburg Main sewer plant (Skhila) -Sewer Spillages	Lydenburg & Surrounding		✓
	Need fixing of the illegal sewer dump	Ext 02 (Near Indian Centre)	✓	
	Refurbishment and upgrading of entire reticulation network	Lydenburg Town		✓
	Refurbishment and upgrading (Capacity) of entire reticulation network	Lydenburg Town		4.
	Need for toilet Facilities (Public Toilets)	Lydenburg Town		5.
2. Roads and Storm Water	Need for rebuilding of main roads and paving of pavements in CBD	Part of Viljoen, Buhrmann, De Clerq, First street, Kerk, all streets in Lydenburg Ext 2 (Indian Centre), De Villiers Street, Breytenbach Street & Voortrekker.		6.
	Need for expansion of Streets	Voortrekker Street up to Mashishing	✓	
	Need for a complete refurbishment of storm water drainage system	All street in Lydenburg Town	✓	
	Need for road marking and signage maintenance	Entire Ward	✓	



	Need for maintenance & Installation of street names	Entire Ward	✓	
	Need for speed humps	Internal Strategic roads	✓	
3. Electricity	Need for maintenance of streetlights and Traffic Lights	Lydenburg Town	✓	
4. Water	Refurbishment of water reticulation network	Lydenburg Town		✓
	Improve the status of water quality (Blue-Drop)	Strategic street	✓	
5. Land fill sites & Waste Management	Need for upgrading of current land fill sites and identify new land fill sites.	Lydenburg Town	7.	✓
	Placement of skip bins @ the entrance (Curb Illegal Dumping)	Lydenburg	8.	✓
	Need for the Installation of illegal dumping signage	Lydenburg	9.	✓
6. Disaster Management Centre	Need for upgrading of fire fighting vehicles and equipment.	Lydenburg Town		✓
7. Council infrastructure and equipment	Upgrade of workshops and testing station, tools and equipment and vehicles	Lydenburg Town Surrounding areas	10.	
8. Environmental Health	Control & Management of pollution factors	Entire Ward	✓	✓
	By Law implementation & enforcement (Traffic Control, Noise pollution)	Entire Ward	✓	
	Need for public toilets	Lydenburg Town	✓	
9. Human Settlement	Need for Title deed rectification	Lydenburg Ext 2	✓	
	Need for development of land (Residential purposes low to middle class group)	Lydenburg	✓	



10.LED/Employment opportunities	Need for employment facilities @ the Landfill site/Recycling facilities	Lydenburg	✓	
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Stakeholder's Priorities

Non-Governmental, Non-Profit, Disability Forum and Other Civic Organisations Priority Needs (these are sustained Priorities)

Summary of TCLM based Needs from NGOs, NPOs and other Civic Organisations		Classification	
Priority Issue	Problem Statement	Opex	Cape x
1. Public and Private Infrastructure Services Access	Need for all building control policies to be revised to accommodate disability people for all new developments	✓	
	Need for a disability Desk in Sabie	✓	
2. Road walk-ways	Provide safe walk-ways to cater for disabled persons on all streets	✓	
3. Human Settlement	Housing allocation for disabled persons must be designed to cater for disable persons and be built in close proximity to social services	✓	
4. LED	Need for consideration of disabled persons on all posts advertised particularly on senior or key positions	✓	
	Need for integration of disabled companies in TCLM SCM data base	✓	
	Need for consideration of companies owned by disabled persons for work done by TCLM and other Private Companies	✓	
	Need for a targeted percentage programmes aimed at empowering disabled persons	✓	
	Need socio-economic empowerment for the youth to avoid drug abuse	✓	
5. Community and Social Development	Need for disability sports dedicated programmes	✓	
	Need for awareness programmed for social inclusion of disabled persons	✓	
	Need for awareness programmes for the youth to avoid drug abuse	✓	
	Need for an establishment of peer council to champion awareness for substance abuse	✓	
	Need for skills development programme for young people targeted at post rehabilitation phase	✓	
6. Land and Land Uses	Need for land for Churches in all Towns	✓	
	Need for land-use audit on churches to combat illegal churches	✓	
	Need for strict reasonable land use compatibility for	✓	



	churches		
7. Other	Need for reasonable tax and rates for all NPOs & NGOs	✓	

Local Business Priority Needs

Summary of TCLM based Needs from NGOs, NPOs and other Civic Organisations		Classification	
Priority Issue	Problem Statement	Opex	Capex
1. Bulk Infrastructure Services (to cater for new potential development)	Roads Expansions on main streets (Voortrekker Street up Mashishing & Viljoen Street) and Maintenance of critical tourism routes		✓
	Water Supply increase i.e upgrade bulk availability		✓
	Sewer supply increase i.e upgrade bulk availability		✓
	Electricity supply increase i.e upgrade bulk availability and Service Eskom Debt		✓
	Maintenance of service delivery infrastructure (Transformers, substations, sewer and stormwater		✓
	Sewer supply increase i.e upgrade bulk availability		✓
2. Investor Attraction (Incentives) Enhance tourism	Bulk service contributions must be reasonable enough compared to neighbouring towns for easy preferences		✓
	Ensure SDF or spatial plans are easy available or placed on strategic areas for investor attraction purposes	✓	
	Provide incentives for small and other potential investors	✓	
3. Basic Public services	Maintenance of street names in all streets priority be given to main roads and streets since this a municipality	✓	
	Maintenance of open and public spaces	✓	
	Road Marking must also be given attention	✓	
	Improve billing services for effectiveness and efficiency purposes	✓	
	Fixing property address in all Towns	✓	
	Apply and enforce all by-laws for basic services (littering, Advertising, trading, etc)	✓	
	Improve on communication between to council and all stakeholders including the general public		

Non-External (Governance or Internal Issues) issues raised in all the meetings of all stakeholders

Stakeholders	Issues	Statement problems
General Public	Policies and	Need for effective systems for all community based services



	systems	(Billing, Communications, Complain centre, call centre, breakdown services reported, review of policies, Management of landfill sites)
	Human Behaviour	Need to improve or fire staff who are not customer friendly (learn from private sector e.g Banks)
	Personnel	Align resources to directly respond to public problems
	Internal Control	Avoid reactional approach by being pro-active on government issues
	Service delivery	Improve planned maintenance on all basic services and notifies the public efficiently (Maintenance of transformers, electrical infrastructure etc.)
Business	Policies and systems	Need for effective systems for all community-based services (Billing, Communications, Complain centre, call centre, breakdown services reported)
	Human Behaviour	Need to improve or fire staff who are customer friendly (learn from private sector e.g., Banks)
NGOs & NPOs	Policies and systems	Need for effective systems for all community-based services (Billing, Communications, complain centre, call centre, breakdown services reported)
	Human Behaviour	Need to improve or fire staff who are customer friendly (learn from private sector e.g., Banks)

2.7 SWOT Analysis

The previous chapter provided the base information on municipal resource availability (internal and external) and different characteristics crucial to inform development planning, economic development and growth. TCLM has made an analysis from its external (physical) and internal (Institutional) base information in order to come up with SWOT analyses which is crucial to inform prioritization planning accordingly. Based on this information within the municipal jurisdiction, appropriate analyses have been concluded based on the aforesaid aspects and other sources contained in sector plans. Table 20 presents the SWOT analysis of the municipality.

Table 51: SWOT Analysis

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Current stability of council, ▪ Motivated employees ▪ Filled critical posts ▪ Master plans development in process ▪ Intensive involvement with stakeholders including communities ▪ Best tourism destination which strengthen economic growth ▪ Support tourism accommodation and recreational facilities ▪ Access to private sector investment opportunity. ▪ Significant natural resources. ▪ Local sponsor from mining sectors 	<ul style="list-style-type: none"> ▪ Non-Implementation of the Credit control & Debt collection policy ▪ Lack of master and operating updated sector plans in some departments ▪ Lack of adequate staff in key directorates ▪ Lack adequate assets (Yellow Fleet) ▪ Lack of finance and financial support ▪ Insufficient budget to fund IDP projects/Unfunded Budget ▪ Decline in revenue collection ▪ Shortage of skills ▪ Failure of overcoming basic services back-log ▪ Insufficient land for development ▪ Insufficient support from provincial



<ul style="list-style-type: none"> ▪ Pull factors (Mining activities occurring within TCLM and neighbouring municipality) ▪ Reporting Lines are established and functional 	<p>departments (Service Delivery Support)</p> <ul style="list-style-type: none"> ▪ Lack coordination of plans through the IDP ▪ Limited development due to dolomite risks ▪ Lack of tourism strategies
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Property Rates Collection (Revenue) ▪ Strong work force (employees) ▪ Proper placement or utilisation of personnel ▪ Chance of programmes/workshops for promotion of dedication and commitment of employees ▪ Best tourism destination for LED ▪ Availability of mineral resources ▪ Potential pull factors (Mining and tourism) for investors ▪ Favourable weather for settlement preferences and other recreational activities ▪ Malaria free region ▪ Wonderful scenic landscapes ▪ Study case references for other places (Historical sites) 	<ul style="list-style-type: none"> ▪ Escalating Eskom Debt ▪ Demoralisation of dedicated officials ▪ Lack of retention plans (promotion of resignation of professionals) ▪ Poor performance by directorates ▪ Service delivery protest due to inherited social service back-log ▪ Developmental risk on dolomite areas ▪ Tourism risk on mountains roads (mist) ▪ Dilapidated infrastructure ▪ Unfunded community priority need projects due to lack of funding ▪ Unemployment and high prevalence of poverty ▪ Poor-payment municipal services and illegal connection to municipal services



3 CHAPTER 3 (Good Governance & Learning and Points of Improvement: AG's Report)

3.1. Council Functionality

Good governance is often used to describe the desired objective of a Local government as espoused in Section 152 of the Constitution of the Republic of South Africa. In this regard the municipality has place compliance with legislation and the following issues at the top of its transformation agenda to improve the current status:

- Asset management
- Compliance to council policies and other legal requirements
- Financial management (effectiveness and efficiencies)
- Efficient delivery of basic services
- Oversight management

This is manifested in our values and motto contained in this document.

The municipality has never managed to obtain an unqualified audit outcome in the past years since 2008/2009 financial year, and there has been matters emphasised by the Auditor-General which needs urgent attention. The narrative took a positive turn when in the 2017/18 financial year the municipality obtained a qualified Audit with findings. The municipality maintained it for another year until the 2020/21 financial year, when the municipality obtained an unqualified Audit outcome this proves that there are improvements in the institutional management systems.

Council

The TCLM Council was sworn in on the first meeting of Council on the 22nd of November 2021, after the 01st of November 2021 election. The Council comprises of 27 Councillors, fourteen (14) of which are ward Councillors, and the remainder is proportional representation. Council meetings are chaired by the Speaker of Council. The Council sits every quarter (excluding special council meetings).

Mayoral Committee

The Mayoral Committee is comprised of 4 (four) Councillors (The Executive Mayor and 3 (three) Members of the Mayoral Committee). The Mayoral Committee is chaired by the Executive Mayor and sits at least once a month (excluding special sittings).

Section 80 Committees

Council established three Section 80 Committees, namely, the Finance and Technical Services, Social Development Services, LED & Planning, Corporate Services. The three Committees are chaired by the Members of the Mayoral Committee and shall sit on a monthly basis to deal with



the reports and consider items submitted by Administration for further recommendations to the Mayoral Committee.

Section 79 Committee Meetings

Section 79 Committees are Committees of Council established to monitor and play oversight role on the implementation of Council's resolutions. The Section 79 Committee meets once in two months to play such oversight. These Committees are chaired by non-executive Committee members. The composition of these committees is as follows:

- Local Geographical Names Committee
- Thaba Chweu LM Labour Forum
- Rules & Ethics Committee
- Agenda Committee
- Municipal Public Account Committee (MPAC)
- Municipal Planning Tribunal (MPT)

Municipal Public Account Committee (MPAC)

This committee plays an oversight role out-side the administration environment. Their role is to scrutinise performance reports obtainable from internal departments. The committee comprises of seven members of the mayoral committee and two directors in TCLM. The committee also scrutinise the audit report both internally and externally and provide council with the steps to take as corrective measures.

Municipal Planning Tribunal (MPT)

Council approved the appointment of the MPT under Council Resolution A24/2016, the term has since lapsed, and an advert has been published for the calls of nominations and there were no submissions made. The municipality is still in the process of extending nominations to external sector department to form part of the tribunal. The committee's role is to process Land Development Applications (i.e., Township Establishment Applications, Hearings etc.) and the committee sits as and when there are applications received.

3.2. Internal Auditing and Risk Management

Internal audit plays an important role in supporting the municipality's operations. It provides assurance on all the important aspects of risk management strategy and practices, management control frameworks, practices and governance.

The Standard for the Professional Practice of Internal Audit number 2100 stipulates that the role of the internal audit is to add value, evaluate and improve the organization's risk management, control and governance processes. The internal audit function must also provide assurance that the systems of internal controls are adequate and effective to manage the risk at a level that is acceptable to management.



Internal control is defined broadly and encompasses those elements of an organization (including its resources, systems, processes, culture, structure and tasks) that taken together support the achievement of the organizational objectives.

The scope of the internal audit function is broad and includes those systems of internal controls that are in place to achieve the following objectives:

- To provide independent, objective assurance and consulting services,
- To assess and evaluate the municipal performance information,
- To evaluate and improve the effectiveness of ICT controls,
- To develop the three-year rolling internal audit plan,
- To perform ad-hoc assignment as requested by council and management,
- To ensure uniform implementation of internal audit process and structured,
- To coordinate the activities of the audit committee,
- To interact with all spheres of government.

Risk Management

The municipality has established the Risk Management Unit and has staff to manage risk and compliance. The Risk Assessment is conducted annually and completed by the Risk Management Unit. The objectives of the unit are as follows:

Objectives:

- Implementation of purposeful, systematic risk identification, risk assessment, risk evaluation and risk mitigation management strategies to ensure the achievement of entity goals and objectives including adhering to the municipality's mandate,
- The identification of risk mitigation strategies and controls to reduce risk expose, and improve the management of significant and cross entity,
- Regular assessment, evaluation and prioritisation of risks with a view to ensure optimal risk management and related results, and
- Enable entity wide risk management within the strategic and operational activities of TCLM and ensure that it becomes part of its corporate culture.

The risks identified affecting the Integrated Development Plan implementation are contained in the strategic risk and operational risk registers available on request and are reported on quarterly.

Audit Committee

The audit committee is an independent advisory body which must advise the municipal council, the political office- bearers, the accounting officer and the management staff of the municipality, on matters relating to:

- Internal financial control and internal audits



- Risk Management
- Accounting policies
- The adequacy, reliability, and accuracy of financial reporting and information
- Performance management

To ensure effective government and compliance with the MFMA, DORA and other applicable legislations. The municipality uses a shared service from EDM.

3.3. Performance Management System

The municipality has an established PMS system with a PMS Manager who focuses on an organisational level and enables the cascading of PMS to lower levels of staff. The IDP therefore placed key performance indicators in the IDP Action programme that are measurable per annum for a period of five years where performance reports and SDBIPs can be derived to evaluate performance progress on IDP implementation. The municipality is approving the organogram and the PMS policy simultaneously as to ensure the smooth implementation of the IDP over the next five years.

In this current IDP cycle the municipality will be implementing Individual Performance Management System. This function will be placed and implemented in the corporate directorate and will ensure that all staff members perform duties in line with their job description and will be able to monitor individual performance thereof.

Other role players in oversight committees

Supply Chain Management

According to MFMA Section 111, each municipality must have a Supply Chain Management Policy which gives effect to the provisions of this Act, It further says under section 112, the policy of a municipality or municipal entity must be fair, equitable and transparent, competitive, cost effective and comply with the prescribed regulatory framework for Municipal Supply Chain Management. TCLM has a supply chain policy that governs all financial management. The following committees have been established:

- Bid Specification Committee
- Bid Evaluations Committee
- Bid Adjudication Committee

It must be noted that the specification committee is not a standing committee but sits as in when there are specific projects to be done and it comprises of different people who are drawn from the affected departments from time to time.

Complaint Centre



TCLM supported by MISA represented by CoGTA is in a process of upgrading a complaint centre with a call desk to manage complains and automatically create a job card for traceable reasons. The complaints are thereafter directed to relevant department for responses. This system serves as a monitoring tool for community issues relating to municipal service. There is also a dedicated individual who deals with petitions, however there is a need for the establishment of a committee to comprehensively deal with submitted petitions in the spirit of good governance.

3.4. Stakeholder's involvement and value proposition

The challenge that TCLM always face is involvement of sector department on annually IDP participation processes. Specific attention has been given to different stakeholders (specifically the mines) for their role when it comes from corporate social responsibilities.



4. CHAPTER 4 (Strategies)

This chapter presents the strategic approach of the municipality which is a requirement in terms of section 26 (b) of chapter 5 of local government legislation (Municipal System Act 32 of 2000) which compels the IDP to reflect: (a) 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, (c) the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs, (d) the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.

4.1. Vision

Custodian of sustainable service delivery, economic development, and good governance

4.2. Mission

Improving socio-economic conditions by improving service delivery and growing the economy through sound governance

4.3. Core Values

- *Putting people first,*
- *Delivery of quality service,*
- *Uphold local government laws,*
- *Investor friendly*

4.4. Motto

“Re direla batho”

4.5. Municipal Priorities for the next five years

After conducting the community consultations water came out as a first priority and was sufficient to be placed as first priority, however during the strategic planning sessions and the current financial state of the municipality it was then agreed that Revenue Enhancement would be first priority in the institution and this particular priority if implemented successfully all the financial crisis the municipality has would be dealt with and council will be able to implement capital projects from its own revenue.

Table 52: Municipal Priorities

Priority Issue	Key Issues to be address
1. Water and Sanitation	<ul style="list-style-type: none"> ▪ Bulk (Storage, Network & Capacity) upgrade in Lydenburg ▪ New Bulk (Licence, Storage, WTWP, Network/ Reticulation) supply construction in Matibidi, Leroro & Moremela ▪ Maintenance of sewer lines in Lydenburg, Sabie & Graskop



	<ul style="list-style-type: none"> ▪ Bulk (WWTP, Network & Capacity) upgrade in Graskop ▪ Refurbishment and upgrade of WWTP
2. Roads & Stormwater	<ul style="list-style-type: none"> ▪ Refurbishment of roads/streets ▪ New construction of roads in formal townships (Newly formalised areas, existing formal areas) ▪ Refurbishment of storm water drainage system in all towns ▪ Paving of roads ▪ Maintenance of road infrastructure
3 Electricity	<ul style="list-style-type: none"> ▪ New connection of households for new development & Backlog ▪ Bulk upgrade (network & capacity) for growth ▪ Maintenance of existing network (poles, overhead lines and safety mechanisms)
4 Waste Management & Environmental Management	<ul style="list-style-type: none"> ▪ Alternative land fill site for Lydenburg ▪ Improve management of Land fill sites ▪ Extend Collection to rural (Matibidi, Leroro & Moremela) and farm areas ▪ Facilitate and coordinate monitoring and compliance to NEMA (neighbouring mining community and the institution) ▪ Facilitate and promote safety, protection and cleanliness of environment through various programmes
5. Public Facilities	<ul style="list-style-type: none"> ▪ Maintenance of Parks, Halls, Sports facilities, Cemeteries and municipal servitudes and related facilities
6. LED/Employment Opportunities	<ul style="list-style-type: none"> ▪ Facilitate PPP investment in Lydenburg, Sabie, Graskop and CPAs farms ▪ Facilitate catalytic investment in the municipality ▪ Facilitate and coordinate the exploitation mining, tourism and agricultural opportunities aimed at socio-economic improvement in the municipality ▪ Strengthen skills development for the unemployed and SMMEs
7. Human Settlement	<ul style="list-style-type: none"> ▪ Facilitation of housing delivery in line with legislation and council policies ▪ Acquisition of Land ▪ Issuing of Title deeds (New & Re-registration)
8. Safety & Security	<ul style="list-style-type: none"> ▪ Safeguard all municipal Infrastructure
9. Disaster Management	<ul style="list-style-type: none"> ▪ Need for disaster management equipment i.e fire truck, jaws of life etc. ▪ Refurbishment of control rooms/Disaster centre
10. Revenue Enhancement	<ul style="list-style-type: none"> ▪ Tariffs reviews on critical services under which policies and by-laws applies ▪ Combat illegal electricity and water connections ▪ Review SLAs on council assets



11. Spatial Planning/SDF Implementation	<ul style="list-style-type: none"> Formation of informal settlements in Lydenburg Township establishment (Brown field development) in Lydenburg
12. Social Programmes mainstreaming	<ul style="list-style-type: none"> Support the mainstreaming of social programmes aimed at improving different special social groups
13. Education	<ul style="list-style-type: none"> Facilitate development and expansion of Schools, Libraries and further education and training
14. Institutional Transformation	<ul style="list-style-type: none"> Office Space (Renovation of Municipal Offices & Reconstruction of Municipal Offices) Compliance to legislation Individual Performance management implementation Organogram Responsive to IDP Priorities (Pyramid Structure)

4.6 Strategic Objectives (Code=SO#) for the municipality

- 14.1.1. (1) Provide access to quality & Sustainable services in line with council mandate (SO1)
 14.1.2. (2) Realisation of harmonious development within the municipal jurisdiction (SO2)
 14.1.3. (3) Increase revenue base and ensure sound financial viability (SO3)
 14.1.4. (4) Enhance/Promote economic development and growth (SO4)
 14.1.5. (5) Improve institutional transformation and resource management (SO5)
 14.1.6. (6) Ensure effective and good governance (SO6)
 14.1.7. (7) Strengthen IGR & stakeholder relation (SO7)
 14.1.8. (8) Mainstreaming of social advocacy and marginalised groups (SO8)

4.7 Goals

In order to realize the **Strategic Objectives** council has set itself the following goals that must be achieved by 2027

Table 54: Municipal Goals

Code#	Goal
G1	1. Grow municipal revenue by 2027
G2	2. Improve the capacity of water supply in urban areas of municipality by 2027
G3	3. Provide sustainable water supply in the northern areas and farm communities of the municipality by 2027
G4	4. Improve the capacity of sewer lines and water waste treatment plants in urban areas of the municipality by 2027
G5	5. Eradicate sewer leakages and spillages in the urban areas of the municipality by 2027
G6	6. Improve the condition of road networks in the urban areas of the municipality by 2027
G7	7. Improve the capacity of electricity supply in Lydenburg by 2027



G8	8. Eradicate informal settlements and discourage land invasion in urban areas of the municipality by 2027
G9	9. Reduce the Eskom debt account by 2027
G10	10. Facilitate economic development and growth by 2027
G11	11. Improve the maintenance of council public facilities by 2027
G12	12. Improve state of governance in the municipality by 2027
G13	13. Improve the implementation of social/Transversal programmes and services in the municipality by 2027
G14	14. Improve state of service delivery and facilitate the state of labour practice in privately owned land in the farm and forestry communities by 2027

To effectively bring about an effective strategy that will work for the municipality, the municipality has crafted development objectives as required by MSA which are directly linked to the problem statements identified in the situational analysis and consultations outcomes of communities and other key stakeholders consulted during the development of this plan. The strategy identifies focus areas and sequences them per priority. The prioritising strategy therefore is driven by the following principles; namely: (i) Population size (concentration) within a given area/s, (ii) Commonality i.e common issues raised by communities, (iii) Economic impact as well as (iv) Socio-economic impact of such priority area/s. The said factors do not override approved council master plans or other district, provincial and or national frameworks aimed at achieving national objectives or other technical reports with substantial scientific evidence on certain areas of resource needs and intervention. This strategy and the said principles drives how projects and programmes are prioritised and implemented in various areas of the municipality in the five years of the plan.

4.8. Alignment of Priorities and Strategic Objectives

Table 54: Municipal Development Objectives

No	Focus Areas	Problems Description	Strategic Objectives [Code=SO#]
1.	Water	<ul style="list-style-type: none"> • Improve Bulk Water Supply (Demand + Supply) • Provide portable water supply • Lack of water use licence in the northern areas • Illegal Connection of Water (water distribution losses) • Dilapidated water infrastructure (Pipelines/Networks, treatment plants) • Maintenance of Boreholes • Installation of meters in households without meters • Conduct water meter audits & Replace faulty meters • None existence of Water infrastructure in Informal Settlements • Poor water quality • Lack of security for municipal water & sanitation infrastructure 	Provide access to quality & Sustainable services in line with council mandate (SO1)
2.	Roads	<ul style="list-style-type: none"> • Dilapidation Road Network (need refurbishment & New construction) • Inadequate Road Signage or Incorrect Signage • None existence or Incorrect Street Names • Lack of maintenance of Road Signs, Street Names and Robots • Gravel Roads Networks (Need grading & Paving) • None maintenance or none existence of Road Walkways • Dilapidating Storm Water infrastructure • Speeding vehicles in townships (Installation of Speedhumps) 	Provide access to quality & Sustainable services in line with council mandate (SO1)
3.	Sanitation	<ul style="list-style-type: none"> • Develop & implement water & sanitation master plans • Improve Bulk Sanitation Supply (Demand + Supply) • Illegal Connection of Sewer & New Connections • Dilapidating infrastructure (Sewer Plants) • None existence of Sewer infrastructure in Informal Settlements • Lack of security for municipal water & sanitation infrastructure 	Provide access to quality & Sustainable services in line with council mandate (SO1)
4.	Electricity	<ul style="list-style-type: none"> • Lack of Electrical Maintenance Plans • Illegal connection (Conduct Meter audits & Replace faulty meters) • Dilapidating Electricity Network (upgrade + maintenance) • Improve Electricity Capacity (Network and Bulk) 	Provide access to quality & Sustainable services in line with council mandate (SO1)



		<ul style="list-style-type: none"> • Electricity infrastructure Theft • Electrification of formalised informal settlements & Past backlogs (New Connections) • Dark areas around towns and townships (Need for high mast lights/Street lights & Refurbishment) • Lack of effective power supply backup • Implementation of the credit control & Debt collection (Top 100 Debtors & Households). • Lack of security for municipal electrical infrastructure 	
5.	Public Facilities (Halls, Cemeteries, Stadium, Parks, Recreational centres, soccer fields etc)	<ul style="list-style-type: none"> • None maintenance of public facilities (Parks, Stadiums, recreational facilities and Halls) • Lack of Security on Public Facilities • Poor management of Public Facilities • Inadequate recreational facilities (Community Halls i.e Coromandel) • None existence of formal Taxi Ranks • Lack of maintenance of the designated areas • Poor relations between the municipality and the Taxi Associations • Fencing of new and old Cemeteries • Land allocation of new cemeteries 	<p>Provide access to quality & Sustainable services in line with council mandate (SO1)</p> <p>Provide access to quality & Sustainable services in line with council mandate (SO1)</p>
6.	Environment & Waste Management	<ul style="list-style-type: none"> • Dirtiness/Littering in Towns and Townships • None collection of waste in the informal settlements • None collection of waste in the rural communities (Matibidi, Leroro, Moremela) • Illegal Dumping sites • Non capitalisation of waste into recycling business for local SMMEs • Lack of Pollution Control Monitoring • Inadequate cutting of Grass and Trees in the municipal servitudes, • Lack of clean and attractive entrances in the municipal Towns and Township • Ensuring coordination that the municipality is environmentally compliant (NEMA Compliant) • Inadequate waste disposal equipments/facilities 	Provide access to quality & Sustainable services in line with council mandate (SO1)



		<ul style="list-style-type: none"> • Implementation of the IWMP • Land Fill sites life span exhaustion • Poor Management of Landfill sites • Fencing of Landfill sites 	
7.	LED	<ul style="list-style-type: none"> • Outdated LED Strategy and implementation of the strategy • Effective functionality of the LED Forum • Lack plans for job creation and poverty alleviation • None usage of the Unemployment Graduates Database for municipal programs • Linkages of the Internships/Learnerships to the Unemployment Graduates Database in both the public and private sector) • Inadequate linkage of EPWP and CWP programs of the municipality (Strengthening) • Immerging Contractor Program Management (Control and Education) • Linkages of the Immerging Contractor with other public and private sector • None existence of value chain programs from various commercial developments (Facilitate value chain linkages of local SMMEs to private/public sector) • Facilitate the involvement of local mines in the implementation of the IDP and support local SMMEs (Mining Exploration and development) • Facilitate eco-tourism development for the municipality • SMME Support 	<p>Enhance/Promote economic development and growth (SO4)</p> <p>Ensure effective and good governance (SO6)</p> <p>Strengthen IGR & stakeholder relation (SO7)</p>
8.	Human Settlement	<ul style="list-style-type: none"> • Incorrectly registered Title Deeds • Double allocation of stands • Delay in issuing long outstanding Title Deeds • Updating of municipal property registration (Title Deeds) • Housing Needs Register update (Review of the Housing Chapter) • Fraud and Corruption in allocation of houses and stands • Inadequate Squatter Control/Land use enforcement/control • Effective and efficient management of rental stock 	<p>Realisation of harmonious development within the municipal jurisdiction (SO2)</p> <p>Ensure effective and good governance (SO6)</p>
9.	Safety & Security	<ul style="list-style-type: none"> • Safeguard all municipal infrastructure 	<p>Provide access to quality & Sustainable services in line with council mandate (SO1)</p>



10.	Disaster Management	<ul style="list-style-type: none"> • Need for disaster management equipment • Refurbish disaster centres 	Provide access to quality & Sustainable services in line with council mandate (SO1)
11.	Revenue Enhancement	<ul style="list-style-type: none"> • Outdated Revenue Enhancement Strategy (Review & implement) • Expired Lease Agreement • Combat distribution losses (Water & Electricity) • Lease agreement Tariffs (Golf Course, Rooikat etc.) • Low Tariffs in the Flats (e.g Kerpasol, Kanabas, Fanniestalls) • Court Interdicts affects the implementation of Credit Control • Inaccurate Billing (Conduct audit billing on water & electricity) • Poor Inter-departmental Communication • Outdated service provision volumes (waste collection etc) • None alignment of the Land Use and Valuation Roll • Inadequate Disconnection(cut-off) process (Debtors List) • Inappropriate confirmation of Indigent customers (Audit Indigent register) • Existence of Problematic Consumer Accounts • Poor Customer Care • Uncontrolled Outdoor Advertising • None existence of Public Parking • None existence Informal Trading Tariffs • Culture of non-payment of services. • Improve the financial health of the municipality through effective implementation of the Financial Recovery Plan (FRP) 	Increase revenue base and ensure sound financial viability (SO3)
12	Spatial Planning (SDF Implementation)	<ul style="list-style-type: none"> • Risk of Escalating informal Settlements • Land Invasion • Illegal approval of building plans over restricted areas (servitudes) • Inadequate Land Use/building Control (illegal extension of buildings and illegal land use) • Uninformed Infrastructure development (Infrastructure development doesn't support the SDF) • Lack of serviced land 	Realisation of harmonious development within the municipal jurisdiction (SO2)



		<ul style="list-style-type: none"> • Facilitate the installation of services in newly formalised settlements • Community members living in informal settlements (Brown fields) • Poor planning for housing development (<i>building houses without sewer network</i>) • <i>Control Outdoor Advertisements</i> • <i>Review the Spatial Development Framework</i> • <i>An integrated GIS System established and functional</i> 	
13	Social Programmes and services	<ul style="list-style-type: none"> • Lack of Youth Development Programs • Lack of Promotion Programs • Facilitate the development of development (Youth centres) • Insufficient coordination, facilitation and mainstreaming of HIV/AIDS/TB and pandemic program • Ensure sufficient wellbeing programmes for municipal employees and local residents • Inadequate mainstreaming of Transversal issues (Women, Children, Youth, senior citizens and disable people) in municipal programs • Inadequate Child Headed families support program (e.g. indigent) • Infrastructure/Building designs not catering/not user-friendly to people living with disabilities • Growing population and migration resulting to overcrowded schools • Unavailability of land for Schools and Libraries (Primary and Secondary) including TVET College/Higher education facilities • Capacitate needy/marginalised students/groups within the municipality 	<p>Strengthen IGR & stakeholder relation (SO7)</p> <p>Mainstreaming of social advocacy and marginalised groups (SO8)</p>
14.	Institutional Transformation and Development	<ul style="list-style-type: none"> • None alignment of the organogram with the IDP and Budget • Lack of Individual Performance Management • Lack of clear Skills Development Plan (Training) • Lack of Employment Equity Plan • Poor Management of Staff • Promote occupational health standards in the workplace & Compliance to OHS • Implement employee assistance programme • Inadequate capacity (knowledge, skills experience etc.) • Ensure clear roles and responsibilities of employees are documented & signed 	<p>Improve institutional transformation and resource management (SO5)</p>



	<ul style="list-style-type: none"> • Lack basic service delivery in privately owned land • Abusive labour practice in the farm community • conduct awareness campaigns/implementation of consequence management • Ensure the institution has updated by laws and policies 	
	<ul style="list-style-type: none"> • Poor ICT Network Infrastructure • None existence of ICT Data Centre • Insufficient gate protector and licensed software • In-effective and continuous management of the municipal website • Insufficient tools of trade (laptops and computers) • Insufficient Office Space, Board Rooms and Council Chamber. • Ensure effective implementation of the communication strategy and ensure effective communication • ensure Business Continuity for the institution 	

Alignment of the Strategy

The flow of the strategy is summarised in the table below, it simply indicate what role does each factor play and contribute in the entire process flow that leads to the realisation of the strategy vision.

Table 55: Municipal Strategy Alignment

Strategic (Code=SO#)	Objective	Goals (Code=G#)	Priority (Code=P#)	Focus Areas	Development Objectives/Operational Objectives (Code=DO#)
SO1		G1,G2,G3,G4,G5,G6,G10	P1,P2,P3,P4,P5,P7,P13		DO1 – DO57
SO2		G7	P7		DO64 – DO75
SO3		G8,G11	P8		DO76 – DO86
SO4		G9	P9		DO87 – DO97
SO5		G12, G14	P10		DO98 – DO122 & DO123 - DO128
SO6		G12, G14	P10		DO98 – DO122 & DO123 - DO128
SO7		G12, G14	P10		DO98 – DO122 & DO123 - DO128
SO8		G13	P13		DO129 – DO133



4.9. Alignment of the strategy to National, Provincial and other local imperatives and guidelines

In terms of section 24 of the Municipal Systems Act - (1) *The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.* (2) *Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.*” It is therefore important for our municipality to align its strategic approach with national and provincial development programmes. Although the national, provincial and district are summarized in the following tables. The following highlights are the key elements of **National Development Plan (NDP)**. The NDP is a step in the process of charting a new path for the country. The broad goal of this plan is to eliminate poverty and reduce inequality by 2030. The key focus areas of this plan are summarised in the figure below:

Sketch 05: Strategy Alignment to National Imperatives





Alignment of the strategy to National, Provincial and other local imperatives and guidelines

National KPA's for Municipalities		Provincial KPA's for Municipalities			District Municipality' KPA's		TCLM Focus
Back to Basics (KFAs)	National Development Plan	MP V2030	Medium Term Strategic Framework MTSF (2019-2024) Priorities	State of the Province Address	District Development Model (Focus Areas)	Ehlanzeni District IDP Focus	TCLM IDP Focus
<ul style="list-style-type: none"> Basic services: Creating decent living conditions 	<ul style="list-style-type: none"> Expand Infrastructure Create Jobs 	<ul style="list-style-type: none"> Mpumalanga Economic Growth & Development Path 	<ul style="list-style-type: none"> Economic Transformation and Job Creation 	<ul style="list-style-type: none"> Growing the Economy and Creating Jobs Leveraging state power for the radical socio-economic transformation agenda Revitalization of township and rural economies Land Reform and Rural Development Growing our Tourism industry 	<ul style="list-style-type: none"> People Development Economic Positioning; 	<ul style="list-style-type: none"> Deliver Services and implement projects in line with the Mandate of EDM Create a conducive environment for district Economic development growth 	<ul style="list-style-type: none"> Provide access to quality services in line with council mandate Enhance economic development and growth
<ul style="list-style-type: none"> Basic services: Creating decent living conditions 	<ul style="list-style-type: none"> Expand Infrastructure Unite the Nation 	<ul style="list-style-type: none"> Infrastructure Master Plan, Mpumalanga Spatial Framework & Human 	<ul style="list-style-type: none"> Adequate Infrastructure to Facilitate Achievement of 	<ul style="list-style-type: none"> Integrated and Sustainable Human Settlements Institutionaliz 	<ul style="list-style-type: none"> Integrated Service Provisioning, Infrastructure Engineering 	<ul style="list-style-type: none"> Sustainable human settlements and improved quality of 	<ul style="list-style-type: none"> Realisation of harmonious development within the municipal jurisdiction



		Settlement Master Plan	Outcomes ▪ Social Cohesion and Safe Communities	ed Long-Term Planning		life	
▪ Basic services: Creating decent living conditions	▪ Inclusive Planning	▪ Comprehensive Rural Development Programme	<ul style="list-style-type: none"> ▪ Consolidating the Social Wage ▪ through Reliable and Quality Basic Services ▪ A Capable, Ethical and ▪ Developmental State ▪ Spatial Integration, Human Settlement & Local Government 	▪ Access to Basic Services	<ul style="list-style-type: none"> ▪ Integrated Service Provisioning, ▪ Infrastructure Engineering ▪ Economic Positioning; 	▪ Create a conducive environment for district economic development and growth	▪ Realisation of harmonious development within the municipal jurisdiction
<ul style="list-style-type: none"> ▪ Good Governance & Institutional Capacity Public ▪ Participation and community involvement 	▪ Use Resource Property, Fight Corruption	▪ Human Resources Development Strategy	▪ Education, Skills, and Health	▪ Strengthening partnerships with the private sector	<ul style="list-style-type: none"> ▪ Spatial Restructuring and Environmental Sustainability; 	<ul style="list-style-type: none"> ▪ Improve institutional transformation and development ▪ Improve staff skills and development 	<ul style="list-style-type: none"> ▪ Increase revenue base and financial viability ▪ Strengthen IGR & stakeholder relation
▪ Financial management	▪ Fight Corruption		▪ Social Cohesion and Safe Communities	<ul style="list-style-type: none"> ▪ Building a Capable State ▪ Strengthening International Partnerships 	▪ Governance and Financial Management	▪ Ensure prudent financial management	<ul style="list-style-type: none"> ▪ Strengthen IGR & stakeholder relation ▪ Strengthen IGR & stakeholder relation ▪ Mainstreaming



							of social advocacy and marginalised groups
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Table 56: Municipal Strategy Alignment



4.10. Localised Strategy Guidelines

4.10.1. Localised Strategic Guidelines for SDF (Code=LSG/SDF#)

Spatial development framework is summarised in this chapter 05 giving effect to the principles of spatial correction and inclusion in the municipality

4.10.1.1. Legislation and Policies

4.10.1.1.1. Spatial Planning and Land Use Management Act

4.10.1.1.2. The White Paper on South African Land Policy

4.10.1.1.3. The Housing Act

4.10.1.1.4. The Housing White Paper

4.10.1.1.5. Green Paper on Development and Planning

4.10.1.1.6. National Environmental Management Act

4.10.1.1.7. The Mining Charter 2016

4.10.1.2. Spatial Development Principles

4.10.1.2.1. Correction of historically distorted spatial patterns.

4.10.1.2.2. Spatial integration (rural/urban, poor/rich, black/white, housing/workplace)

4.10.1.2.3. Spatial Justice (Spatial Sustainability, Efficiency, Spatial Resilience, Good Administration)

4.10.1.2.4. Diversity of land uses

4.10.1.2.5. Discouragement of urban sprawl/densification/compact towns and cities.

4.10.1.2.6. Environmentally sustainable land development practices.

4.10.1.2.7. Spatially coordinated sectoral activities

4.10.1.3. Land Development Guidelines

4.10.1.3.1. Provision for development of urban and rural land, existing and new settlements.

4.10.1.3.2. Discouragement of land invasions (without ignoring reality of informal land use processes).

4.10.1.3.3. Equitable access to land

4.10.1.3.4. Tenure security

4.10.1.4. Housing Ownership

4.10.1.4.1. Enforces integration of housing development with existing communities for mining employees where housing development for mining labour applies

4.10.1.4.2. Enforces a contribution towards housing ownership of mining employees in consultation with labour organization



4.10.2. Localised Strategic Guidelines for LED (Code=LSG/LED#)

LED strategy to be reviewed aimed at mainstreaming the guidelines contained hereunder

4.10.2.1. Legislation and Policies

- 4.10.2.1.1. Constitutional mandate for municipalities to promote social and economic development.
- 4.10.2.1.2. The White Paper on Local Government encourages municipalities to address unemployment and to promote LED.
- 4.10.2.1.3. Employment generation based on economic growth and competitiveness is a major goal of the GEAR (Growth, Employment and Redistribution) Programme.
- 4.10.2.1.4. The mining charter 2016 (redefines the contribution of local mining companies on local development)
- 4.10.2.1.5. The Forestry Charter
- 4.10.2.1.6. The Tourism Charter
- 4.10.2.1.7. Minerals and Petroleum Resources Development Act 2002

4.10.2.2. Principles

- 4.10.2.2.1. Redistribution of economic resources and opportunities for the benefit of all residents through economic growth and development based primarily on local resources.
- 4.10.2.2.2. Some of the socio-economic needs (i.e. Priority Issues) will be best addressed through LED initiatives.
- 4.10.2.2.3. Sector-specific or location-specific economic development guidelines, such as Spatial Development Initiatives (SDI), agricultural development policies, tourism development strategies etc.
- 4.10.2.2.4. Community development is enforced at 1% of the annual mine turnover on labour sending areas
- 4.10.2.2.5. Enforces a 60% procurement of capital goods from a locally based BEE companies of which 30% of the 60% must be given to SMMEs
- 4.10.2.2.6. Enforces a 70% procurement of consumables from a locally based BEE companies of which 30% of the 70% must be given to SMMEs
- 4.10.2.2.7. Social labour plan is required to be in line with the IDP of the municipality in labour sending areas

4.10.2.3. Localised Strategic Guidelines for LED should include;

- 4.10.2.3.1. Focal economic sectors for promotion (e.g. tourism, agro-based industries, processing industries).
- 4.10.2.3.2. Basic principles of promotion (e.g. focus on labour-intensive techniques, viability, and sustainability).
- 4.10.2.3.3. Major instruments of promotion.
- 4.10.2.3.4. Major target groups (type of enterprises) and intended beneficiaries (e.g. women, school leavers).



4.10.2.3.5. Focal geographic areas.

4.10.3. Localised Strategic Guidelines for Poverty Alleviation and Gender Equity (Code=LSG/PAGE#)

Transversal strategy, Employment Equity Plan & Emerging SMMEs support plan to be reviewed & developed aimed at mainstreaming the principles contained hereunder

4.10.3.1. Legislation and Policies

- 4.10.3.1.1. Constitution Section 26, 27 regarding basic needs and Section 9 regarding gender equality.
- 4.10.3.1.2. Children's Act
- 4.10.3.1.3. Sexual offenses Act
- 4.10.3.1.4. National Health Act
- 4.10.3.1.5. Criminal Procedure Act
- 4.10.3.1.6. Act 70 for Substance abuse
- 4.10.3.1.7. Older Person's Act
- 4.10.3.1.8. Sustainable Development Goals
- 4.10.3.1.9. National Development Plan
- 4.10.3.1.10. Immigration Act
- 4.10.3.1.11. Traffic in Person Act (Tip)
- 4.10.3.1.12. RDP (Reconstruction and Development Programme).
- 4.10.3.1.13. White Paper on Local Government.
- 4.10.3.1.14. SALGA Handbook on "Gender and Development".
- 4.10.3.2. Poverty Alleviation
 - 4.10.3.2.1. Crucial role of local government in meeting basic needs of the poor (access to basic services).
 - 4.10.3.2.2. Creating opportunities for all to sustain themselves through productive activity.
 - 4.10.3.2.3. Establishing a social security system and other safety nets to protect the poor and other disadvantaged groups.
 - 4.10.3.2.4. Empowerment of the poor/encouraging the participation of marginalised groups.
- 4.10.3.3. Gender Equity
- 4.10.3.4. South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2002).
- 4.10.3.5. Women's Charter for Effective Equality (1994).
- 4.10.3.6. The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (No. 4 of 2000).



4.10.3.7. SADC Declaration on Gender and Development and its Addendum on Violence Against Women.

4.10.3.7.1. Addressing existing gender inequalities as they affect access to jobs, land, housing, etc.

4.10.3.7.2. Focusing efforts and resources on improving the quality of life especially of those members and groups that are most often marginalised or excluded, such as women.

4.10.3.7.3. Inclusiveness by empowerment strategies which focus on women.

4.10.3.7.4. Understanding the diverse needs of women and addressing these needs in planning and delivery processes.

4.10.4. Localised Strategic Guidelines for Environment (Code=LSG/ENV#)

The current SDF already covers all aspects contained hereunder, however an Environmental plan will be developed to mainstream the principles contained in this section

4.10.4.1. Legislation and Policies

4.10.4.1.1. Principles of Chapter 1 of the National Environmental Management Act.

4.10.4.1.2. Local Agenda 21.

4.10.4.1.3. National Environmental Management Plans.

4.10.4.1.4. Provincial Environmental Implementation Plans.

4.10.4.2. Principles

4.10.4.2.1. avoiding pollution and degradation of the environment;

4.10.4.2.2. avoiding waste, ensuring recycling or disposal in a responsible manner;

4.10.4.2.3. minimising and remedying negative impacts on the environment and on people's environmental rights;

4.10.4.2.4. considering the consequences of the exploitation of non-renewable natural resources;

4.10.4.2.5. avoiding jeopardising renewable resources and ecosystems;

4.10.4.2.6. paying specific attention to sensitive, vulnerable, highly dynamic or stressed ecosystems;

4.10.4.2.7. minimising loss of biological diversity; and

4.10.4.2.8. Avoiding disturbance to cultural heritage sites.

4.10.4.3. The Guidelines may include

4.10.4.3.1. a list of especially endangered or degraded resources;

4.10.4.3.2. a list of locations which may require restrictions for utilisation;

4.10.4.3.3. a list of economic activities which needs special attention with regard to environmental impact; and

4.10.4.3.4. Risks of environmental disasters.



4.10.5. Localised Strategic Guidelines for Institutional (Code=LSG/INST#)

Part of what will be enforced includes delegation of powers to managers below section 56 as well as implementation of IPMS in order to have an effective government systems and controls aimed at realising good governance

4.10.5.1. Legislation and policies

4.10.5.1.1. White Paper on Local Government, Section F.

4.10.5.1.2. Employment Equity Act

4.10.5.1.3. National Skills Development Act

4.10.5.1.4. Consequence Management Policy

4.10.5.1.5. Systems Act Section 59

4.10.5.1.6. SCM Policy and Regulations

4.10.5.1.7. MFMA Section 65

4.10.5.2. Guidelines

4.10.5.2.1. Market related tariffs for all leased properties

4.10.5.2.2. Risk Management Action Plans

4.10.5.2.3. Municipal Budget

4.10.5.3. Develop delivery capacities for accessible, affordable, basic needs orientated, integrated, sustainable and efficient quality services on an accountable basis.

4.10.5.3.1. objectives-and results orientated management;

4.10.5.3.2. effectiveness-and efficiency orientated management (“value for money”); and

4.10.5.3.3. service-and client orientated management

4.10.5.3.4. performance-based contracts;

4.10.5.3.5. service orientated codes of conduct;

4.10.5.3.6. Deconcentrating of operational responsibility by giving more power and skills to the frontline workers; and

4.10.5.3.7. consultative decision-making approaches within the administration

4.10.5.4. Selection of appropriate forms of service delivery

4.10.5.4.1. corporatisation,

4.10.5.4.2. public-public partnerships,

4.10.5.4.3. public-community partnerships,



- 4.10.5.4.4. contracting out,
- 4.10.5.4.5. lease and concessions,
- 4.10.5.4.6. privatisation



5. CHAPTER 5 (Key Plans of the IDP)

5.1. Financial Plan and Capital Expenditure Plan for the next three years

5.1.1 Executive Summary

The council of Thaba Chweu Local Municipality approved the IDP/Budget Process Plan in council sitting of 22 August 2022 as per resolution number A126/2022. The Budget process plan outlined all key compliance deadlines for the preparation of the Annual Budget, annual reviews of the Integrated Development Plan and budget related policies.

Section 34 of the Municipal system act no 32 of 2000 as amended requires the municipality to review its IDP based on its performance assessments and changing circumstances.

Section 24(1) and (2) of the Municipal Finance Management Act No 56 of 2003, it states that the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

Subsection 2 states that an annual budget –

- (a) must be approved before the start of the budget year;
- (b) is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and
- (c) Must be approved together with the adoption of resolutions as may be necessary –
 - (i) imposing any municipal tax for the budget year;
 - (ii) setting any municipal tariffs for the budget year
 - (iii) approving measurable performance objectives for revenue from each source and for each vote in the budget
 - (iv) approving any changes to the municipality's integrated development plan; and
 - (v) approving any changes to the municipality's budget related policies.

National Treasury issued MFMA circular No.122, 123 and 124 for 2023/2024 MTREF budget, the contents of the circular and its purpose is to guide municipalities on how to undertake annual budget preparation in accordance with the budget and financial management reform agenda by focusing on key game changers. These game changers include ensuring that the municipal budget is funded, revenue management is optimised, assets are managed efficiently, supply chain management processes are adhered to, mSCOA is implemented correctly and that audit findings are addressed.

MFMA circular 124 focuses on Municipal Debt Relief as a leverage on government's bigger proposal of a debt relief package for Eskom; and it is noted that the primary problem government wants to resolve is Eskom's financial and debt crisis which also requires a solution to nonpayment for electricity consumption by municipalities. In parallel, the challenge of defaulting municipalities cannot be separated from a consumer culture to not pay for services. Without universally restoring debt collection, the debt will immediately start accumulating anew.



5.1.2 DISCUSSION/ DELIBERATIONS

In terms of Regulation 16 of Municipal Budget and Reporting Regulations on consideration of annual budget by municipal councils, it states that: At least 30 days before the start of the budget year the mayor must for purpose of section of the Act table the following documents in the municipal council-

- (a) a report summarizing the local community's views on the annual budget.
- (b) any comments on the annual budget received from National Treasury and Relevant provincial treasury.

Thaba Chweu Local Municipality tabled the Annual Draft Budget for 2023/2024 to 2025/2026 MTREF in council on the 30 March 2023 in terms of section 16(2) of the MFMA as per council resolution No. A44/2023 where the following resolutions were taken:

Council approved the draft annual budget for 2023/2024-2025/2026 Medium Term Revenue and Expenditure Framework as follows:

Type	2023/2024		2024/2025		2025/2026	
Revenue	R	899 931 964	R	944 028 630	R	988 397 976
Operationl Expenditure	-R	954 151 719	-R	1 006 867 964	-R	1 054 190 758
Capital Expenditure	-R	124 108 950	-R	140 557 000	-R	144 103 424
Surplus/(Deficit)	-R	178 328 705	-R	203 396 334	-R	209 896 207

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- o Council approved the Draft Tariff Structure for rates and services provided by the municipality as contained in the tariff policy.

- o Council approved the tariffs to be increased by an inflation rate as follows:

Residential 5.3%

Business 5.3%

Government 5.3%

Electricity services 18.49% subject to NERSA approval.

- o Council approved the following reviewed budget related policies:

- o Asset management policy
- o Budget policy
- o Cash management and investment policy
- o Out of pocket reimbursement policy
- o Supply Chain Management policy
- o Creditor's payment policy
- o Credit control and debt collection policy
- o Debt impairment and write-off policy
- o Indigent Policy
- o Inventory Policy
- o Cash received and banking policy.



- Property rates policy
 - Tariff policy
 - Unclaimed deposits
 - UIFW Policy
 - Reviewed organisational structure.
- Council approved the final reviewed IDP for 2023/24 MTREF.
- Council adopted MFMA budget circular 123 & 124 for 2023/24 MTREF as part of the draft budget documents in terms of MFMA section 168(3).
- Council noted the progress report on the implementation of the budget funding plan.
- Council approved that a copy of the Draft IDP document be submitted to the office of MEC for Co-operative Governance and Traditional Affairs for comments within 10 days of its adoption as stipulated by the legislation – Section 32 (l) (a) of the Municipal Systems Act, 2000.
- Council Approved that the Draft IDP/Budget 2023/24 be made public for the community provide comments.

5.1.3 Public Participation Feedback

Based on the consolidated feedback from the communities as per the council approved consultation program on IDP and Draft Budget, the community priorities are as follows:

- i. Land
- ii. Water
- iii. Roads
- iv. Human Settlement
- v. Sewer & Sanitation
- vi. Electricity
- vii. Health
- viii. Education
- ix. Job Creation
- x. Local Economic Development
- xi. Waste Management
- xii. Public Facilities

5.1.4 Key stakeholders consulted:

- Mpumalanga Department of Co-operative Governance
- Department of Social Development
- Department of Labour
- Department of Basic Education
- Department of Health
- Department of Home Affairs
- SASSA
- Ehlanzeni District Municipality



- Ehlanzeni TVET
- Local Stakeholders (Business Chambers, Mining Houses, NGO's, Civic Organisations, General Public, All Wards)

5.1.5 Summary of the outcome of the consultations:

- The consultations have revealed an urgent need for land for human settlement. This matter has become contentious especially in Ward 11 (Brondal, Sipsop, Hendriksdal, Witklip), Ward 13 (Pilgrims Rest and Spekboom)
- Need for sustainable water and electricity supply was also a major highlight.
- The grading of roads especially at rural and farm areas was a matter that came out prominently, whilst the rehabilitation of roads and patching of potholes was a recurring issue in towns and townships.
- The issue of the upgrading of the sewer infrastructure was highlighted which impacts on the health and wellbeing of communities due to raw sewer spillages.
- Access to healthcare through mobile clinics was a matter strongly raised at farms and rural areas of the municipality.
- The issue of Local Economic Development was also highlighted in terms of job creation and preferential procurement. The prevailing sentiment was that opportunities must be given to local communities and SMMEs as well as people living with disabilities in projects implemented in the various wards.
- The vandalism of public infrastructure and theft of cables was also a concern raised in all the Wards.
- Communities also raised the need for the refurbishment of public facilities (community halls) and the cleaning of cemeteries, parks and clearing of illegal dumping sites.
- The need for a mobile police station was highlighted in remote areas of the municipality.
- Related to issues of safety and security was the need for the maintenance of streetlights and installation of high mast lights in certain areas.

5.1.6 Observations against alignment to planning framework:

It can be reported that the projects being implemented in the previous financial years together with the upcoming financial year are in support of the Spatial Development Framework. The Municipality must work harder in securing funding both internally and externally to expand its scope on infrastructure refurbishment projects throughout the municipal jurisdiction.

5.1.7 Engagement with Provincial Treasury:

The municipality met with Provincial Treasury on the 8 May 2023 in council chambers to discuss the assessment outcome of Thaba Chweu's draft budget. The are key findings noted by Provincial Treasury and formed part of the discussions in addition to the detailed presentation of management. Provincial Treasury assessed the draft budget under the following criteria:



- a) *Credibility*
- b) *Relevance*
- c) *Sustainability*
- d) *Cash flow management (Table A7)*
- e) *Funding Compliance (Table A8)*

Their findings are attached as annexure A.

Recommendations raised by Provincial Treasury:

- o *The municipality ensures that Revenue and Expenditure estimates are credible and realistic as required by the MFMA.*
- o *The municipality should provide sufficient justification for all excessive increases and decreases that are not in line with the projected CPI growth of 5.3 percent as stipulated in the MFMA Circular No.123.*
- o *The municipality should re-consider the budgeted allocation of R20.6 million from internally generated funds due to the projected operating deficit in the financial performance of the municipality.*
- o *The municipality aggressively implements the approved revenue strategies and all other related policies that are in place to improve the Revenue collection.*
- o *The budget provision for debt impairment should be informed by the municipal collection rate.*
- o *Draft budget document, mSCOA data strings and related policies for 2023/24 MTREF be uploaded on the LG portal on the PDF format and be published on the municipality's website to comply with s75 of the MFMA.*
- o *The municipality utilize the tariff setting tool and methodology issued by the National Treasury to determine whether the set tariffs are cost reflective.*
- o *The municipality aggressively monitor and implement the Cost containment strategy to eliminate nonpriority spending.*
- o *The municipality correct table SA18 on grants receipts to reconcile with National grants allocations as indicated in the DORA bill.*
- o *The Municipality complies with the Municipal Budget Reporting Regulation (MBRR) framework, mSCOA regulation and other legislations during the draft budget preparation.*

5.1.8 EXECUTIVE SUMMARY OF THE FINAL ANNUAL BUDGET FOR 2023/2024 TO 2025/2026 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

Type	2023/2024		2023/2024		2024/2025		2025/2026	
	Draft		Final					
Revenue	R	899 931 964	R	900 451 000	R	1 004 957 031	R	1 061 030 135
Operational Expenditure	-R	954 151 719	-R	976 685 714	-R	1 000 905 153	-R	1 047 947 695
Capital Expenditure	-R	124 108 934	-R	164 615 600	-R	100 142 000	-R	68 786 424
Surplus/(Deficit)	-R	178 328 689	-R	240 850 315	-R	96 090 122	-R	55 703 984



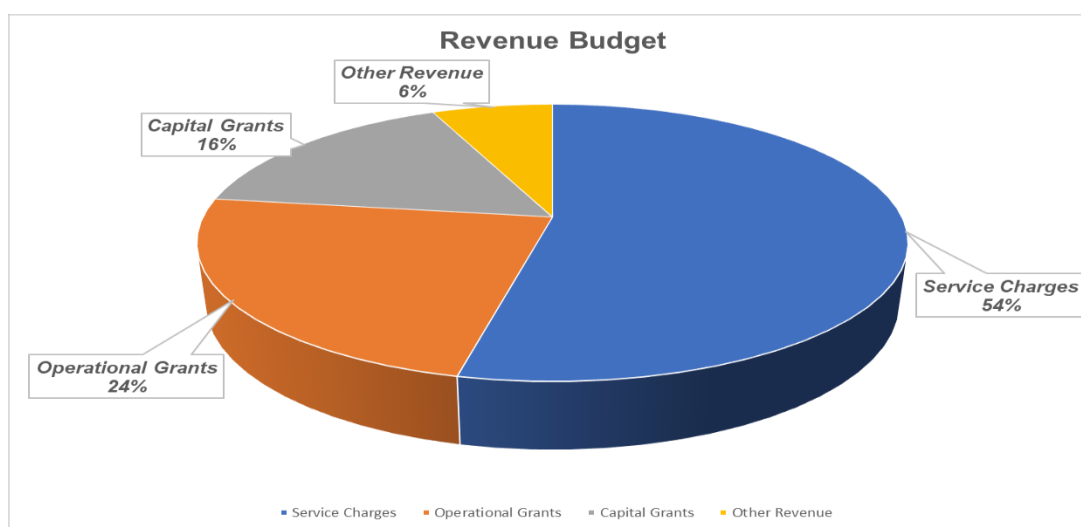
Total revenue for 2023/2024 financial year is projected at R 900 million of this balance R581 million (65%) must be internally generated through charging of assessment rates and services. R359 million (35%) will come in the form of Grants, which is equitable share, operational and capital grants.

The budget as summaries above indicates a deficit of (-R240.8 million) which includes non-cash items budgeted at R185 million.

5.1.9 REVENUE PER COMPONENT:

	Draft Budget 2023/2024		Final Budget 2023/2024		2024/2025	2025/2026
Service Charges	R	521 980 964	R	482 500 000	R 547 558 031	R 573 293 258
Operational Grants	R	212 710 000	R	212 710 000	R 233 343 000	R 251 722 000
Capital Grants	R	106 241 000	R	146 241 000	R 162 165 000	R 171 215 000
Other Revenue	R	59 000 000	R	59 000 000	R 61 891 000	R 64 799 877
	R	899 931 964	R	900 451 000	R 1 004 957 031	R 1 061 030 135

THE BELOW CHART DEPICTS REVENUE PERCENTAGES PER SOURCE:





SERVICE CHARGES SOURCES:

REVENUE BY SOURCE	DRAFT BUDGET 2023/2024	FINAL BUDGET 2023/2024	2024/2025	2025/2026
Service Charges	R 521 980 964	R 482 500 000	R 547 558 031	R 573 293 258
Property rates	R 125 000 000	R 125 000 000	R 131 125 000	R 137 287 875
Service charges - electricity revenue	R 235 000 000	R 215 000 000	R 246 515 000	R 258 101 205
Service charges - water revenue	R 70 000 000	R 70 000 000	R 73 430 000	R 76 881 210
Service charges - sanitation revenue	R 25 000 000	R 25 000 000	R 26 225 000	R 27 457 575
Interest earned - outstanding debtors	R 39 480 964	R 20 000 000	R 41 415 531	R 43 362 061

Key final budget assumptions used to estimate Rates and Service Charges budget:

- The actual performance as of 31 March 2023 was used as a baseline to estimate revenue for the 2023/2024 MTREF to ensure budget projections remain realistic and achievable.
- The municipality expect the collection rate of 85% to be realised in 2023/2024
- The tariffs for household, business and government will be increased generally by 5.3%, except for electricity, refuse and sewer. Electricity will increase by 15.10% subjected to NERSA approval. Sewer and Refuse for Households will increase by 40%, Business and government by 70%.

OTHER REVENUE CHARGES

Other Revenue	R 59 000 000	R 59 000 000	R 61 891 000	R 64 799 877
Rental of facilities and equipment	R 5 000 000	R 5 000 000	R 5 245 000	R 5 491 515
Interest earned - external investments	R 5 000 000	R 5 000 000	R 5 245 000	R 5 491 515
Dividends received			R -	R -
Fines, penalties and forfeits	R 7 500 000	R 7 500 000	R 7 867 500	R 8 237 273
Licences and permits	R 500 000	R 500 000	R 524 500	R 549 152
Agency services			R -	R -
Other Revenue	R 40 000 000	R 40 000 000	R 41 960 000	R 43 932 120
Gains on disposal of PPE	R 1 000 000	R 1 000 000	R 1 049 000	R 1 098 303

Key final budget assumption for other revenue:

- That the municipality will improve on the current performance of 2022/2023 Budget and addition income of R30 million will be realised from disposal of developed land.
- The miscellaneous tariffs will also increase by 5.3%.

**OPERATIONAL AND CAPITAL GRANTS:**

Operational Grants	R 212 710 000	R 212 710 000	R 233 343 000	R 251 722 000
<i>Equitable share</i>	<i>R 207 979 000</i>	<i>R 207 979 000</i>	<i>R 228 612 000</i>	<i>R 246 813 000</i>
<i>Financial Management Grant</i>	<i>R 3 000 000</i>	<i>R 3 000 000</i>	<i>R 3 000 000</i>	<i>R 3 178 000</i>
<i>EPWP grant</i>	<i>R 1 731 000</i>	<i>R 1 731 000</i>	<i>R 1 731 000</i>	<i>R 1 731 000</i>
Capital Grants	R 106 241 000	R 146 241 000	R 162 165 000	R 171 215 000
<i>MIG</i>	<i>R 56 241 000</i>	<i>R 56 241 000</i>	<i>R 58 726 000</i>	<i>R 61 316 000</i>
<i>WSIG</i>	<i>R 40 000 000</i>	<i>R 80 000 000</i>	<i>R 50 900 000</i>	<i>R 56 798 000</i>
<i>INEP</i>			<i>R 12 539 000</i>	<i>R 13 101 000</i>
<i>RBIG</i>	<i>R 10 000 000</i>	<i>R 10 000 000</i>	<i>R 40 000 000</i>	<i>R 40 000 000</i>

Budget assumptions for Operational and Capital grants:

The grants amount as indicated are allocated in the DoRA framework for 2022/2023 and we expect that grants will be received as per DORA allocation.

5.1.10 OPERATIONAL EXPENDITURE PER TYPE:

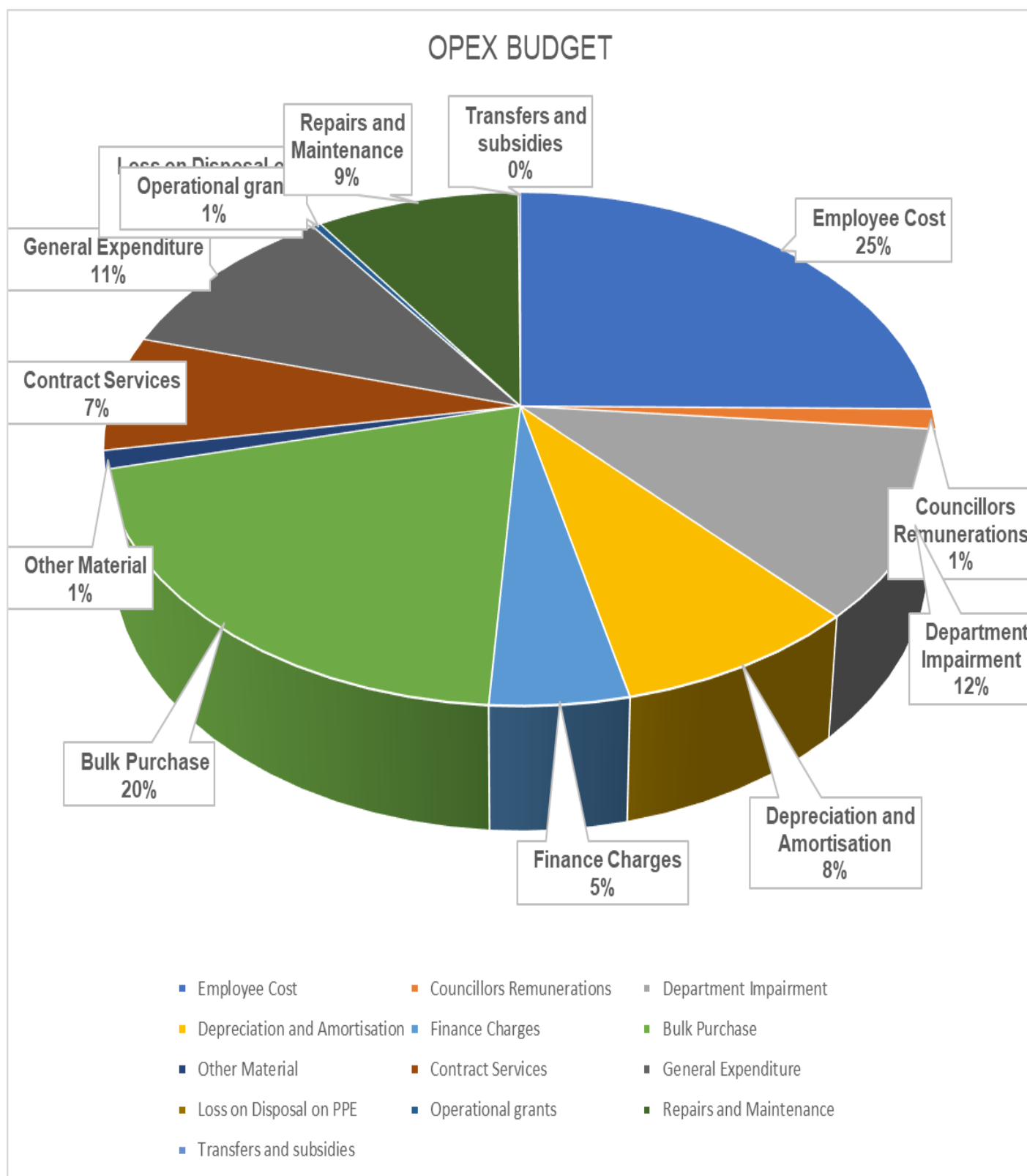
OPERATIONAL EXPENDITURE BY TYPE	DRAFT BUDGET 2023/2024	FINAL BUDGET 2023/2024	DRAFT BUDGET 2024/2025	DRAFT BUDGET 2025/2026
Employee Cost	R 250 000 000	R 245 858 996	R 262 250 000	R 274 575 750
Councillors Remunerations	R 13 250 000	R 12 500 000	R 13 899 250	R 14 552 515
Department Impairment	R 115 000 000	R 115 000 000	R 120 635 000	R 126 304 845
Depreciation and Amortisation	R 65 000 000	R 80 000 000	R 68 185 000	R 71 389 695
Finance Charges	R 20 000 000	R 45 000 000	R 20 980 000	R 21 966 060
Bulk Purchase	R 195 855 000	R 195 855 000	R 205 451 895	R 215 108 134
Other Material	R 11 350 000	R 11 350 000	R 11 906 150	R 12 465 739
Contract Services	R 74 160 000	R 71 160 000	R 77 793 840	R 81 450 150
General Expenditure	R 111 805 719	R 104 930 719	R 117 284 199	R 122 796 557
Loss on Disposal on PPE			R -	R -
Operational grants	R 4 731 000	R 3 731 000	R 4 962 819	R 5 196 071
Repairs and Maintenance	R 92 000 000	R 90 300 000	R 96 508 000	R 101 043 876
Transfers and subsidies	R 1 000 000	R 1 000 000	R 1 049 000	R 1 098 303
	R 954 151 719	R 976 685 714	R 1 000 905 153	R 1 047 947 695

- *Employee cost has been costed per head on the existing staff and increased by 5.3% CPI. Additional allocation has been provided for prioritised positions that were funded.*
- *Councillors remuneration has been costed per upper limits and increased by CPI in anticipation of 2023/2024 increment.*
- *Debt impairment and depreciation which are non cash items, are estimated based on the audited figures, current collection rate, debt impairment and write off policy and asset register.*
- *Finance charges has been provided at R45 million in anticipation of Municipal Debt Relief package pending the application.*



- *Bulk purchase has been projected based on current expenditure and expected escalation of 18.49% NERSA granted to Eskom.*
- *Contracted services has been costed per the terms of the current running contracts.*
- *General expenditure has been contained to current spending. With Eskom Small Power Users (including own consumption accounts) contributing R30 million of the total budget.*
- *Repairs and maintenance budget constitute 9% of the operational expenditure budget. Sufficient allocation has been provisioned to ensure ageing infrastructure's (Water, Roads, Sanitation and Electricity) backlog maintenance is addressed.*
- *Other material is contained at R11 350 million to ensure stores is adequately replenished on key material items and supplies that has impact on basic service delivery.*

OPERATIONAL EXPENDITURE DEPICTED PER CHART PER TYPE



5.1.11 CAPITAL EXPENDITURE BUDGET BREAKDOWN PER GRANT

GRANT FUNDED PROJECTS	DEPARTMENT	FUNDING	2023-2024 DRAFT BUDGET	2023-2024 FINAL BUDGET
MIG PROJECTS:			R 53 435 600	R 53 435 600
Provision of Water Reticulation at Emshinini Township	Technical Services	MIG	R -	R -
Paving of Main Roads in Moremela (Tshirelang)	Technical Services	MIG	R 3 971 682	R 3 971 682
Buy-Back and Transfer Station for Waste Management in Thaba Chweu Local Municipality	Technical Services	MIG	R 9 000 000	R 9 000 000
Refurbishment and Upgrading of Sewer Substation in Thaba Chweu Municipality	Technical Services	MIG	R 6 752 178	R 6 752 178
Refurbishment of Voortrekker Street at Mashishing Lydenburg-Phase 3	Technical Services	MIG	R 2 677 954	R 2 677 954
Paving of Main Roads in Matibidi (Didimala Village) Phase 2	Technical Services	MIG	R 9 000 000	R 9 000 000
Provision of Water Reticulation at Mashishing X8	Technical Services	MIG	R 10 033 786	R 10 033 786
Provision of Sewer Reticulation at Mashishing X8	Technical Services	MIG	R 12 000 000	R 12 000 000
WSIG PROJECTS:			R 40 000 000	R 80 000 000
Mashishing WWTW(Upgrading)	Technical Services	WSIG	R 40 000 000	R 60 000 000
Graskop WWTW Improvement Programme	Technical Services	WSIG		R 7 995 000
Sabie WWTW Improvement Programme	Technical Services	WSIG		R 10 600 000
Mashishing Sewerage Pump Stations Improvement Programme	Technical Services	WSIG		R 1 405 000
RBIG PROJECTS			R 10 000 000	R 10 000 000
Bulk water supply Northern areas	Technical Services	RBIG	R 10 000 000	R 10 000 000

The total capital budget backed by conditional grants is R143 million. This budget is conditional to meeting its requirements.



5.1.12 INTERNAL CAPITAL EXPENDITURE

INTERNAL FUNDED PROJECTS	R 20 680 000	R 21 180 000
Supply and Delivery of mini substations	R 5 000 000	R 1 880 000
Supply and delivery of electrical Transformers	R 3 000 000	R 2 000 000
Procurement of Rental stock repairs equipment	R 500 000	R 500 000
Procurement of Site inspection gadgets	R 500 000	R 500 000
Procurement of refuse compactor truck x1	R 2 000 000	R 2 000 000
Procurement of Rapid response vehicles(Traffic)	R 500 000	R 500 000
Procurement of Water Tanker	R 1 500 000	R 1 500 000
Procurement of furniture	R 2 000 000	R 500 000
Electrification of 220 households at Marikana/Majen	R 4 180 000	R 5 500 000
Procurement of computers Equipments	R 1 500 000	R 1 500 000
Hawkers Stalls phase 1(Construction		R 500 000
Procurement of cherry picker		R 1 300 000
Procurement of Grader		R 2 000 000
Procurement of a Tractor		R 500 000
Installation of loudhauling equipments		R 500 000

The following annexures are support to the budget item:

Annexure A	: Budget Related Policies
Annexure B	: IDP 2023-2027
Annexure C	: Reviewed Organisational Structure
Annexure D	: Tariff Structure for 2023/2024
Annexure E	: Provincial Treasury Comments
Annexure F	: Municipal Infrastructure Grant Projects
Annexure G	: Funding Plan Progress Report
Annexure H	: Cost Reflective Tariffs assessment tool and outcome
Annexure I	: Assets Register
Annexure J	: Mscoa Road Map
Annexure K	: Valuation Roll Reconciliation
Annexure L	: Cost Reflective Tariff Tool



5.1.13 BUDGET RELATED POLICIES

This section provides an overview of the reviewed budget related policies which informs the assumption for this annual budget. It is also worth noting that there were no material changes on the below listed policies except for indigent policy and reviewed organisational structure in terms of prioritisation of vacant positions.

- *Asset management policy*
- *Budget policy*
- *Cash management and investment policy*
- *Cellphone allowance policy*
- *Credit control and debt collection policy*
- *Creditors payment policy*
- *Debt impairment and write-off policy*
- *Indigent Policy*
- *Inventory Policy*
- *Overtime Policy*
- *Performance Management Policy*
- *Property rates policy*
- *Organisational structure*
- *Out of pocket reimbursement policy*
- *Supply management policy*
- *Tariff policy*
- *Travelling and subsistence policy*
- *Unclaimed deposit.*
- *UIFW policy*
- *UIFW reduction policy*
- *Travelling allowance*

5.1.14 CONCLUSION

The table budget for 2023/2024 budget is estimated at R900 million, with 65% of the budget to be generated internally. This poses a serious financial risk as the success of realising this budget is dependent on the full implementation of credit control and debt collection policy. The revised budget funding plan which will be used to support the Debt Relief application must be implemented without fail. The political leadership must assist the administration to unlock all bottlenecks that impede the administration to fully implement revenue enhancement strategies that aims to reduce high distribution losses that erodes our constrain budget and revenue enhancement initiatives that aims to optimise and improve the revenue base of the municipality.

The level of political support in implementing these activities will be the core driver to the success of realising this budget. It's now the time that our common efforts under our slogan that says **“Re direla batho”** must be lived and realised.



The Eskom account still renders our budget to be unfunded and the same has been raised sharply by provincial treasury. The National Treasury has issued MFMA circular 124 that aims to remedy the situation that Thaba Chweu found itself under. However, caution needs to be highlighted that the conditions to meet needs both management and political leadership to work hard in meeting them. Any deviation from the conditions will render our application to be made null and void.

Lastly, we urge the council to support the administration to start implementing cashflow budget in the 2023/2024 budget. This initiative will allow correct prioritization of expenditure and cut non-core mandates.

4.6. Audit Action Plan

Thaba Chweu Local Municipality received an unqualified Audit opinion with findings for the 2020/21 Financial Year. The Action Plan in Summary:



Table 64: Audit Action Plan 2020/21

No	AUDIT FINDING	IMPACT OF THE FINDING	NATURE OF AUDIT FINDING	ROOT CAUSE	RECOMMENDATIONS	DETAILED REMEDIAL ACTION	ACTION DATE	RESPONSIBLE DEPARTMENTS	RESPONSIBLE OFFICIALS
Audit of predetermined objectives									
1	Reported achievement doesn't agree to work done as per the completion certificate	Misstatement	During the audit of predetermined objectives, we identified that final signed completion certificate for the Refurbishment of Water treatment works in Thaba Chweu Local Municipality stated that the works were at the following Water Treatment facilities: Coromandel WTW, Sabie	This was a Covid-19 project and no feasibility study was conducted and these funds were made available to attend to all existing problems in Water Treatment Plants (WTP) and Pump	Management should adjust the annual performance report to ensure that only the performance achievements that are supported by valid portfolio of evidence are reported on.	This was an emergency intervention due to the crisis which when it comes to health issues, the Government prioritised the issues which	20-Jul-22	Technical Services	Director: Technical Services & Manager: PMU



			<p>WTW, Moremela WTW, Graskop Raw Water and Booster WTW and Mashishing WTW. In the Annual Performance report only three water treatment works were reported namely Sabie WTW, Coromandel WTW and Mashishing WTW, this result in the incomplete Annual Performance report as not all WTW that were refurbished were recorded.</p>	<p>Station and during implementation G Seal, the Engineers only identified scope on the the three sites and the budget could only cover theses.</p> <p>Management oversight in ensuring consistency between the completion certificate and the actual work done.</p>		<p>might curb the spread of the pandemic , so no special remedial action can be done.</p> <p>PMU & PMS to perform physical verification which will be based on the completion certificates being agreed to the work done.</p> <p>The submission of POE should be</p>			
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						done in time to ensure that all the reported targets are properly verified by the PMS & IA.			
2	Scope of work as per Final completion certificate submitted for audit does not agree with reported performance achievement in Annual report.	Misstatement	During the audit of predetermined objectives, we identified that the scope of work as per the final signed completion certificate for the listed below projects is as follows “equipping 6 existing boreholes, drilling and equipping 5 new boreholes, water treatment facilities and power supply”.	Drilling of boreholes and successful implementation of it consist of drilling and equipping it as a means of water coming out and communities are able to draw water out the borehole. Some boreholes	Management should adjust the annual performance report to ensure that only the performance achievements that are supported by valid portfolio of evidence are reported on. The management role, being performance management system manager,	Detail explanation should be done in the reporting template. The project manager should be clearly defined to the indicator matrix which will be	20-Jul-22	Technical Services	Director: Technical Services & Manager: PMU



			<p>However, indicator description as per APR refers to “drilling of new boreholes in Mashishing, Draaikraal, Shaga, Matibidi, Moremel a, Orhigstad dam Brondal & Sipsop”, therefore reported achievement doesn’t agree with the scope of work as per final completion certificate as equipping existing boreholes was not part of the indicator description</p>	<p>were drilled previously and only needed equipping. New boreholes involved drilling and equipping.</p> <p>The work completed was not aligned to the indicator matrix(definition).</p>	<p>the chief financial officer, the internal audit function and audit committee should adequately review the reported achievements on the annual performance report to ensure that the achievements is supported by valid, accurate and complete supporting documents</p>	<p>accurately aligned to the actual work done.</p>			
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3	Reported achievement on various indicators was misstated	Misstatement	During the physical verification of 12 boreholes for the project: Installation of 25 new boreholes at Thaba Chweu local municipality, we identified that one borehole, namely Borehole at Lydenburg ext 108 x1 is not working as the electric panel were missing and wires were not connected.	Vandalism was the cause of the missing identified electric panel and wires. It is unfortunate that such vandalism is happening all over Mpumalanga and cases are opened with police and the culprit(s) are still at large.	The management role, being performance management system manager, the chief financial officer, the internal audit function and audit committee should adequately review the reported achievements on the annual performance report to ensure that the achievements is supported by valid, accurate and complete supporting documents	This a Grant funded project and it becomes difficult if most of the budget will be concentrated on security. The Provincial Department of Mpumalanga, Cooperative Governance and Traditional Affairs has noted the trend of vandalism of newly	01-Jul-22	Directorates	All Directors
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						construct ed projects and encourag es Municipa lities to lay charges with the hope that maybe the culprits will be caught. It is practicall y impossibl e to put in security personel to look after all the scattered projects. Hoping the communit ies will			
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						<p>take ownership of the projects.</p> <p>In case of vandalism, officials have a responsibility to report such matter to the Security Manager who then will open a case with the SAPS for investigations, the vandalised assets should be assessed by the Assets unit to determin</p>			
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						e impairment loss which will then be recorded.			
4	Number of Waste Water treatment works refurbished incorrectly reported as achieved.	Misstatement	During the audit of predetermined objectives, it was identified that indicator “Number of WWTW refurbished at Mashishing Coromandel, Sabie & Graskop”, was reported as achieved.	This was also a Covid-19 project, that is, it was done on emergency basis. G Seal identified the pond at Extension 2 and it was attended to and due to litigation by	Management should adjust the annual performance report to ensure that only the performance achievements that are supported by valid portfolio of evidence are reported on. The management role, being	The works at the plant will be continuing in the next Financial Year. Department of Water and Sanitation (DWS) is looking at	Quarterly	Technical Services	Director: Technical Services & Manager: Water & Sanitation



			<p>However, through an enquiry with management (PMU) and physical verification it was noted that the indicator Waste water treatment works (WWTW) refurbished was not achieved as there was no work done on the waste water treatment works in Coromandel, Sable and Graskop. And also the one in Mashishing is in progress and not yet completed. We further inspected the POE sent for the indicator and confirmed that there is no completion certificate for the project.</p>	<p>the the Contractor no Completion Certificate could be issued. The works at Lydenburg Waste Water Treatment Works is still continuing and due to vandalism of the plant the original scope was changed to prioritised fencing, lighting and cleaning.</p> <p>Management oversight in ensuring consistency between the</p>	<p>performance management system manager, the chief financial officer, the internal audit function and audit committee should adequately review the reported achievements on the annual performance report to ensure that the achievements is supported by valid, accurate and complete supporting documents</p>	<p>a Revised Technical Report and if approved it will recommend increased budget for implementation of the remaining scope of works.</p>			
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				reported targets and the actual work done.					
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5	Internal control deficiencies: Quarterly report do not agree with the annual performance report	Internal Control deficiency	During the audit of predetermined objectives, we identified that on the 4th quarter performance report for 2020/21 the actual reported achievement for 4th quarter performance was 25 new boreholes drilled and also reported as achieved. However, in Annual performance report for 2020/21 financial year, actual performance achievement is 12 new boreholes drilled was not achieved, and 13 are outstanding. Therefore, the quarterly report is not consistent with what is reported on the	The name of the project indicate 25 boreholes but the implementation in 2021/22 Financial Year is 12 boreholes and the read together with the advert it will be confirmed that only 12 boreholes were advertised to be implemented in 2021/22 Financial Year. Thaba Chweu Local Municipality usually implement same projects in	Management should exercise adequate review of the reported achievements in the annual performance report to ensure that the performance achievement in quarterly reports is consistence with the reported achievement in Annual Reports..	None however it should be noted that the Implementation Plan also direct any implementation of the project and from it one can note if the approved project will be done in one Financial Year or it will be staggered to the next Financial Year. Manager: PMS to	Quarterly	Municipal Manager	Manager: PMS
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			Annual performance report.	different Financial Yeas due to the way in which Municipal Infrastructure Grant (MIG) is allocated. Checking the Implementat ion Plan, it will be confirmed that only 12 boreholes were to be implemente d (bar the project name which talk about 25 boreholes), the 13 remaining boreholes are being implemente d in this 2022/23		review the aligneme nt between the fourth quarter & the APR.			
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				<p>Financial Year and the Implementation Plan will confirm this.</p> <p>Management oversight in ensuring that there is alignment between the fourth quarter and the APR.</p>					
Strategic planning and budgeting									



6	Non-compliance areas identified on strategic planning and budgeting	Non-Compliance	<p>During the planning phase of the audit, the following areas of non-compliance were identified:</p> <ul style="list-style-type: none"> • Amendments to the Integrated Development Plan (IDP) were not publicized for public comment for a period of at least 21 days • The municipality didn't consult the district municipality (Ehlanzeni District) on proposed amendments to be made on the IDP 	<p>Due to the COVID pandemic, COGTA issued a directive to all Municipalities to amend all projects to focus on water & sanitation related projects as a measure to mitigate the spread of COVID.</p>	<p>Management needs to ensure that they monitor compliance with all applicable laws and regulations on strategic planning and budget</p>	<p>Manager IDP will continuously refer to all legislations which govern the development of the IDP as well as possible amendments of the plan. And further consult with the district for comments however, in a case where a directive has been issued. The municipality will be</p>	30-Jun-22	Local development & Spatial planning	Manager: LED
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						bound to adhere to the directive.			
Consequence management									
7	Compliance: Investigation not done on prior years' irregular, unauthorized and fruitless and wasteful expenditure and transgressions reported in	Non-Compliance	During the audit of compliance with law and regulation, auditors was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred irregular expenditure and wasteful expenditure as required by	Oversight from management in ensuring that UIFW resulting from prior year is fully investigated.	Management should ensure that controls are in place to assist the department to comply with section 32(2)(b) of the MFMA	The UIFW in relation to 2017-18 to 2019-20 to be referred to the Disciplinary board committee for further investigation.	30-Jun-23	Disciplinary board committee	Manager: Internal Audit, Manager: Legal Services & Chief Risk Officer



	the 2019/20 management report.		<p>section 32(2)(b) of the MFMA.</p> <p>This was due to proper and complete records that were not maintained as evidence to support the investigations into irregular, unauthorised expenditure and fruitless and wasteful expenditure incurred in the 2019/20 as at 30 June 2021 as disclosed in the financial statements as this was not provided to the audit team.</p> <p>Further we couldn't confirm if investigations were conducted by management</p>						
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			on prior year transgressions reported in the 2019/20 management report on financial misconduct and other SCM improper conducted reported in the “fraud and consequence management section” of the 2019/20 management report as at 30 June 2021.						
8	Compliance: Allegations of financial misconduct were not investigated	Non-Compliance	During the audit of compliance with law and regulation, auditors was unable to obtain sufficient appropriate audit evidence that investigations were conducted into below allegations of financial	Inadequate oversight from management in ensuring that detailed progress report on allegations of financial misconduct which were investigated.	Management should ensure that controls are in place to assist the municipality to comply with treasury regulation section 171(4)(a) of the MFMA.	Assistant Manager: Labour relations will ensure that the detailed reports on allegations of financial misconduct which	30-Jun-22	Corporate Services	Director Corporate Services & Assistant Manager Labour Relations



			misconduct committed by officials, as required by MFMA.			were investigated is submitted for audit purposes.			
Performance management, monitoring and reporting									
9	Performance management, monitoring and reporting: instances of non-compliance identified	Non-Compliance	During the audit on the processes followed in performance management, monitoring and reporting, the following instances of non-compliance were identified; Ø When assessing the Mid-year budget and performance assessment, the performance for THALEDA was not assessed as required by	Submission were not received from THALEDA	Management should ensure that appropriate controls are in place to assist the municipality to comply with section 32(2)(b) of the MFMA	A report was sent to the new THALEDA board outlining the reporting responsibility of the accounting officer	30-Jun-22	Municipal Manager	Acting Deputy Director: Operations & Strategic support



			MFMA.						
Procurement and contract management (SCM)									
10	SCM: Declarations for local production and content didn't specify the % for local content and production	Non-Compliance	During the evaluation of supply chain management, we identified that the following quotations were awarded to suppliers who did not indicate their local content percentage on their declaration of local content, therefore, we were unable to verify if the supplier met the minimum threshold for local production and	The Service providers are not properly informed about the local content declaration, as a municipality after appointment or issuing of an order we then check the winning bidder's declaration and call them in to	Management should monitor compliance with the Preferential Procurement Regulation 8(5) and disclose irregular expenditure incurred.	We have arranged training with the LED department for SMME Development and training which will focus mainly on completion of bidding documents as well as the declaratio	Quarterly	Finance & Technical Services	CFO & Manager: SCM Acting Director: LED & Manager: LED



			content of % that was stipulated on the quotation advert and if calculations were done on local content and production %	come and complete the document in full prior reporting to the DTI.		ns for local content.			
11	SCM: Quotations were awarded to suppliers who did not meet the minimum local production and content %.	Non-Compliance	During the execution stage of the audit, we identified that the following supplier were awarded quotations bid without meeting the minimum local production and content: Required % as per advert: Ø PPE clothing is 70%	The Service providers are not properly informed about the local content declaration, as a municipality after appointment or issuing of an order we then check the winning bidder's declaration and call them in to come and complete the document in	Management should perform adequate review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the Preferential Procurement Regulations, SCM policy and SCM regulations are complied with for the procurement of all goods and services.	We have arranged training with the LED department for SMME Development and training which will focus mainly on completion of bidding documents as well as the declarations for local content.	Continuously	Finance & Technical Services	CFO & Manager: SCM Acting Director: LED & Manager: LED



				full prior reporting to the DTI.					
12	SCM: Request for Quotations didn't include requirement for local production and content together with the required %.	Non-Compliance	During the execution stage of the audit, we identified that for the following request for quotation, the minimum threshold for local production and content was not specified. The nature of the item bought require the local content requirement be applied, however, the request did not state that, as result we were unable to verify if the	Inadequate oversight from management in ensuring that request for quotations include requirement for local production and content together with the required %.	Management should perform adequate review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the Preferential Procurement Regulations, SCM policy and SCM regulations are complied with for the procurement of		Continuously	Finance	CFO & Manager: SCM



			supplier met the minimum threshold for local production.		all goods and services.				
13	Tenders awarded to suppliers without confirming that the tax status of the supplier is compliant	Non-Compliance	<p>During the audit of supply chain management on the competitive bidding process, we identified the following:</p> <ul style="list-style-type: none"> The municipality awarded the bid to the following suppliers when the tax status of the bidder was not confirmed to be compliant before the award is made. 	The CSD report attached was a summary which did not stipulate the tax status prior to appointment.	Management should ensure that for all procurement of goods and services through tender processes, the SCM Regulations are complied with by the municipality	A detailed CSD report is printed by the SCM office to ensure compliance with the SARS requirements prior appointment.	Continuously	Finance	CFO & Manager: SCM
14	SCM: Awards made to suppliers who were not tax compliant	Non-Compliance	During the audit of SCM, we identified that the following suppliers were awarded a quotation when	The CSD report attached was a summary which did not stipulate	Management should ensure that SCM processes follow and comply with SCM regulations and ensure that	A detailed CSD report is printed by the SCM office to	Continuously	Finance	CFO & Manager: SCM



			they were not tax compliant:	the tax status prior to appointment .	awards are not made to suppliers whose tax matters are in order.	ensure compliance with the SARS requirements prior appointment.			
15	SCM: Winning bidder submitted a B-BBEE affidavit that was not signed and stamped by the commissioner of oath.	Non-Compliance	During the audit of procurement and contract management, it was noted that a supplier who submitted a B-BBEE affidavit that was not stamped by the commissioner of oath was awarded points on B-BBEE when they shouldn't have been as the supplier didn't submit an original certified copy of the B-BBEE. Therefore this led to incorrect supplier being awarded quotation as per the	The municipality did not consider the signatures on the BBEE as some of the affidavits were printed from the DTI which are not commissioned by the commissioner of oaths.	Management needs to review and monitor compliance with applicable laws and regulations and ensure that there is a proper review on SCM processes for procurement of goods and services to ensure that these comply with all the SCM regulations	The SCM office is currently ensuring that the BBEE submitted are scrutinised for signatures by the commissioner of oath.	Continuously	Finance	CFO & Manager: SCM



			calculations below:						
16	SCM: Evaluation criteria applied in evaluating the quotations are not the same as those indicated in the original request for quotations.	Non-Compliance	<p>During the audit of quotations, we identified that the request for the quotations on the table below did not stipulate that suppliers will be evaluated on functionality but the bid quotations committee evaluated the suppliers on functionality.</p> <p>Request for quotations did not specify the following;</p> <ul style="list-style-type: none"> • That suppliers will be evaluated on functionality, • The evaluation criteria for measuring functionality 	The evaluation criteria was included on the minutes for evaluation purposes.	<p>Management needs to review and monitor compliance with applicable laws and regulations and ensure that there is a proper review on SCM processes for procurement of goods and services to ensure that these comply with all the SCM regulations. The requests for quotations should be specific on the following;</p> <ul style="list-style-type: none"> • That suppliers will be evaluated on functionality, • The evaluation 	<p>The evaluation criteria has been removed only the preferential procurement is applied for all bid above R30 000.00 and below R200 000.00</p>	Continuously	Finance	CFO & Manager: SCM



		<ul style="list-style-type: none"> • The points for each criteria and, if any, each sub-criterion; and • The minimum qualifying score for functionality <p>We were also unable to determine if the quotation that failed to obtain the minimum qualifying score for functionality was not an acceptable quotation as the minimum threshold was not stated on the bid bulletin but rather only stated on the minutes for bid quotation committee where it was stated that “based on the functionality score the above bidders certainly qualify for further</p>		<p>criteria for measuring functionality</p> <ul style="list-style-type: none"> • The points for each criteria and, if any, each sub-criterion; and • The minimum qualifying score for functionality 				
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			evaluation on the basis that each has scored above the threshold” although it's not clear what the threshold is as it was not stated on the request for quotation. The below table has details:						
17	Competitive bidding: No tax clearance certificate and Municipal rates on the tender file	Non-Compliance	<p>During the audit of competitive bidding process, the following was identified:</p> <p>(a) For the bid file of the appointed service provider in the table below, there was no evidence of the CSD report nor tax clearance and Municipal rates and taxes, therefore we were unable to assess whether the winning</p>	The tender document was missing and the AG could not verify nor audit the supporting documents.	Management should ensure that there are sufficient controls in place to ensure compliance with applicable laws and regulations and that prior to procurement of any goods and services from the different suppliers, confirmation is obtained that the tax matters of the suppliers are in order	Scanning of all documents after appointment has been made to ensure safeguarding and safekeeping of bid documents.	Ongoing	Finance	CFO & Manager: SCM



			<p>provider's tax matters was declared by SARS to be in order at the time of award. Further we could not verify that the municipal tax and rates were in order at the time of the award.</p> <p>No. Name of bidder Tender Number Tender Amount Expenditure Amount</p> <p>1. Matlala Nyapele Investment TCM/T17/2020/202 8 260 000,74 -</p> <p>(b) For the suppliers listed below, the tax clearance certificate attached in the bid</p>						
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			<p>file relates to the 2019 financial period and there was no additional evidence provided to confirm if the supplier's tax matters were in order at the time of the award.</p> <p>No. Name of bidder Tender Number Tender Amount Expenditure Amount</p> <p>1 Minathi Consulting TCM/T38/2018/19 1 921 464,58 739 558,20</p> <p>2 Batatise Consulting TCM/T38/2018/19 1 438 727,28 1 074 075,98</p> <p>3 Zonk Engineering TCM/T48/2017-18 1 344 651,28 1</p>						
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			103 200,75 Total 4 704 843 ,14 2 916 834 ,93						
18	CIDB: Awarded supplier did not submit CIDB Certificate s	Non- Compliance	During the audit of Procurement and contract management, we identified that the appointed suppliers listed on the table below did not submit CIDB certificate: therefore we could not verify if that the supplier's grading complied with the required grading as per the advert/tender requirements No. Tender name	The tender document/ supporting documents was missing and the AG could not verify nor audit the supporting documents. The time it was evaluated the BBEE certificate was available, that is why there were points	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	1. Scanning of tender files after appointment will assist in ensuring that all departments requiring documents after appointment are provided with scanned documents not	Ongoing	Finance	CFO & Manager: SCM



			<p>Tender Amount Expenditure incurred</p> <p>1 Tzaneen Afri Investment 4 397 045,13 3 314 300,00</p> <p>2 Matlala Nyapele Investment 8 260 000,74 -</p>	allocated in that regard.		<p>original submitted document s. 2.The checklist for evaluatio n of document s should include all supportin g document s which are stated as a mandator y requireme nts which will enable the committee s to eliminate the companie s which did not fully attach the</p>			
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						mandator y required document s.			
19	SCM: Preferentia l Procureme nt Regulation s (PPR) – points calculated incorrectly and not in accordance with PPR regulations	Non- Complia nce	During the audit of competitive bidding we identified that the evaluation of tender's points were incorrectly allocated as these were not in accordance with the PPR 6(2). The points were not allocated to supplier based on price and BBEE which has lead client calculations for points being more than 100 as required by PPR. The table below has details:	Inadequate oversight from managemen t in ensuring that points calculated for functionalit y are correct and in accordance with PPR regulations	Management needs to ensure that for all procurement of goods and services through tender process, SCM Regulations are complied with by the municipality		Continu ously	Finance	CFO & Manager: SCM



			<p>Supplier name</p> <p>Points calculation as per BAC report</p> <p>Auditor recalculations</p> <p>Variance</p> <p>Minathi -</p> <p>Winning bidder 107 92 15</p> <p>Monde</p> <p>Consulting -</p> <p>losing bidder 82 82 0</p> <p>Perozz Consulting Engineers - losing bidder 75 75 0</p> <p>The supplier that had highest points was selected, however the allocation of points was not done in accordance with Preferential Procurement Regulations as the points for functionality were not limited to 80 points as required by PPR and points</p>						
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			for price were not limited to 20 points						
20	SCM: Municipality traded with suppliers that have directors who are in service of other state institutions	Non-Compliance	<p>During the audit of supply chain management, we noted that the municipality traded with suppliers that have directors that are in service of other state institution and such interests were not declared by the suppliers in the declaration of interest. The table below for details;</p> <p># A - Information on person with interest B - Information on award made to supplier Name of person State institution where employed</p>	We are currently unable to check the service provides employment status, we only rely on the CSD report which does not have all the information in relation to relatives it only provides for spouses.	Review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	A CSD will be utilised continuously as the municipality can not have access to the CAAT system which is utilised by the Auditor General.	30-Jun-22	Municipal Manager	Acting Deputy Director: Operations & Strategic support



			Position/ job title Appointment date Resignation/ termination date if applicable Supplier name Date from when person had interest Description of award Total rand- value of award Expenditure (Payments) - current year 1 MAKGOBA MANEYA SAMUEL South African Social Security Agency No Information Received 1-Apr- 05 N/A MABULE RAIL JV PMM GENERAL 21- Dec-11 Contract 440 459,20 440 459,20 2 MALOPE GODFFREY MADALA MP: HEALTH						
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			COMMUNITY HEALTH WORKERS 1- Apr-20 N/A NARE AND GONEGO BUSINESS 15- Mar-12 Quotation 70 000,00 152 452,24 4 MTHEMBU MILDRED MPHO CEF SOC Limited SWHPM - SOLAR WTR PROJECT MANAGER 14- Sep-20 N/A KSB PUMPS AND VALVES 16-Oct- 06 Quotation 42 674,66 95 131,74 5 MALOPE GODFREY MADALA MP: HEALTH COMMUNITY HEALTH WORKERS 1- Apr-20 N/A REAGETSWE TRADING 257						
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			25-Jul-05 Deviation 60 000,00 60 000,00						
21	SCM: Management did not notify DTI of procurement of products classified on designated sector and provide copies of the contracts/quotations	Internal Control deficiency	During the audit of SCM, we noted management did not notify DTI on procurement of products on the table below classified on designated sector and the was not provided with copies of the contracts/quotations and the bidder's SBD 6.2 certificate	The process of reporting at DTI was not feasible as the municipality did not have contact details for the person.	Management should notify DTI of all the successful bidders and the estimated value of the contracts and provided with copies of the contracts, the SBD/MDBD 6.2 certificates together with the declaration C submitted by the successful bidders.	The municipality have developed a process for reporting for local content and have been reporting since July 2022.	Continuously	Finance	CFO & Manager: SCM
22	SCM: The bid advert incorrectly specified the minimum local production and	Non-Compliance	During the audit of SCM processes, we identified that the following bid advert notices were advertised with 70% minimum local	The documents/regulations which stipulates the local content compliance was not	Management should specify the designated minimum local content production and content per each category/sector/s	The regulation is fully utilised and declaration for local content is	Continuously	Finance	CFO & Manager: SCM



	content % for Clothing.		production and content on Clothing instead of 100%:	available or printed for the SCM office to implemen ted.	goods being procured on their Bid notices as per the Preferential Procurement Regulation.	implemen ted as per the regulation s.			
23	SCM: Suppliers submitted the SBD 4, SBD 8 and SBD 9 instead of MBD 4, MBD 8 and MBD 9	Non- Compliance	During the audit of competitive bidding, we identified the following; (i) Suppliers on the table below submitted SBD 4,SBD 8 and SBD 9 instead of MBD 4,MBD 8 and MBD 9: Certificate of Independent Bid Determination as requested on the bid documentation on the mandatory requirements	The specification committee sat and discussed the documents and were approved, and when sent to the consultant for printing that is where the error occurred, where incorrect MBD's were included on the physical documents.	Review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	Checking of documents which are submitted from the engineers is done to ensure that no incorrect documents are sold to the bidders.	Continuously	Finance	CFO & Manager: SCM



24	Tenders received not stamped with receipt date by the municipality	Non-Compliance	During the audit of competitive bidding, we identified that the following tenders were not stamped received with a date, therefore were unable to verify if the tenders were received before the closing date	The documents were not all stamped with the stamp from SCM, it was missed unintentionally.	Management should ensure that they review and monitor compliance with SCM regulation on procurement of goods and services through tender process	The stamp on the document does not certify date of receipt, but the closing register is a valid documents for control of received documents on closing date.	Continuously	Finance	CFO & Manager: SCM
25	SCM: Suppliers submitted incomplete form of MBD8	Non-Compliance	During the audit of supply chain management on tender processes, we noted that the following suppliers submitted incomplete (there were sections and questions not completed by supplier) MBD 8:	The bidding documents were not opened and checked for completion due to the capacity and magnitude of tenders received.	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM	A checklist has been developed with the MBD as a mandatory requirements to ensure that all document	Continuously	Finance	CFO & Manager: SCM



			Declaration of bidders past supply chain management practices forms that are not in terms of 25 - 3 Oct 05 Circular 25 - SCM Guide and Bid Document		regulations are complied with for the procurement of all goods and services	s are filled and commissioned by the commissioner of oarth.			
26	Awards to close family members of persons in service of the state	Non-Compliance	<p>During the audit of supply chain management, we identified that the municipality traded with supplier that was related to someone who is employed by the municipality however the following was not done:</p> <p>(i) Interest was not declared by the supplier in the declaration form that they are related to someone</p>	We are currently unable to check the service provides employment status, we only rely on the CSD report which does not have all the information in relation to relatives it only provides for spouses.	Review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	A CSD will be utilised continuously as the municipality can not have access to the CAAT system which is utilised by the Auditor General.	Continuously	Finance	CFO & Manager: SCM



			employed by the municipality (ii) No disclosure was made in the AFS on the awards made						
27	SCM: Deviation was not disclosed on the notes to the Annual Financial Statement	Non-Compliance	<p>During the audit of the SCM, we identified that the following deviation was not disclosed in the notes to the AFS:</p> <p># Supplier Quote no. Amount 1 Gentle Soul Trading TCM/Q048/2020-21 R180 469,50</p>	<p>The deviations which were not included on the notes to the AFS were the one's which were incurred in the previous year, but the system was not closed in the year ending 2019/20 and they fell on the year 2020/21 on the financial system. Thus not included on the AFS for 2020/21</p>	<p>Management should perform completeness exercise on the deviations that the municipality entered into in the current financial audit to ensure that these are disclosed accordingly in the AFS.</p>	<p>To ensure that all deviations for the current years are recorded on a register which also have the physical document which will enable control of effect date.</p>	31-Aug-22	Finance	Deputy CFO



28	Procurement and contract management: B-BBEE certificate not attached with the bid proposal by the bidder	Non-Compliance	<p>During the audit of Procurement and contract management, the following matters were noted in respect of the following tenderer who submitted their bid proposal for Bid number: TCM/T12/2020-21: For the installation of 25 New Boreholes in Thaba Chweu Phase 1:</p> <p>(1) Tzaneen Afri Investment (Pty) Ltd: B-BBEE certificate or sworn affidavit was not attached for Audit.</p> <p>(2) Furthermore it was noted that even though B-BBEE certificate was not attached, points were allocated to the</p>	The tender document was missing and the AG could not verify nor audit the supporting documents. The time it was evaluated the BBEE certificate was available, that is why there were points allocated in that regard.	Management should ensure that there are processes in place to review and monitor compliance to applicable legislative requirements	1. Scanning of tender files after appointment will assist in ensuring that all departments requiring documents after appointment are provided with scanned documents not original submitted documents. 2. The checklist for evaluation of documents should include all	Continuously	Finance	CFO & Manager: SCM
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			winning bidder. The service provider would have scored the highest points even without the BBEEE certificate, therefore finding is raised as an internal control deficiency on the SCM processes and allocation of points as part of Preferential Procurement Regulation.			supporting documents which are stated as a mandatory requirements which will enable the committees to eliminate the companies which did not fully attach the mandatory required documents.			
29	Deviations did not meet the definition of being classified as an emergency	Non-Compliance	During the audit of procurement and contract management - deviation process, the following was identified: (a) the deviations	In the time of COVID there was a challenge when it comes to gatherings, and thus	Management should ensure that there are sufficient controls in place to ensure compliance with applicable laws	The COVID regulations have been lifted and all SCM processes	Continuously	Finance	CFO & Manager: SCM



			on the table below did not meet definition of being classified as an emergency as Covid-19 has been around for more than a year, therefore the Municipality should have planned ahead and follow normal SCM process for procurement of Covid 19 PPE.	made it difficult for the procurement process to unfold as regulated. Service providers could not access the municipal buildings for procurement of documents, submissions as well as other necessary processes thurs rendered impossible to comply to the SCM regulations and thus the deviation process was followed.	and regulations for procurement of goods and services	are followed with regards to procurement of COVID related procurement.			
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30	Sufficient appropriate documents were not submitted for audit	Non-Compliance	During the audit of competitive bidding processes, it was noted that the tender document of the winning bidder below. Therefore were unable to confirm if the following documents were submitted by bidder; MBD 4, MBD 8, MBD 9, Municipal tax and rates and tax clearance certificate and if the proper SCM processes were followed	The tender document was missing and the AG could not verify nor audit the supporting documents. The time it was evaluated the BBEE certificate was available, that is why there were points allocated in that regard.	Management should ensure that there is proper record keeping that is done in a timely and retrievable manner to ensure that complete, relevant and accurate is accessible and available to support financial reporting	1. Scanning of tender files after appointment will assist in ensuring that all departments requiring documents after appointment are provided with scanned documents not original submitted documents. 2. The checklist for evaluation of documents should include all	Continuously	Finance	CFO & Manager: SCM
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						supporting documents which are stated as a mandatory requirements which will enable the committees to eliminate the companies which did not fully attach the mandatory required documents.			
31	Deviations – no MBD4, MBD8, MDB 9 forms were completed	Non-Compliance	Contrary to the above, during the audit of procurement and deviations, we identified that the appointed suppliers listed	The deviations which were done were considered to be emergency whereby the	Management needs to review and monitor compliance with applicable laws and regulations and ensure that there is a proper	All the deviations were reported to council, for noting and	Continuously	Finance	CFO & Manager: SCM



	and submitted by the suppliers		below did not submit MBD 4, MBD 8 and MBD 9: declaration of bidder's past supply chain management practices, therefore we could not verify; (i) If the winning provider, in the last 5 years, is not known to have been given a notice that the provider's performance was unsatisfactory on a contract with the municipality/ municipal entity or any other organ of state. (ii) If the winning bidder or any of its directors is not known to have been convicted of fraud or corruption during the past five years.	municipality was unable to request all documents or complied with all the SCM processes which ensures that that all MBD's are fully completed and the comply with the SCM reg.	review on SCM processes for procurement of goods and services to ensure that these comply with all the SCM regulations	condonin g in order to ensure that council acknowle gdes the non complian ce with the SCM regulation s. We also ensure that with all deviation s prior reporting to council all document s are available and attached.			
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32	Procurement and contract management: Contract Management not properly implemented in terms of contract management clause as per service level agreement	Non-Compliance	During the audit of procurement and contract management we noted that contract management was not properly implemented as per the contract management clause on the service level agreement signed on behalf of the municipality and the service provider and/or contract, see table below for the contract management clause that was not complied with:	There municipality did not have a contract management in place to ensure that all contracts are managed and monitored efficiently and effectively.	Management should review and monitor compliance with MFMA 116(2)(b). Management should implement contract management as per the contract management clause on the service level agreement	The structure has been reviewed in order to ensure that contract management is available within the institution. This will enable the municipality to comply with regards to the management of the contracts.	Continuously	Finance	CFO & Manager: SCM
33	Supplier awarded tender was not included in the tender closing register	Non-Compliance	During the audit of competitive bidding, it was noted that the following supplier was awarded a tender (TCM/MM04/202	The bid documents were submitted by a company which was trading as	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper	To ensure that all our closing registers have full names as per	Continuously	Finance	CFO & Manager: SCM



			0/21) but the supplier was not included in the tender closing register as an evidence that the bid was submitted.	another name and the service provider wrote the one name on the outside of the tender document which was not the one written on the closing register but the one on the closing is the trading name.	reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	registration documents to ensure that a true reflection of the names of bidders is reflected on the closing registers.			
34	Procurement and contract management: Awarded supplier did not submit declaration of bidder's past supply	Non-Compliance	During the audit of Procurement and contract management, we identified that the appointed supplier listed on the table below did not submit MBD 4, MBD 8 and MBD 9: declaration of bidder's past	The tender document was missing and the AG could not verify nor audit the supporting documents. The time it was evaluated the BBBEE	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM	1. Scanning of tender files after appointment will assist in ensuring that all departments requiring document	Continuously	Finance	CFO & Manager: SCM



	chain management practices		supply chain management practices, therefore we could not verify; (iii) If the winning provider, in the last 5 years, is not known to have been given a notice that the provider's performance was unsatisfactory on a contract with the municipality/ municipal entity or any other organ of state. (iv) If the winning bidder or any of its directors is not known to have been convicted of fraud or corruption during the past five years.	certificate was available, that is why there were points allocated in that regard.	regulations are complied with for the procurement of all goods and services	s after appointment are provided with scanned documents not original submitted documents. 2.The checklist for evaluation of documents should include all supporting documents which are stated as a mandatory requirements which will enable the committee			
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						s to eliminate the companies which did not fully attach the mandatory required documents.			
35	SCM: Suppliers submitted incomplete MBD8	Non-Compliance	During the audit of supply chain management on tender processes, we noted that the following suppliers submitted incomplete (there were sections and questions not completed by supplier) MBD 8: Declaration of bidders past supply chain management practices forms that are not in terms of 25 - 3 Oct 05 Circular	The bidding documents were not opened and checked for completion due to the capacity and magnitude of tenders received.	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services. Management needs to also	A checklist has been developed with the MBD as a mandatory requirements to ensure that all documents are filled and commissioned by the commissioner of earth.	Continuously	Finance	CFO & Manager: SCM



			25 - SCM Guide and Bid Document. The table below has details:		ensure that forms submitted by suppliers are fully completed.				
36	Procurement of COVID 19 related PPE was not economical	Internal Control deficiency	During the audit of SCM, we noted the following; (i) Prices at which COVID 19 related PPE were purchased at are more than recommended prices on annexure A of the MFMA Circular 102 - Emergency Procurement in Response to National State of Disaster, therefore procurement was not economical.	The procurement of the PPE was done prior to the issuing of the regulation which stipulated the pricing of PPE.	Review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure the SCM policy and SCM regulations are complied with for the procurement of all goods and services	The regulations are currently utilised for all procurement which is COVID related.	Continuously	Finance	CFO & Manager: SCM
Trade and other payables									



37	Trade payables: Difference between amounts as per creditors listing and amounts as per supplier statements	Misstatement	During the audit of trade and other payables, we identified differences between the amounts as per the creditors listing and the amounts as per the supporting documents (supplier statements) that were submitted for audit.	Inadequate oversight from management in ensuring that creditors listing and amounts as per supplier statements agree.	Management needs to ensure that there are proper reviews on the daily and monthly processing of transactions to ensure that these are valid, accurate and complete and that information disclosed in the AFS agrees to listings and supporting documents for the individual transactions processed.		Monthly	Finance	Manager: Expenditure
38	Payments received in advance - Difference between Annual Financial Statements and supporting listings	Misstatement	During our audit on the annual financial statements, when agreeing the amounts as per the Annual Financial Statement submitted for audit to amounts as per debtors age	Inadequate oversight from management in ensuring that Annual Financial Statements and supporting listings for payment	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the		31-Aug-22	Finance	DCFO & Manager: Expenditure



			analysis for debtors with credit balances (supporting listing), we have identified differences between this schedules.	received in advance agree.	fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.				
39	Trade and other payables: Opening balance for ESKOM debt doesn't agree to prior year audited amount	Misstatement	During our audit on Payables from exchange transactions – Eskom, it was noted that the opening balance payable on the Eskom account doesn't agree to prior year closing balance for ESKOM debt as	Misclassification, Eskom has three folds accounts, LPU, Bulk Purchases and SPU. One invoice was received after cut-off and it was	Management needs to ensure that there are proper reviews on the daily and monthly processing of transactions to ensure that these are valid, accurate and complete and that information	Review reconciliations and registers on a monthly basis to ensure accuracy and completeness.	31-Aug-22	Finance	DCFO & Manager: Expenditure



			at 30 June 2020. The difference below was also not included as prior period error in Note 47.	accrued, therefore it was omitted in Bulk purchase and LPU register and classified in SPU accounts instead of LPU and Bulk Purchases.	disclosed in the AFS agrees to listings and supporting documents for the individual transactions processed.				
40	Other payables: Differences between Annual Financial Statements and supporting listings	Misstatement	During our audit on the annual financial statements, when agreeing the amounts as per the Annual Financial Statement submitted for audit to amounts as per other payables listing, we have identified differences between this schedules.	Mapping error , First set of Annual Financial Statements submitted had mapping errors which instituted differences between the AFS, reconciliations and Listings	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards.	Ensure that adequate review of the Annual Financial Statements is performed for fair presentation and accurate AFS.	31-Aug-22	Finance	Expenditure Manager



					Management should, going forward, ensure that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.				
41	Trade and other payables: Leave Accrual – Variances in the leave movements during the year	Misstatement	During our audit on Leave accrual, we identified variances in the leave balance days as at 30 June 2021. Because the calculation for leave provision was capped at 48 days, the finding is raised as an internal control deficiency identified in the leave process of the municipality:	Inadequate oversight from management in ensuring that Leave Accrual balance is accurate.	Management should ensure that the leave days outstanding are accurate and reflect days that each employee has at year end and that there are timely updates on leave system for all leave days taken.		31-Aug-22	Finance	DCFO & Acting HR Manager



42	Accrued leave pay: Differences between recalculated accrued leave and accrued leave as per the leave schedule	Misstatement	During the audit of Accrued leave pay, we identified differences between the leave provision as per the leave schedule and the recalculated leave provision.	Inadequate oversight from management in ensuring that accrued leave balance on the AFS agree to the leave schedule	No recommendation on the MR.		31-Aug-22	Finance/ Corporate Services	DCFO & Acting HR Manager
43	Other payables: Differences between recorded amount and audited amount	Misstatement	During the audit of Other payables, we identified differences between amounts recorded in the listing for other payables and audited amount as per the supplier statements submitted for audit.	Inadequate Review of the Audit File	Management needs to ensure that there are proper reviews on the daily and monthly processing of transactions to ensure that these are valid, accurate and complete and that information disclosed in the AFS agrees to listings and supporting documents for the individual transactions processed.	Ensure that Audit file is adequately reviewed prior submission to AGSA	Continuously	Finance	Expenditure Manager



44	Trade and other payables - Prior period error adjustment (2019/20): Difference between amounts as per listing to amounts as per supporting invoices/statements	Misstatement	During the audit of Prior period error for payables and accrual, auditor identified the variance between the amounts as per the creditors listing compared to the amounts as per trade payables reconciliation and amounts as per invoices/statements	Vendor did not include the Credit Note in the statement which results to the different identified by the auditor, however the finding was cleared as we proved the difference between submitted statement for June 2020 and the statement for succeeding period which includes the credit note dated June 2020.	Management should tighten the controls around the review and processing of transactions for transfers and subsidies to ensure that the amount disclosed in the AFS correspond with the underlying record to ensure validity, accuracy and completeness of the information disclosed in the AFS.	Validate and Communicate difference encountered between vendor statement and financial system for accurate records	31-Aug-22	Finance	Expenditure Manager
Provisions									



45	Provision-Journal not processed for the opening balance	Misstatement	During the audit of Provision for Landfill site for prior period adjustments processed to restate 2019/20, we noted that the prior year opening balance (2019/20) was restated as per the table below, however there were no journals processed and submitted to the audit team in support of the adjustment processed as per below.	Inadequate oversight from management in ensuring that the opening balance for provision in the AFS is accurate.	Management needs to ensure that there are appropriate reviews of the annual financial statements to ensure that these are supported by valid, accurate and complete. Where there are restatements made of prior year amounts, management needs to ensure that there are supporting journals and documents to these restatements.		31-Aug-22	Finance	Chief Financial Officer Deputy CFO
46	Provision-interest on provision for land fill site for 2019/20 misstated	Misstatement	During the audit of provision for landfill site for prior period adjustments processed for 2019/20, we noted that the municipality incorrectly	Inadequate oversight from management in ensuring that the interest on provision for land fill site for	Management should implement and maintain their AFS review processes so to ensure that the information provided for audit is accurate		31-Aug-22	Finance	Deputy CFO



			deducted a change in provision instead of increasing it.	2019/20 is not misstated	and reliable.				
47	Provisions opening balance as per GL and note 16 to the AFS does not agree	Misstatement	During the audit of provisions, we noted the amount of opening balance as per GL and note 16 to the AFS does not agree,	Based on inspection of the management report from the AGSA we have noted that the finding was fully resolved and no misstatement or internal control deficiency was noted	Management should correct the opening balance.	Based on inspection of the management report from the AGSA we have noted that the finding was fully resolved and no misstatement or internal control deficiency was noted	31-Aug-22	Finance	Chief Financial Officer
48	Provision-Differences between the amounts presented	Misstatement	During the audit of provision for landfill site- prior period adjustments (2019/20), we	Inadequate oversight from management in ensuring that the	Management should ensure that there is a proper review of the AFS to ensure that these		31-Aug-22	Finance	Deputy CFO



	in the AFS and the amounts as per consolidated report for provision for the Final Rehabilitation and Closure costs		noted differences between the amounts as per the Annual financial statement and the amounts as per the consolidated report on provision for Landfill site.	provision for the Final Rehabilitation and Closure costs are not misstated in the AFS	are valid, accurate and complete and agree to all the supporting listings and reports of the municipality				
Unspent conditional grants									
49	Unspent conditional grants not backed by the cash in the bank	Misstatement	During the audit of compliance for conditional grants, we noted that unspent conditional grants amount did not agree to the bank balances for the grants on their call accounts which means that unspent conditional grants were used for unintended	Inadequate oversight from management in ensuring that the unspent conditional grants are backed by the cash in the bank	Management should review and monitor compliance with DORA 17(1) to ensure that the conditional grants received are used for grant intended purpose only.		31-Aug-22	Finance	Deputy CFO & Manager: Budget



			purpose. Refer to the table below for the details of the grants;						
50	There is no accounting policy disclosed for unspent conditional grants	Misstatement	During the audit we noted that there was no accounting policy disclosed for the unspent conditional grant	Inadequate oversight from management in ensuring that there is accounting policy disclosed for unspent conditional grants in the AFS.	Management should disclose the accounting policy for the unspent conditional grants on the AFS accounting policies.		31-Aug-22	Finance	Chief Financial Officer Deputy CFO
High level review of the AFS									
51	Differences identified between Annual Financial Statements, Trial Balance, General ledger, supporting	Misstatement	During our audit on the annual financial statements, when agreeing the amounts as per the General ledger, Trial Balance, supporting listings and amounts as	Inadequate oversight from management in ensuring that Annual Financial Statements, Trial Balance, General	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and		31-Aug-22	Finance	Chief Financial Officer Deputy CFO



	listings		the Annual Financial Statement submitted for audit, we have identified differences between this schedules.	ledger, supporting listings are accurate and complete.	thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.				
Irregular expenditure									
52	Irregular expenditure: Incorrect casting on Meodi reports which resulted in incorrect	Misstatement	During the audit of Irregular expenditure, auditor noted that there is Incorrect casting on Meodi reports which resulted in incorrect amount	Inadequate oversight from management in ensuring that casting on Meodi reports were accurate.	Management should tighten the controls around the review and processing of transactions for transfers and subsidies to ensure that the		30-Jun-22	Finance	DCFO & Manager: SCM



	amount being presented in the AFS		being presented in the AFS		amount disclosed in the AFS correspond with the underlying record to ensure validity, accuracy and completeness of the information disclosed in the AFS				
53	Correction of prior period error incorrectly processed on the opening balance instead of 2019/20 additions	Misstatement	During the audit irregular expenditure, we noted that the 2020 opening balance have been incorrectly adjusted instead of correcting the 2020 irregular expenditure additions. Refer to the table below.	Inadequate oversight from management in ensuring that opening balance for irregular expenditure agrees with the prior year AFS.	Management should correct the 2020 opening balance and the 2020 irregular expenditure additions amount.		31-Aug-22	Finance	DCFO & Manager: SCM
54	Irregular expenditure: Difference between the irregular amount	Misstatement	During the audit of Irregular expenditure, it was noted that the following current year expenditure amounts recorded in the AFS per the	Inadequate oversight from management in ensuring that irregular amount	Management should tighten the controls around the review and processing of transactions for transfers and		31-Aug-22	Finance	DCFO & Manager: SCM



	recorded on schedule and the amounts as per supporting documents		Irregular expenditure register does not agree to the amounts as per the supporting payment voucher.	recorded on schedule and the amounts as per supporting documents are accurate.	subsidies to ensure that the amount disclosed in the AFS correspond with the underlying record to ensure validity, accuracy and completeness of the information disclosed in the AFS.				
Expenditure									
55	Expenditure (Disclosure): COVID 19 related expenses are not separately disclosed in the Annual Financial statement	Misstatement	During the audit of the disclosure for Expenditure, it was identified that Note 39 to the Annual financial statements for year ended 30 June 2021 does not provide a separate disclosure for COVID-19 related expenses. During the audit it was also identified that	Inadequate oversight from management in ensuring that COVID 19 related expenses are separately disclosed in the Annual Financial statement	Management should adjust the annual financial statements to ensure that there is a separate disclosure COVID-19 related expenses to achieve fair presentation as per the accounting standard and mSCOA circular. Going forward,		31-Aug-22	Finance	CFO & DCFO



			there was procurement made for COVID-19 PPE, the procurement process of which was a deviation from the normal competitive bidding process and for other items SCM processes were followed. These expenses should be disclosed separately to meet the requirements of MSCOA circular 109		management should implement and monitor oversight responsibility regarding related internal controls and compliance to ensure that the annual financial statements are prepared in accordance with the applicable accounting standards as well as legislative and regulatory requirements.				
56	Expenditure – Bulk purchases: No meter readings are performed by the municipality on its substations to ensure that	Misstatement	During the audit of Expenditure - Bulk purchases, we identified that the municipality does not have internal controls to verify the consumption that the municipality is being billed for bulk purchases by Eskom. This was	Inadequate oversight from management in ensuring that meter readings are performed by the municipality on its substations to ensure	Management should design and implement controls to verify the accuracy of electricity consumption charged by Eskom		30-Jun-22	Finance	CFO & Director: Technical Services



	billings from ESKOM are accurate		further confirmed through discussion held with management. Per management's assertion, meter readings ought to be taken on a monthly basis as and when an invoice from Eskom is received, to verify electricity consumed in that specific month. A comparison should then be made against the amount consumed as per the Eskom invoice to confirm that the usage billed by Eskom is correct, and thus ensure the accuracy of the expenditure being recorded. However, this was not done for the municipality during the	that billings from ESKOM are accurate					
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			2020/21 financial year and management has therefore been accepting ESKOM invoices as accurate and not performing any verification checks to confirm accuracy of the consumption billed. Therefore, because there are no verifications performed on consumption billed by ESKOM, there is a risk that municipality might be overbilled by ESKOM. The table below has details:						
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57	Expenditure: Panel appointment letter not submitted for audit	Misstatement	During the audit of Procurement and contract management, it was identified that there was no proof of appointment letters for the suppliers who were appointed on the panel on the table below. Further we could not confirm the process that was followed by the municipality for the selection of these suppliers from the panel	Inadequate oversight from management in ensuring that the panel appointment letters are attached to the payment vouchers.	Management should Review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to ensure that the SCM policy and SCM regulations are complied with for the procurement of all goods and services. Further management needs to ensure that there is documented processes that is followed and applied by the municipality in terms of selection of suppliers from the panel.		Continuously	Finance	CFO & Manager: SCM
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58	Expenditure: No appointment letters, quotations or deviation MEMO attached on the invoices	Misstatement	During the audit of Expenditure: Contracted services, we identified that there are no appointment letters/ quotations/ deviations attached in the payment vouchers. Therefore we couldn't confirm if SCM processes were followed for the procurement of goods and services from service providers as per the table below:	Inadequate oversight from management in ensuring that the appointment letters, quotations or deviation MEMO are attached on the invoices.	Management should monitor compliance to applicable laws and regulations to ensure prevent any irregular expenditure.		Continuously	Finance	Manager: SCM
59	Expenditure: Service providers allocated work from panel of suppliers	Misstatement	During the audit of expenditure, we identified that the following service providers were allocated work through selection from panel of suppliers, however there were no	Inadequate oversight from management in ensuring that there is procedure manual to guide the allocation of work to the	Management should review and monitor compliance with applicable laws and regulations and ensure that there are proper reviews of the procurement processes to		Continuously	Finance	Manager: SCM



			supporting documents submitted to the audit team in terms of the how the suppliers listed below were selected from the panel (i.e. processes followed for selection of supplier). Therefore we couldn't confirm if a fair and transparent SCM process was followed on selection. The table below has details	panel of Service providers.	ensure that the SCM policy and SCM regulations are complied with for the procurement of all goods and services. Further management needs to ensure that there is documented processes that is followed and applied by the municipality in terms of selection of suppliers from the panel.				
60	Expenditure – Commission on expenditure amount recorded on GL in inclusive of VAT.	Misstatement	During the audit of Expenditure (Journal testing), auditor noted that the management has recorded the electricity commission expenditure from Cigicell (Pty) Ltd in General ledger	Inadequate oversight from management in ensuring that there the Commission expenditure amount recorded on	Management needs to ensure that there are proper reviews on the daily and monthly processing of transactions to ensure that these are valid, accurate and		Continuously	Finance	Manager: Revenue



			in inclusive of value added tax even though the Municipality can claim the input VAT	GL exclusive of VAT.	complete and that information disclosed in the AFS agrees to listings and supporting documents for the individual transactions processed.				
61	Expenditure: contracted services – There are variances between the amounts on invoices and auditor's recalculated amounts.	Misstatement	During the audit of Expenditure – operating expenses, we identified that there are variances between the invoice recalculated amount and amounts recorded in the financial records (general ledger). Based on audit evidence obtained, management did not perform a recalculation of the invoice amounts to ensure that the amount to be paid and	Invalid Finding, see attached e-mail, there were No variance found between invoices and General Ledger entries for 2020/2021 Audit Period	Management should review the population of Expenditure – Contracted services to ensure that all transactions are recognised at the correct amounts. Going forward, management should ensure that there is adequate review of the processing and recording of Expenditure transactions to ensure that all transactions are recorded at the correct amounts.	Continue with review captured invoices against GL and Supporting Documents	Continuously	Finance	Manager: Expenditure



			recorded as expenditure incurred is accurate. Refer to the table below for more details:						
Employee Costs									
62	Employee cost: Stand-by allowances incorrectly calculated	Misstatement	Through the Substantive test of detail performed on Employee-related costs, it was determined that the allowances were calculated using a standard rate across all employees - i.e. for Friday, Saturday and Sundays / Public Holidays the applicable rates are R100, R140, and R183 respectively. The rates used could not be supported based on legislation nor council	Current council resolution in contravention to collective agreement	Management should adjust the Annual financial statements and ensure that disclosure of the material distribution losses comply with required Act. And also management should submit the adjusted Annual Financial Statement for audit. Furthermore, management should develop and monitor the implementation of action plans to address internal		Continuously	Corporate Services	Director: Corporate Services



			resolution.		control deficiencies to prevent their recurrence.				
63	Employee costs: Deficiencies in internal controls identified during execution stage of audit	Misstatement	During the execution stage of the audit, the following internal control deficiencies were identified: 1. Standby authorising forms for standby were signed off after employees had started working.	Inadequate oversight from management in ensuring that standby authorising forms for standby were signed off after employees had started working.	Management should ensure that all standby authorization forms are signed and approved prior to employees starting with the work.		Continuously	Community services & Corporate Services	Director: Community Services & Acting Chief Traffic Officer Director: Corporate Services & Manager: Water & Sanitation
64	Employee related costs: Amounts as per payroll reports not agreeing to amounts as per AFS	Misstatement	During the audit of employee costs, we identified variances between amounts as per AFS and amounts as per payroll reports.	Mapping errors, Some components were mapped incorrectly and instuted differences between the	Management should reclassify amounts that were incorrectly mapped to the incorrect component, in order to ensure that the financial statements are a	Ensure that adequate review of the Annual Financial Statements is performed	31-Aug-22	Finance	Expenditure Manager



				AFS and supporting documentation	fair representation of the Municipality's financial performance. Further, management should implement and maintain their AFS review processes so as to ensure that the information provided for audit is accurate and reliable.	d for fair presentation and accurate AFS.			
Employee benefit obligation									
65	Employee benefits obligation – Assumption/rates used as per expert report don't agree	Misstatement	During the audit of prior period adjustments on Employee benefit obligation, it was noted that the assumptions and rates used as per expert report for valuation of Long	Inadequate oversight from management in ensuring that Assumption/rates used as per expert	Management should review the AFS to confirm that all the necessary disclosures are included for both 2019/20 and 2020/21 and that these disclosures		31-Aug-22	Finance	Deputy CFO



	to assumptions & inputs presented in Note 8 of Annual Financial Statements for 2019/20		Service awards and Post Employment Medical Aid (PEMA) subsidy didn't agree to rates and assumptions presented in Note 8 of the Annual Financial Statements for comparative figures (2019/20).	report agree to assumptions & inputs presented in Note 8 of Annual Financial Statements for 2019/20	agree to the supporting schedules and reports used for the preparation of the annual financial statements				
66	Employee benefit obligation: Age Bands used for PEMA as at 30 June 2020 were not included in Expert Reports	Misstatement	During the audit of prior period adjustments on Employee benefit obligation (2019/20), it was noted that the age bands used for determination of PEMA as disclosed in the annual financial statements were not included in the expert reports for 2019/20. Therefore we couldn't confirm if the correct age	Inadequate oversight from management in ensuring that age bands used for PEMA as at 30 June 2020 were included in Expert Reports	Management should review the AFS to confirm that all the necessary disclosures in the AFS for comparative figures are supported by schedules and reports used for the preparation of the annual financial statements		31-Aug-22	Finance	Deputy CFO



			bands were used on the calculation of the employee benefit obligation as disclosed in Note 8 of the annual financial statements.						
Other disclosures									
67	Differences between amounts disclosed in the AFS and supporting schedule	Misstatement	During the audit of MFMA Disclosure, auditor noted the difference between the Supporting schedule and the Annual financial statement disclosure note.51	Inadequate oversight from management in ensuring that some of the disclosure notes in the AFS agree with the supporting documents/schedule.	Management should adjust the Annual financial statements and ensure that the disclosure note presents information that agrees with the listings. Furthermore, management should perform adequate reviews of the annual financial statements to ensure that they are accurate per the listings.		31-Aug-22	Finance	Deputy CFO
Deviations									



68	Deviations not recorded on the deviation register for 2020-21 financial year and was not recorded to the Annual Financial Statements	Misstatement	During the audit of procurement and contract management, it was noted that the deviation on the table below was not recorded on the Annual Financial Statement for 2020-2021 financial year	Inadequate oversight from management in ensuring that deviation register for 2020-21 financial year and was recorded to the Annual Financial Statements	Management should ensure that there is a proper review of all deviations entered into by the municipality to ensure that these are included in the deviation register and are disclosed in Note 52 of the annual financial statement for the year ended 30 June 2021.		31-Aug-22	Finance	SCM Manager
Fruitless and wasteful expenditure									



69	Overstate ment on fruitless and wasteful expenditur e	Misstate ment	During the audit of fruitless and wasteful expenditure, it was noted that On 30 March 2020, the Minister of Finance published an Exemption Notice in terms section 177(1)(b) of the MFMA (exemption notice) exempting municipalities and municipal entities from "... the provisions of that Act and regulations made thereunder". According to Section 65(2)(e) of the MFMA: (2) The accounting officer must for the purpose of subsection (1) take all reasonable steps to ensure (e) that all money	Oversight, Exemption Notice issued was not Comprehen ded by managemen t for implementat ion of UIF& W expenditure s, hence it emphasises on COVID19 Expenditure .	Management needs ensure that there are proper reviews of the annual financial statements to ensure that these are accurate, valid and complete	Ensure adequate implemen tation of notices and circulars issued by the Governm ent.	31-Aug- 22	Finance	Expenditur e Manager
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		<p>owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.</p> <p>Therefore for the period 1 June 2020 to 30 June 2021, the above exemption meant that if the municipality didn't comply with section 65(2)(e.), there is no non-compliance due to the exemption.</p> <p>If interest was levied on outstanding invoices by ESKOM as a result of the municipality not</p>						
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			making payments within 30 days during the exemption period, there is no non-compliance to be reported as a result of failure to comply with section 65(2)(e) of MFMA then interest levied as a result should not constitute fruitless and wasteful expenditure						
Material losses									



70	Material losses: Incorrect inputs were used to calculate distribution losses for electricity	Misstatement	During the audit of Distribution losses for Electricity we identified that the purchased units that the municipality used did not agree with the units on the invoices therefore resulting in variances in the calculation of the Distribution loss for Electricity	Inadequate oversight from management in ensuring that correct inputs were used to calculate distribution losses for electricity.	<p>Management should adjust the Annual financial statements and in adjusting the AFS management should ensure that the disclosure note, input used for Electricity is supported Eskom Invoices.</p> <p>Furthermore, management should perform adequate reviews of Schedules to ensure that are supported by Eskom invoice, thereafter submit the adjusted AFS for audit.</p>		Monthly	Finance	DCFO & Manager: Expenditure
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71	Material losses: Presentation and disclosure for Distribution losses didn't disclose percentages for losses	Misstatement	During the audit of Distribution losses for Electricity and water, it was noted that the financial statement did not disclosed the Electricity and water losses in percentages as required by the MFMA, reporting framework and Circular 71 of MFMA	Inadequate oversight from management in ensuring that presentation and disclosure for distribution losses disclose percentages for losses	Management should adjust the Annual financial statements and ensure that disclosure of the material distribution losses comply with required Act. And also management should submit the adjusted Annual Financial Statement for audit.		31-Aug-22	Finance	DCFO
Prior period adjustments									



72	Prior period adjustments not disclosed in Note 47 of the AFS	Misstatement	During the audit of financial statements for year ended 30 June 2021, the following was identified in relation to prior period adjustments:	Inadequate oversight from management in ensuring that prior period adjustments were disclosed in Note 47 of the AFS	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.		31-Aug-22	Finance	DCFO
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Prepayments									
73	Accounting policy for financial instruments is not consistent and complete	Misstatement	During the review of the accounting policy for financial instruments, accounting policy number 1.9 as per Annual Financial Statements, it was noted that the accounting policy is incomplete as the following areas were not outlined in the policy: (a) Initial recognition criteria (b) Initial and subsequent measurement of the financial instruments (c) Fair value measurement considerations (d) Gains and losses and	Inadequate oversight from management in ensuring that accounting policy for financial instruments is consistent and complete	Management should ensure that there is proper review of the accounting policies included on the annual financial statements to ensure that these comply with all the requirements as per financial reporting framework.		31-Aug-22	Finance	Chief Financial Officer



			impairment criteria (e) Presentation criteria (f) Derecognition						
74	Prepayments not appropriately presented and disclosed	Misstatement	During the audit of prepayments, it was noted that Note 9 of the Annual Financial Statements for year ended 30 June 2021 is blank and there was no disclosure made in terms of the details of the municipal prepayments that were presented in the statement of financial position.	Inadequate oversight from management in ensuring that prepayments are appropriately presented and disclosed	Management needs to ensure that there are appropriate reviews on the AFS on face of financial statement to ensure that all amounts included are supported by the notes to the annual financial statements		31-Aug- 22	Finance	Manager: Expenditure



75	Prepayments: Incorrect classification of transaction	Misstatement	During the audit of pre-payments, it was noted that the following transaction was incorrectly classified. Prepayment should be recognised to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund. However for the transaction listed below, the first attempt to recover the amount was unsuccessful, therefore, the receipt of the amount will be dependent on the successful recovery of the amount by the municipality and the lawyers.	Inadequate oversight from management in ensuring that there is correct classification of transaction in the AFS.	Management needs to review the prepayments transactions presented and disclosed in the AFS to ensure that such transactions meet the definition of being recognised as prepayments		31-Aug-22	Finance	Chief Financial Officer
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Segment reporting									
76	Various issues identified on segment reporting, note 53 to the AFS	Misstatement	<p>During our audit of segment reporting on 53 to the AFS we identified the following;</p> <p>1. Segment 2: Finance and administration, does not meet the definition of a reportable segment.</p> <p>2. Segment 5: Planning and development, does not meet the definition of a reportable segment.</p> <p>3. Segment 8: Other, based on the limited information given on this reportable segment it is impossible to assess whether it</p>	Inadequate oversight from management in ensuring that there is full compliance to GRAP 18.	Management should review and monitor compliance with GRAP 18.		31-Aug-22	Finance	DCFO



			<p>meet the definition of the reportable segment.</p> <p>4. Aggregated segments Ø Note 53 just have the heading “Aggregated segments” and there is nothing stated under it, is it an omission Ø It does not state whether segments were aggregates or not, and Ø If segments were aggregated there is no basis of aggregation</p> <p>5. Segment surplus or deficit Ø The following were not disclosed on segment surplus or deficit; I. Measure of segment surplus/deficit,</p>						
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			<p>and</p> <p>II. Measurement basis</p> <p>Ø On column total segment deficit or surplus not all number are visible</p> <p>Ø There is an additional reportable segment:</p> <p>Community and social services reported which was not identified as a reportable segment on the paragraph above for types of goods and/or services by segment</p> <p>6. Segment assets and liabilities</p> <p>Ø You just stated a heading “segment assets and liabilities” and there is nothing reported under it</p> <p>7. Explanation of</p>						
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			<p>measurements</p> <p>The following was not disclosed;</p> <p>Ø Basis of accounting for transactions between segments</p> <p>Ø Nature of difference between segment surplus/deficit and entity surplus/deficit and discontinued operations</p> <p>Ø Nature and effect of asymmetrical allocations</p> <p>8. Reconciliation</p> <p>The following was not disclosed; Ø Total segment amount to corresponding entity amount for every material item.</p> <p>9. Geographic disclosures</p> <p>The following</p>						
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			<p>was not disclosed; Ø External revenues from non-exchange transactions, External revenues from exchange transactions, Total expenditure, Non-current assets attributable to each geographical area, OR Ø The fact the information about External revenues from non-exchange transactions, External revenues from exchange transactions, Total expenditure, Non-current assets attributable to each geographical area is not available and the cost to develop it would be excessive.</p>						
			10. Other						



			disclosures required by other GRAPs applicable; The following was not disclosed; Ø The amount of impairment losses recognized in surplus or deficit and directly in net assets during the period (GRAP 21.78(a) and 26.120(a))						
Statement of comparison of budget and actual amounts									
77	Statement of comparison between budget and actual amounts: Differences between amount as	Misstatement	During our audit on the Statement of comparison between budget and actual amounts, the following differences were noted:	Inadequate oversight from management in ensuring that there are no differences between amount as	Management should adjust the annual financial statements to ensure that the budget amounts presented in the Statement of comparison between budget		31-Aug-22	Finance	DCFO



	per approved final budget and amount as per the budget statement and amounts as per statement of financial position and performance		<p>(i) Differences between the amounts per the final adjusted budget, as approved by Council resolution A10/2021 on 26 February 2021, and the amounts presented in the financial statements as the final approved budget amounts.</p> <p>(ii) Differences between actual amounts as per statement of actual and budget and amount amounts as per statement of financial position and performance.</p>	per approved final budget and amount as per the budget statement and amounts as per statement of financial position and performance	<p>and actual amounts are accurate as per the supporting schedule.</p> <p>Management should ensure that going forward, there are adequate reviews of the annual financial statements to ensure that they accurately present the information per the underlying financial records.</p>				
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78	Statement of comparison between budget and actual amounts: Statement of cash flows not disclosed in the statement of comparison of actual and budget	Misstatement	During our audit on Statement of comparison between budget and actual amounts, it was noted that there was no disclosure of the Statement of Cash flow in the Statement of Comparison of Budget and Actual Amounts	Inadequate oversight from management in ensuring that the statement of cash flows is disclosed in the statement of comparison of actual and budget	<p>Management should adjust the annual financial statements to ensure that the statement of Cashflow is presented in the Statement of comparison between budget and actual amounts and that the figures are accurate and agree to all the supporting schedule.</p> <p>Management should ensure that going forward, there are adequate reviews of the annual financial statements to ensure that they accurately present the information per the underlying financial</p>		31-Aug-22	Finance	DCFO
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					records.				
Commitments									
79	Commitments: Differences between amount as per register and recalculations	Misstatement	During the audit of commitments for prior period adjustments, the following differences were identified: <u>Description</u> <u>Amount as per commitments register</u> <u>Recalculations</u> <u>Difference</u> Acmet Trading enterprise - 3 783 513,32 3 601 752,00 181 761,32 Refurbishment	Inadequate oversight from management in ensuring that the amount as per commitment register is accurate.	Management needs to review commitments register to ensure that the amounts disclosed in the register are correct and that these agree to all the supporting documents for commitments made by the municipality		Continuously	Finance	DCFO & Manager: Expenditure



			and installation of critical water and sanitation infrastructure in Thaba Chweu Municipality						
Other non-compliance and internal control deficiencies									
80	Limitation of scope - requested information not submitted	Internal Control deficiency	During the execution phase of the audit, information was requested from management in various requests for information (RFI) to enable us to be able to obtain sufficient and appropriate audit evidence on which to base our opinion.	Poor record keeping in ensuring that the requested information is submitted for audit purposes.	Management should ensure that the information that all outstanding information is submitted within the agreed upon timelines to prevent the limitation of scope on our audit. To prevent the internal control		Continuously	Finance	All Directors & Managers



					<p>deficiency, management should ensure that they prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management should also review the annual financial statements and ensure that the supporting schedules agree to the financial statements. Lastly, proper records keeping to ensure that information is easily retrievable on request.</p>				
81	Deficiencies in internal controls identified	Internal Control deficiency	During the planning stage of the audit, the following internal control	The findings must be broken down as they relate	<ul style="list-style-type: none"> Management should ensure that performance agreements are entered into 	The findings must be broken down as	31-Aug-22	Finance	All Directors & Managers



	during planning stage of audit		deficiencies were identified:	to differ areas.	between the municipality and every level employee to enhance a culture of performance among employees. Management should also ensure that every performance agreement is evaluated to ensure development objectives are met. • Management should perform periodic reviews of policies and procedures in place to ensure that they are aligned to the entity objectives and promote an effective internal control environment. • Internal Audit	they relate to differ areas.			
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					<p>should ensure that internal audit resources are appropriate, sufficient and effective to achieve the approved internal audit plan. The Internal audit should ensure appropriate follow up on engagement findings and recommendations, deadline should be set for implementation of planned activities and adherence to the deadlines should be monitored on a monthly basis.</p> <ul style="list-style-type: none"> • Management should ensure that the Audit action plan developed to address prior year findings 				
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					<p>includes all material findings that were reported and must monitor it to ensure implementation of the recommendations that were issued</p> <ul style="list-style-type: none">• Management needs to ensure that there are appropriate controls over the ICT environment of the municipality to ensure continuity and effective business operation. Further ICT policies need to be approved by delegated officials so as to enforce implementation of the policies.				
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82	Internal audit unit not fully capacitated	Internal Control deficiency	During the audit, it was noted that the internal audit unit is currently not fully capacitated as there is a 25% vacancy due to vacancy of the Assistant Manager. The unit as whole assist the municipality in terms of additional reviews and oversight responsibilities before external audit commences, therefore if the unit is not fully capacitated, this will mean that the unit is limited in terms of performing all planned audits for each financial year	Due to cashflow constraints for filling of all critical vacant funded positions during the financial year in question.	Management needs to ensure that all the vacancies within the internal audit unit are filled. Further management also needs to ensure that there is a review of the organizational structure to ensure that based on the capacity of the municipality, and audits that are planned to be done by internal audit, there are enough resources available within the unit to assist with these responsibilities.	The filling of vacant funded position would be implemented in the current year through phases as guided through the attached memorandum Annexured.	30-Jun-22	Finance	Director: Corporate Services
Property, plant and equipment									



83	Disposal of Assets	Internal Control deficiency	<p>Upon review of the council resolution submitted for audit for the disposal of assets by the Municipality, it was determined that the approval for the disposals of assets was done after the date of the annual financial statement.</p> <p>The Municipality has derecognised the assets in its financial records and disclosed in the annual financial statements as disposals for the year ended 30 June 2021 without the council approval:</p>	Management oversight	Management should ensure that compliance is monitored against all applicable legislations applicable to and policies of the municipality to ensure a sound internal control and financial management system.	Management to ensure that derecognition of assets for disposals is conducted after council approval	N/A	Finance	Manager Assets
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84	Incorrect classification of Assets	Misstatement	During physical asset verification, the following assets were selected from Movable Assets register. However upon our physical asset verification, the Assets appear to be heritage assets and not movable assets as classified by management:	Classification of Heritage assets	<p>Management should perform an assessment of the Motor vehicles register to ensure that all assets that have been included therein are motor vehicles and not heritage assets as defined.</p> <p>Management should furthermore process an audit adjustment on the annual financial statements to ensure that they fairly present the financial position of the municipality. As a preventative measure, management should ensure that there is adequate review</p>	Management will reclassify and classify correctly of assets into correct classes of assets	Continuously	Finance	Manager: Assets
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					of the fixed asset register against the GRAP requirements to ensure that assets are classified correctly.				
85	Physical Asset verification	Misstatement	During physical asset verification, the following assets which were selected from the fixed asset register could not be verified / located:	Inadequate reconciliation of Fixed Assets register with the physical asset verification	<p>c. Investigations should be performed and a comprehensive physical asset verification must be conducted, items reported as stolen should be derecognized from the asset register.</p> <p>d. Asset movement sheet should be reviewed and reconciled to the asset registers frequently.</p>	Management to conduct bi-annual asset verification and reconcile the Fixed Asset register against the physical assets verification	30-Jun-22	Finance	Manager Assets



86	Impairment of assets	Misstatement	Upon physical asset verification, it was noted that the following asset is damaged and the Municipality did not perform any impairment reviews as the recoverable amounts as at 30 June 2021 were not determined:	Inadequate review of the Fixed Asset Register	<p>e. During the college's physical asset verification, the condition of items of property, plant and equipment should be assessed and</p> <p>f. Damaged items should be considered for impairment reviews and the fixed asset registers must be updated frequently with such assessments.</p> <p>g. Management should consider revising the useful lives, residual values and further estimate the asset's recoverable amount to be in</p>	Management to review the Fixed Asset Register and review the useful life of assets for provision of impairment of assets which are damaged	30-Jun-22	Finance	Manager Assets
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					line with GRAP.				
87	Completeness of assets	Internal Control deficiency	During the audit of Property, plant and equipment, the following assets selected from the floor could not be traced back to the fixed asset register:	Inadequate reconciliation of Fixed Assets register with the physical asset verification	<p>j. Management should conduct an asset count on all fixed asset register items to ensure completeness of the fixed asset register.</p> <p>k. Management should ensure that asset count sheet is regularly updated reconciled to the fixed asset register.</p>	Management to conduct bi-annual asset verification and reconcile the Fixed Asset register against the physical assets verification	30-Jun-22	Finance	Manager Assets
Revenue from non-exchange transacti									



ons									
88	Customers not charged on overdue accounts for the full period from 1 July 2020 – 31 June 2021 where the customer account is overdue	Misstatement	During the testing of revenue from non-exchange transactions (interest), we identified that in the current year there were customers who were not billed property rates for the full financial year with no council exemptions having been granted by Council.	Property rates are charged on owners accounts and the said accounts were occupier's accounts	Management should perform a thorough review of the monthly reconciliations of property rates and interest and preferably include a third party independent of the revenue function to be part to the review process.	No remedial action required, property rates are levied on the owners' accounts and not occupiers	n/a	Finance	Manager Revenue
89	Revenue from non-exchange transactions includes items from exchange transactions	Misstatement	During the testing of revenue from non-exchange transactions - interest, we identified that interest from exchange transactions were incorrectly classified as interest from non-	Munsoft system settings	Management should ensure system controls are in place to ensure that the interest levied on rates and taxes are correctly classified between exchange and non-exchange	Correct system settings	Continuously	Finance	Manager: Revenue



			exchange transactions.		transactions.				
90	Customers not charged property rates for the full period from 1 July 2020 – 31 June 2021	Misstatement	During the audit of Revenue from non-exchange (property rates), we identified that in the current financial year there were customers whom were not billed property rates for the full financial year.	Lack of proper valuation reconciliation	Property rates are reconciled by management on a monthly basis however, we have no evidence of the review thereof. Management should consider a thorough review of the monthly property rates reconciliation and preferably include a third party independent of the revenue function to be part to the review process. Management should perform a completeness assessment on the property rates billing process for the	Proper reconciliation of the valuation roll	Continuously	Finance	Manager: Revenue



					current financial year to identify the full extent of the misstatement and adjust the annual financial statements accordingly.				
91	Property owner appearing on the invoice does not agree to the valuation roll	Misstatement	During the testing of revenue from non-exchange transactions (property rates), we identified that for a selected number of debtors, the property owners appearing on the invoice does not agree to the owners provided on the valuation roll.	Updated valuation roll not received from the Valuer	Management should ensure timeous updated to the valuation roll as well as the supplementary valuation roll on a quarterly basis.	Request updated valuation roll quarterly from the Valuer	Continuously	Finance	Manager: Revenue
92	Property owner and erf number appearing on the invoice does not agree to the	Misstatement	During the testing of revenue from non-exchange (property rates), we identified that property owners appearing on the invoice does not agree to the	Updated valuation roll not received from the Valuer	Property rates are reconciled by management on a monthly basis however, we have no evidence of the review thereof. Management	Request updated valuation roll quarterly from the Valuer	Continuously	Finance	Manager: Revenue



	valuation roll. The property belongs to the municipality and should not be charged property rates		valuation roll. Furthermore, it was noted that the owners of the properties per the valuation roll is indicated as the municipality.		should consider a thorough review of the monthly property rates reconciliation and preferably include a third party independent of the revenue function to be part to the review process.				
93	Revenue and Receivables from traffic fines not complete	Misstatement	<p>During our audit on revenue from non-exchange transactions (traffic fines), we were unable to trace the following traffic fines to the traffic fine listing we obtained from finance department:</p> <p>Furthermore, we identified that traffic fines which were issued by management</p>	Traffic fines are not incorporated in the financial system	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going		Continuously	Finance	Manager: Revenue



			during the 2020-21 financial year were omitted from the current year Receivables amount and only recorded in the financial records for post year-end:		forward, ensure that all the traffic fine records from all the locations of the municipality are appropriately accounted for in the annual financial statements.				
94	Conditional Grants: Differences between recorded amounts and supporting documents	Misstatement	<ul style="list-style-type: none"> During the audit of Revenue from non-exchange transactions, we identified a variance of R 2 658 947.01 on comparison of the general ledger and the supporting documentation provided with the revenue journals. Further, there was a revenue journal number 434 which does not have supporting documents that support the grant 	Inadequate oversight from management in ensuring that there are no differences between recorded amounts and supporting documents on conditional grants.	Management should adjust the annual financial statements in order to correctly present the Revenue earned on conditional grants. Management should further follow proper review processes, to ensure that that financial statements are accurate when they are submitted for audit.		Monthly	Finance	Manager: Budget.



			expenditure incurred which raises a difference which is included in the variance stated above.						
Other receivables from non-exchange transactions									
95	Debtor recognised does not exist	Misstatement	During our audit on Receivables from non-exchange transactions we identified that the Municipality have recognised R4 287 565.97 as Other receivables from non-exchange transactions. Based on discussions held with management, the amount relates to a receivable from Ehlanzeni District	Inadequate oversight from management in ensuring all debtors recognised they exist	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure		Monthly	Finance	Manager: Revenue



			<p>Municipality pertaining to unspent amounts on grant funding that was received by the district municipality on behalf of the municipality. No supporting documents could be provided by management to support the R4 287 589 disclosed as a receivable. Based on a debtor's confirmation performed with the District municipality, it was identified that the amount no longer exists and has been written off over the past financial years based on services that were performed by the district</p>		<p>that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.</p>					
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			municipality on behalf of the auditee.						
Statutory receivables									
96	Current and prior year amounts as per note 51 to the Annual Financial Statement are overstated	Misstatement	During our audit on the annual financial statements, we identified the following differences: Overstated of VAT receivable on note 51 page 69.	Inadequate oversight from management in ensuring amounts in the AFS are not overstated.	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards.		31-Aug-22	Finance	Deputy CFO



					Management should, going forward, ensure that there is adequate review of the annual financial statements to ensure that they are fairly presented.				
97	The amount of traffic is not included under statutory receivables in receivables from non-exchange transactions	Misstatement	During our audit on receivables from non-exchange transactions we identified that the Municipality did not include the amount of R1 955 615 of traffic fines in the note number 11 under Statutory receivables from non-exchange transactions.	Inadequate oversight from management in ensuring amount of traffic is not included under statutory receivables in receivables from non-exchange transactions	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is		31-Aug-22	Finance	Deputy CFO



					adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.				
Investment property									
98	Investment property: differences in fair values	Misstatement	<ul style="list-style-type: none"> During the audit of investment properties account balance, we identified a projected variance difference R847 540.00. The major cause of the difference is the use of incorrect fair value amounts in the Investment properties register which were then transferred to the annual financial statements. 	Undepreciated values were incorrectly captured in the Investment register instead of depreciated improvements values.	Management should adjust the Draft annual financial statements to ensure that the fair values of the investment property are presented at the accurate amounts. The chief financial officer, the internal audit function and the audit committee should follow proper review processes, to		31-Aug-22	Finance	Deputy CFO & Manager: Assets



			<ul style="list-style-type: none"> The incorrect use of the fair values in the year end measurement of investment properties also affected the fair value adjustment (gain) balance which was presented in the statement of financial performance. This would mean that the fair value gain has been understated by R847 540.00 (Projected). 		ensure that that financial statements as well as the supporting schedules are accurate when they are submitted for audit.				
99	Property does not indicate name of owner	Misstatement	<p>During our audit on Investment property, the following was identified:</p> <ul style="list-style-type: none"> We could not confirm the ownership of the property with ERF number (-/31/R/39(99) and SG key 	Inadequate oversight from management in ensuring properties indicate names of owners	The chief financial officer, the internal audit function and the audit committee should follow proper review processes, to ensure that that financial statements are accurate when they are		Monthly	Finance	Manager: Revenue



		<p>(T0JT0000000000 03100039), as the title deed of the property does not indicate the name of the owner of the property. We further could not confirm that the municipality is the rightful owner of this property included in the investment property register.</p> <ul style="list-style-type: none"> • We physically inspected property (ERF1147) with the SG key T0JT0024000011 4700000. <p>Upon verification, we identified that the property has buildings of which the investment property register does not reflect as such, there is only land reflecting as the only part of</p>		submitted for audit.					
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			the property.						
Intangible assets									
100	Incorrect carrying amount on intangible assets	Misstatement	During the audit of intangible assets, the following differences were noted on the carrying amount-2021 of the intangible assets due to incorrect calculations of amortisation for additions:	Inadequate review of the Fixed Asset Register	Management should correct the carrying amount of intangible assets as at 30 June 2021 to ensure that it is accurate. Management should ensure that there is adequate review of the amortization workings on Intangible assets to ensure the accuracy of the	Management will recalculate the amortisation on all assets and pass necessary journals.	30-Jun-22	Finance	CFO & Manager: Assets



					value that is reported.				
Contingencies									
101	Limitation of scope – requested information not submitted	Misstatement	During the audit of Contingencies, information was requested from the attorneys of the municipality to enable us to confirm the disclosure of legal cases that have been disclosed as Contingencies. However, despite numerous engagements with management and the attorneys, most of the requested information was	Poor record keeping in ensuring that the requested information is submitted for audit purposes.	Management should ensure that the information that all outstanding information is submitted within the agreed upon timelines to prevent the limitation of scope on our audit.	AG advice on alternative procedure on attorneys who are refusing to comply due to municipality owing them.	31-Aug-22	Municipal Manager	Manager: Legal services



			not received.						
Consumer debtors									
102	Gross Consumer Debtors - variances between aging analysis and consumer statements	Misstatement	During the audit of gross consumer debtors, the following variances were identified between the gross balance of a debtor per ageing analysis and debtor statements:	Inadequate oversight from management in ensuring aging analysis and consumer statements agree.	Management should correct the age analysis with accurate balance per consumer, using the billing from the Munsoft system. Going forward, management should prepare regular, accurate and complete financial and performance reports that are supported and evidenced by relevant information.		31-Aug-22	Finance	Manager: Revenue



103	Allowance for Impairment – Difference between amount in AFS and auditors' calculations	Misstatement	We re-casted the allowance for impairment calculation, using the workings provided by management, and applied the impairment rate to the closing balance. As per our calculations, the allowance was understated with an amount of R3 177 782,96.	Inadequate oversight from management in ensuring amount in the AFS are accurate.	Management should correct the financial statements by increasing the impairment allowance with the understatement amount. Going forwards, Management should prepare regular, accurate and complete financial and performance reports that are supported and evidenced by relevant information, and be consistent in their application of the policy in determining the impairment allowance.		31-Aug-22	Finance	Deputy CFO & Manager: Revenue
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104	Limitation of scope – Information requested not submitted	Misstatement	During the execution phase of the audit, information pertaining to consumer debtors year end journals was requested from management in RFI 60. Of the information received, we analysed and concluded that the supporting document for the following journal was not sufficient and we subsequently requested the relevant supporting documents be submitted, which are still outstanding:	Poor record keeping in ensuring that the requested information is submitted for audit purposes.	Management should ensure that the information that all outstanding information is submitted within the agreed upon timelines to prevent the limitation of scope on our audit. To prevent the internal control deficiency, management should ensure that they prepare regular, accurate and complete financial and performance reports that are supported by reliable information. Management should also review the annual financial statements and ensure that the		Continuously	Finance	Deputy CFO
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					supporting schedules agree to the financial statements. Lastly, proper records keeping to ensure that information is easily retrievable on request.				
105	Inconsistencies between Note and the balance presented in the Statement of Financial Position	Misstatement	During the audit of Consumer Debtors, it was noted that Note 13 of the Annual Financial Statements had inconsistencies in the net balances of the service charges, which led to a variance between the balance in the note and the balance in the Annual Financial Statements. The balance consumer debtors per the note was R 49	Inadequate oversight from management in ensuring that the note and the balance presented in the Statement of Financial Position are consistent.	Management should correct the consumer debtors amount presented in the face of the Financial statement to agree with Note 13 of the Annual Financial statements. Going forward, management should implement and maintain their AFS review processes so as to ensure that the information		31-Aug-22	Finance	Deputy CFO



			255 885, with the balance presented in the AFS as R 49 246 797, resulting in a variance of R 9 088.		provided for audit is accurate and reliable.				
106	Overprovision for doubtful debts	Misstatement	During our audit on Consumer Debtors, we identified that the allowance for doubtful debts exceeded the gross receivable, thus resulting in a negative net balance for the service charges	Inadequate oversight from management in ensuring that doubtful debts are not overstated in the AFS.	Management should adjust the Annual Financial statements and limit the allowance for impairment to the balance of the gross receivable. Going forward, management should implement and maintain their AFS review processes so as to ensure that the information provided for audit is accurate and reliable.		31-Aug-22	Finance	Deputy CFO
Commitments and lease agreeme									



nts									
107	Project value on the contract not agreeing to the amount on the appointment letter	Misstatement	During the audit of capital commitments, it was noted that the project value on the signed service level of agreement for the supplier listed below did not agree to the project value on the signed appointment letter:	Inadequate oversight from management in ensuring that project values on the contract register agree to the amounts on the appointment letters.	Management should amend the service level agreements as they are legally binding the municipality with the suppliers in terms of performance obligations to ensure that they correctly record the terms of agreement.		Continuously	Finance	CFO & Manager: SCM
108	Differences in opening balances of capital commitments and prior year audited closing balance	Misstatement	During the audit of the commitments it was noted that the closing balance of capital commitments as per the prior year audited amounts do not agree to the opening balance per the current year schedule for the	Inadequate oversight from management in ensuring that opening balances of capital commitments and prior year audited closing balance	Management should correct the opening balance on the commitment register to ensure that it is correct. There should be adequate reviews of the commitments register to ensure the accuracy and completeness of		31-Aug-22	Finance	CFO & Manager: SCM



			suppliers listed below:	agree.	the amounts disclosed.				
109	Errors made in the current year expenditure	Misstatement	During the audit of the commitments it was noted that current year expenditure on capital commitments did not agree to the invoices submitted as follows:	Oversight in terms of accounting invoices dated before year end but paid in July 2021.	Management should correct the Commitments amount as disclosed in the annual financial statements to ensure that it is accurate based on current year expenditure incurred. There should be adequate reviews of the Commitments register to ensure that it correctly accounts for all current year movements	To ensure adequate reviews and capacitation of internal staff.	Continuously	Finance	CFO & Manager: SCM



110	Completed project included in the commitment schedule	Misstatement	During the audit of commitments, it was noted that the projects listed below were completed as per the performance annual report and were still included in the register:	Management oversight in ensuring that the completed projects in the APR agree to the commitment register.	Management should correct the commitments register and the financial statement		Continuously	Finance	CFO & Manager: SCM
111	Uncompleted project not included in the commitment schedule	Internal Control deficiency	During the audit of commitments, it was noted that the project that were listed as uncompleted on the annual performance report were not included in the commitment register:	Management oversight in ensuring that the completed projects in the APR agree to the commitment register.	Management should correct the commitments register and the financial statements.		Continuously	Finance	CFO & Manager: SCM
Risk management									
112	Risk management disclosures not made	Misstatement	During the audit of the annual financial statements, we identified that the financial statement's disclosures are	Management oversight in ensuring that the risk management note as required by the	The chief financial officer, the internal audit function and the audit committee should have a GRAP disclosure		31-Aug-22	Finance	Deputy CFO



			not complete as the municipality did not add a Risk management note as required by the prescribed GRAP standards.	prescribed GRAP standards is included in the AFS.	checklist where they review the AFS against that checklist to ensure that all required disclosures have been disclosed before issuing the financial statements to the auditors.				
Unauthorised Expenditure									
113	Differences identified	Misstatement	<p>During the audit execution, we identified that the current year expenditure presented in the annual financial statements for unauthorized expenditure is not accurate.</p> <p>The balance as per the annual financial statements for the year 2021, do not</p>	Management oversight in ensuring that the unauthorized expenditure is not accurate in the AFS.	The annual financial statements should be adjusted in order to disclose the correct amount of Unauthorised expenditure. The chief financial officer, the internal audit function and the audit committee should follow proper review processes, to		31-Aug-22	Finance	Deputy CFO



			agree with the unauthorized expenditure as per the register.		ensure that that financial statements are accurate when they are submitted for audit.				
Cashflow statement									
114	Misstatements identified	Misstatement	During our audit on Cash flow statement, the following differences were identified between management's workings and our audited amounts:	Management oversight in ensuring that the cash flow statement is accurate & complete before the submission to the AGSA	The annual financial statements should be adjusted in order to fairly present the Cash flow statement. The chief financial officer, the internal audit function and the audit committee should follow proper review processes, to ensure that that financial statements are accurate when they are submitted for audit		31-Aug-22	Finance	Deputy CFO & Manager: Budget



Cash and cash equivalents									
115	Differences between the bank reconciliation at year end and bank statements at year end	Misstatement	During the audit of cash and cash equivalents, it was noted that the amounts on the bank reconciliations at year end do not agree to the amounts on bank statement at year-end submitted for audit as follows:	Inadequate oversight by management	Management should adjust the annual financial statements so that the correct amounts of Cash and cash equivalents are reported. Management should further ensure the adequate reviews of the bank reconciliations to ensure that they are accurate and thus ensure the fair presentation of the financial statements.	Ensure that bank statement is attached to the reconciliation to review that amounts agree	31-Aug-22	Finance	Manager Budget
116	Differences between the cash book balance at year end and	Misstatement	During the audit of cash and cash equivalents, it was noted that the amounts on cash book at year end do not agree to	Inadequate oversight by management to ensure that cash book balances	Management should perform a reconciliation of the cash book balance with the general ledger to ensure the	Ensure that proper verification of amounts	31-Aug-22	Finance	Manager Budget



	general ledger at year end		the amounts on general ledger	reconciles with the GL	accuracy of the amounts reported.				
117	Presentation and disclosure: Bank balances not disclosed in the notes to the annual financial statements	Internal Control deficiency	During the audit of cash and equivalent it was noted that the balances of each bank account at year end were not included on note 14 to the annual financial statements submitted for audit:	Inadequate oversight from management in ensuring that bank balances disclosed in the notes to the annual financial statements are accurate.	<p>Management should correct Note 14 of the annual financial statements to ensure that the balances of each bank account are disclosed.</p> <p>Managements should further perform adequate reviews of the annual financial statements to ensure that they adequately disclose all the information that is required for the users' understanding of the annual financial statements.</p>		31-Aug-22	Finance	Deputy CFO



118	Differences between the cash and cash schedule and bank confirmations	Misstatement	During the audit of cash and cash equivalents, it was noted that the amount of cash and cash equivalents schedule do not agree to the amount on bank confirmations received.	This one is that one where we not sure about the schedule	Management should correct cash and cash equivalents schedule to correctly account for the bank balances as at 30 June 2021. Management should ensure to prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information.		30-Jun-22	Finance	Manager Budget
119	Completeness of bank balances disclosed	Misstatement	During the audit of cash and cash equivalents, it was noted that the new bank account listed below was not included in note 14 of the annual financial statement:	Lack of oversight by management	Management should disclose the new bank account in the annual financial statements and report the bank account to the Provincial Treasury.	Ensure that all the municipal bank accounts are disclosed on the AFS	31-Aug-22	Finance	Manager Budget



120	Type of an account not disclosed on AFS and the summary of investments	Internal Control deficiency	During the audit of cash and cash equivalents disclosure note it was noted that the type of account listed below were not disclosed on the financial statements.	Inadequate oversight from management in ensuring type of an account is disclosed on AFS and the summary of investments thereof.	Management should correct the commitment register and the financial statement		31-Aug-22	Finance	Deputy CFO
121	Negative bank balance disclosed	Internal Control deficiency	During the audit of cash and cash equivalents disclosure note it was noted that the bank balance disclosed on note 14 of the financial statements is negative as follows:	Inadequate oversight from management in ensuring that the bank balances are accurate.	Management should correct the cash and cash equivalents note for the bank balance.		31-Aug-22	Finance	Deputy CFO
Revenue from exchange transactions									



122	Total revenue presented on note 26 of the annual financial statements is incorrect	Internal Control deficiency	During our audit on revenue from exchange transactions we identified that the total presented in note 26 is incorrect as the sundry income was deducted instead of being added to determine the total operational income balance. A variance of R457 758 was identified	Incorrect mapping of segment in the GL	Management should adjust the annual financial statements so that the total amount of revenue is correct. Management should review the annual financial statements before submission to the external auditors to ensure that the notes supporting the amount presented on the annual financial statement are accurate and complete.		31-Aug-22	Finance	Deputy CFO
123	Amount incorrectly included on the general ledger and trial balance as	Internal Control deficiency	During our audit on revenue from exchange transactions, we identified that the following transactions relating to	Incorrect mapping of segment in the GL	Management should review the general ledger and trial balance mapping before the preparation of the annual		31-Aug-22	Finance	Deputy CFO



	revenue from non-exchange transactions		revenue from exchange transactions were included in the general ledger and trial balance as revenue from non-exchange transactions.		financial statements and ensure that the amounts were mapped correctly.				
124	Internal control deficiency identified during the audit	Internal Control deficiency	During our audit on revenue from exchange transactions, we identified the following internal control deficiency when we were reviewing the service level agreement between Thaba Chweu Local Municipality and CIGICELL	Inadequate oversight from management	The municipal manager should review all the service level agreements entered with third parties and confirm that the document is completed appropriately and all the witness have signed the document as these is a legal binding document.		30-Jun-22	MM	Manager Legal Services



125	Incorrect kilowatts allocated to customer when buying electricity	Internal Control deficiency	During our audit on prepaid electricity sales, we identified that the municipality allocated incorrect kilowatts (kw) for the following sales for electricity. The allocation was not in line with the approved tariffs for prepaid electricity for the 2021 financial year.	Inadequate oversight from management	The municipal manager should have engagement with CIGICELL to ensure that the tariffs are updated before beginning of the financial year on the system to ensure that the residents are allocated correct units of electricity.	Implement electricity tariffs that are in line with the NERSA approval letter	31-Aug-22	Finance	Manager Revenue
126	Fair value adjustments on investment not referenced to any note on the AFS	Internal Control deficiency	During our audit on revenue from exchange transactions were identified that the line item, Fair value adjustments on investment property as presented on the statement of financial performance was not referenced to any note on the annual financial	Inadequate oversight from management	Management of the municipality should review the annual financial statements against the GRAP requirements and ensure that the financial statements of the municipality are compliant to the financial reporting		31-Aug-22	Finance	Deputy CFO



			statements to provide further details on the revenue.		framework.				
127	Customer account not included on the metre reading report	Misstatement	During our audit on revenue from exchange transactions, we identified that the following account numbers for conventional electricity were not included on the meter reading for the month billed as per table below. Based on the work done, we therefore conclude that the billing report was not supported by the meter reading report with actual consumption for the month for conventional electricity.	Different types of Large Power User meters and different methods of reading the meters	Management should put controls in place to ensure that the monthly reading is captured to ensure that the revenue billed is accurate and has occurred and in line with the approved tariff policies of the municipality.	Consolidate all meter readings from the different service providers	Monthly	Finance	Manager revenue



128	Electricity consumption not captured on the metre reading report	Misstatement	During our audit on revenue from exchange transactions, we identified that the following account numbers were included on the meter reading report, however the usage for the billed months reflected on the table below was blank. The consumption of electricity was not captured by the municipality delegated official.	Inadequate oversight from management	Management should put controls in place to ensure that the monthly reading is captured to ensure that the revenue billed is accurate and has occurred and in line with the approved tariff policies of the municipality.		Monthly	Finance	Manager revenue
129	Consumption of electricity as per the statement does not agree to usage as per the metre reading report	Misstatement	During our audit on revenue from exchange transactions, we identified that the total consumption as reflected on the municipal statements does not agree to the usage as per the metre reading report.	2 reading cycles appearing in one month meter reading report	Management should put controls in place to ensure that the monthly reading is captured to ensure that the revenue billed is accurate and in line with the approved tariffs policies of the municipality.	The billing was in order	Monthly	Finance	Manager revenue



130	The closing balance of electricity consumption is less than the opening balance resulting in negative usage as per the meter reading report	Misstatement	During our audit on revenue from exchange transactions, we identified the following accounts reflected negative electricity usage for the months listed on the table below as a result of closing balance being less than the opening balance previous captured by the municipality's delegated official.	Meter clocked the last reading and restarted from zero.	Management should put controls in place to ensure that the monthly reading is captured to ensure that the revenue billed is accurate and in line with the approved tariffs policies of the municipality.	The readings were correctly captured	Monthly	Finance	Manager revenue
131	The conventional electricity account not billed for 12 months	Misstatement	During our audit on revenue from exchange transactions, we identified that the following account was not billed for the entire 12 months in the 2021 financial year for conventional electricity	Faulty meter	Management should put controls in place to ensure that all conventional electricity consumption is billed to the accounts on the monthly basis.	Meter replacement	Monthly	Finance	Manager revenue



132	Rental income: Lease agreement not in file	Misstatement	Contrary to the above, there is no lease agreement that supports the rental income the municipality receives with regard to the transactions	Non renewal of lease agreements	Management needs to ensure that there are appropriate controls on the daily and monthly processing of transactions to ensure that every transaction is supported by sufficient verifiable evidence.	Renew lease agreements as and when they expire.	Continuously	Finance	Manager revenue
133	Rental income: Expired accounts still running	Misstatement	Contrary to the above, the municipality still bills and receives rental income on contracts that have expired, without renewal.	The consumer continued occupying the property hence the continuation of the levying of monthly rental.	Management needs to ensure that there are appropriate controls on the daily and monthly processing of transactions to ensure that these are captured into the system of the entity accurately.		Jan-22	LED and Planning	Acting Director LED



134	CIGICEL L did not pay TCLM all amount due and no receivable disclosed on the AFS submitted for audit	Internal Control deficiency	During the audit of revenue from prepaid electricity ,we identified that Thaba Chweu local municipality has an active contract with CIGICELL to use their prepaid electricity system for the sale of electricity and the supplier provider will be entitled to 5% commission and the remaining 95% will have to be transferred to the municipal standard bank main account .It was however noted during the audit for the 2021 financial year that the service provider was owing the municipality R8,3 million for the 2021 collection. The amount that	Inadequate oversight from management in revenue collected by CIGICELL is accurately recorded.	The municipal manager should delegate the responsibility for the reconciliation of the CIGICELL payment on a continuous to employees within finance and request the chief financial officer to review these reconciliations on a monthly basis to ensure that issues with regard to non-payment are attended to timeously.		Monthly	Finance	Deputy CFO & Manager: Revenue
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			is owed to the municipality was not disclosed on the annual financial statements as a receivable.						
135	Electricity tariffs for the 2021 financial year exceed the limits set by NERSA	Internal Control deficiency	During our audit on revenue from exchange transactions, we identified that Thaba Chweu local municipality charged the residents tariffs that are above the limits set by NERSA in the 2021 financial year. The resident's units of electricity allocated for every sale were understated as a result of the overpricing of the tariffs.	Implementation of cost of supply study tariffs without approval	The municipal manager should review the drafted tariffs against regulators approved limits before submission of the tariffs to council of approval. The continuous non-compliance with NERSA regulations will result in the municipality losing its electricity license.	Implement only NERSA approved electricity tariffs	01-Jul-22	Finance	Manager revenue
Debt impairment									



136	The differences between the auditor's recalculations and as per management workings	Misstatement	During our audit on debt impairment, we have identified the following differences	Inadequate oversight from management in ensuring that the impairment amount is accurate.	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is adequate review of the debt impairment calculations to ensure accuracy of reported information.		31-Aug-22	Finance	DCFO & Manager: Revenue
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137	The differences between the G.L amount and the AFS amount	Misstatement	During our audit on debt impairment on traffic fine, we have identified the following differences when comparing the amount on the GL against the amount on the AFS:	Mapping errors on Caseware	Management should propose adjustments to the annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going forward, ensure that there is adequate review of the debt impairment calculations to ensure accuracy of reported information		31-Aug-22	Finance	DCFO & Manager: Revenue
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138	Debt written off without following proper processes	Misstatement	During the audit of Debt Impairment, it was identified that the following debts were written off without following the prescribed processes. Through inquiry with the DCFO, he confirmed that the debt was written off based on assessment of the debtor's recoverability. No proof could be furnished on what management had considered to validate the remaining debt written off.	Credit control and Debt collection processes not fully implemented	Management should disclose the debt as irrecoverable revenue. Going forward, management should follow prescribed processes in debt impairment and write off	Exhaust all debt collection process as outlined in the Credit control and Debt collection policy of the municipality before considering write off	30-Jun-22	Finance	DCFO & Manager: Revenue
139	Limitation – information requested not provided	Misstatement	During the testing of bad debts written off, information was requested to enable us to confirm the validity of the bad	Inadequate oversight from management in ensuring that the requested information	Management should ensure that the information that all outstanding information is submitted within		Ongoing	Finance	DCFO & Manager: Revenue



			debts written off. The table below provides further details on the as well as the financial impact of the limitation of scope on the audit:	is submitted for audit purposes.	the agreed upon timelines to prevent the limitation of scope on our audit.				
Depreciation and amortization									
140	Differences identified between Annual Financial Statements and prior year's Annual report	Misstatement	During our audit on the annual financial statements, when agreeing the amounts as per the General ledger, Trial Balance, supporting listings, Annual report and amounts as per the Annual Financial Statement submitted for audit, we have identified	Reconciliation of the Fixed Asset Registers with the general ledger was not reviewed thoroughly.	Management should propose adjustments to the Draft annual financial statements to ensure that all the errors that have been communicated are corrected and thus achieve the fair presentation requirements of the applicable accounting standards. Management should, going	Management will reconcile the Fixed Asset Registers with the Financial records of the municipality	31-Aug-22	Finance	DCFO & Manager: Assets



			differences between this schedules. The table below outlines the variances identified:		forward, ensure that there is adequate review of the annual financial statements to ensure that they are supported by reliable and accurate underlying records.				
Inventories									
141	Evidence that supports the market value used on net realisable assessment for land was not submitted for audit	Internal Control deficiency	During the audit of inventory, management did not provide us with the supporting documents for the market value used on the net realisable assessment for land.	Management oversight	Management should ensure that all amounts presented on the annual financial statements are supported by credible portfolio of evidence.	Management review submissions to AG and ensure that correct reconciliations and supporting documents are submitted timeously.	31-Aug-22	Finance	Deputy CFO & Manager: Assets



4.7. Spatial Development Framework (SDF)

In terms of section 26 (e) of local government legislation (The Municipal Systems Act 32 of 2000) the IDP must reflect the SDF as a core component which must include the provision of basic guidelines for a land use management system for the municipality. The SDF is one of the most important amongst other plans. It serves as a guideline for the following but not limited to land-use management systems, infrastructure investment directive, address socio-economic inequalities, effective and efficient land use, land use integration etc. other legislation, policies and or frameworks crucial in informing the SDF include: SPLUMA, NSDP, PDGS, MPSDF, and EDM SDF.

The TCLM has an approved SDF which was adopted in 2015 which applies to date pertaining land use development decisions and management. The vision of the current SDF is for ***“Thaba Chweu an integrated and sustainable area, where economic sectors complement one another whilst conserving the ecosystems for the betterment of the communities”***.

Considering the fact that the SDF is due for review, the municipality has allocated a budget for the 2023/24 to review the SDF. In recent years TCLM discovered that its jurisdiction area particularly the north-eastern part is affected by dolomite risk which poses a serious threat to development growth. However, TCLM in partnership with MISA/DRDLR has undertaken a study to investigate the risk which will provide a guideline on development structures that can be developed or not developed in those areas and the results indicated and confirmed the availability of dolomite and the precautionary matters were outlined by Geoscience on how to maintain the ground and ensure that its kept under control. Refer to environmental sensitive areas in chapter 02. The components of the SDF include the following:

- The current spatial form and its characteristics,
- Economic opportunities,
- Strategic spatial development,
- Social Spatial Integration,
- Desired spatial pattern (Developmental growth direction),
- Capital expenditure framework & Implementation plan and time frames (as per the above aspects).

5.3.1. The relationship between an SDF and IDP

The SDF becomes a road map for all infrastructural development; this means that the SDF must inform all infrastructure projects that must be implemented on space. The IDP is the short to medium term implementation tool for the SDF objectives relating to infrastructure investments; the relationship is that the SDF portrays all spatial opportunities and areas ear-marked for various developments (including current existing land-uses) wherein stakeholder’s participation should consider to give direction to development proposals.

Participation of stakeholders need to take place to determine the need and desirability of projects proposals including the benefits (social and economic) of projects in order to be prioritized in the IDP/Budget participatory processes during the development and annual reviews of the five-year IDP. The processes of IDP public participation create a platform where community/public and

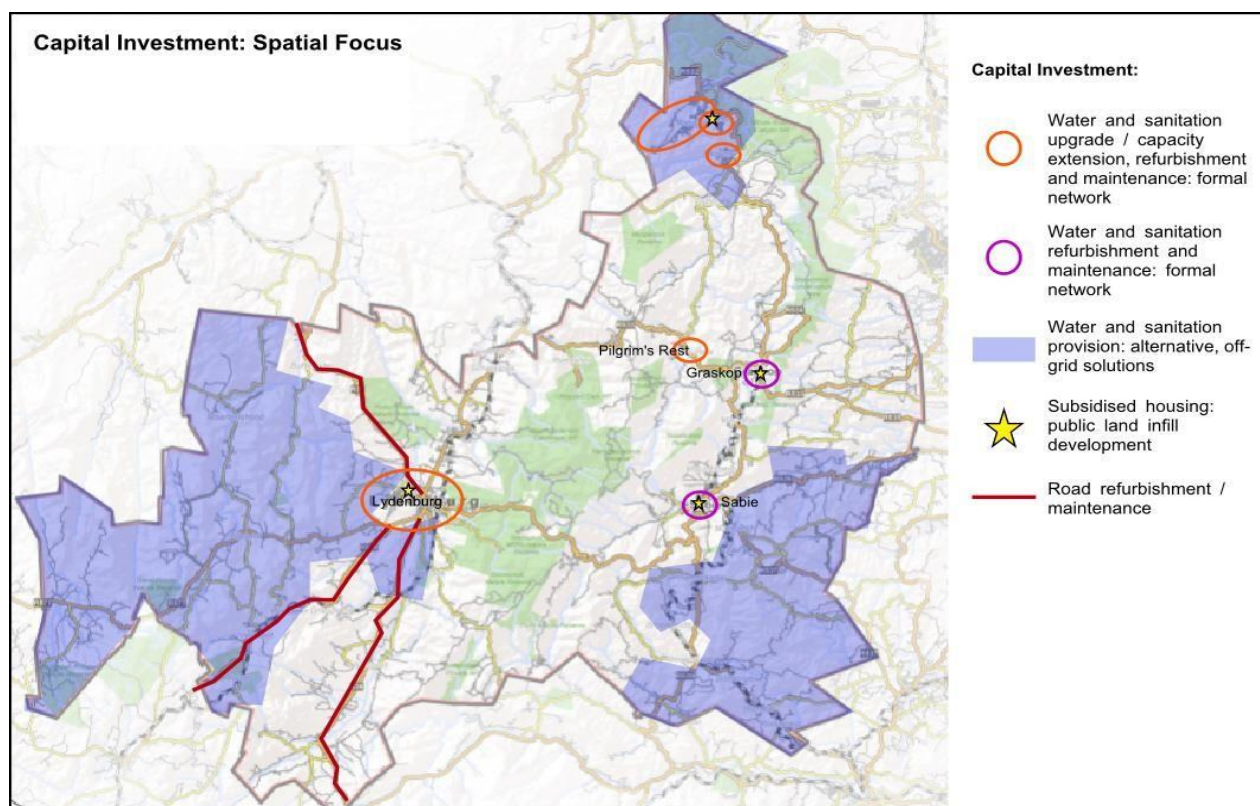


private project's proposals are drawn in and this must happen at the presence and guidance of the SDF maps/frameworks i.e., Local spatial frameworks or ward spatial framework which should indicate the opportunities of current and future land use of a specific locality.

Furthermore, the SDF has a Capital Investment Framework (CIF) which aims to ensure that the constitutional rights of the residents of Thaba Chweu which is access to basic services are addressed and that the overall infrastructure conducive for economic growth. There are three aspects the SDF focus on to ensure the latter comment and they are:

- Upgrade / refurbishment of existing formal water and sanitation system, as well as provision of additional capacity to accommodate proposed new development.
- Upgrade of critical regional access roads that are currently in a very bad condition.
- Subsidised housing in designated infill areas.

The map below outlines the capital Investment: Spatial Focus as discussed above, the SDF also indicates some capital and non- capital interventions to realise the goal of the CIF.

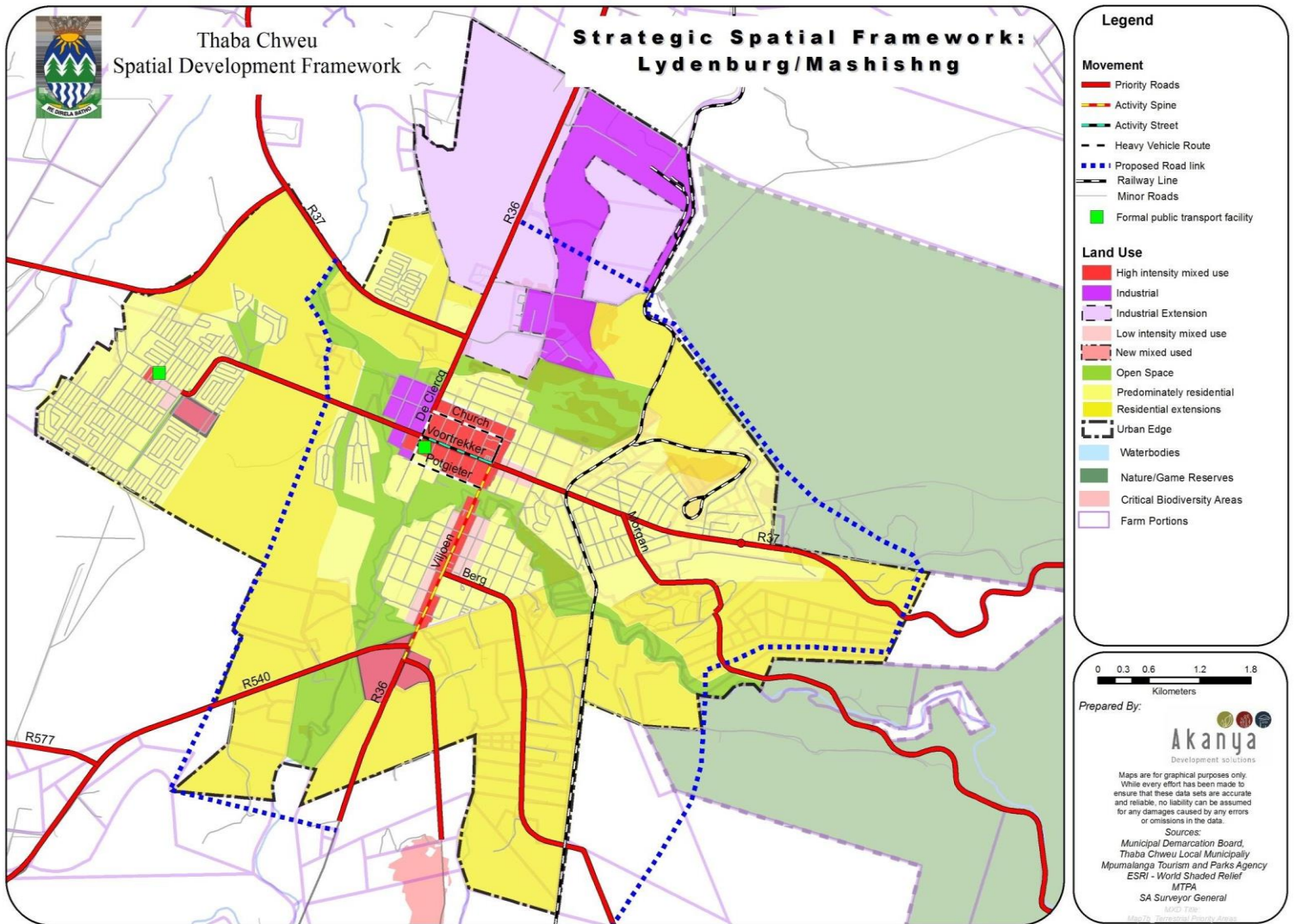


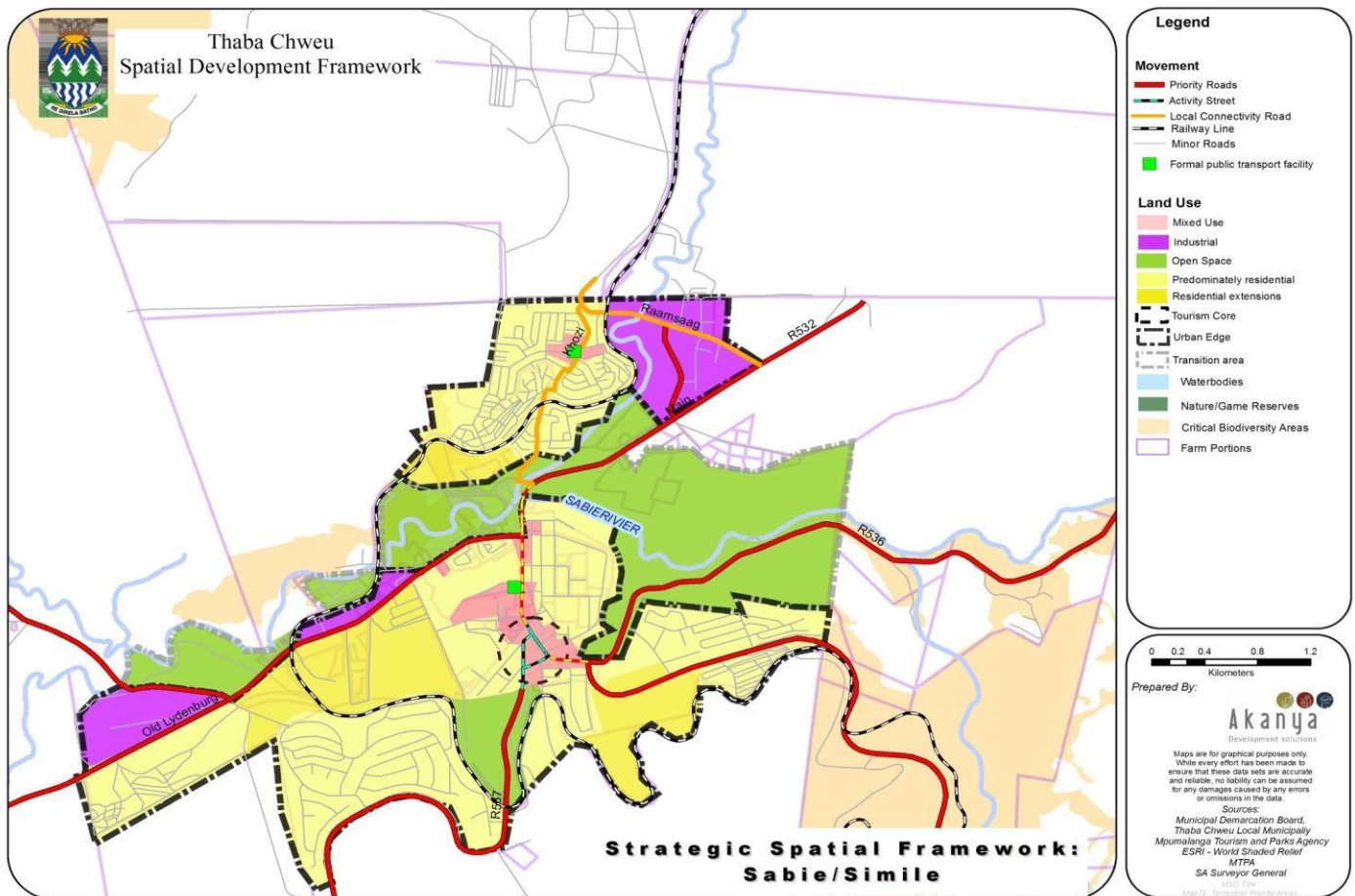
Map 15: Capital Investment: Spatial Focus (TCLM SDF 2015)

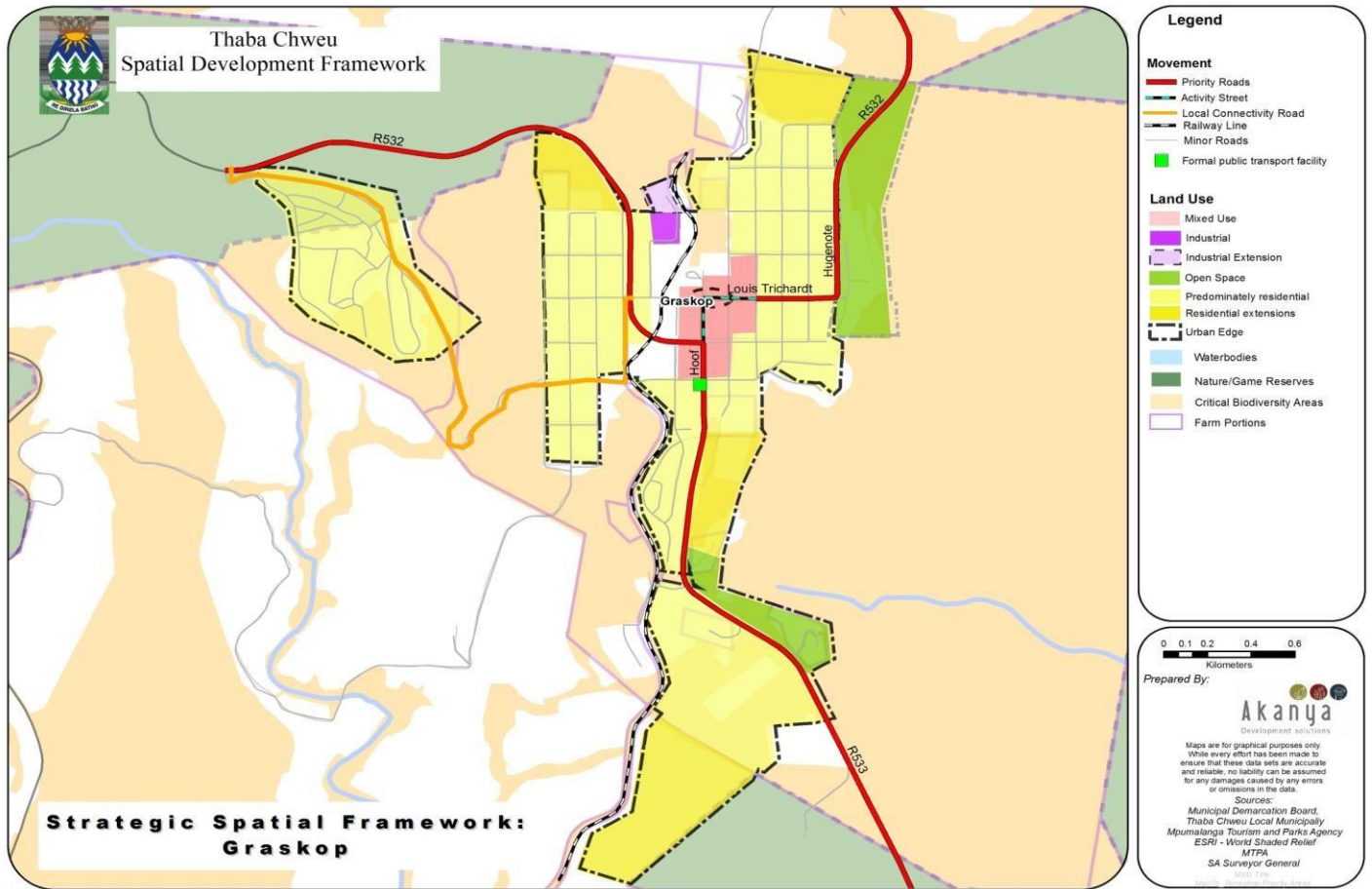
The Non-capital projects depicted on the SDF include the development of precinct plans for various area/nodes as well as the development of procedures for land use management in the northern areas, infrastructure sector plans as well as the extension of cemetery in Sabie/Harmony Hill.

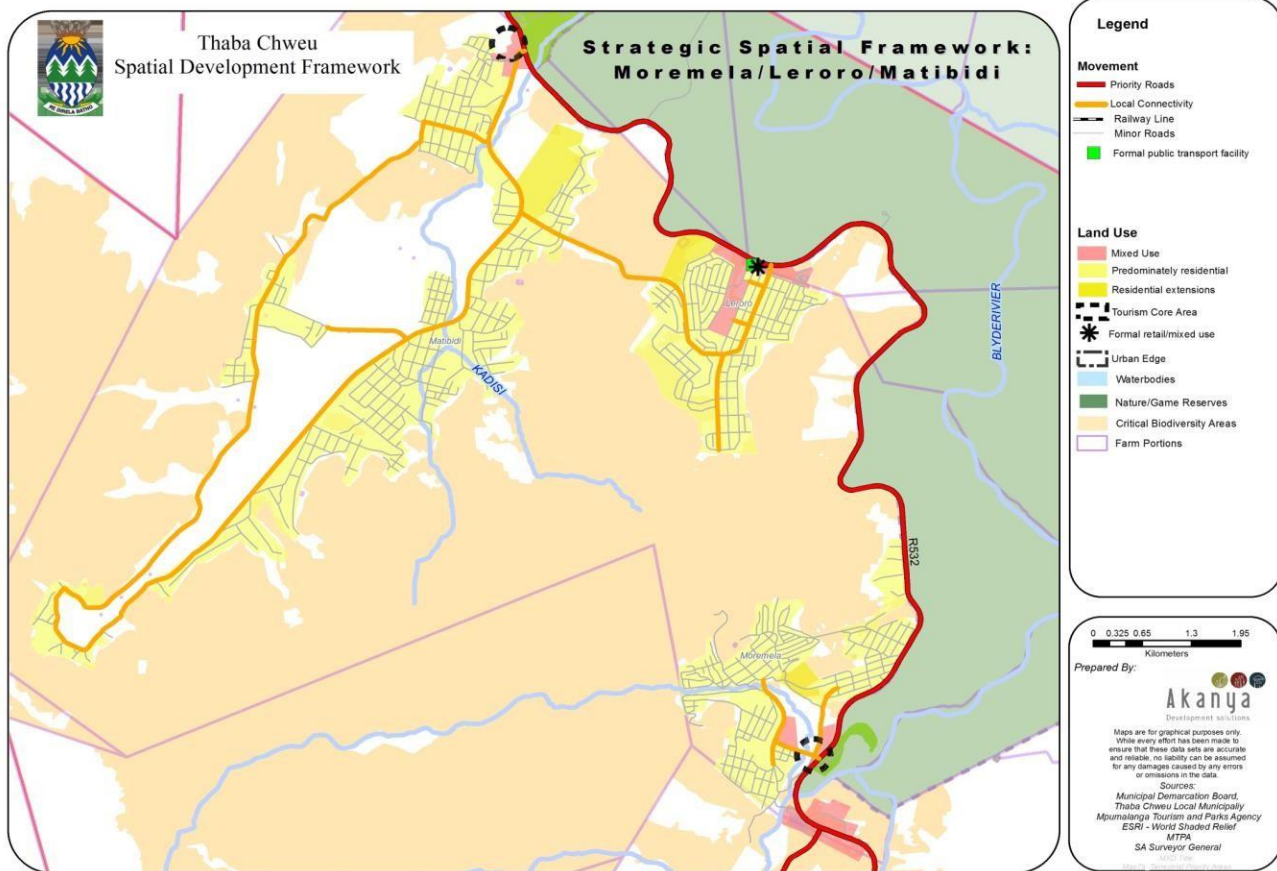
Current and future Land Use Proposal in Thaba Chweu Local Municipality

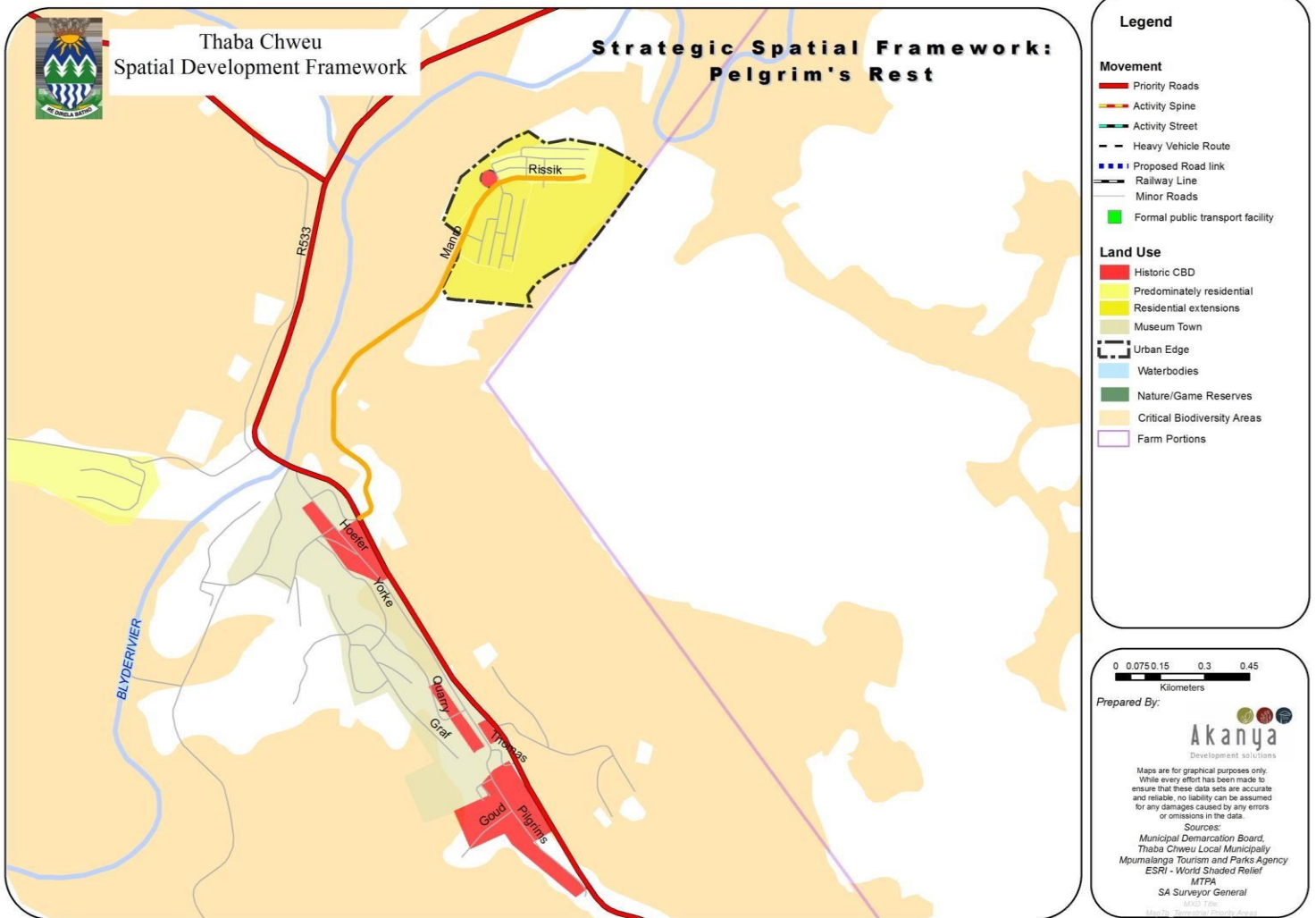
The following maps (Map 16-20) depict current and future development of Lydenburg, Sabie/Simile, Graskop, Matibidi, Leroro and Moremela. It is important to note that major development proposals in Graskop, Sabie/Simile and Matibidi, Leroro and Moremela have been halted pending the dolomite investigation. However, compact development is encouraged throughout the main nodes of the municipality hence the location of the urban edge.













5.3.2. Land-Use Management

The municipality has an approved Spatial Planning and Land Use management By-Law which was promulgated on the 19th of January 2016. The by-law will amongst other serves as guiding land use management for development application within the jurisdiction of TCLM. A wall-to-wall scheme has been developed to replace the old land use schemes, it was approved by council under council resolution A120/2018 and promulgated on the 28th of September 2018, under notice No. 119 of 2018. The Scheme has a policy for land use enforcement which was developed and its yet to be taken to council for approval. The Department of Corporative Governance and Traditional Affairs (COGTA) have piloted an electronic system named e-PGLUM and Thaba Chweu is one of the beneficiaries. The system has had some error and it's not yet functional, in the same breath the district municipality in conjunction with ESRI are developing the system which will also serve as a records keeping system.

The municipality has established a tribunal to deal with category 2 development applications and a Land Development Officer who deal with Category 1 applications as preparations in implementing SPLUMA.

4.8. Local Economic Development (LED) plan

Local Economic Development Chapter emanates from the section 26 (c) of the systems act; it contributes to strategic number 04 and goal number 09 of the IDP. It is central to the Integrated Development Plan of a Municipality in terms of economic growth. TCLM is in the process of finalizing its reviewed LED strategy aimed at revisiting key priority economic sectors and new pillars of economic growth in the medium to long term. The municipal LED has a functional LED Forum which is chaired by the Chairperson of the Lydenburg Business chamber and it sits quarterly. The prioritized sectors of tourism, forestry, agriculture and mining as the main key drivers of LED still applies. Other drivers including manufacturing, construction, retail & trade, government services, utilities, business administration services, transport & communications and finance & business services have been identified. LED is an ongoing process which incorporates various stakeholders, identifying local resources and stimulating economic growth. LED centers around upgrading competitiveness, expanding practical development and guaranteeing that development is inclusive. LED is not poverty eradication, but it is concerned with the formation of economical positions that in a roundabout way brings about reduction in poverty. The aim of the LED process is to create employment, alleviate poverty, redistribute resources and most importantly keep money circulating in the Local Municipality.

Poverty Alleviation Projects

COGTA as a support agent of Local Government has in the quest of alleviating poverty and creating job opportunities developed a number of programmes. Programme such as Community



Workers Programme (CWP) has employed about 1505 Jobs seekers and the Extended Public Works Programme (EPWP) has appointed about 94 people in the 2021/22 financial year.

The Final LED strategy:

This strategy was approved by council on the 13th of September 2018 under council resolution A122/2018. The LED Plan deals with interventions that are necessary to turn around the economic situation of the municipality. The municipality has set aside a budget to review the strategy to include the economic recovery plan, the strategy is set to be approved by the end of the 2021/22 financial year. Sectorial opportunities are categorised according to strategic thrusts and then broken further down into strategic programmes. To identify the broad goal to which local development is aimed at we use strategic thrusts therefore enabling an integrated approach towards drawing on the identified sectoral opportunities, while the strategic programmes provide more focused developmental aspects of the opportunities within Thaba Chweu Local Municipality (TCLM). This section forms the backbone of the strategy and provides the LED vision for the municipality, a set of objectives, development thrusts, programmes and projects. The projects are then prioritised.

TCLM LED strategy focuses on the following:

- PPP and business incentives to increase business activities in the Local Municipality.
- LED projects have to focus on empowering youth, women and the disabled.
- LED projects need to focus on localities with greatest economic potential to enhance accessibility to employment opportunity by the poor.

Development Thrusts, Programmes and Projects

The LED Strategy for TCLM is based on both the comparative and competitive advantages of the area. The LED document is based on the opportunities the area has to offer as identified in the preceding sections. In order to maximise the spin-off effects from these advantage, as well as to intensify the local community benefit and enhance the competencies of the municipality, the strengths and opportunities that have been identified in the previous section are grouped into strategic thrusts. Thrusts can be defined as: “Planned actions aimed at creating impetus and a critical mass in the local economic environment in order to generate momentum in the economy.”

Within each thrust, a number of programmes have been identified which are aimed on specific areas of development. These programmes were formulated specifically to obtain the overall goals set for the LED Strategy. Furthermore, each programme has a number of projects and facilitation issues that need to be implemented and addressed. These projects and facilitation actions are aimed specifically at enabling the municipality to achieve the targets that have been set by the various development programmes and thrusts.

The thrusts are therefore formulated and packaged in such a way that an integrated approach towards development and growth in the municipality is possible. The various thrusts also enable



projects and other development initiatives to be linked to the different thrusts identified, so as to enable a more focused and coordinated approach to economic development.

While issues such as the expansion of economic infrastructure, improved institutional capacity and good governance do have a critical role to play in ensuring the effective economic development does take place, these issues are considered to be supportive elements that will not in its own result in the expansion of the economic base, and are therefore not isolated in the strategic thrusts.

As can be seen below, there are five (5) thrusts, and each have a number of supporting programmes.

Thrust 1: Agricultural support and value adding

The agricultural sector had comparative advantage and it is in many respects perceived as an important sector. Not only does the sector hold a great share of employment in the Municipality, the sector has a growth rate of 1.6% and accounts for 28% of the total employment in the municipality

The following programmes have been identified under the agriculture sector support and value adding thrust, which are unpacked hereunder:

- Forestry Enhancement and Intensification
- Agricultural Expansion and Diversification
- Value Adding and Agro processing
- Agricultural Development and Support

Thrust 2: Tourism development and promotion

The municipality is well known for its tourism attraction sites and is considered as one of the key economic sectors in TCLM given the potential that the industry has. The sector can help eradicate poverty and ensure employment creation in rural townships of Thaba Chweu due to its labour-intensive nature. The objective of this thrust is to develop and promote the tourism sector.

The following programmes have been identified under the Tourism Development and Promotion: Thrust:

- Heritage Hub Development
- Tourism Facilitation and Skills Development
- Township Tourism Development
- Rural Tourism Development
- Tourism Asset Expansion, Integration and Promotion

Thrust 3: SMME development and support to integrate rural and township economies

This thrust is focused on the expansion, development and support of local businesses to ensure that the needs of local communities are sufficiently served from within the Municipality.



The following programmes have been identified under the SMME Development and support to integrate rural and Township Economies:

- Business Development and Support
- Informal Economy Enhancement and Growth
- SMME Skills development
- Rural Land Use Management and Spatial Development
- Regional Connectivity and Accessibility

Thrust 4: Mining development and value chain diversification

Not only does the sector hold a great share of employment in the Municipality, but many households are dependent on the sector for survival. Thaba Chweu Local Municipality's mining sector is the largest contributor (41%) to the total district mining sector. The thrust is aimed at the development and expansion of the mining sector value chain, to enable improved efficiency and diversification within the main commodities mined within Thaba Chweu Local Municipality namely platinum, gold, chrome and coal.

The following programmes have been identified under the mining development and value chain diversification thrust:

- Mining value chain linkages
- Industrial activities Development Support
- Mining Business Development and Support

Thrust 5: Green economy development and town revitalisation

The development of the green economy has become a significant topic and focus throughout South Africa and government. In order to obtain sustainable development and to ensure the future of our towns and country, it is vitally important that all development actions should include green practices such as carbon reduction measures. A green economy is one that results in improved wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities. The underlying principle is to reduce the reliance of economic development on the increased consumption of, and damage to, natural resources and the environment, while meeting social needs and understanding inequities.

The following programmes have been identified under the green economy development and rural township revitalisation:

- Green Economy Stimulation
- Alternative Energy Resourcing
- Environmental Protection
- Town Beautification and Urban Design

Project prioritisation and priority projects



Relevant stakeholders identified priority projects and facilitation actions based on the level of importance for the economy during various workshop deliberations. Further internal deliberations by municipal officials finalised the list of priority projects and actions that tackle the most pressing needs in the Municipality, will have the largest impact within the local economy, and which thus need to be implemented first (within the 5-year timeframe of the LED Strategy).

Priority projects and facilitation actions per thrust

Thrust 1: Agricultural support and value adding

- Support SAFCOL community timber manufacturing initiatives through supporting the establishment of local manufacturers of timber products.
- Develop a furniture manufacturing incubator at Furntech in Sabie to support local furniture design and production.
- Market feasibility for trout hatchery and sales to local trout dams, restaurants and possible trout product processing.
- Feasibility for goat rearing commercialisation and demand for a slaughtering facility.

Thrust 2: Tourism Development and Promotion

- Develop and promote less known heritage potential lures and link to well-known attractions
- Promote packaged route attractions as incentives to reinvigorate enthusiasm and affordability
- Facilitate specialised skills development and training workshops through SEDA for women and youth in tourism related activities (arts and craft, hospitality, sewing, etc.)
- Link up local farmers, future and arts & crafts manufacturers with a weekend local market.

Thrust 3: SMME Development and Support to integrate Rural and Township economies

- Develop an economic consultation and information point at Mashishing Thusong Centre.
- Establish a mobile SMME development support and community e-centre for central access to different SMMEs in different sectors and areas throughout the TCLM
- Provide infrastructure and facilities to informal traders in Lydenburg, Sabie and Graskop towns
- Develop TCLM Informal trader strategy and policy

Thrust 4: Mining Development and Value Chain Diversification

- Pre-feasibility investigation into beneficiation of local minerals (phosphate fertiliser, agrochemicals, and fluorspar).



- Local mining services and products supplier opportunities identification and supplier enterprise development
- Support the establishment of industrial zones in Sabie and Lydenburg
- Business plan development for local mining PPE clothing manufacturing

Thrust 5: Green economy development and town revitalisation

- Feasibility on sustainable farming practices and enabling linkages to local markets
- Feasibility on mining sector waste processing opportunities
- Feasibility for alternative energy (biomass) production
- Development support to MEGA in championing the MEGA Blyde River Hydro Power Project

The Implementation of the LED Strategy

The implementation of the LED strategy is not only the responsibility of the Local Municipality but also involves other stakeholders to ensure projects are sustainable and contribute towards local development. The role of support service agencies is crucial to implementing LED projects and ensuring necessary support structures are in place before implementing projects. Clear implementation guidelines are set out in the framework with indicators, for all projects, to ensure optimal stimulation of economic development, job creation and SMME development.

The following essential actions will be taken into consideration when the Department of LED & Planning starts with the implementation:

- The Municipality will ensure that human resource capacity is adequate in the LED unit to enable smooth operation and implement the LED Strategy.
- A fully functional and active LED Forum is key in the mobilization of various stakeholders to participate in the implementation process.
- Utilise external experts in drafting project business plans and conducting feasibility studies and utilise expert networking to obtain sufficient funding sources.
- Ensure that all necessary financial sources, equipment, human resources are in place and available prior to starting with the implementation of projects.
- The implementation of programmes and projects with the fastest anticipated impact on job creation, poverty alleviation, BEE etc. followed by those with medium and long term effects.

TCLM has a Local Economic Development Agency known as Thaba Chweu Local Economic Development Agency (THALEDA) assisting in catalytic capital LED programmes and projects implementation.



THALEDA was established in 2009 and is a wholly-owned municipal entity. THALEDA's **principal mandate is to facilitate economic development through initiation and implementation of catalytic projects within the jurisdiction of its parent municipality.** THALEDA was incorporated as a private company limited with all the issued shares owned by the parent municipality; Thaba Chweu Local Municipality.

The Agency received funding from the IDC for the pre-establishment phase in 2011, and has since completed the milestones, as per funding agreement, for the pre-establishment phase. THALEDA, amongst other key milestones they had achieved is the appointment of the board of directors and the appointment of their second Chief Executive Officer (CEO). Their former CEO went to join the municipality as Director: LED & Planning. THALEDA is presently operating with the offices in Sabie. The Agency has completed a number of projects amongst others are the Mashishing Amusement Park, Graskop Holiday Resort, Sabie Caravan Park, Graskop Gorge etc. A number of feasibility studies have been conducted on other projects to be implemented at a later stage.

THALEDA is expected to assist in the implementation of the identified projects in the new LED strategy of the municipality. For more information on Strategy refer to annexure: *LED Strategy 2018*.

4.9. Disaster management

The municipality has an approved disaster management plan which was approved on the 8th of December 2017 under Council resolution A120/2017 and has improved the minimum standard requirement for the municipal disaster situation. The said plan is under review and will be approved by the end of the 2021/22 Financial year. The draft plan has been tabled to the relevant portfolio committee on the 17th of May 2022 under item CS3/2022 and will be tabled to council at the next ordinary council seating. The reviewed plan indicates the top 3 risks for Thaba Chweu to be Sewerage disruption, Illegal solid waste disposal, Land invasion and Service delivery water failure.

This service is a shared service between TCLM and EDM where the municipal expectation is merely to coordinate whereas the district resides with the direct responsibility. The forestry which takes huge part of TCLM land coverage, dolomitic belt, and other informal residential development in Lydenburg and Sabie poses a serious risk to the TCLM. Given the up-dated plan the municipality through its shared service can respond to a minimal serious disaster that may occur or struck in its jurisdiction area. Given this background the municipality considers this to be a serious issue. The municipal department; Public Safety has entered into an engagement with the district to assist and use the EDM' Disaster Management centre as shared service in case of emergency disasters. *(For detailed information refer to Annexures Disaster Management Plan)*

4.10. Housing Chapter



The Department of Human Settlement has allocated a budget for the development of the housing chapter. The expected completion date was March 2021, however due to unforeseen circumstances the document is still being finalized. The draft housing chapter indicates amongst other things the issues faced by the housing department within the municipality which include; incorrectly registered title deeds, double allocation of stands, delays in the issuing of old title deeds, housing needs register updates, allegation of fraud in allocation of both land and RDP houses, land invasion, minimal availability of serviced stands, poor planning of housing development (access to bulk), as well as the remedial actions/ strategies to deal with the challenges. The draft housing chapter further indicates areas which need intervention in terms of service installation, construction of top structures, where land needs to be rehabilitated to meet the housing need. It includes land which needs to be acquired and formalized for in integrated human settlements.

The municipality has a Housing Chapter which still applies to date but the biggest challenge that has struck the municipality is land availability. Although its outdated, the updated figures will be incorporated into the IDP once finalized.⁷ TCLM has in the past financial years completed a informal settlement study in order to determine the level of housing demands in Lydenburg, Sabie and Graskop. TCLM has in conjunction with the district municipality also conducted a comprehensive study on land-audit to determine the status of land ownership. Land becomes key in determining housing development within TCLM. In addition to this one of the good thing is that will unlock housing development in TCLM is the reviewed SDF which has been completed. There is currently an engagement with the provincial department of Human Settlement to review the Housing Chapter, The municipality resolved that in its meeting with Human Settlement funding for the dolomite study with its comprehensive study be made in order to unlock various developments including housing delivery within the municipality.

Current Provision of Housing within Thaba Chweu

Housing within Thaba Chweu is provided for the full array of Subsidy-Linked Mass housing Schemes; Middle and High Income Housing and Social Housing, however, the development of social housing schemes is a specific priority of Thaba Chweu Municipality. This provision excludes private contribution by other sectors.

Status	of	Housing	Types	in	TCLM
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Table 65: Housing Typologies in TCLM

Ward No.	House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in a n informal/squatter settlement or on a farm)	
Ward 1	851	3	1	-	3	2	61	99	15	
Ward 2	1863	79	106	5	5	4	71	562	162	
Ward 3	1874	24	23	3	8	5	101	876	261	
Ward 4	1951	300	71	16	26	24	3	28	114	
Ward 5	1501	323	13	13	11	6	21	468	113	
Ward 6	1330	-	62	5	-	1	23	373	465	
Ward 7	1731	13	52	7	11	113	32	202	1288	
Ward 8	1912	190	2	1	-	-	1	25	25	
Ward 9	1932	204	3	-	1	2	7	132	67	
Ward 10	1468	51	12	2	11	3	6	95	558	
Ward 11	2341	24	20	3	2	77	32	24	133	
Ward 12	839	5	19	16	41	1	19	6	3	
Ward 13	802	68	16	3	4	11	12	57	146	
Ward 14	2437	32	160	7	27	7	39	299	193	
Total	22830	1316	563	81	148	254	429	3247	3543	

Source: Stats SA (2011)



Housing Backlog

The table below shows the housing backlog in the municipality as provided by the last census (Stats SA 2001) and indicates how the TCM has performed compared to other municipalities within Ehlanzeni District.

Table 66: **Housing Backlog**

Municipality	Houses Completed		Houses to be completed	Expenditure R millions		Projected Expenditure	Backlog
	2004/5	2005/6	2006/7	2004/5	2005/6	2006/7	
TCLM	388	707	2,534	1,13	1,01	2,14	7,428
Mbombela	1,553	2,579	2,360	4,11	4,97	11,35	24,943
Nkomazi	2,028	1,903	329	7,86	2,77	5,08	23,536
Umjindi	252	429	1,915	0,58	4,27	0,84	6,181
Bushbuckridge	0	0	39	N/a	N/a	0,86	1,002
DMA (KNP)	0	0	0	0	0	0	0
Ehlanzeni	4,221	5,618	7,177	136,96	91,94	20,29	63,090

Source: Stats SA, 2001

4.11. Integrated Waste Management Plan

The Integrated Waste Management Plan was developed in 2012 and it is now due for review. The South African Local Government Association (SALGA) in conjunction with the Department of Environmental Affairs (DEA) and assisting the municipality with the review of the plan. The draft plan has since been approved by council on the 08th of April 2021 for public comments and later adopted by Council on the 29th of July 2021 under council resolution A111/2021. The purpose of this exercise is to enable the Thaba Chweu Local Municipality to develop and implement an Integrated Waste Management Plan (IWMP) capable of delivering general waste management services to all households and businesses. General waste is defined by the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) as waste that does not pose an immediate hazard or threat to health or to the environment, and includes:

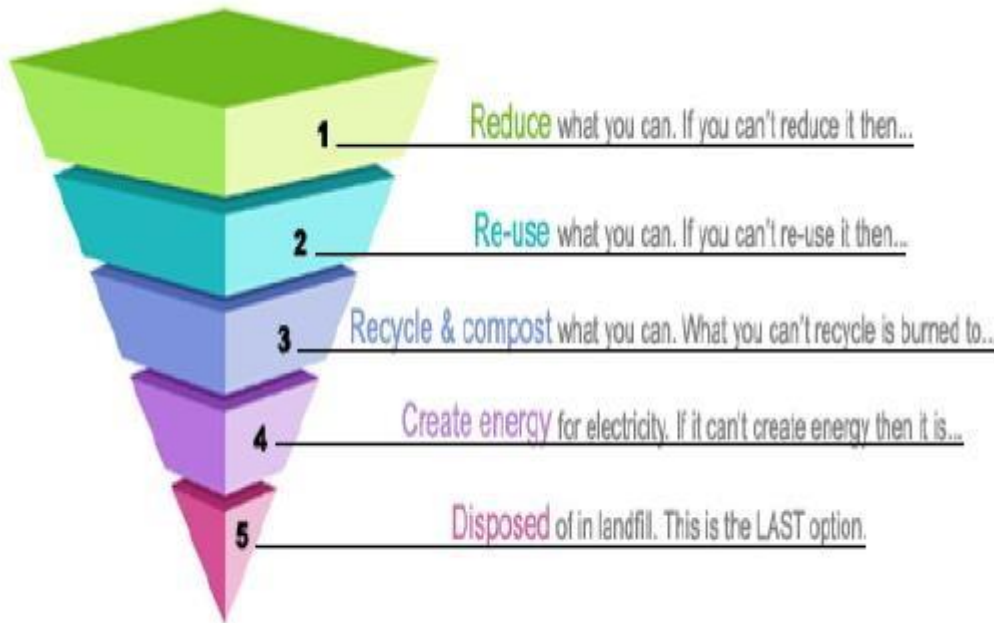
- Domestic waste (including garden waste)
- Building and demolition waste
- Business waste
- Inert waste

The goals of the IWMP are:

- Compliance with national and policy and legislation for waste
- Service for all

- Cost effectiveness
- Reduce the negative impact of waste on human health and the environment
- Maximise developmental objectives

Current practices in Thaba Chweu and in South Africa generally are based on so-called “end of pipe practices” focusing on Collection–Transport–Disposal of waste after it has been generated. National policy and legislation require local municipalities to promote a paradigm shift from “end of pipe” waste practices to Integrated Waste Management based on the principles of the waste hierarchy. This approach is recognised as an international best practice.



Sketch 06: Waste Hierarchy

In Integrated Waste Management, the focus is on cleaner production, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining waste be disposed of at a properly engineered and managed Waste Disposal Facility. It may also be possible in some municipalities to generate energy from waste. This is done in Thaba Chweu using forestry waste. Separation at source is the key to successfully achieving the paradigm shift required to achieve national objectives: cost effectiveness-reduced negative impact of waste on human health and the environment-developmental objectives including job creation, food security and Broad-Based BEE.

Specifically, separation at source means that households separate their waste into three parts: organic, non-organic reusable materials (glass, cans, plastic and paper) and remaining waste. Additional waste fractions such as tyres, household hazardous and electronic waste can also be separated and recycled. Organic waste should be used as animal feed, treated through vermiculture (worms) or treated to produce compost. Composting not only reduces waste management costs but also contributes to soil fertility, greening projects and food security.



Non-organic recyclable material, when separated at source has higher value, is more easily routed to end users and can be recovered at a far higher efficiency rate than when it is salvaged at a waste disposal facility. Thus, recycling in addition to its benefits for human health and the environment can improve the overall productivity of the economy. Only remaining waste should be collected and disposed of at a properly engineered and managed waste disposal facility. Businesses must also promote cleaner production, support recycling and participate in waste exchange initiatives. The Waste Act refers to the responsibility of industry and most particularly for the producers of paper products and packaging materials such as glass, plastic and tins as Extended Producer Responsibility. This also applies to manufacturers of other products that should be recycled including long life bulbs, tyres and electronic equipment such as computers and cell phones.

To achieve separation at source, all members of the community must act responsibly—separating, recycling, storing and disposing of the different parts of their waste. Government must ensure that there is a waste management service delivery system providing a network of collection and disposal options so that generators can effectively exercise their responsibilities. In addition, original manufacturers must work to create a market for, and assist with recovery of recyclables. Thus, Integrated Waste Management combines personal responsibility, government service delivery and producer responsibility. Appropriate education and training are required for everyone.

Separation at source will also make it possible to achieve a related national objective: eliminating salvaging at landfills. Salvagers often work without safety equipment and are exposed to serious health and safety risks. The practice of disposing of infectious Health Care Risk Waste (HCRW) at waste disposal facilities adds to the risk. Separation at source reduces the amount of recoverable material going to waste disposal facilities and over time opportunities for salvaging will disappear. The salvagers however are not eliminated - the IWMP will create new forms of safer employment with better remuneration, while education and training will enable salvagers to take advantage of new career paths. Integrated Waste Management can create new and better opportunities for employment for salvagers.

From the economic perspective, “end of pipe” solutions are expensive because of the costs involved in transporting and disposing all generated waste. All waste must be transported to a waste disposal facility where it is permanently separated from the environment. Such a system is complicated by the fact that landfilled waste will decompose producing methane gas and leachate, elements that must also be isolated or treated to prevent serious damage to human health and the environment. Moreover, transport, using motorised vehicles, increases air pollution and this results in indirect costs because of the negative impact of air pollution on human health and the environment. Thus, any reduction in the waste that must be transported and disposed has the dual benefit of lower costs and less pollution.

Government has estimated that 30% of all the methane gas generated in South Africa comes from waste disposal facilities. Methane is a dangerous emission contributing to global warming. In August 1997, South Africa ratified the United Nations Framework Convention on Climate Change (UNFCCC) and since then has worked to develop and implement policies to support its international commitment by reducing the emission of greenhouse gasses. Converting organic material into compost rather than disposal will save money and contribute towards achieving



South Africa's international commitments. This Integrated Waste Management Plan includes the following:

- Status Quo
- Gap Analysis and Options
- Strategy for Implementation

The Status Quo Report details current waste management practices in Thaba Chweu LM. The Gap Analysis and Options details what the Integrated Waste Management System should look like and compares the cost effectiveness of traditional practices and an Integrated Waste Management System. The Strategy seeks to bridge the gap between the reality of today and the vision for tomorrow: beginning within the context of current reality (financial, capacity, organisational as well as policy) it sets forth a specific way forward – a way to begin the journey and make significant progress towards achieving long term goals.

This Plan is a people centred approach within the framework of National Waste Management policy and legislation and the overall national strategy for sustainable development and transformation.

Policy and Legislative Framework

The central focus of national policy is the elimination of poverty. All initiatives of local government should contribute to this goal. Thus, this Integrated Waste Management Plan focuses on the goal to make Thaba Chweu a:

“Clean, Green and Healthy Community”

Integrated Waste Management is recognised internationally as the best practice approach to waste and has been adopted as policy by South Africa as a strategy to improve service delivery for waste. It is cost effective and maximises job creation. Because Integrated Waste Management captures the value in waste through new business processes, municipalities can not only improve service and reduce costs but can also promote Local Economic Development and Broad-based Black Economic Empowerment. Effective waste management facilitates transformation towards developmental local government. The sections below summarise some of the more important and relevant legislation and policies. In particular it should be understood that all generators of waste have a legal responsibility to manage their own waste properly.

This means, amongst others, that generators must separate waste and ensure that most organic waste is composted or otherwise properly managed. In addition, manufacturers of packaging material (and manufacturers of other recyclable products) must partner with municipalities to facilitate recycling processes and to ensure a market for collected materials. Municipalities must manage the transition from current practices to a separation at source-based recycling system.

National Waste and Legislation Strategy

Section 24 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) says that:



- Everyone has the right to have the environment protected, for the benefit of present and future generations, through ecologically sustainable development and use of natural resources while promoting justifiable economic and social development,

The White Paper on Environmental Management Policy (July 1997) sets forth an overarching framework policy to guide government in giving practical effect to section 24 of the constitution. The White Paper led to passage of the National Environmental Management Act, 1998 (Act 107 of 1998) (NEMA 1998) including guiding principles for sustainable development to be used in creating specific policy in various areas. Key among these are the promotion of recycling and composting and that polluters must pay for the consequences of their actions. NEMA 1998 is the key framework legislation for waste management.

This was followed by the National Waste Management Strategy (1999) and the White Paper on Integrated Pollution and Waste Management for South Africa (2000). The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) is subsidiary and supporting legislation to the NEMA/1998 and gives legal effect to the principles and objectives of the White Paper on Integrated Pollution and Waste Management for South Africa. The Waste Act provides a legislative framework for the regulation and management of pollution and waste. Its aim is to reform laws regulating waste management by providing:

- Reasonable measures for integrated pollution and waste management,
- For compliance to those measures,
- Generally giving effect to Section 24 of the Constitution,

in order to achieve an environment that is not harmful to the health and well-being of people.

The purpose of the Waste Act is to:

- Prevent Pollution and ecological degradation,
- Reduce the use of natural resources,
- Reform laws for waste management,
- Protect human health and the environment,

The legislation requires municipalities to:

- Adopt and implement Integrated Waste Management Plans,
- Promote the minimisation of waste,
- Promote Recycling,
- Promote separation at source,
- Provide for the proper (where appropriate) treatment and disposal of waste as a last resort,
- Ensure service for all,
- Designate a waste management officer,

The legislation also:



- Gives legal effect to the principles of the Waste Hierarchy and Extended Producer Responsibility
- Requires Government to adopt a Waste Management Strategy

Following adoption of the Act, the Department for Environmental Affairs issued a set of documents as guidelines for implementation of the Act. In November 2011, Cabinet approved the National Waste Management Strategy. The Strategy details the roles and responsibilities of key stakeholders as follows:

Government

- Legislation, Regulations, Standards and Planning
- Waste Management Officers
- Service for all
- Facilitate recycling infrastructure
- Promote and work in Partnerships with private sector and civil society

Private Sector

- Responsibility for products throughout the products life cycle
- Cleaner technology and minimise waste generation
- Develop and deploy waste management technologies
- Industry waste management plans
- Join Partnerships

Civil Society

- Households must separate waste
- Participate in waste awareness campaigns
- Participate in recycling initiatives
- Comply with all laws and regulations
- Monitor compliance

Waste Generation Areas/Main Pollution Hot Spots

Thaba Chweu is divided into three administrative units. Each of these has a main town as well as townships and rural settlements including traditional areas as follows:

Mashishing

- Mashishing Town
- Mashishing Township
- Skhila
- Kiwi Farm (traditional area)
- Coromandel
- Boomplaats
- Draaikraal



- Buffelsvlei

Graskop

- Graskop Town
- RDP area and Chinese Project
- Extension 5
- Glory Hill
- Graskop Hostel and Informal area
- Moremela (traditional area)
- Leroro
- Matibidi

Sabie

- Sabie
- Simile
- Harmony Hill
- Phola Park
- Hendriksdal
- Brondal

Current Waste Services as per the Plan

Below is the type of services provided by the municipality

Provision of Refuse collection for Residential and Business

- (a) Household / Residential refuse collection for about 12 000 households is done at least once per week (Kerbside)
- (b) Businesses, the minimum level of service for routine collected waste would be at least twice per week
- (c) Bulk waste collection services is provided to the business/commercial sector, in which case the bulk containers would be collected as per arrangement

The areas in which refuse is removed are as follows:

- Mashishing town
- Mashishing township
- Skhila Extension 2 and Mashishing Extension 6
- Kellysville
- Sabie
- Graskop
- Harmony Hill



- Glory Hill
- Simile

The table below shows the status on waste collection in all the wards, it reveals that about 19550 households receive the services once a week and about 1770 households don't receive the service out of a total of 33 352 households.

Table 69: Status of Waste Collection in TCLM

Ward No	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Total
Ward 1	1023	-	-	21	2	1	1047
Ward 2	2609	15	22	155	111	3	2916
Ward 3	3024	205	4	9	10	7	3259
Ward 4	992	326	78	1150	123	25	2694
Ward 5	1308	37	59	795	252	101	2552
Ward 6	1577	182	6	393	139	9	2305
Ward 7	2055	73	11	1028	288	34	3490
Ward 8	113	7	3	1787	273	4	2187
Ward 9	20	8	2	2246	102	4	2382
Ward 10	1406	236	12	535	81	13	2283
Ward 11	685	506	164	998	345	48	2746
Ward 12	886	57	4	3	5	2	958
Ward 13	790	109	16	213	39	11	1178
Ward 14	3060	177	7	95	1	14	3355
Total	19550	1940	388	9427	1770	277	33352

Source: Stats SA 2011

Street cleaning and illegal dump rehabilitation

- a) Daily street and site walks litter picking
- b) Illegal dumping clearance and rehabilitation (carwash, parks, and gardens)

Provision of Landfill Site Management

- a) Operation and maintenance of three waste disposal sites Lydenburg, Sabie and Graskop through the use of service providers
- b) Promoting Recycling initiative for waste minimisation and diversion from the landfill site

The full detailed Integrated Waste Management Plan is available for further information as an annexure of the IDP.



List of Waste Management Projects/Programmes

Project Name	Implementer	Time Frames
Good Green deeds	National Department of Environmental Affairs	24 Months
Zondinsila	Mpumalanga Department of Agriculture Rural Development Land & Environmental Affairs	24 Months
Municipal Cleaning and greening Programme	Department of Environment, forestry and fisheries.	5 Months

4.12. Special Programmes

Sports, Culture and Recreation

The municipality has observed that sport facilities in TCLM play a very important role in social cohesion within the entire society. It therefore deems sports facilities to be import social tools not only for sports activities but social integration as well. There are numerous sports facilitates in TCLM' three towns (Lydenburg, Sabie and Graskop). It has been further noted that some of these facilities are not strategically located to benefit the ethnic groups thus remain not accessible to some of the the community at large, especially the displaced communities. In the rural areas most of the schools have very basic sport facilities such as a levelled area for soccer, netball and athletics.

Facilities such as libraries, community halls, dams and picnic areas form the core recreation facilities in abundance in areas of Sabie and surrounding. TCLM has established a number programmes focusing on maintenance and sustaining of these facilities for the benefits of the broader community at large.

TCLM has focused on following for intervention:

- Upgrading of Parks
- Upgrading of Soccer Stadiums

The following are development strategies and priorities for Sports, Culture and recreation

Table 70: Development Priorities and Strategies for Sports, Culture and Recreation

Development Priority	Strategies
Facilitating of cultural activities	To facilitate cultural activities with the NGP/NPO and community organisation partners



Optimal use of existing sporting facilities	To encourage and facilitate the co-operation between schools, clubs and sporting codes to make optimal use of existing sporting facilities
Make land available for sports and cultural activities	To facilitate in the provision of land for the use of initiation and other sports and cultural activities
Public open spaces and playgrounds	To plan for the creation of public open space and play facilities in new low-income housing development as part of the housing and infrastructure development
Investing in tourism and recreational facilities	To invest in public tourism and recreational facilities
Promote the beauty of Thaba Chweu	To promote the attractiveness of our municipality through the maintenance and development of public spaces, entrances, etc
Extension of partnerships and development	To actively seek partnerships with community, private sector and other role-players in finding the most effective service provision mechanism for the management and operations of municipal resort facilities

Transversal

The Municipality recently configured the Transversal Unit and later in July 2015 approved the Transversal Strategy under Council Resolution A69/2015. Although there is funding challenges to implement some of the programmes mentioned below the strategy is in place and the District Municipality assists where possible.

Purpose

The unit main responsibility is to advocate for the marginalised members of the community by initiating, coordinating and implementation of programmes relating to the marginalised groups.

Strategic Objective

To ensure that transversal issues are mainstreamed into all policies, plans, programmes and activities of the Municipality, thus significantly helping to enhance the quality of life, full participation, and empowerment of the marginalized group. (Disability, Women, the Elderly, Children and Gender Equality) in all spheres of life.

Status Quo

The unit presently functions with one (1) official who deals with all Transversal Services. The following are programmes initiative s of the unit:

1. Disability Programmes

- Thaba Chweu Disability Forum



- Stimulation Centres
- Disabled Organizations

2. Children's Programmes

- Early Childhood Development
- Learners(school support programmes)
- Orphans and Vulnerables(Needy children)

3. Women Programmes
4. Elderly Programmes
5. Gender Equality

In the Municipal draft organogram a proposal of two (2) employees has been made to capacitate the unit in order to execute its programmes and ensure effectiveness of all services which will lead to transformation of lives of the marginalised groups in TCLM.

The Objectives of the Unit is:

- To initiate, coordinate and monitor programmes for Transversal Unit.
- To advice on budget allocation and monitor approved the budget allocated for programmes.
- To Develop Strategies and Policies that will assist municipality to deal with Transversal issues.
- To cater for all issues that affects the marginalised so that their lives can change to better.
- To alleviate poverty affecting the disadvantaged community members.

Planned transversal programmes

- Children

Children are the important part of our country and the rights of every child are important. Their rights ensure their survival protection, development and participation. The municipality as a custodian of the community at large, children as members of community therefore the municipality has a pivotal role to play in ensuring that children are catered as per the constitutions 'Children's Rights.

The municipality's main role in terms of children issues is to coordinate, mainstream, monitor and evaluate child rights delivery at local level as per National Plan of Action for Children in South Africa.

The municipality in partnership with Department of Social Development Early Child Development Forum has been established. The forum aims to ensure uniformity of functioning of all Early Childhood Development Centres.

Available ECD registered and funded by Department of Social Development



Table 71: ECDs in TCLM

Area	No. of ECDs	Funded	Unfunded
Mashishing	13	12	01
Sabie	05	03	02
Matibidi /Leroro	13	08	05
Graskop/ Pilgrims	03	00	03

▪ Libraries (for children beneficiary)

There are five (5) libraries within TCLM; one (1) in Graskop, two (2) in Mashishing, two (2) in Sabie and one (1) in Matibidi with one (1) provincial centre in Lydenburg.

There is a need to develop mobile libraries in farm areas.

Due to community riots in 2009 the library in Mashishing Township was burned down which affected education for our children, fortunately through assistance from the private companies *XStrata Lydenburg Works* has managed to provide aid by constructing a Multipurpose Centre with library and computer centre that will benefit our Children's in education.

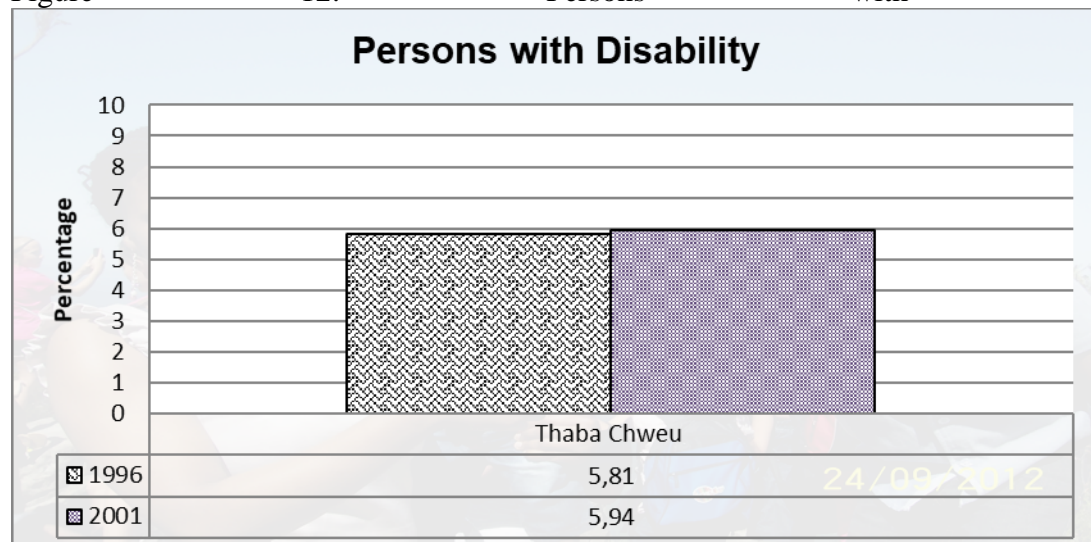
Programmes

- a) Children's Rights training for ECD Educators.
- b) Children's Fun Days
- c) Back to school Campaign
- d) Library week
- e) Donation of School uniforms for orphans
- f) National Children's Day Celebration
- g) Jamboree
- h) Take a child to work
- i) 16 Days of Activism
- j) Child protection Week
- k) Mandela Day Celebration
- l) Career Exhibitions (Annual events)
- m) Substance Abuse Campaigns
- n) Construction of Early Childhood Development Centres
- o) Construction of Drop in Centres
- p) Establishment of Mobile Libraries.

▪ Disability

The South African Constitution recognizes the right of persons with disabilities as equal citizens of the country, and prohibits discrimination on the basis of disability. Yet, persons with disabilities, "the world's largest minority", continue to experience barriers to participation in all aspects of society. The marginalised group within the municipality is more vulnerable to socio-economic realities (*See Unemployment of people with disabilities in figure 8*). There are 12 organizations with people with disabilities which aim to deal directly with issues that affect them.

Figure 12: Persons with Disabilities



Source: Stats SA, 1996 & 2001

TCLM Launched the Disability Forum in 2012 which aims to create platform to persons with disability to raise the challenges and assist each other to overcome them.

Presently TCLM consults with Ehlanzeni District Municipality and Office of Premier under the sub directorate; Persons with Disability. There is only one (1) Special School that cater for children's with mental disability, the other with different disabilities are not accommodated. There are two (2) Stimulation centres (Mashishing and Moremela) that cater for children's with disabilities. These centres are not user friendly to people with disability.

The Objectives of Thaba Chweu Disability Forum is:

- To highlight challenges being experienced by persons with disabilities in exercising their rights as equal citizens,
- To raise awareness of enabling mechanisms and opportunities that reduce these challenges and enable persons with disabilities to participate as equal citizens in mainstream society,
- To promote awareness of the capabilities and contributions of persons with disabilities as recommended by the United Nations Convention on the Rights of Persons with Disabilities,
- To reflect on progress made in the implementation of policies, programmes and legislation that seek to improve the quality of life of persons with disabilities,
- To develop programme of action for 2014/15 financial year,
- To ensure sustainable livelihoods among disabled people through the formation of cooperative, Small businesses with assistance of LED, which will assist in the decrease of high rate of unemployment that also affect Disabled people,
- To develop Education and Skills development programmes,
- To ensure that Disability Project are catered in the IDP.

Programmes/Projects



- Computer Training (to have employable people with disability),
- Support The Disability Forum,
- Food Gardening Projects
- Skills Development Trainings through FET Colleges.
- Disability Month (November),
- Establishment of Cooperatives
- Donations of Wheelchairs.
- Construction of Stimulation Centres in 3 Units.
- Sign Language Trainings (Municipal Staff and Stakeholders)
- Spring Walk
- Sports Facilities
- Develop Database of All Disabled people

Women

At the level of their participation within the municipality women have an important role to play in articulating their needs, prioritizing programmes and in the evaluation of outcomes.

Programmes

- Establish Women Council
- Women's Month Celebration
- Women in Business Seminar
- HIV/Aids Workshops
- National Women's Day Celebration
- Food Security Projects
- 16 Days of Activism

Elderly

Elderly people are now who you will one day become. Respecting their wisdom, knowledge and their existence within the Municipality should always be considered. Sometimes we need to remind ourselves of why it is so important to respect our elders for what they have to impart to us that will help ease our journey through life. They should always be respected and treated with dignity.

The Programmes aims to create raise and sustain awareness on issues affecting Elderly people within the Municipality. Particularly participation in municipal planning matters and access to municipal information.

TCLM work hand in hand with Department of Social Services to establish programmes that can cater for our elderly which aims to give them access to municipality to address the issues affecting them. The following are the porgrammes and projects targeted to elderly.

- Sports Activities for the aged
- Food gardening projects



- Hand work projects
- Human Rights Day
- 16 Days of Activism
- Construction of Old Age Centre (Sabie and Matibidi/Leroro)

Gender Equality

The Municipality must promote the protection, development and attainment of gender equality and to make recommendation on any legislation affecting the marginalised in terms of Section 187 of the constitution Act 108 Of 1996..

The Municipality will consult with Commission for Gender Equality, SALGA and Ehlanzeni District Municipality to ensure that Gender issues are implemented to create a society free from gender discrimination.

Every five years Municipal Council change leadership and therefore it is very important to ensure that there is gender balance on leadership positions. There is a need ensure that the municipal council is familiar and understand the roles and relations played by the gender mainstreaming issues.

Programmes

- Mens Summit
- Womens Council
- Cultural/Traditional and Religion Campaigns
- Human Rights Campaigns
- Awareness Campaign against Rape

Challenges

- Staffing in the Transversal unit
- Budget Allocation to implement Transversal programmes and projects
- Lack of sponsorship and political support

HIV/AIDS

Background

HIV/AIDS is serious pandemic that disturb or can reverse all the planned and progress that has been made in our democracy towards building a better life for our people. National and provincial government cannot fight this battle alone. However TCLM together with organisations on the ground, have to provide the type of leadership and direction that will lead to real change in people's attitudes and behaviour. TCLM through its HIV/AIDS programmes engages civil society, sector departments, NGOs/NPOs, as well as schools, churches and so on to make sure that everyone works together to combat the spread of AIDS/HIV and to care for those affected and infected by these pandemic. We cannot tackle this epidemic unless we can break the



silence and remove the stigma.

Strategy

Thaba Chweu local municipality has its adopted HIV/AIDS Strategy guiding the rollout programmes of the HIV/AIDS activities. This implementation is informed by the IDP strategic objectives number which states: **Mainstreaming of social advocacy and marginalised groups** under these strategic objectives we are implementing goal 13 of our G14 goals aimed at 2022. TCLM has a 2012-15 HIV/AIDS Strategy which was approved by Council in 2012 (Resolution number A81/2012) which will be reviewed in the financial year 2017/18.

TCLM HIV/AIDS Status quo

36.4% HIV/AIDS prevalence

Vision: Getting to zero

Purpose

- To create the positive response to the HIV / AIDS, TB and STI's through the involvement of every member of society, in order for all efforts to be effective.
- To encourage the efficiency, effectiveness and multi-sectoral approach on all HIV/AIDS, TB and STI's related programs.
- To develop the well- structured co-ordination, facilitation, advocacy on HIV/AIDS, TB and STI's and implementation and planning.

Objectives

- To represent the coordinated approach in fighting the continuous spreading of HIV, mitigating its impact.
- To coordinate, facilitate all HIV/AIDS Programmes and mainstreaming HIV/AIDS

Strategies

Thaba Chweu Local AIDS strategy should be and is informed by the National, Provincial and District HIV/AIDS Strategies in all government policies focusing on the four key NSP Strategy:

SO1: Addressing social and structural barriers that increase vulnerability to HIV, STI and TB infection

SO2: Preventing new HIV, TB and STI infections

SO3: Sustaining health and wellness

SO4: „Increasing the protection of human rights and improving access to justice

Table 72: HIV/AIDS Programmes planned for the coming financial years:

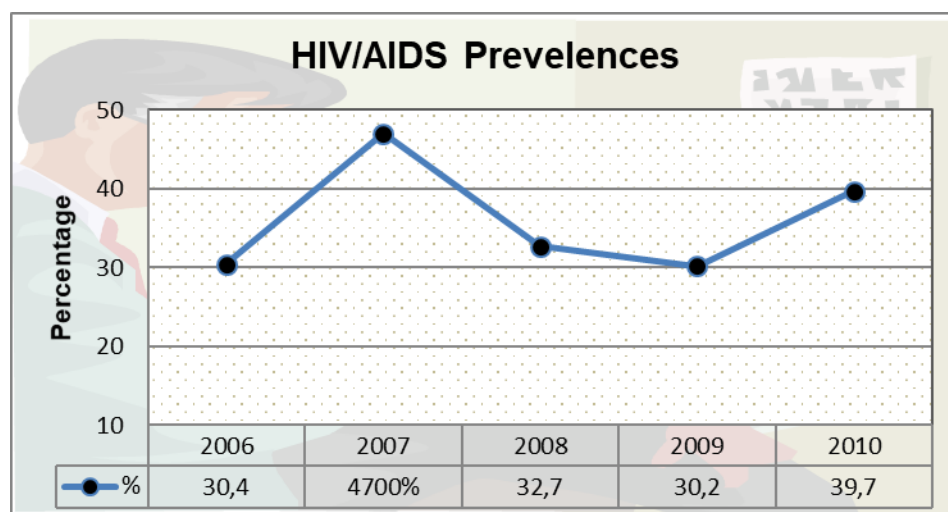
PROGRAMME	PROJECT
Local AIDS Councils	<ul style="list-style-type: none"> ▪ Quarterly meetings of the Local AIDS Councils (TCLAC) ▪ Implementation HIV/AIDS Strategy



	<ul style="list-style-type: none"> ▪ Mainstreaming HIV/AIDS
Reviewal of HIV/AIDS strategy	<ul style="list-style-type: none"> ▪ Alignment of local HIV/AIDS strategy with National , Provincial and District Strategic plan
Civil Society's	<ul style="list-style-type: none"> ▪ Strengthening Local AIDS Councils ▪ Establishment of outstanding forums
WARD AIDs Councils	<ul style="list-style-type: none"> ▪ Quarterly meetings of WAC's in all 14 Wards ▪ Conduct Ward Base Advocacy (awareness Campaigns)
Awareness Campaigns	<ul style="list-style-type: none"> ▪ Conduct HIV/AIDS, TB and SIT's campaigns for LAC's and WAC's ▪ Community dialogues ▪ Educational campaigns, to guard against violations, stigma and discrimination for people living with HIV AIDS. ▪ Robust Treatment campaign (90-90=90 strategy, Test and treat) ▪ Capacity building (Condom demonstration, usage, storage and constant condom usage. ▪ Sensitisation workshops for traditional healers, Faith Base Organisation and Gender based violence etc. ▪ Zazi Campaign, She Conquer, Mayihlasela Izazi, and Boy child, ▪ MMC, ▪ LGBTI's ▪ Care and support for OVC's, Child care jamboree (integrated service provision ▪ community outreach services in all wards ▪ Migration issues ▪ Employee Wellness

The following graph presents the trend and current status in HIV prevalence in TCLM.

Figure 13: HIV prevalence



Source: TCLM HIV/AIDS Unit

5.8.1. Executive Mayor's programmes



The Executive Mayor has initiated programmes aimed at addressing problems emanating from consultative meetings of the Imbizos. The executive Mayor in her programme intends to respond some of the issues particularly issues that may partially be covered by the IDP. The following programmes and projects have been identified by the office of the Executive Mayor to support and ease some challenges faced by TCLM:

- Mayoral Imbizo
- Executive Mayor's Bursary Programme,
- Mayor's Partnership on roads maintenance,
- Mayoral Cup
- Mayoral fellowship
- Further and Education Training College
- Mayor's Miscellaneous

The municipality has done a lot with regard to the Executive Mayor's Outreach programmes and is looking forward to continue assisting needy communities in TCLM.

Speakers Programmes

The Office of the speaker has established ward committees for all fourteen (14) wards as at May 2022, other wards (Wards 1-5 and 7-14) had already established these structures in January 2022 and are functional. As part of insuring that the newly established ward committees have a plan of action, the speaker's office coordinated a workshop on the 13th of May 2022 where the ward operational plans were developed and signed. speaker has programmes aimed at encouraging ward committees to exercise their roles and responsibilities at ward levels.

6. CHAPTER 6 (Projects)

6.1. Municipal projects

This chapter deals with all IDP projects for the current term of council that should be implemented. These projects are both capital and operational. The tables comprise of municipal funded projects, provincial and national funded projects, parastatal funded projects and unfunded projects. The following tables present specification of each service delivery and development project i.e. addresses community developmental needs, show location, time frame and target indicators for the duration of the MTRF term.

With this chapter the municipality aims to ensure that the community's needs/priorities as well as legislative requirements are met. Amongst other indicators that have been developed, regulation 10 of the local government municipal planning and performance management regulation , 2001.

- a. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;



- b. the percentage of households earning less than R1100 per month with access to free basic services;
- c. 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 integrated development plan;
- d. the number of jobs created through municipality's local, economic development initiatives including capital projects the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- e. the percentage of a municipality's budget actually spent on implementing its workplace skills plan;
- f. and financial viability as expressed by the following ratios:

Annexure A: Funded Projects

The projects listed below are projects funded internally and those funded through different grants, it is also important to note that the projects highlighted in Orange are projects which will require an Environmental authorization.



6.1.2 Annexure B: Project List (MSCOA)

Action Program										Medium to Long Term									
Five Year Program										Short Term				Medium Term					
										Year 01 (2022/23)		Year 02 (2023/24)		Year 03 (2024/25)		Year 04 (2025/26)		Year 05 (2026/27)	
ID	K P A	Baseline	Situational Analysis	Output (05 Year Target)	Project Name	Project Location	Outcome	Key Performance Indicator/Outcome Indicator	Responsible Department	Annual Performance Target	Estimated Budget & Source	Annual Performance Target	Estimated Budget & Source	Annual Performance Target	Estimated Budget & Source	Annual Performance Target	Estimated Budget & Source	Annual Performance Target	Estimated Budget & Source
SO1	Provide access to quality services in line with council mandate																		
P2	Focus Area: Roads																		
P2/W1/2/3/5/6/7/10/12/ 13/14/R	Basic Service Delivery & Infrastructure Development	21,546	Dilapidated road infrastructure	30.371km of roads refurbished by 2027	Refurbishment of streets in Lydenburg	Lydenburg/ Mashishing	Improved road safety condition	Number of kms refurbished	Technical Services	Refurbishment of Voortrekker Street	R 5m (TCLM)	Refurbishment of Voortrekker Street at Mashishing Lydenburg-Phase 3	R2 677 953,84 (MIG) R5m (TCLM)						
												Refurbishment of Streets in Mashishing Township (Thambo Street leading to Mashishing High)	R 15 000 000 (Boys endal-SLP)	Refurbishment of Streets in Mashishing Township (Mohlala Street & Mashishng Ext 8 Main rote)	R25 588 402 (MIG)	Voortrekker (Cnr Barack & Viljoen), Viljoen Str; Stormwater for Voortrekker Str;Kerk Str; Buhrmann Str; Morgan Str; Lydenburg Str; Mohlala Str; First Str, Lydenburg Ext 2 (Access road); Olivier Str, Chris Lombard Str, Van Standen Str, Preller Str, Morgan Str, Beetge Str, Dreyer Str, Rabie Str, Rousouw St	R8m (Unfunded)	Voortrekker (Cnr Barack & Viljoen), Viljoen Str; Stormwater for Voortrekker Str;Kerk Str; Buhrmann Str; Morgan Str; Lydenburg Str; Mohlala Str; First Str, Lydenburg Ext 2 (Access road); Olivier Str, Chris Lombard Str, Van Standen Str, Preller Str, Morgan Str, Beetge Str, Dreyer Str, Rabie Str, Rousouw St	R 5m (Unfunded)
					Refurbishment of streets in Sabie/Simile /Harmony Hill	Sabie	Improved road conditions	Number of kms refurbished	Technical Services	Mount Anderson (Mopani Str), firewood Str, Assegai Str, Knoppiesdoring Str in Sabie Ext 9; Nelson Str, Nolens Str, Short Str, Milkwood, Short Str, Fourth Str, Second Str,Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	R5 m (Unfunded)	Mount Anderson (Mopani Str), firewood Str, Assegai Str, Knoppiesdoring Str in Sabie Ext 9; Nelson Str, Nolens Str, Short Str, Milkwood, Short Str, Fourth Str, Second Str,Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	R5.5 m (Unfunded)	Mount Anderson (Mopani Str), firewood Str, Assegai Str, Knoppiesdoring Str in Sabie Ext 9; Nelson Str, Nolens Str, Short Str, Milkwood, Short Str, Fourth Str, Second Str,Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	R 6m (Unfunded)	Mount Anderson (Mopani Str), firewood Str, Assegai Str, Knoppiesdoring Str in Sabie Ext 9; Nelson Str, Nolens Str, Short Str, Milkwood, Short Str, Fourth Str, Second Str,Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	R 6,5m (Unfunded)	Mount Anderson (Mopani Str), firewood Str, Assegai Str, Knoppiesdoring Str in Sabie Ext 9; Nelson Str, Nolens Str, Short Str, Milkwood, Short Str, Fourth Str, Second Str,Malieveld Str, Power str, Lea Str, Simons Str, Kerk Str & Old Lydenburg Road	R 6m (Unfunded)
					Refurbishment of in Graskop	Graskop	Improved road conditions	Number of kms refurbished	Technical Services	Oorwinning Str, Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Str	R 10m (Unfunded)	Oorwinning Str, Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Str	R20m (Unfunded)	Oorwinning Str, Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Str	R6,5 (Unfunded)	Oorwinning Str, Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Str	R 5m (Unfunded)	Oorwinning Str, Kleridon Street & Jan Van Rensburg, Rocky Rapid Street in Glory Hill Ext 5, Willow Str	R 5.5m (Unfunded)
P1/W12/TS/R		11.287km	Dilapidated road infrastructure	11.287km of new roads by 2027	Construction of 6.826km of new roads in Mashishing Township,	Mashishing Township, Indian Center & Lydenburg Town	Improved road conditions	Number of kms of streets constructed	Technical Services	1.7km Mashishing Township	R9.2 m (Unfunded)	2998m (Indian Center & Lydenburg Town	R4.5 m (Unfunded)	1.8km Mashishing	R9.2m (Unfunded)	1.5km Mashishing	R6m (Unfunded)	1.5km Mashishing	R6m (Unfunded)

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P2/W12/14/TS/SNG/R	–	Dilapidated road signage infrastructure	1250 of traffic signage boards installed by 2027	Installation of traffic direction signage boards	Ward 01, 02, 03, 05, 12 & 14 (Mashishing /Lydenburg Town)	Safe /Clear and improved road signage	Number of Traffic direction signage boards installed	Technical Services	Installation/Refurbishment of Signage boards	R 200 000 (Unfunded)	Installation/Refurbishment of Signage boards	R600 000.00 (TCLM)	Installation/Refurbishment of Signage boards	R 200 000 (Unfunded)	Installation/Refurbishment of Signage boards	R 200 000 (Unfunded)	Installation/Refurbishment of Signage boards	R 200 000 (Unfunded)
											Roads Master Plan and roads Maintenance Plan	R 1 000 000 (Unfunded)	-	-	-	-	-	-
P2/W1/2/3/6/7/10/12/14	–	Dilapidated road signage infrastructure	1560 streets names boards refurbished by 2027	Refurbishment of Street names Boards	Ward 01, 02, 03, 05, 12 & 14 (Mashishing /Lydenburg Town)	Safe /Clear and improved road signage	Number of street names board Refurbished	Technical Services	Installation/refurbishment of street names Board	R 100 000 (Unfunded)	Installation/refurbishment of street names Board	R150 000 (TCLM)	Installation/refurbishment of street names Board	R 200 000 (TCLM)	Installation/refurbishment of street names Board	R 100 000 (TCLM)	Installation/refurbishment of street names Board	R100 000 (TCLM)
P2/W12/TS/R/STM/UPG	Storm Water drainage system out of service	Dilapidated Roads and Stormwater Infrastructure	7km of storm water drainage system in Lydenburg/Mashishing upgraded by 2027	Upgrade of Storm Water drainage system	Lydenburg, Sabie & Graskop	No threat from uncontrolled storm water during heavy rains	Number of km of stormwater upgraded	Technical Services	2km Stormwater Upgraded	R 1 000 000 (TCLM)	2km Stormwater upgraded	R 2 500 000 (TCLM)	2km Stormwater upgraded	R 2 000 000 (TCLM)	2km Storm Water in Lydenburg	R 2 000 000 (TCLM)	2km Stormwater upgraded	R 2 000 000 (TCLM)
P2/W4/5/8/9/TS/R/GRDNG	Maintenance of Gravel Roads	Unsafe Gravel roads	100km roads graded by 2027	Grading of main roads	Ward 02, 04, 05, 08 & 09 (Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine)	Improved road safety condition	Number of km graded	Technical Services	Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine	Facilitation (DPW)	Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine	Facilitation (DPW) R2 000 000.00 (TCLM) – R2 000 000.00 (EDM) – Grader procurement	Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine	DPW	Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine	DPW(Facilitation)	Lydenburg Ext 108, 109 & 110, Klipspruit, Kiwi, Shaga, Draikraal, Kanana, Mogogobeni, Brakeng, Hlapetsi, Mphatho, ratanang, Boromachine	R 0
P2/W1/2/3/8/9/TS/R/PVNG	Over 20km roads need to be paved	Dilapidated Road conditions	6km paved	Paving of Main roads in Matibidi	Ward 08 and 9 (Matibidi)	Improved road conditions	Number of km paved	Technical Services	Mohuduwa, Road to Kadishi, Road to clinic at matibidi, road to sewuwe cemeteries, Roads at Ratanang-New Stand, Koporasie, Hlapetsa, Mamorapama, Hlong Road, Dikwateng & Brakeng	R 10m Unfunded	Paving of road (Moremela)	R3 971 682.00 (MIG)	Paving of Main Roads in Matibidi (Didimala Village)	R5 639 345 (MIG)	Mohuduwa, Road to Kadishi, Road to clinic at matibidi, road to sewuwe cemeteries, Roads at Ratanang-New Stand, Koporasie, Hlapetsa, Mamorapama, Hlong Road, Dikwateng & Brakeng	R 10m Unfunded	Mohuduwa, Road to Kadishi, Road to clinic at matibidi, road to sewuwe cemeteries, Roads at Ratanang-New Stand, Koporasie, Hlapetsa, Mamorapama, Hlong Road, Dikwateng & Brakeng	R 10m Unfunded
											Paving of road (Matibidi)	R9 000 000.00 (MIG)						
											Mohuduwa, Road to Kadishi, Road to clinic at matibidi, road to sewuwe cemeteries, Roads at Ratanang-New Stand, Koporasie, Hlapetsa,	R 15 m (Unfunded)						



						Improved road conditions					Mamorapama, Hlong Road, Dikwateng & Brakeng						
	6Km	Dilapidated Road conditions	6km paved	Paving of Main roads in Leroro and Moremela	Ward 09 (Leroro & Moremela)		Number of km paved	Technical Services	Kanana, Ntshabeleng, Mphato, Lutheran Church, Road to LM School, Leroro, Access roads in Morothong, Roads to Cemeteries, Boromycin	Unfunded	Kanana, Ntshabeleng, Mphato, Lutheran Church, Road to LM School, Leroro, Access roads in Morothong,	Unfunded	Kanana, Ntshabeleng, Mphato, Lutheran Church, Road to LM School, Leroro, Access roads in Morothong, Roads to Cemeteries, Boromachine	Unfunded	Kanana, Ntshabeleng, Mphato, Lutheran Church, Road to LM School, Leroro, Access roads in Morothong, Roads to Cemeteries, Boromachine	Unfunded	Kanana, Ntshabeleng, Mphato, Lutheran Church, Road to LM School, Leroro, Access roads in Morothong, Roads to Cemeteries, Boromachine



											Roads to Cemeteries, Boromachine							
		Unsurfaced roads	10km Paved	Paving of roads in Mashishing	Ward 01, 02 & 03	Improved road conditions	Number of km paved	Technical Services	3rd Street (Cnr Onderwys Str towards Ext 8); Mashishing Ext 8 (Taxi Route), Bhambatha Str, Holomisa Str, Main Str, Shaka Str, Nukana Str, Malope Str & Khayelisha Str ; Swik Str, Fifth Str; Meester Str, Sibusiso Street, Skolier Street, 3rd Street	Unfunded	3rd Street (Cnr Onderwys Str towards Ext 8); Mashishing Ext 8 (Taxi Route), Bhambatha Str, Main Str, Shaka Str, Nukana Str, Malope Str & Khayelisha Str ; Swik Str, Fifth Str; Meester Str, Sibusiso Street, Skolier Street, 3rd Street	Unfunded	3rd Street (Cnr Onderwys Str towards Ext 8); Mashishing Ext 8 (Taxi Route), Bhambatha Str, Holomisa Str, Main Str, Shaka Str, Nukana Str, Malope Str & Khayelisha Str ; Swik Str, Fifth Str; Meester Str, Sibusiso Street, Skolier Street, 3rd Street	Unfunded	3rd Street (Cnr Onderwys Str towards Ext 8); Mashishing Ext 8 (Taxi Route), Bhambatha Str, Holomisa Str, Main Str, Shaka Str, Nukana Str, Malope Str & Khayelisha Str ; Swik Str, Fifth Str; Meester Str, Sibusiso Street, Skolier Street, 3rd Street	Unfunded	3rd Street (Cnr Onderwys Str towards Ext 8); Mashishing Ext 8 (Taxi Route), Bhambatha Str, Holomisa Str, Main Str, Shaka Str, Nukana Str, Malope Str & Khayelisha Str ; Swik Str, Fifth Str; Meester Str, Sibusiso Street, Skolier Street, 3rd Street	Unfunded
P2/W1/2/3/5/6/7/10/12/14TS/R	Unsurfaced/undefined sidewalks	Insufficient and unsafe side walks	Safe sidewalks for pedestrian	Maintenance of streets and sidewalks are continuously maintained	Lydenburg Town, Mashishing Town, Kelly's Ville, Graskop, Sabie, Simile & Harmony Hill	Improved road safety condition for pedestrian and motorists	Number of km paved	Technical Services	Construction of side walk in Graskop	indicate your estimated cost per year target	-	-	-	-	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target
P2/W1/2/3/5/10/12/14/TS/R/SPDHMP	Insufficient Speed humps		125 speed humps installed by 2027	Installation of speed humps in Lydenburg, Mashishing, sabie and Graskop	Ward 01, 02, 03, 05, 12, 14 (Lydenburg, Sabie & Graskop Towns)	Improved road safety condition for pedestrian and motorists	Number of speed humps installed	Technical Services	31 speedhumps(Lydenburg,Mashishing,Sabie,graskop)	-	31 speedhumps (Lydenburg,Mashishing,sabie,graskop) installed by end of June 2027	0	31 speedhumps(Lydenburg,Mashishing,sabie,graskop)	R 50 000 (TCLM)	31 speedhumps(Lydenburg,Mashishing,sabie,graskop)	R 50 000 (TCLM)	32speedhumps(Lydenburg,Mashishing,sabie,graskop)	R 250 000 (Unfunded)
P1	Focus Area: Water & Sanitation																	
											Water Services Development Plan	0						
P1/W08/09/10TS/W	No water license for bulk water supply planning		Water license obtained by 2026	Water License of Blyde River Canyon Dam	Ward 08, 09 & 10 (Matibidi, Leroro, Moremela, Ngwetsi)	Sustainable water supply	-	Technical Services	Water Licence Planning (WULA, Concept, Viability/Feasibility)	R 2 000 000 (RBIG)	RBIG – WULA application	R 10 000 000 (RBIG)	Application for RBIG by end of 2027	-	RBIG Application	-	-	Implementation of RBIG
	No sustainable bulk water supply		Sustainable water supply provided by June 2027	Provide sustainable water supply	Ward 08, 09 & 10 (Matibidi, Leroro, Moremela)	Sustainable water supply	-	Technical Services						-		-	-	



P1/W4/5/11/13/TS/W	2 boreholes	Insufficient water supply	100% Provision of water	Installation of boreholes	Ward 04,05,11,13 (Brondal, Sipsop, Orhigstad Dam, Spekboom, Draaikraal, Shaga, Kiwi, Boschfontein, Badfontein)	Improved access to water supply	Number of households with access to sustainable water supply	Technical Services	2 boreholes by end of June 2023	R 1 000 000 (TCLM)	2 boreholes installed by end of June 2027		–	–	–	–	–	–
P1/W4/5/8/9/11/13 TS/W	Boreholes out of service		Boreholes maintained by end of June 2027	Maintenance of boreholes	Ward 04,05,08,09,11,13 (Brondal, Sipsop, Orhigstad Dam, Spekboom, Draaikraal, Shaga, Kiwi, Boschfontein, Badfontein)	Improved access to water supply	Number of boreholes maintained	Technical Services	2 Maintained Boreholes by end of June 2023	R 500 000 (TCLM)	Boreholes Maintained by end of June 2027	R 3 000 000 (TCLM)	6 wards Maintenance of Boreholes.	R 500 000 (TCLM)	2 Maintenance of Boreholes	R 500 000 (TCLM)	2 maintenance of Boreholes	R 500 000 (TCLM)
P1/W/1/2/3/4/5/6/7/10/12/14/TS/W	–	Limited households billed for water	6000 water meters installed by 2027	Installation of water meters	Lydenburg, Sabie & Graskop	All Water services supplied accounted for	Number of water meter devices installed	Technical Services	2000 water meter devices installed by June 2023	R 3 000 000 (Unfunded)	Installed of 2000 water meter devices by end of June 2027	0	Installation of 2000 water meter devices	–	Installation of 2000 water meter devices	–		–
								Technical Services			Repairs and Maintenance of Water Infrastructure	R5 000.000						
P2/W6/7/TS	Indicate current status (eg quantity)		Indicate your 5yr target	Water meter audits in Lydenburg/ Mashishing/ Sabie and Graskop	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishing Township), Ward 06 & 07 (Sabie & Simile) & Ward 10 Graskop)		Number of meters	Technical Services	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	Indicate your annual target	Indicate your annual target	indicate your estimated cost per year target
P2/W6/7/TS	Indicate current status (eg quantity)		Indicate your 5yr target	Provision of water reticulation at Mashishing Ext 8	Ward 2	Improved access to water supply	Number of pipeline	Technical Services	Indicate your annual target	indicate your estimated cost per year target	Provision of water reticulation at Mashishing Ext 8	R10 033 786.00 (MIG)	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	Indicate your annual target	Indicate your annual target	indicate your estimated cost per year target



P2/W6/7/TS	Indicate current status (eg quantity)		Indicate your 5yr target	Conduct water quality tests on a monthly basis	Lydenburg Water treatment works		Frequency	Technical Services	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target
P1																		



P1/TS	–	–	Fencing of WTP in Lydenburg	Ward 05c (Lydenburg)		Fenced Lydenburg WWTP by end of June 2027	Technical Services			No Budget	Fencing of WTP of Lydenburg by end of June 2027	R 1 922 408.93 (Unfunded)	–	–	–	–		
P1/TS	–	–	Fencing of WWTP in Sabie	Ward 06&07 (Sabie)		Fenced Sabie WWTP by end of June 2020	Technical Services				Fenced WWTP of Sabie by end of June 2027	R 1 426 817.27 (unfunded)	–	–	–	–		
P1/TS	–	–	Fencing of WWTP in Graskop	Ward 10 (Graskop)		Fenced Graskop WWTP by end of June 2021	Technical Services				Fenced WWTP of Graskop by end of June 2027	R 910 615 (Unfunded)	–	–	–	–		
P1/W/6/7/10/TS/S	–	Dilapidated /Vandalised sewer treatment plants (Sewer Spillages)	100% refurbished sewer treatment plants	Refurbishment of Sewer Treatment Plants and pipeline networks in Lydenburg/ Mashishing, Sabie/Simile and Graskop	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishing Township), Ward 06 & 07 (Sabie & Simile) & Ward 10 Graskop)	Improved access to sewer services	% completed	Technical Services	Refurbishment of Lydenburg ; Sabie; Graskop - WWTP	R0	Upgrade of Graskop and Sabie Sewer Stations	R 7 995 000.00 (Graskop) R10 600 000.00 (Sabie)	Upgrade of Graskop Sewer Stations	R4M	Upgrade of Graskop Sewer Stations	R5M	–	–
	–	Dilapidated /Vandalised sewer treatment plants (Sewer Spillages)	100% refurbished sewer treatment plants	Refurbishment of Sewer Treatment Plants and pipeline networks in Lydenburg/ Mashishing, Sabie/Simile and Graskop	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishing Township), Ward 06 & 07 (Sabie & Simile) & Ward 10 Graskop)	Improved access to sewer services	% completed	Technical Services	Refurbishment of Lydenburg ; Sabie; Graskop - WWTP	R0	Mashishing Sewer pump station improvement programme	R1 405 000.00 (WSIG)						
P1/W/02/10/TS/S	–	Households not connected for sewer	–	Sewer network connection in Graskop Ext 05	Ward 10 (Graskop Ext 05)	Improved access to sewer services	% completed	Technical Services	Coromandel Sewer Reticulation Project	R4 106 157 (MIG)	–	–	–	–	–	–	–	–
	–	Households not connected for sewer	–	Sewer network connection Mashishing Ext 8	Ward 02 (Mashishing)	Improved access to sewer services	% completed	Technical Services	Provision of Sewer Reticulation at Mashishing X8	R 17 076 366 (MIG)	Provision of Sewer Reticulation at Mashishing X8	R12 000 000 (WSIG)	–	–	–	–	–	–
P1/W/1/2/3/5/12/14/TS/S	–	Blocked sewer lines/systems	–	Upgrading of sewer lines in Lydenburg, Sabie & Graskop	Ward 01, 02, 03 ,5, 12 & 14 (Mashishing)	Improved access to sewer services	% completed	Technical Services	Mashishing EXT 7 Sewer Rectification	R 3 500 000 (WSIG)	Refurbishment of Sewer sub-station in Mashishing	R6 752 178.00 (MIG)	Mashishing Ext 6 Sewer Gravity Line	R12M	Upgrading of Deep Gat Pump station	R4M	Upgrading of pump station	R4M



P1/W/1/2/3/5/10/12/14/TS/S	–	Water doesn't meet the blue drop standard	–	Upgrading of waste water treatment plants in Lydenburg, Sabie & Graskop	Ward 01, 02, 03, 05, 10, 12 & 14 (Lydenburg/ Mashishing/	Improved quality of water	% completed	Technical Services	Refurbishment of Lydenburg WWTP	R29 600 000 (WSIG)	Refurbishment	R60 000 000.00 (WSIG)	50% upgrade of waste water treatment plants Lydenburg, Sabie and Graskop completed by June 2020)	R5m	100% upgrade of waste water treatment plants Lydenburg, Sabie and Graskop completed by June 2020)	R5m	–	–
								Technical Services	Repairs and Maintenance of Sanitation Infrastructure			R3 000 000.00 (TCLM)						
P3	Electricity																	
P3/INST/TS/E				Development of Electrical Maintenance Plan & Implementation	Institutional	Efficient electrical maintenance plan developed and implemented	% completed	Technical Services	100% (Maintenance Plan developed and approved by council by end of June 2018)		Development of Electricity/Energy Master plan and Maintenance Plans	Unfunded	Implementation of the Maintenance Plan	R 0	Implementation of the Maintenance Plan	R 0	Implementation of the Maintenance Plan	R 0



						mente d														
P3/W/1/2/3/5/12/14/TS/E	Insufficie nt supply capacity	Newly commissio ned/constr ucted sub station	100% Supply of electricity	Maintenan ce of Duma Substation	Ward 12&14 (Lydenburg Town)	Regul ar and sustai nable electic al supply	% complet ed	Tech nical Servi ces	Contracted service	R 25 000 000 (TCL M)	Contracted service	30 000 000.0 0 (TCL M PPP)	Contracted service	PPP	PPP		PPP	PPP	PPP	
	Insuffient Bulk Supply	insuffueunc t supply of electricity	—	Procuremen t of Sub- Station	Ward 05c (Kelly's Ville)	Regul ar supply of elecrr city	% complet ed	Tech nical Servi ces	100% (Procurement and installation of substaion concluded by June 2018)	-	100% (Procurementand installaion of substaion	R1 880 000.00 (TCLM)	—	—	—	—	—	—	PPP	
P3/W/1/2/3/5/6/7/10/12/14/TS/E	—		17000 split meters	Installation of (5 667 annually) 17 000 split smart meters	All wards (All areas)	Electri city fully acoun ted for/Re duce distrib ution losses	Number of househ olds with installe d split meters	Tech nical Servi ces	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	
P3/W/1/2/3/5/7/10/12/3/TS/E	3535	Household s not connected for electricity (New Developme nts and informal settlements)	3535 Household s electrified	Electricity connection of households	Ward 01, 02, 03, 5, 10, 12 & 14 (Lydenburg/ Mashishing, Sabie & Graskop)	impro ved acces s to electri city	Numebr of househ olds connect ed	Tech nical Servi ces	Electrification of 150HH in Graskop(Hostel)	R 2 777 702 (INE P)	241HH electrified by end of June 2027	R 0	775HH to be electrified in Phola Park	R 12 800 000 (INEP)	250HH to be electrified in Masgisging	R 4 448 000 (INEP)	500HH to be electrified in Mashishing	R 8,500, 000.0 0 (TCL M)		
			Electricity connection of households	100% house holds conne cted		Numebr of househ olds connect ed	Tech nical Servi ces	Electrification of 220HH in Phola Park, Electrification of 190HH in Nkanini Phase 3; Electrification of 220HH in Manjenje Phase 1	R 11 666 712 (INE P)	Electrification of 220 HH in Manjenje (phase 2)	R 5 500 000.0 0 (TCL M)	—	—	—	—	—	—			
			Electricity connection of households			Numebr of househ olds connect ed	Tech nical Servi ces	Electrification of 80HH in Mashishing EXT 108	R 5 000 000 (INE P)	—	—	—	—	—	—	—	—	—		
P3/W/1/2/3/4/5/6/7/8/9/10/11/12/13/14/TS/E	Street lights out of service	Dysfunctio nal streetlights	1400 Streetligh ts and 10 high mast maintaine d by 2027	Maintananc e of streetlights	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishin g Township), Ward 06 & 07 (Sabie & Simile) & Ward 10 Graskop), Ward 08 (Matibidi), Ward 09 (Leroro & Moremela)	100% Functi onal streetli ghts to promote safety	Number of streetsli ghts repaied /globe replace d	Tech nical Servi ces	Refurbishment/mainte nance of streetlights	—	Streetlights/High mastlights maintained (quantify)	R 1 500 000 (TCL M)	500 in Lydenburg/Mashishin g	R 2 000 000 (TCLM)	300 in Graskop	R 1000 000 (TCLM)	R 200 in Leroro & Moremela	R 1000 000 (TCL M)		
P3/W/1/2/3/5/6/7/10/12/14/TS/E	Ageing Infrastruc ture	Dilapidated overheadli nes	25KM of overhead lines replaced	Electricity overhead lines replacement	Ward 1,2,3,6,7,10 , 12&14	Impro ved conditi on of elecric al infrast	Length of overhe ad lines replace d	Tech nical Servi ces	2km overhead lines replaced in TCLM by end of June 2023	R1 500 000. 00 (TCL M)	5KM of overhead lines replaced in TCLM by end of June 2024	R2 500 000 (TCL M)	5KM of overhead lines replaced in TCLM	R2,20 0,000. 00 (TCLM)	5KM of overhead lines replaced in TCLM	R2,200,0 00.00(TC LM)	5KM of overhead lines replaced in TCLM	R2,50 0,000. 00 (TCL M)		



						structure													
P3/W/6/7/10/12/14 /TS/E	Ageing Infrastructure	Dilapidated electrical poles	348 electricity poles replaced	Replacement of electricity poles	Ward 1,2,3,6,7,10 , 12&14	Improved condition of electrical infrastructure	Number of electricity poles replaced	Technical Services	20 electricity poles replaced by end of June 2023	R 1 000 000.00 (TCLM)	70 electricity poles replaced by end of June 2024	R 1 500 000 (TCLM)	70 electricity poles replaced	R 1 550,000 (TCLM)	70 electricity poles replaced	R 770,000 (TCLM)	70 electricity poles replaced	R 1 600,000 (TCLM)	
P5	Focus Area: Public Facilities																		
P5/W/6/7/10/12/14 /CS/PF	Basic Service Delivery & Infrastructure Development	All parks out of maintenance	Dilapidated public facilities	Refurbishment of public park (Golf Course), Indian Centre, Kelly's Ville,Spara Rama & Drier street	Refurbishment of public parks in Lydenburg, Sabie & Graskop	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishing Township), Ward 06 & 07 (Sabie & Simile) & Ward 10 (Graskop)	Improved outlook of public facilities	Lydenburg public park refurbished by end of June 2027	Community Services	100% (Refurbishment of public park in Lydenburg completed by end of June 2023)- Kellysville and Lydenburg Ext 2	R 500 000 (TCLM)	Refurbished of 2 public park in Sabie and one in Graskop (Simile & Sabie Town)	R500 000 (TCLM)	Refurbishment of Public Parks in Coromandel and Lydenburg (Beetge Str)	R 500 000 (TCLM)	Refurbishment of public park Kelly's Ville, Sabie	R 500 000(TCLM)	Refurbishment of public park in Indian Centre	R 500 000(TCLM)
P5/W/6/7/10/12/14 /CS/PF		-	-	-	Refurbishment of recreational facilities in Lydenburg, Mashishing & Sabie	Ward 12,14 (Lydenburg Town), Ward 01, 02, 03 & 05 (Mashishing Township), Ward 06 & 07 (Sabie)	Improved outlook of public facilities	Number of recreational Facilities maintained	Community Services	-	-	Refurbished of Lydenburg Recreational centre by end of June 2024	0	Refurbishment of Bambani Recreational centre	R 200 000 (TCLM)	-	-	-	-
P5/W/6/7/10/12/14 /CS/PF		4		3	Refurbishment of community Halls	Ward 12,14 (Lydenburg Town), Ward 06 & 07 (Simile), Ward 10 (Graskop), Ward 09 (Leroro & Moremela)	Improved outlook of public facilities	Number of community Halls maintained	Community Services	02 Community Halls (Moremela and Leroro) by end of June 2023	R 400 000 (TCLM)	01 Community Hall of Simile refurbished by end of June 2027	0	02 Community Halls (Moremela and Leroro) by end of June 2020	R 400 000 (TCLM)	01 Graskop Public Hall by end of June 2021	R 300 000 (TCLM)	01 Community Halls (Lydenburg) by end of June 2027	R 500 000 (TCLM)
P5/W/5/10/CS/PF		-	-	-	Refurbishment of Kelly's Ville , Coromandel , Matibidi, Simile, Harmony Hill soccer ground	Ward 04 (Coromandel), Ward 05 (Kelly's Ville), Ward 06 (Simile), Ward 07 (Harmony Hill), Ward 10 (Graskop), Ward 08 (Matibidi)	Improved outlook of public facilities	% completed	Community Services	-	-	Rufurbished Kelly's Ville soccer field by end of June 2027	R 0	Rufurbishment of Ext 02 soccer field	R 400 000 (TCLM)	Rufurbishment of Coromandel soccer field	R400 000n (TCLM)	Rufurbishment of Harmony Hill soccer field	R1000 000 (TCLM)
P5/W/4/CS/PF		-	-	-	Construction of Coromandel Community Hall	Ward 04 (Coromandel)	Improved outlook of public facilities	% completed	Community Services	-	-	Constructed Coromandel Community Hall by end of June 2027	0	-	-	-	-	-	-
P5/W/6/CS/PF		-	-	-	Upgrading of Mashishing/ Lydenburg/Simile Stadium	Ward 06 (Simile) &	Improved outlook of public facilities	% completed	Technical Services	-	-	Construction of Simile Stadium (Phase 3) constructed by end of June 2024	R 0,00	Construction of Simile Stadium (Phase 3) constructed by end of June 2024	R 92441 67 (MIG)	-	-	-	-



				Refurbishment of Leroro Stadium	Ward 09 (Leroro)	Improved outlook of public facilities	% completed	Technical Services			Upgrading of Leroro Stadium (Phase 2)	R0	Upgrading of Stadium by end of 2020	R 9 936 323.82 (MIG)				
P5/W/5/10/CS/PF	Indicate current status (eg quantity)		Indicate your 5yr target	Implementation of public facility by-law	All wards (All areas)	Improved outlook of public facilities	% completed	Technical Services	Upgrading (Phase 01)	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	indicate your estimated cost per year target	Indicate your annual target	Indicate your annual target	Indicate your annual target	indicate your estimated cost per year target
P5/W/1/5/6/8/9/10/CS/PF	-		100% Maintained cemeteries	Cleaning of cemeteries in Lydenburg/ Mashishing, Sabie/Simile, Graskop, Leroro, Moremela and Matibidi	Ward 01 (Mashishing Cemetery), Ward 06 (Simile), Ward 10 (Graskop), Ward 09 (Moremela & Leroro) & Ward 08 (Matibidi)	Improved outlook of public facilities	% completed	Technical Services	Cleaning & Pruning of Cemeteries	R 1 000 000 (TCLM)	Cleaning, Pruning of Cemeteries and grass cutting of graves	R 1 000 000 (TCLM)	Cleaning & Pruning of Cemeteries	R 1 000 000 (TCLM)	Cleaning & Pruning of Cemeteries	R 1 000 000 (TCLM)	Cleaning & Pruning of Cemeteries	R 1 000 000 (TCLM)
P5/W/5/10/CS/PF	-		3 Cemeteries Fenced	Fencing of 3 Cemeteries in Northern Ares & Lydenburg/ Mashishing	Sewuwe (Ward 08), Moremela (09), Lydenburg/ Mashishing	Improved outlook of public facilities	% completed	Technical Services	-	-	-	-	Fencing of Sewuwe Cemetery	R 8m (MIG)	Fencing of Moremela & Old Lydenburg Cemetery			
	-		-	Upgrading of Mashishing Stadium	Ward 01,02,03,05 (Mashishing /Lydenburg)	Improved outlook of public facilities	% completed	Technical Services	-	-	Mashakeng Stadium Upgraded by end of June 2027	0	Mashakeng Stadium Upgraded by end of June 2027	R 9 000 000 (RFMIG)	-	-	-	-
P5/W/12/14/10/9/CS/PF	5 Taxi rank in complex state in Lydenburg, Sabie, Graskop & Leroro	No designated taxi ranks and some are not in a conducive condition	Four (04) Taxi Rank Constructed & Refurbished by 2027 June	Constructing & Refurbishment of Taxi Ranks	Ward 12 (Lydenburg Town), Ward 07 (Sabie Town), Ward 10 (Graskop) & Ward 09 (Leroro)	Improved outlook of public facilities	% completed	Technical Services	Land Acquisition for Taxi Rank in Lydenburg Town by end of June 2023	Open	Development of designs/Concept Plans/Infrastructure Development Plan for Taxi Rank in Lydenburg Town by end of June 2024	EDM	01 Taxi Rank constructed in Lydenburg Ward 12 by end of June 2027	R1 000 000 (TCLM)	Establishment of Taxi rank Ward 07	R1 000 000	Refurbishment of Taxi rank in Graskop/ Establishment of Taxi rank Ward 01, Establishment of Taxi rank Ward 01	R1 000 000
	-	Vandalised ablution facilities in cemeteries	-	Construction of Toilets for Cemeteries	Ward 12 (Lydenburg Town), Ward 07 (Sabie Town), Ward 5 (Shaga Cemetery, Kellysville Cemetery Draaikraal, Boschfontein, Enkeldoring, Majubane, & Majenje), Ward 08 (Seuwe, Mamorapa)	Improved access to sanitation in cemeteries	Number of portions of land identified	Community Services	4 Toilets Constructed in Cemeteries	R 150 000 (Unfunded)	2Toilets constructed by end of June 2027	0	3 Toilets Constructed by June 2015	R 100 000 (TCLM)	2 Toilets Constructed by June 2026	R 150 000 (TCLM)	-	-



					ma, Aparapeta, Mahuduwa & Didimala Cemeteries)													
P5/W1/2/3/12/14	–	Unfenced cemeteries	–	Fencing of old cemeteries	Ward 01, 02, 03, 06 (Lydenburg/ Mashishing)	Improved outlook of public facilities	Number of cemeteries to be fenced	Community Services	Fencing of Cemeteries	-	Fencing of Harmony Hill Cemetery	R 0	–	–	–	–	–	–
P5/W7/6/10	–	Cemeteries are reaching their full capacity in Sabie and Graskop	–	Identification of Cemeteries Land & Conduct EIA	Ward 01, 02, 03, 06, 07, 08, 09 & 10 (Lydenburg/ Mashishing, Sabie [Hamorny Hill] Graskop.)	Sufficient access to burial sites for community	EIA conducted on identified cemeteries in Mashishing and Harminy Hill	Community Services	Conduct analysis for cemetery extensions		Extension of cemetery in Graskop (EIA and Pegging of site)	R 0	1 fenced by end of June 2020	R 0	1 fenced by end of June 2021	R 0	–	R 0
P4	Focus Area: Environment & Waste Management																	
P4/W/6/7/12/14/10 /8/CS/PF	No campaign shield		60 campaigns held by 2027	Conducting of clean your town campaigns	All Wards (All areas)	Improved outlook of the municipality to promote investment	Number of No Littering Signages procured and installed	Community Services	Procurement of No Littering Signage	R 400 000 (TCLM)	25 No Littering Signages boards procured and installed by end of June 2027	R 200 000 (TCLM)	–	–	Procurement of no littering signage	R 100 000 (TCLM)	Procurement of No Littering Signage	R 100 000(TCLM)
							Number of Campaigns held by end of June 2027	Community Services	12 campaigns by end of June 2018	500 00 (TCLM)	12 campaigns held by end of June 2027	R 0	12 campaigns	R 50 000 (TCLM)	12 campaigns	50000 (TCLM)	12 campaigns	50000 (TCLM)
P4/W/2/5/7/6/10/CS	No collection in squatter settlement		Extension of waste collection in Nkandla, Marikana & Manjenje by 2027	Extension of waste collection in Nkandla, Marikana & Manjenje	Ward 02 (Nkandla), Ward 05 (Marikana & Manjenje)	Improved access to basic services	Number of Areas covered by end of June 2027	Community Services	–	–	Procurement of 3 Skip bin Loader Trucks	0	–	–	–	–	Extension of waste	R 0
P4/W/8/9/CS/WM	No collection in rural areas of the municipality	Waste not collected in the farms and northern areas	80% waste collection in TCLM by 2020	Implementation of waste management (Northern Areas, Brondal, Shaga, Draaikraal, Kiwi, Boschfontein) by end of June 2027	Ward 11 (Brondal), Ward 04 (Badfontein), Ward 5 (Kiwi, Shaga, Draaikraal), Ward 08 (Matibid) & Ward 09 (Moremela & Leroro)	Improved access to basic services	Number of villages covered with waste collection and management by end of June 2027	Community Services			Implemented waste management - By collecting waste and recycling through SMMEs in all areas (Northern Areas, Brondal, Shaga, Draaikraal, Kiwi and Boschfontein)	0	–	–	–	–	–	



										Starting from December 2023 till end of June 2027							
			Workshop the SMMEs on IWMP & its By-Law		Reduced level of unemployment	Number of workshops conducted by end of June 2027	Community Services	100% (Identified potential & Established of SMMEs by June 2018)	R 0	02 Workshoped SMMEs on IWMP & its By-Law by end of June 2027	R 0	02 SMME workshops (Northern Areas, Brondal, Shaga, Draaikraal, Kiwi, Boschfontein) by end of December 2018	R 100 000 (TCLM)	support for the SMMEs	150 000 (TCLM)	support for the SMMEs	150 000 (TCLM)
P4/W/1/2/3/6/7/10/12/14/CS/WM	80 bins procured	-	Procurement of portable waste bins/Skip Bins in Lydenburg, Sabie and Graskop, Northern Areas	Ward 01 (Mashishing) & Ward 14 (Lydenburg Town)	Creating a clean and safe environment	Number of portable bins procured by end of June 2027	Community Services	-		Procurement of Skip Bins	R 0	-	-	-	-	-	-
P4/W/1/14/CS/WM	-	Eradication of illegal dumping sites by end of June 2027	Rehabilitate illegal dumping sites in Mashishing and Lydenburg Town	Ward 01 (Mashishing) & Ward 14 (Lydenburg Town)	Creating a clean and safe environment	Number of illegal dumping sites rehabilitated by end of June 2027	Community Services	100% (Cleaning of illegal dumping sites completed by end of June 2018)	R 700 000 (TCLM)	12 Cleaned and rehabilitated illegal dumping sites by end of June 2027	R750 000.00 (TCLM)	12 Cleaning and rehabilitation of illegal dumping sites	R 0	-	-	-	-
										Develop a risk reduction strategy & Climate change adaptation	Amos must advise how this should be done or should be pushed to the outer years. It has come up in our analysis reports						
P4/W/1/CS/WM	No compliance to IWMP	Construction of buy-back centre by end of 2027	Construction of Buyback centre	Ward 01,02, 03, 12 & 14 (Mashishing /Lydenburg)	Creating a clean and safe environment	% completed	Community Services	Construction of buy back centre	R 200 000 (TCLM)	Construction of a Buy back centre	R 9 000 000.00 (MIG)	Construction of Buyback centre Phase 2	R 9 000 000 (MIG)	100% (Fenced buyback centre by end to June 2018)	R 300 000 (TCLM)	-	-



P4/W/AW/CS/WM	IWMP will be out of date by August 2017		IWMP reviewed	Review of IWMP & by-law	All Wards (All areas)		% completed	Community Services	Reviewd IWMP & By-law	-	-	-	-	-	-	-	-	-
P4/W/1/14/CS/LFS	Unfenced Landfill site Establishment of Landfill site in the Northern areas & Sabie		-	Fencing of Landfill sites Establishment of Landfill site in the Northern areas & Sabie	Ward 07 (Sabie Town) & Ward 10 (Graskop)		Fencing of Graskop Landfill site completed by end of June 2027	Technical Services			Fenced Existing land fill site in Graskop by end of June 2027	-	-	-	-	-	-	-
							Closure of Sabie Landfill site & Obtain Licence for new landfill site		Rehabilitation/Environmental Manageemnt		Rehabilitation/Environmental Manageemnt	0	Rehabilitation/Environmental Manageemnt	Rehabilitation/Environmental Manageemnt	Rehabilitation/Environmental Manageemnt	Rehabilitation/Environmental Manageemnt	Rehabilitation/Environmental Manageemnt	Rehabilitation/Environmental Manageemnt
							Fencing of Simile Landfill site completed by end of June 2020	Technical Services			Fenced Existing Land fill site in Simile by end of June 2027	-	-	-	-	-	-	-
SO2	Realisation of harmonious development within the municipality																	
P10	Focus Area: Integrated Development Planning																	
P10/W/04/5/13/LE DP/IDP	-		Facilitate private public partnership in privately owned land	Land Tenure Upgrade	Ward 13, 11, 04, 05 (Farm Areas)	Sustainable human settlements	Number of Farm Villages facilitated	LED & Planning	2		2	R 0	2	-	2	-	2	
	-		8	Alignment of Development Contribution	All Wards	Secure funding for service delivery development	Number Private development initiatives contributions Aligned	LED & Planning	2		2	Opex	2	Opex	2	Opex	2	Opex
	-		8	Funding Application (Grant Sourcing for Development programmes)	Institutional	Secure funding for service delivery development	Number of Funders secured	LED & Planning	2		2	Opex	2	Opex	2	Opex	2	Opex
	-		16	IDP/Budget Process plan Implementation	Institutional	A well informed and participating	Number of phases completed	LED & Planning	04 by end of June 2027	R 200 000 (TCLM)	04 by end of June 2027	R500 000 (TCLM)	04 by end of June 2020	Opex	04 by end of June 2021	Opex	04 by end of June 2027	Opex



						comm unity in local gover nment matter s													
P11	Focus Area: Spatial Planning																		
P11/W/2/LED/SP	–		3892 stands to be made available		Ward 02 (Lydenburg Extension 108 - 116)	Availa ble servic ed sites for huma n settle ments	% complet ed	LED & Plan ning	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP	PPP
P11/W/2/LED/SP	Indicate current staus (eg quantity)		210 Stands	Establishme nt of Townships	Sabie (Simile=Are a 02)	Availa ble servic ed sites for huma n settle ments	% complet ed	LED & Plan ning	Township Establishment/Facilitat ion of formalisation	R 1 000 000 (Unfu nded)	Township Establishment (Brondal) & Spekboom	R 1 000 000 (Unfu nded)	Installation of services/Request for installation	DHS	Construction of RDP Houses	DHS	N/A	N/A	N/A
P11/A/W/LED/SP	–		02 Township establish ed by end of June 2027		Ward 09 (Leroro A&B)	Availa ble servic ed sites for huma n settle ments	Number of Townsh ip Establis hed	LED & Plan ning	-	-	-	-	Rectification of Township	R 600 000 (TCLM)	-	-	-	-	-
P11/W/6/LED/SP	–		415 Stands	Formalizatio n of Simile informal settlement	Ward 06 (Sabie (Simile=Are a 04 & 05)	Availa ble servic ed sites for huma n settle ments	% complet ed	LED & Plan ning	-	-	Request for installation of services	DHS	Installation/Request of Services	DHS	Construction of RDP Houses	DHS	-	-	-
P11/W/1/5/LED/SP	–		1980 Stands	Formalisatioi n of Informal Settlement in Lydenburg	Ward 1 (Mashishing (Marikana) & Ward 5 (Majenje)	Availa ble servic ed sites for huma n settle ments	% complet ed	LED & Plan ning	N/A	(DH S)	Facilitation of the Formalisation	DHS	Facilitation of the Formalisation	DHS	Facilitation of the Formalisation	DHS	N/A	N/A	N/A
P11/W/10/LED/SP	–		178 Stands	Formalisatio n of informal settlements in Graskop Hostel	Ward 10 (Graskop Hostels)	Availa ble servic ed sites for huma n settle ments	% complet ed	LED & Plan ning	-	-	Graskop Hostel informal settlemt formalised by end of June 2027	-	Graskop Hostel informal settlemnt formalised by end of June 2020	R 700 000 (TCLM)	-	-	-	-	-
P11/W/13/LED/SP	–		–	Formalisatio n of NewTown in Pilgrims Rest	Ward 13 (NewTown in Pilgrims Rest)	Availa ble servic ed sites	% complet ed	LED & Plan ning	N/A	-	Facilitation of the Formalisation	DHS	-	-	-	-	-	-	-



						for human settlements												
P11/W/7/LEDP/SP	–		1092 Stands	Establishment Township in Fok Fok (Phola Park) in Harmony Hill	Ward 07 (Sabie (Fok Fok/Phola Park in Harmony Hill)	Available serviced sites for human settlements	% completed	LED & Planning	Facilitation of the Formalisation	DHS	Facilitation of the Formalisation	DHS	-	DHS	Facilitation of the Formalisation	DHS	N/A	N/A
P11/W/3/LEDP/SP	–		± 50 Stands	Subdivision of Evers	Ward 01,02,03,05 d&e, 06,07,10,12,14 (Lydenburg/Mashishing, Sabie & Graskop)	Available serviced sites for human settlements	% completed	LED & Planning	Subdivision of Evers	R 1 000 000 (TCLM)	Land rectifications (SUB/CONS/ REZ)	R 2 000 000.00 (TCLM)	Subdivision of Evers	R 2 100 000 (TCLM)	Subdivision of Evers	R 2 200 000 (TCLM)	–	–
P11/W/AW/LEDP/SP	–		Development of Outdoor advertisement by-law	Development of by-laws	All Wards (All areas)	Full implementation of the By-law	% completed	LED & Planning	100% (Land use by-law developed and approved by council by end of June 2018)	R 150 000 (TCLM)	Development of Land Invasion By-Law	-	–	–	–	–	–	–
P11/W/1/2/3/5/12/14/LEDP/SP	–		Precinct Plan Developed	Development of Precinct Plan (Lydenburg)	Ward 01,02,03,05,12&14 (Mashishing/Lydenburg)	Full implementation of the SDF	% completed	LED & Planning	–	–	Precinct Plan developed and approved by end of June 2027	R500 000.00 (TCLM)	Precinct Plan developed and approved by end of June 2027	–	Precinct Plan developed and approved by end of June 2027	–	Precinct Plan developed and approved by end of June 2027	–
P11/Institutional/SP			Reviewed Spatial Development Framework (SDF)	Review of the SDF	Institutional		% completed	LED & Planning	SDF Reviewed	R 800 000 (Unfunded)	SDF Reviewed	DAR DLEA						
P11/W/AW/LEDP/SP	–		Wall to wall Scheme Reviewed	Review of Wall to Wall Scheme	All Wards (All areas)	Full implementation of the Scheme	% completed	LED & Planning	-	-	-	-	-	-	-	-	-	-
P11/W/6/LEDP/SP	–		Township Established in Ward 11	Township Establishment in Ward 11	Ward 11 (Brondal)		% completed	LED & Planning	Facilitation of land acquisition	DHS	Township Establishment (Land Acquisition)	DHS	Township Establishment	R 1 200 000 (TCLM)	Township Establishment	R 600 000 (TCLM)	N/A	N/A
							% completed		Procurement of Land for Brondal Community	R (Unfunded)	–	–	–	–	–	–	–	–
			Credible Building control system and back up	Building control System and back up	All wards	Reliable building control system	% completed	LED & Planning	-	-	Procurement of an electronic Building plan evaluation system (Phase 1)	R 500 000.00 (TCLM)	Procurement of an electronic Building plan evaluation system (Phase 2)	R800 000.00 (TCLM)				
P11/W/AW/LEDP/SP	–		An Integrated GIS System linked	GIS Linkage to municipal system	All Wards (All areas)	Achieve a consolidated institutional system	% completed	LED & Planning	–	–	Linkage of GIS to municipal system concluded by end of June 2027	–	Maintenance	R 1 50 000 (TCLM)	Maintenance	R 1 50 000 (TCLM)	–	–



						m via GIS														
SO3	Increase revenue base and financial viability																			
P10	Focus Area: Revenue Enhancement																			
P10/INST/FS/RE/VAT	Financial Management & Viability	–		R 100 000 000 recovered by end of 2027	VAT Recovery (Contracted Services)	Institutional	Improved collection rate	Amount of Money recovered	Finance			R 25 000 000 recovered by end of June 2027	OPEX	R 25 000 000 recovered by end of June 2027	R 3 150 000 (TCLM)	R 25 000 000 recovered by end of June 2027	R 3 150 000 (TCLM)	R 25 000 000 recovered by end of June 2027	R 3 150 000 (TCLM)	
P10/INST/FS/RE/ELTRDISC		–		–	Disconnection services (Contracted Services)	Institutional	Improved collection rate	Amount of Money recovered	Finance		R 399 996 (TCLM)	Disconnection services (Contracted Services)	R 3 000 000 (TCLM)	?	R 1 800 000 (TCLM)	?	R 1 800 000 (TCLM)	?	R 1 800 000 (TCLM)	
P10/INST/FS/RE/WS		–		–	Water Services billing	Institutional	Accounted billing of services	Number properties billed for water services consumption	Finance			?	?	?	?	?	?	?	?	?
		–		–	Water services sales	Institutional		Amount of Money collected on water services sales	Finance			?	?	?	?	?	?	?	?	?
P10/INST/FS/RE/ELTRS		–		–	Electricity Services billing	Institutional		Number properties billed for electricity consumption	Finance			?	?	?	?	?	?	?	?	?
		–		–	Electricity Services sales	Institutional		Amount of Money collected from electricity services sales	Finance			?	?	?	?	?	?	?	?	?
P10/INST/FS/RE/REFS		–		–	Refuse Services billing	Institutional		Number properties billed for refuse collection services	Finance			?	?	?	?	?	?	?	?	?
		–		–	Refuse Services sales	Institutional		Amount of Money collected on refuse collection sales	Finance			?	?	?	?	?	?	?	?	?



P10/INST/FS/RE/RTS	–		–	Property Rates Billing	Institutional		Number properties billed for rates services	Finance	?	?	?	?	?	?	?	?	?	?
	–		–	Property Rates Tax	Institutional		Amount of Money collected on rates tax	Finance	?	?	?	?	?	?	?	?	?	?
P10/INST/CS/RE/FNS	–		–	Traffic Fines	Institutional		Number of Traffic Fines issued	Community Services			?	?	?	?	?	?	?	?
	–		–	Traffic Fines Recovery	Institutional		Number of Traffic fines recovered	Community Services			?	?	?	?	?	?	?	?
P10/INST/CS/RE/HLS	–		–	Council Halls Rentals	Institutional		Amount of money made on Council Hall Rentals	Community Services			?	?	?	?	?	?	?	?
P10/INST/CPS/RE/PL	–		–	Property Leases	Institutional		Number of leased properties paid rent	Corporate Services			?	?	?	?	?	?	?	?
P10/INST/LEDP/RE/CRU	–		R11 716 036	Rentals on Council CRUs	Institutional	Improved revenue collection	Amount of money collected from Council CRUs	LED & Planning			R2 524 464	Opex	R2 776 910	Opex	R3 054 601	Opex	R3 360 061	Opex
P10/INST/LEDP/RE/OAH	–		R822 047	Council Old Age Homes Rentals	Institutional	Improved revenue collection	Amount of money collected from Council Old Age Homes	LED & Planning			R177 180	Opex	R194 898	Opex	R214 387	Opex	R235 582	Opex
P10/INST/LEDP/RE/CP			R150 000 000	HDA Catalytic Project	Institutional		Amount collected of council property sales	LED & Planning			R23 000 000	Opex	R50 000 000	Opex	R50 000 000	Opex	R50 000 000	Opex
P10/INST/LEDP/RE/BP	–		R170 000	Building Plan Fees	Institutional	Improved revenue collection and updated billing	Number of Building Plans approved	LED & Planning			R350 000	Opex	R500 000	Opex	R600 000	Opex	R600 000	Opex



P10/INST/LEDP/R E/DA		–		R400 000	Developmen t Application Fees	Institutional	Impro ved reven ue collect ion and updat ed billing	Number of develop ment applicat ions approv ed	LED & Plan ning			R60 000	Opex	R100 000	Opex	R150 000	Opex	R150 000	Opex
P10/INST/LEDP/R E/BL		–		R42 000	Business Licensing	Institutional	Impro ved reven ue collect ion and updat ed billing	Number of Illegal Busines ses issued with warning Letters	LED & Plan ning			R10 000	Opex	R12 000	Opex	R15 000	Opex	R15 000	Opex
		–		75Licenses	Business Licensing	Institutional	Impro ved reven ue collect ion and updat ed billing	Number of Busines ses issued with License s	LED & Plan ning			25	Opex	25	Opex	25	Opex	25	Opex
		–		R42 000	Business Licensing	Institutional		Amount of money collecte d from issued Busines s Licensi ng	LED & Plan ning			R10 000	Opex	R12 000	Opex	R15 000	Opex	R15 000	Opex
		–		45Licenses	Out-Door Advertiseme nt	Institutional		Number of Adverts sold	LED & Plan ning			10	Opex	15	Opex	15	Opex	15	Opex
P10/INST/LEDP/R E/ODA		–		R42 000	Out-Door Advertiseme nt	Institutional		Amount of money collecte d of Advert sales	LED & Plan ning			R10 000	Opex	R12 000	Opex	R15 000	Opex	R15 000	Opex
SO4	Enhance economic development and growth																		
P6	Focus Area: LED																		
P6/INST/LEDP/LE D	Local Economic Development	–		4 Catalytic Projects facilitated by end of 2027	Review of LED strategy & Implementat ion	All Wards	An econo my that create s jobs/l mprov ed local econo mic perfor manc e	Number of Project s Facilitat ed	LED & Plan ning	-	-	Facilitation of Catalytic Projects	R0 (TCLM)	Facilitation of Catalytic Projects	R 4 100 000 (TCLM)	Facilitation of Catalytic Projects	R 4 200 000 (TCLM)	–	–
P6/INST/LEDP/LE D		–		To Impleme nt LED Strategyb y 2027		All Wards		Number Progra mmes champi oned	LED & Plan ning			Hawkers stall phase 1 (design & Construction)	R 500 000.00(TCLM)	SMME Development Support	R 220 000 (TCLM)	SMME Development Support	R 250 000 (TCLM)		
P6/INST/LEDP/LE D		–				All Wards		Number of Busines ses Monitor ed	LED & Plan ning			Reinstate the fisheries, support SMMEs to recycling purposes-Install skip Bins	–	120 by end of June 2020	–	120 by end of June 2021	–	120 by end of June 2027	–



P6/INST/LEDP/LED	–		4 Meetings held	LED Forum meetings	All Wards	Improved economic development	Increase in economic growth	LED & Planning	4 by end of June 2023	R 95 760 (TCLM)	Facilitation of LED (Tourism & Investment strategy)	R 500 000.00 (TCLM)	Facilitation of LED (Tourism & Agriculture) Projects	R 400 000 (TCLM)	Facilitation of LED (Tourism & Agriculture) Projects	R 500 000 (TCLM)	4	R 90 000 (TCLM)
				LED Strategy Implementation (Support)			Increase in economic growth	LED & Planning			Feasibility study (PPE manufacturing project)	R 500 000.00 (TCLM)	Tourism High Impact Project Facilitation (Kwena Dam, Boomplaas Rock art)	R 100 000 (TCLM)	Tourism High Impact Project Facilitation (Kwena Dam, Boomplaas Rock art)	R 100 000 (TCLM)	Tourism High Impact Project Facilitation (Kwena Dam, Boomplaas Rock art)	R 100 000 (TCLM)
				LED Strategy Implementation (Support)		Reduced unemployment and poverty levels	Increase in economic growth	LED & Planning			Local Tourism Support projects	R 750 000.00 (TCLM)	Local Tourism Support projects	R 500 000.00	Local Tourism Support projects	R 0	Local Tourism Support projects	R 0
P6/INST/LEDP/LED	–	–	–	Implementation of EPWP guideline	All Wards		Number of programmes implemented through EPWP Programmes	Community Services	10 by end of June 2023	R 1 900 000 (EPWP)	06 Programmes by end of June 2027	–	06 Programmes by end of June 2020	–	06 Programmes by end of June 2021	–	06 Programmes by end of June 2027	–
SO5,6,7	Improve institutional transformation and resources management, Ensure effective and good governance & Strengthen IGR & stakeholder relation																	
P14	Focus Area: Institutional Transformation and Development																	
P14/INST/CORPS/INSTTD	Mis-Alignment of Organogram and IDP		Aligned Organogram to IDP	Alignment of Organogram to IDP	Institutional		Reviewed Organogram by end of June 2027	Corporate Services	100% (Alignment of Organogram to the IDP by end of June 2023)	–	Organogram reviewed and aligned to the IDP by end of June 2027	–	–	–	–	–	–	–
	–		–	Skills Audit	Institutional		Skills Audit conducted by end of June 2020	Corporate Services	100% (Skills Audit conducted by end of June 2023)	–	Conducted Skills Audit by end of June 2027	R 300 000.00 (TCLM)	–	–	–	–	–	–
P14/INST/CORPS/INSTTD	–		100% of employees capacitated	Capacity Building for Employees and Councilors	Institutional	Better skilled and performing employees and councilors	% of employees capacitated by end of June 2027	Corporate Services	10% by end of June 2018	R 1 000 000 (TCLM)	10%	R 1 000 000 (TCLM)	10%	R 1 980 000 (TCLM)	10%	R 2 178 000 (TCLM)	10%	R 2 395 000 (TCLM)
				Skills Development (Busaries – Employees)	Institutional		Number of students funded by busary by end of June 2027	Corporate Services	50 employees by end of June 2023	–	50 Employees by end of June 2024	R 1 000 000.00 (TCLM)	50 Employees	–	50 Employees	–	50 Employees	



P14/INST/CORPS/ INSTTD	–		–	Employeee Assistant Programme	Institutional	Job satisfi ed emplo yees who are motiva ted and commi tted	Number of Employ ees assiste d with the EAP by end of June 2027	Corp orate Servi ces	100% of the assessment outcome report by end of June 2023	R 250 000 (TC LM)	100 employees by end of June 2024	R 500 000 00 (TCL M)	100 employees by end of June 2025	R 300 000 (TCLM)	100 employees by end of June 2026	R 350 000 (TCLM)	100 employees by end of June 2027	R 350 000 (TCL M)
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P14/INST/CORPS/INSTTD	–		Updated Skills Development Plan by end of 2027	Development of Skills Development Plan (SDP)	Institutional		Skills Development Plan developed by end of June 2027	Corporate Services	100% (Development and council approved of Skills Development Plan by end of June 2023)	OPE X	SDP developed by end of June 2024	Opex	SDP reviewed by end of June 2025	Opex	SDP reviewed by end of June 2026	Opex	SDP reviewed by end of June 2027	Opex
P14/INST/CORPS/INSTTD	No IPMS		IPMS Implementation	Establishment and Implementation of IPMS	Institutional		IPMS established by end of June 2027	Corporate Services	100% (Reviewed, council approved of IPMS Policy & Implementation by end of June 2023)	R 3 823 739, 75 (TCLM)	Established IPMS by end of June 2027	R 0	Implementation of IPMS	R 3 823 739, 75 (TCLM)	Implementation of IPMS	R 3 823 739, 75 (TCLM)	Implementation of IPMS	R 3 823 739, 75 (TCLM)
P14/INST/CORPS/INSTTD	–		–	Facilitation of by-law reviews and Promulgation for other departments	Institutional		Number of By-Law promulgated	Corporate Services	–	–	–	–	–	–	–	–	–	–
P14/INST/CORPS/INSTTD	–		–	Awareness campaigns on consequences of illdiscipline for all employees	Institutional		Number of awareness campaigns on consequences of illdiscipline for all employees conducted	Corporate Services	4 by end of June 2023	Opex	4	Opex	4	Opex	4	Opex	4	Opex
P14/INST/CORPS/INSTTD	–		–	Facilitation of workshops IPMS implementation	Institutional		Number of workshops facilitated on IPMS implementation by end of June 2027	Corporate Services	2 by end June 2023	R 0	2	Opex	2	Opex	2	Opex	2	Opex
P14/INST/CORPS/INSTTD	–		–	Development of administrative calendar for council meetings	Institutional		Number of Calendars developed	Corporate Services	1 by end June 2023	Opex	1 by end July 2024	Opex	1 by end July 2020	Opex	1 by end June 2026	Opex	1 by end July 2027	Opex
P14/INST/CORPS/INSTTD	–		–	Occupational Health and Safety Equipment (OHSE)	Institutional		Number OHSE refilled by end of June 2027	Corporate Services	100% (Refurbished of the OHSE by end of June 2023)	R 200 000 (TCLM)	08 By end of June 2027	R 0	08 By end of June 2020	R 242 000 (TCLM)	08 By end of June 2021	R 266 200 (TCLM)	08 By end of June 2027	R 268 862 (TCLM)
P14/INST/CORPS/INSTTD	–		–	Establishment of Contract Management System	Institutional		% completed	Municipal Manager's Office	100% (Established of Contract Management System by end of June 2023)	Opex	100% (Established of Contract Management System by end of June 2027)	Opex	–	–	–	–	–	–



P14/INST/CORPS/INSTTD	-	-	Facilitation service level agreements (SLA) for public and private sector corporation	Ward 11 (Brondal, Sip-sop, Hendricksdal), Ward 13 (Orhigsdal Dam, Spekboom), Ward 04 (Badfontein), Ward 05 (Boschfontein)		Number of SLA entered into by public and private sectors	Municipal Manager's Office	4 SLA by end of June 201	R 0	-	-	-	-	-	-	-	-
P10/INST/CORPS/INSTTD	FMS migration to EMS	MSCOA-Compliance	Sebata Municipal Systems Services (FMS / EMS)-Contracted Services	Institutional		Performance effectiveness and efficiency on the EMS	Finance	-	-	?????	-	-	-	-	-	-	-
P10/INST/CORPS/INSTTD	No Business Continuity Plan (Disaster Recovery)	Business Continuity	Construction of Data Centre	Institutional		Data centre construction by end of June 2027	Finance	Maintenance of the data centre	-	Maintenance of the data centre	0	Maintenance of the data centre	R 150 000 (TCLM)	Maintenance of the data centre	R 150 000 (TCLM)	Maintenance of the data centre	R 150 000 (TCLM)
P14/INST/CORPS/INSTTD	-	-	Repair and Maintenance of Air Conditioners	Institutional		Number of Air Conditioners repaired	Finance	-	-	03 repaired by end of June 2024	R 0(TCLM)	03 repaired by end of June 2025	R 30 000 (TCLM)	03 repaired by end of June 2026	R 30 000 (TCLM)	03 repaired by end of June 2027	R 30 000 (TCLM)
P10/INST/CORPS/INSTTD	-	-	Sourcing Software Licenses (Servers, Desktop and Laptops)	Institutional		Number of softwares to be sourced by end of June 2027	Finance		R950 000 (TCLM)	01 Certificate for 250 Users, 01 VM Ware backup License for 250 users, 01 Anti-Virus License for 150 users by end of June 2027	R 3 000 000 (TCLM)	Other Softwares	R 500 000 (TCLM)	-	-	-	-
P10/INST/CORPS/INSTTD	-	-	Procurement of Laptops and Computers	Institutional		Number of Computers procured by end of June 2027	Finance			10 All-in-One Desktop (core-i-5 computers) procured by end of June 2027	R 1 500 000.00 (TCLM)	-	-	-	-	-	-
P10/INST/CORPS/INSTTD	-	-	Installation of Bio-Metrics Access Control and CCTV	Institutional		Installations completed by end of June 2027	Finance	-	-	-	-	-	-	-	-	-	-
P10/INST/CORPS/INSTTD	-	-	ICT Support Services (Contracted Services)	Institutional			Finance	ICT Support Services	R 4 368 000 (TCLM)	100% of Performance and effectiveness on the ICT services by end of June 2027	R 4 600 000 (TCLM)	ICT Support Services	R 4 368 000 (TCLM)	ICT Support Services	R 4 368 000 (TCLM)	ICT Support Services	R 4 368 000 (TCLM)
P10/INST/CORPS/INSTTD	-	-	ICT Network Infrastructure Upgrade for secure and reliable services (Phase 01)	Institutional		Completion of the Assessment of ICT layout infrastructure by	Finance	-	-	Phase (Assessment of ICT Network layout Infrastructure)	R3 000 000.00(TCLM)	-	-	-	-	-	-



						end of June 2027													
	-		-	Procurement of Municipal Yellow Fleet	Institutional	An enabled environment for service delivery		Finance	Purchase of 3 Cherry Pickers	R 2 000 000 (TCLM)	Procurement of yellow fleet	R 4 800 000.00 (TCLM)							
	-		-	Procurement of vehicle tracking and fleet management system	Institutional			Finance				0							
	-		-	Vehicle Fuel Purchase	Institutional			Finance	-	R4 000 000	Vehicle Fuel Purchase	R4 000 000.00 (TCLM)							
P10/INST/CORPS/INSTTD	-		-	Procurement of barcodes for municipal assets	Institutional			Finance	-			R 0							
P10/INST/CORPS/INSTTD	-		-	Insurance Premium	Institutional			Finance	-	R 9 000 000 (TCLM)		R 8 000 000.00 (TCLM)		R 7 500 000 (TCLM)			R 7 500 000 (TCLM)		R 7 500 000 (TCLM)
P10/INST/CORPS/INSTTD	-		-	Printing of municipal accounts for municipal services	Institutional			Finance			Printing of municipal accounts for municipal services	R200 000 (TCLM)							
P10/INST/CORPS/INSTTD	-		-	Posting of Municipal accounts	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Commission on pre-paid sales contract	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Compilation of AFS (Contracted Services)	Institutional			Finance		0		R 0 (TCLM)		R 2 200 000 (TCLM)			R 2 300 000 (TCLM)		R 2 500 000 (TCLM)
P10/INST/CORPS/INSTTD	-		-	Procurement of Stores Shelves	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Procurement Stock Scanning Machine	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Procurement of Stock/Stores Materials	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Procurement of Steel Warehouse Structure	Institutional			Finance											
P10/INST/CORPS/INSTTD	-		-	Painting of Municipal Stores	Institutional			Finance						RR+O 249:P 252					



P10/INST/CORPS/ INSTTD				Ward Committee Prgramme	All Wards		Number of progra mmes implem ented	Muni cipal Man ager' s Offic				0								
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								e											
P10/INST/CORPS/INSTTD				Annual Mayor 's Excellence award	Institutional			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Mayoral Imbizo	All Wards			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Mayor's bursary fund	Institutional			Muni cipal Man ager' s Offic e		R 249 996 (TC LM)		R 500 00 0.00 (TCL M)							
P10/INST/CORPS/INSTTD				Mayor/Tradit ional leaders forum	Institutional			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Multiparty whippery forum	Institutional			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Councillors Lekgotla	All Wards			Muni cipal Man ager' s Offic e	-	-	-	0	-	-	-	-	-	-	-
P10/INST/CORPS/INSTTD				Section 79 committees	Institutional			Muni cipal Man ager' s Offic e		R2 298 424		0		R2 298 424		R2 298 424		R2 298 424	
P10/INST/CORPS/INSTTD				Membership fees (SALGA)	Institutional			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Multi-Party Women Caucus	Institutional			Muni cipal Man ager' s Offic e				0							
P10/INST/CORPS/INSTTD				Public Participation programme	All Wards			Muni cipal Man ager' s Offic e		R 250 000 (TC LM)		R 600 000.00 (TCL M)		R 600 000.00(TCLM)		R 250 000 (TCLM)		R 250 000 (TCL M)	



P10/INST/CORPS/INSTTD				Women's Month Celebrations	Institutional			Municipal Managers' Office				R 0 (TCLM)						
P10/INST/CORPS/INSTTD				Security Services (Contracted Services)	Institutional			Municipal Managers' Office		R 13 000 000 (TCLM)		R 12 000 000 (TCLM)		R 10 000 000 (TCLM)		R 10 000 000 (TCLM)		R 10 000 000 (TCLM)
P10/INST/CORPS/INSTTD				Performance steering & review session	Institutional			Municipal Managers' Office				0						
P10/INST/CORPS/INSTTD				Audit committee membership fees	Institutional			Municipal Managers' Office		R 99 996 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 110 000 (TCLM)
P10/INST/CORPS/INSTTD				Risk management committee membership fees	Institutional			Municipal Managers' Office		R 99 996 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 110 000 (TCLM)
P10/INST/CORPS/INSTTD				License of risk/Audit management system	Institutional			Municipal Managers' Office		R 100 000 (TCLM)		R 150 000 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 110 000 (TCLM)
P10/INST/CORPS/INSTTD				Fraud awareness	All Wards			Municipal Managers' Office		-		0		-		-		-
P10/INST/CORPS/INSTTD				Consultation fee (professional audit of specialized services)	Institutional			Municipal Managers' Office		R 1 000 000 (TCLM)		R 250 000 (TCLM)		R 1 000 000 (TCLM)		R 100 000 (TCLM)		R 500 000 (TCLM)
P10/INST/CORPS/INSTTD				Service standard /Batho Pele workshops	Institutional			Municipal Managers' Office		R 100 000 (TCLM)		0		R 100 000 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCLM)
P10/INST/CORPS/INSTTD				Launch of service standard	Institutional			Municipal Managers' Office				0						
P10/INST/CORPS/INSTTD				News Letters	Institutional			Municipal Managers' Office		R 350 000 (TCLM)		R 350 000 (TCLM)		R 300 000 (TCLM)		R 350 000 (TCLM)		R 350 000 (TCLM)



								s Offic e		LM)								
P10/INST/CORPS/ INSTTD				Radio Slots (Interviews) [Contracted Services)	Institutional			Muni cipal Man ager' s Offic e		R 500 000 (TC LM)		R 500 000 (TCL M)		R 200 000 (TCLM)		R 200 000 (TCLM)		R 200 000 (TCL M)
P10/INST/CORPS/ INSTTD				Website Managemen t (Maintanacn ce Services)	Institutional			Muni cipal Man ager' s Offic e		R 150 000 (TC LM)		R 150 000 (TCL M)		R 200 000 (TCLM)		R 200 000 (TCLM)		R 200 000 (TCL M)
P10/INST/CORPS/ INSTTD				Printing of Municipal Key Documents (Annual Report)	Institutional			Muni cipal Man ager' s Offic e		R 250 000 (TC LM)		R 250 000 (TCL M)		R 200 000 (TCLM)		R 299 996 (TCLM)		R 249 996 (TCL M)
P10/INST/CORPS/ INSTTD				Moral regeneration awareness campaigns	Institutional			Muni cipal Man ager' s Offic e		R10 0 000 (TC LM)		R0						
P10/INST/CORPS/ INSTTD				Branding Material	Institutional			Muni cipal Man ager' s Offic e		R 100 000 (TC LM)		R 100 000 (TCL M)		R 100 000 (TCLM)		R 100 000 (TCLM)		R 100 000 (TCL M)
P10/INST/INSTTD /TS	Insufficie nt office space in Lydenbur g Offices		Expansio n of Lydenbur g Offices	Expansion of Lydenburg Offices	Institutional		% complet ed	Corp orate Servi ces	Instalation of security fence in Graskop Municipal Offices	R80 0 000	-	-	-	-	-	-	-	-
	Municipal Offices out of services		Municipal Offices maintaine d	Maintenanc e of Municipal Offices	Graskop, Sabie & Lydenburg)		% complet ed	Corp orate Servi ces	Revonations of Sabie & Graskop Offices	R 1 500 000 (TC LM)	Renovations of Graskop, Northern Areas , Sabie & Lydenburg Municipla Offices	R 3 000 000 (TCL M)	Revonations of Sabie & Graskop Offices	R 1 500 000 (TCLM)	Renovations of Lydenburg Municipla Offices	R 500 000 (TCLM)	-	-
P7	Human Settlements																	
P7/INST/CORPS/I NSTTD	Outdated Housing Chapter		Reviewd Housing Chapter	Housing Chapter	All Wards			LED & Plan ning	-	-	Housing Development Data review and analysis	-	-	-	-	-	-	-
P7/INST/CORPS/I NSTTD	Dilapidat ed Housing Rental Units		-		Ward 01,02,03,05 ,06,07,10,1 2&14 (Lydenburg/ Mashishing, Sabie & Graskop)			LED & Plan ning	-	-	Housing Rental Stock Management and Facilitation for maintainance	-	Maintance of Housing Rental Units	R 1 000 000 (TCLM)	Maintance	R 1 000 000 (TCLM)	Maintance	R 1 000 000 (TCL M)
P7/INST/CORPS/I NSTTD	Integrate d Human Settlemt Program me Implemnt ation		-	Housing Catalytic Project	Ward 01,02,03,05 ,06,07,10,1 2&14 (Lydenburg/ Mashishing, Sabie & Graskop)			LED & Plan ning	-	-	-	-	Facilitation of Housing Catalytic project (Phase 02)	HDA	Facilitation of Housing Catalytic project (Phase 02)	HDA	Facilitation of Housing Catalytic project (Phase 02)	HDA



P7/INST/CORPS/INSTTD	-	-	-	Construction of Simile CRU	Ward 06 (Simile)	Improved access to human settlements		LED & Planning	-	-	Construction of CRU (Phase 01)	DHS	Construction of CRU (Phase 01)	DHS	Construction of CRU (Phase 01)	DHS	Construction of CRU (Phase 01)	DHS
P7/AW/HS/LEDP	-	-	-	Title Deeds	All Wards (All areas)	Security of tenure	% completed	LED & Planning	10%	R 1 000 000 (TCLM)	Facilitation of title deed rectification and registration	R 3 000 000 (TCLM)	Facilitation of title deed rectification and registering	R 300 000 (TCLM)	Facilitation of title deed rectification and registering	R 350 000 (TCLM)	-	-
SO8	Mainstreaming of social advocacy and marginalised groups																	
P12	Focus Area: Social Programmes and services																	
Good Governance & Public Participation	P12/AW/SP/CS/SR	Mayoral sports development club held by end of June 2018	-	Mayoral sports development club held by end of June 2027	All Wards (All areas)		Number of Sports Development Conducted	Community Services	1 Mayoral sports development club held by end of June 2023	-	1 Mayoral sports development club held by end of June 2024	-	1 Mayoral sports development club held by end of June 2025	R 200 000 (TCLM)	1 Mayoral sports development club held by end of June 2026	R 200 000 (TCLM)	1 Mayoral sports development club held by end of June 2027	R200 000
	P12/AW/SP/CS/SR	Employees Sports Wellness held by end of June 2018	-	Employees Sports Wellness held by end of June 2027	All Wards (All areas)		Number of employees sports wellness conducted	Community Services	2 Employees Sports Wellness held by end of June 2023	-	2 Employees Sports Wellness held by end of June 2024	-	2 Employees Sports Wellness held by end of June 2025	R 200 000 (TCLM)	2 Employees Sports Wellness held by end of June 2026	R 200 000 (TCLM)	2 Employees Sports Wellness held by end of June 2027	R200 000
	P12/AW/SP/CS/SR	Arts and culture promotion	-	Arts and culture promotion	All Wards (All areas)		Number of Arts & Culture promotions conducted	Community Services	4 Arts and culture promotion	-	4 Arts and culture promotion	OPEX	4 Arts and culture promotion	R100 000	4 Arts and culture promotion	R100 000	4 Arts and culture promotion	R100 000
	P12/AW/SP/CS/SR	Indigenous games programmes held by end of June 2018	-	Indigenous games programmes held by end of June 2027	All Wards (All areas)		Number of Indigenous games programmes conducted	Community Services	4 Indigenous games programmes held by end of June 2018	-	4 Indigenous games programmes held by end of June 2027	OPEX	4 Indigenous games programmes held by end of June 2020	R50 000	4 Indigenous games programmes held by end of June 2021	R50 000	4 Indigenous games programmes held by end of June 2027	R50 000
	P12/AW/SP/CS/YP	Youth Development programme	-	Youth Development programs	All Wards (All areas)		Number of youth Developmental programs conducted	Community Services	4 Youth Development programs		4 Youth Development programs	Budgeted on transversal budget (TCLM)	4 Youth Development programs	R100 000	4 Youth Development programs	R100 000	4 Youth Development programs	R100 000
	P12/AW/SP/CS/YP	SAYC meetings	-	SAYC Meetings	All Wards (All areas)		Number of SAYC Meetings Conducted	Community Services	4 SAYC MEETINGS		4 SAYC Meeting		4 SAYC Meeting	R150 000 (TCLM)	4 SAYC Meeting	R150 000 (TCLM)	4 SAYC Meeting	R150 000 (TCLM)



P12/AW/SP/CS/HIV/AIDS	36 Awareness Campaigns		–	Awareness campaigns on HIV & AIDS	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168 by end of June 2018	R 100 000 (TCLM)	36 Awareness campaigns	R 500 000.00 (TCLM)	36 Awareness campaigns	R 50 000 (TCLM)	36 Awareness campaigns	R 50 000 (TCLM)	36 Awareness campaigns	R 50 000 (TCLM)
	–		–	Amend council infrastructure development policies	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168		168	R 0 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)
	–		–	Facilitation of development and expansion of educational centres	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168		168	R 0 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)
	–		–	Facilitation of Health centre improvements in Lydenburg	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168		168	R 0 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)	168	R 50 000 (TCLM)
	4 Local AIDS council		–	Local AIDS Council meetings	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168 by end of June 2018		4 Local AIDS Council	Include d in HIV/AIDS budget	4 Local AIDS Council	R 50 000 (TCLM)	4 Local AIDS Council	R 50 000 (TCLM)	4 Local AIDS Council	R 50 000 (TCLM)
	4 Civil society meetings		–	Awareness campaigns on CSF quarterly meetings	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	168 by end of June 2018		4 Civil Society meeting	Include d in HIV/AIDS budget	4 Civil society meeting	R 50 000 (TCLM)	4 Civil society meeting	R 50 000 (TCLM)	4 Civil society meeting	R 50 000 (TCLM)
	56 Monitor the functionality of Ward AIDS Councils		–	Monitor the functionality of Ward AIDS Councils	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	169 by end of June 2018		56 Monitoring of functional of Ward AIDS Council	Included in HIV/AIDS budget	56 Monitoring of functional of Ward AIDS council	R 50 000 (TCLM)	56 Monitoring of functional of Ward AIDS council	R 50 000 (TCLM)	56 Monitoring of functional of Ward AIDS council	R 50 000 (TCLM)
	56 Awareness campaigns on HIV& STI and TB infection and PMTC, COVID		–	Awareness campaigns on HIV& STI and TB infection and PMTC	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	170 by end of June 2018		56 Awareness campaigns	Included in HIV/AIDS budget	56 Awareness campaigns	R 50 000 (TCLM)	56 Awareness campaigns	R 50 000 (TCLM)	56 Awareness campaigns	R 50 000 (TCLM)
	4 Awareness campaigns on Local AIDS		–	Awareness campaigns on Local AIDS Council Technical Working	All Wards (All areas)		Number of awareness campaigns conducted	Community Services	171 by end of June 2018		4 Awareness campaigns on local AIDS Council Technical Working Group	Included in HIV/AIDS budget	4 Awareness campaigns on local AIDS Council Technical Working Group	R 50 000 (TCLM)	4 Awareness campaigns on local AIDS council Technical working group	R 50 000 (TCLM)	4 Awareness campaigns on local AIDS council Technical working group	R 50 000 (TCLM)



	Council Technical Working Group			Group			ed											
P12/AW/SP/CS/MG	4 Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)			Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)	All Wards (All areas)		Number of Transversal Programmes Mainstreamed	Community Services	New Indicator	R 200 000 (TCLM)	4 Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)	R 750 000.00 (TCLM)	4 Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)	R100 000	4 Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)	R100 000	4 Mainstreaming of Transversal issues (Women, Children, Youth, Disability, Gender mainstreaming & Older persons)	R100 000
P12/AW/SP/CS/MG	6 Disaster Management Awareness Campaigns			6 Disaster Management Awareness Campaigns	All Wards (All areas)		Number of Awareness campaigns conducted	Community Services	New Indicator	R 300 000 (TCLM)	Disaster Management relief programmes and awareness campaigns	R300 000 (TCLM)	Disaster Management relief programme awareness campaigns	R360 000 (TCLM)	Disaster Management relief programme awareness campaigns	R360 000 (TCLM)	8 Disaster Management Awareness Campaigns	R 50 000 (TCLM)
P12/AW/SP/CS/MG	4 Historical Awareness Campaigns			4 Historical Awareness Campaigns	Ward 12 (Lydenburg)		Number of Awareness campaigns conducted	Community Services	New Indicator	R0	4 Historical Awareness Campaigns	OPEX	4 Historical Awareness Campaigns	R 50 000 (TCLM)	4 Historical Awareness Campaigns	R50 000	4 Historical Awareness Campaigns	R50 000
Acting Municipal Manager: Mr M.P Mankga																		



MSCOA Project List (Opex & Capex): Refer to Annexure: D

6.1.3 Stakeholders Projects



Sector Department Projects				
Department of Culture, Sports & Recreation				
Project Name	Location/Ward	Budget (2022/23)		
Rural Safety Initiatives (Paralegal Workshops, CSF & CPF Functionality)	Pilgrims Rest, Marteenshoop, Lydenburg, Dintjie, Sabie & Graskop	TBC		
Department of Economic Development & Tourism				
Industrial Techno Park (Project Initiation)	Sabie/Simile (06 & 07)	TBC		
Department of Public Works, Roads & Transport				
Construction: D2571 From R37 to P171/1 Lydenburg By pass (13.4km)	04, 05	R50 336 000 (2023/24FY)		
Rehabilitation: Road P171/1 from P81/1 near mashishing to D212 &D2630 towards Rosenekaal (10km)	04, 05	R55 008 000 (2023/24)		
Rehabilitation: Road P171/1 from P81/1 near mashishing to D212 &D2630 towards Rosenekaal (8,9km)	04, 05	R 6 375 000 (2023/24)		
Rehabilitation: Sections of Road P8/1 (R36) between Bambi & Mashishing	4	R50 739 000 <i>Continuation</i>		



(Phase 3) (9km)				
Rehabilitation: Sections of Road P8/1 (R36) between Bambi & Mashishing (Phase 4) (9km)	4	R65 895 000 (2024/25)		
Rehabilitation: Road P8/2 from Mashishing towards ohrigstad Phase 1 (13km)	13	R53 719 000 (2024/25)		
Department of Social Development				
Mashishing Branch Office (mobile) Mashishing Branch Office [Construction]	Thaba Chweu, Mashishing			
Thaba Chweu Sub District Office [Initiation, planning and Construction]	Graskop			
Boysendal (SLP)				
Reconstruction of Thambo Street (leading to Mashishing High School)	2 & 3	R15 000 000		
Refurbishment of main sewer plant	1,2,3,4,5,12,13 and 14	R12 000 000		
Tarring of De Clerg street	14	R 10 000 000		
DEPARTMENT OF HUMAN SETTLEMENT				
Rural Housing Subsidy Communal Land Rights	Construction of Rural Housing Subsidy Communal Land Rights units at Newton-Pilgrim Rest and Graskop	20 Units	TBC	2 290



Social & Rental	Construction of Community Residential Units at Sabie [-25,092271;30,779312]	40 CRU	2023-24	11 500
ISUP Phase3	Servicing of Sites at Mashishing Ext 9 & 10 [-25,072431; 30,422144]	Bulk infrastructure	2023-24	10 200
	Servicing of Sites Mashishing Ext 9 & 10 [-25,072431; 30,422144]	100 Sites	2023-24	4 380
	Servicing of Sites at Harmony Hill Ext 2 [-25,106384; 30,786656]	100 Sites	2023-24	4 380
Formalisation of Township	Formalisation of Informal Settlements at Mashishing Area C [-25,069631; 30,423275]	Formalisation of Informal Settlements	2023-24	789



DDM PROJECTS			
Project Name	Beneficiaries	Phase	Proposed Implementors
Night Life Economy Strategy	Nkomazi, Bushbuckridge and Thaba Chweu LMs	Development of the strategy	Private Sector and Social Partners
Wind Turbine Plan (20 hectares of land)	Thaba Chweu (Sabie, Mashishing and Graskop)	Concept Development and feasibility studies	Private Sector and Social Partners
Hydro Power Station	Thaba Chweu (Mashishing)	Feasibility and In-depth studies	Private Sector and Social Partners
Rural Central Business Districts (CBDs)	Nkomazi, Bushbuckridge and Thaba Chweu LMs	Feasibility and In-depth studies	Private Sector and Social Partners
Mining of dolomite (Magnesium Oxide – Magnesia – used in cement manufacturing and construction aggregate)	Thaba Chweu (Pilgrim's Rest and Sabie)	Feasibility and In-depth studies	Private Sector and Social Partners
Repositioning and upgrading of Scenery and Tourism Sites to be world class facilities	Thaba Chweu LM, Nkomazi and Bushbuckridge LMs	Feasibility and In-depth studies	MTPA, Thaba Chweu, EDM and Social Partners
Forestry Technology Park in Sabie.	Thaba Chweu and Surroundings	Feasibility and In-depth studies	EDM, Thaba Chweu and Social Partners



Annexures: List of Tables, Maps, Sketches, Graphs, Pictures, etc.

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