

MALUTI-A-PHOFUNG LOCAL MUNICIPALITY



FINAL IDP 2026/2027

Enhancing Service Delivery | Promoting Good Governance | Building Sustainable Communities

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EXECUTIVE MAYOR'S FOREWORD

Executive Mayor's Foreword. **2026-2027 Final Integrated Development Plan (IDP)** **Maluti-A-Phofung Local Municipality**



We have reached the penultimate financial year cycle of the current municipal term of office. This IDP required of us to reflect on what has been achieved in the past years. We have presented, to our communities what they had put a key priority list of needs in the beginning of the term and what we had been able to implement and achieve.

We must indeed concede that because this particular term was characterised by relentless political and administrative instability and that made it difficult for our institution to comprehensively record the concerted efforts set to achieve the needs of our beloved communities across Maluti.

However, *amid all the turmoil*, the municipality has been able to appoint an accounting officer and we must admit that we have since been on a positive trajectory to indeed better the lives our people.

I am especially pleased that the municipality in commitment to clean and good governance, adopted the Free State CoGTA: Local Government Summit Resolutions as the measuring instrument to its turnaround strategy as well as ratifying them as part of the final IDP and Budget document for 2026/2027 financial year.

Key issues resolved upon at the summit were, *amongst others*, the improvement of Audit Outcomes, finalizing the appointment of key and critical positions; establishment of all accountability and compliance committees; develop accountability framework to strengthen political oversight over administration.

I am also pleased to report that in response to the above-mentioned Resolutions and in our commitment to improving our Audit Opinion by the Auditor – General, the important Section 79 oversight committee (MPAC) has been re-established to deal with amongst others the unauthorized, irregular and fruitless and wasteful expenditure and provide quality assurance to the municipal's compliance reports.

This has been an important accomplishment for the municipality and its endeavour to promote accountability and playing oversight over the executive and administration. Albeit the fact that we still need to further capacitate the committee with research capabilities through the employment of shared services with the District Municipality to be able to speedily and qualitatively deal with all the outstanding oversight issues needing its attention.

The municipality will prioritise the stability of the macro-structure, the recruitment process of senior managers has commenced and it is envisaged that it will be concluded within the specified timelines. This act will also be an important accomplishment for the municipality *in that* we will be able to function at an optimal level and be able to respond to service delivery issues and fulfil our constitutional obligations.

It must be noted that through the application of Section 31 of the MSA, the MEC: Local Government has in a document dated 22 April 2026 raised the following critical issues which amongst others required our collective wisdom to resolve:

- Adoption of IDP process plan out of legislative timeframes;
- Ensuring that our LED Strategy is updated and reviewed as a sector plan;
- The development of Disaster management plan in line with the relevant legislation;
- Ensuring that our SDF take cognizance of any environmental management instrument adopted by the relevant;
- Improve the spatial implementation plan;
- Provide the indication that the municipality is the Water Service Authority and include the Water Services Development Plan which is a statutory planning document and profiling of water and sanitation associated services.
- No report on Blue, Green and No Drop Report.
- Energy plan and plan to provide sustainable electricity.
- Reflect the Standing rules and order, develop standard operating procedures and complaints management system and development of Batho Pele Service Charter.

Albeit of the above, we must record that in this IDP cycle, the municipality made even more strides, over and above the formal public meetings, in ensuring an improved public participation reach in the process of compilation of this penultimate IDP document. We have for the first time issued an electronic external consultation survey to review of the IDP Strategic Objectives which and we received 196 responses and I must say that through this process the municipality was able to receive valuable feedback on the communities' concerns regarding service delivery.

Furthermore, in response to the complaints raised through community participation meetings, the Executive has established a rapid response team to address the low hanging service delivery issues. The team meets every week to look and address the daily service delivery matters as a matter of urgency. Our presence has been felt by the community of Qwaqwa through the installation of new transformer in the Elite substation and WilgePark in Harrismith where the issue of stabilizing electricity has been prioritise.

Our teams are on a daily basis on the streets addressing storm water, patching potholes and cleaning the streets. Service delivery plans have been submitted by the relevant departments and are monitored on a weekly basis.

We shall forever commit that the IDP Document/s shall not only be a strategic planning document, but will serve as a clarion call from our communities to address their service delivery needs on a daily basis.

This above assertion is further backed by the capital projects; we have prioritised for the 2026/27 financial year, ranging from roads and storm-water projects, water projects; waste water management/ sewer projects.

Furthermore, in our endeavour to address issues raised in the DWS No report on Blue, Green and No Drop Report, which raised a concern on the performance of the Water Services Agency's (WSA's) in managing these water systems according to their license requirements (SANS 241).

The Executive Mayor accompanied the MEC: Local Government Traditional Affairs and Human Settlement: Honourable TZ Mokoena in the delegation led by the Premier: Honourable M Letsosa-Mathae to China from the 22 – 25 May 2026 to explore systems that are compatible and may be introduced and be applicable to our own environment given the magnitude of challenges and turnaround time to resolve this impulse of non-compliance by WSA's.

The Municipality has also partnered with Public Works and SANDF to construct Welisizwe Rural bridges in and around Maluti, with this project the municipality has ensured that issues of skills development and job creation are addressed.

The Municipality through the Distribution Agency Agreement has been able to gradually ensure that the goal of providing sustainable energy is attained and revenue is generated from each consumer within our energy grid. The project of installation of SMART meters is progressing very well and we are optimistic that by the end of the 2026/2027 financial year, areas of Qwaqwa will have the same prepaid and postpaid meters as in Harrismith and Kestel.

We remain committed to our vision of being a sustainable and service-oriented municipality.

We are committed to keeping the main thing, the main thing. We dare not fail...



Cllr TR Thebe
Executive Mayor
Maluti – a – Phofung

MUNICIPAL MANAGER'S FOREWORD

Municipal Manager's Foreword. **2026-2027 Final Integrated Development Plan (IDP)** **Maluti-A-Phofung Local Municipality**



It is my privilege and honour to present the 2026/2027 Final Integrated Development Plan (IDP) of the Maluti-A-Phofung Local Municipality. This strategic document remains the Municipality's principal planning and development framework, guiding integrated planning, budgeting, resource allocation, and service delivery priorities aimed at improving the quality of life of all communities in Maluti-A-Phofung Local Municipality.

The IDP reflects the Municipality's unwavering commitment to responsive governance, sustainable development, and accountable administration. Through extensive public participation processes conducted across all 35 wards, the Municipality engaged directly with residents, stakeholders, traditional leadership structures, and community organizations to ensure that the needs, concerns, and aspirations of our people are fully incorporated into the developmental agenda of the Municipality. These engagements remain fundamental in strengthening participatory democracy and ensuring that development planning remains inclusive, transparent, and aligned with the priorities of our communities.

At the center of this IDP is the critical role of local government in delivering reliable, dignified, and quality basic services to our communities. The Municipality recognizes that access to clean water, proper sanitation, electricity, refuse removal, functional roads, stormwater systems, public facilities, and sustainable infrastructure are essential to restoring dignity, improving public health, stimulating economic activity, and creating safer and more livable communities.

As Maluti-A-Phofung Local Municipality, we remain fully aware of the service delivery challenges confronting our institution, including aging infrastructure, financial constraints, low revenue collection, and growing socio-economic demands. However, despite these challenges, the Municipality remains resolute in its commitment to institutional renewal, improved governance, sound financial management, and accelerated service delivery interventions that directly respond to the daily needs of our residents.

The 2026/2027 IDP therefore places strong emphasis on the rehabilitation and maintenance of critical infrastructure, enhancement of operational efficiency, strengthening of institutional capacity, and implementation of sustainable development initiatives that seek to improve service delivery across all communities. Through strategic infrastructure investment programmes, including Municipal Infrastructure Grant (MIG) funded projects and other developmental initiatives, the Municipality seeks not only to improve basic services but also to stimulate local economic development and create sustainable employment opportunities.

Furthermore, the Municipality remains committed to improving revenue enhancement strategies aimed at strengthening financial sustainability, improving revenue collection, broadening the municipal revenue base, and ensuring the efficient management of municipal resources. A financially stable municipality is essential for the effective delivery of basic services, maintenance of infrastructure, and long-term developmental growth.

This IDP is further aligned with the broader developmental priorities of the Republic of South Africa, including the National Development Plan (NDP) 2030 and Provincial Growth and Development Strategies. Such alignment ensures that the Municipality contributes meaningfully towards inclusive economic growth, social cohesion, environmental sustainability, poverty alleviation, and the advancement of integrated human settlements.

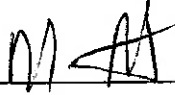
The successful implementation of this IDP will require commitment, accountability, and collaboration from all stakeholders, including political leadership, municipal administration, government departments, the private sector, organized civil society, and the community at large. Through collective effort and shared responsibility, we can restore public confidence, strengthen governance systems, and ensure the effective delivery of services to our communities.

I wish to extend my sincere appreciation to the Executive Mayor, Councillors, and municipal officials, ward committees, stakeholders, and community members who contributed meaningfully towards the development and finalization of this Integrated Development Plan.

Your continued participation and support remain invaluable in shaping a responsive, developmental, and progressive municipality.

Your continued participation and support remain invaluable in shaping a responsive, developmental, and progressive municipality.

The Maluti-A-Phofung Local Municipality remains committed to building a capable, ethical, transparent, and accountable institution that prioritizes quality service delivery, sustainable development, and the socio-economic upliftment of all communities.



Adv. M M Mofokeng

Municipal Manager

Maluti-A-Phofung Local Municipality

LIST OF ACRONYMS

A

ACM	African Content Movement
AFASA	African Farmers' Association of South Africa
AG	Auditor General
AH	Agri-Hub
AIC	African Independent Congress
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APR	Annual Performance Report
ATM	African Transformation Movement
AULA	All Unemployment Labour Alliance
AVCASA	Association of Veterinary and Crop Associations of South Africa

B

C

CCS	Carbon Capture and Storage
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
CLLR	Councillor
COGTA	Cooperative Governance and Traditional Affairs
COIDA	Compensation for Occupational Injuries and Diseases Act
DPSA	Dikwankwentla Party of South Africa
COVID	Corona Virus Disease

D

DA	Democratic Alliance
DAC	Development Assistant Committee
DAFF	Department of Agriculture, Forest, and Fisheries
DALRRD	Department of Agriculture, Land Reform and Rural Development
DARD	Department of Agriculture and Rural Development
DCF	Discounted Cash Flow
DDM	District Development Model
DFFE	Department of Forestry and Fisheries
DMA	Disaster Management Act
DoE	Department of Energy
DoRA	Division of Revenue Act

E

EAP	Employee Assistance Programme
EDSM	Electricity Demand Side Management
EE	Employment Equity
EEA	Employment Equity Act
EEDSM	Energy Efficiency Demand Side Management
EFF	Economic Freedom Fighters
EHS	Environmental Health Services
EnBs	Energy Services Company
EnPIs	Energy Performance Indicators
EPWP	Extended Public Works Programme
ERM	Enterprise Risk Management
ERP	Enterprise Risk Management
ESCO	Energy Services Company

F

F	Female
FB	Facebook
FBSA	Fire Brigade Service Act
FET	Further Education and Training
FF+	Freedom Front Plus
FM	Frequency Modulation
FPSU	Farmer Production Support Unit
FS	Free State

G

GBV	Gender Based Violence
GDP	Gross Domestic Products
GP	Gauteng Province
GRAP	Generally Recognised Accounting Practice

H

HIV	Human Immunodeficiency Virus
HOD	Head Of Department
HR	Human Resources
HRM	Human Resource Management

I

IAC	Internal Audit Committee
ICT	Information and communication Technology
IDP	Integrated Development Plan
IESBA	International Ethics Standards Board for Accountant
IGR	Intergovernmental Relations
IRFA	Intergovernmental Relations Framework Act

ISA	International Standards on Auditing
IT	Information Technology

J

JD	Job Description
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K

KPA	Key Performance Areas
KPI	Key Performance Indicators
KZN	Kwa-Zulu Natal

L

LED	Local Economic Development
LG	Local Government
LGMF	Local Government Financial Management Grant
LGSETA	Local Government Sector Education Training Authority
LLF	Local Labour Forum
LM	Local Municipality

M

M	Male
MAP	Maluti-A-Phofung
MAP-W	Maluti-A-Phofung Water
MAP16	MAP16 Civic Movement
MCPF	Municipal Councillors Pension Fund
MFMA	Municipal Finance Management Act
MI	Material Irregularity
MM	Municipal Manager
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MP	Mpumalanga
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
MTREF	Medium Term Revenue and Expenditure Framework
MUT	Mangosuthu University of Technology

N

NERPO	National Emergent Red Meat Producers Organisation
NGO	Non-Governmental Organizations

O

OBP	Onderspoort Biological Products
OHS	Occupational Health and Safety

P

PAA	Public Audit Act of South Africa, 2004
PAYE	Pay As You Earn
PMS	Performance Management Systems
PPE	Personal Protective Equipment

Q

QLFS	Qualifications
------	----------------

R

R	Rand
RMC	Risk Management Committee
RRAMS	Rural Road Asset Management Systems
RUMC	Rural Urban Market Centre

S

SA	South Africa
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAMIC	South African Meat Industry Company
SAMSRA	South African Municipal Sports and Recreation Association
SANBI	South African National Biodiversity Institute
SANRAL	South African National Roads Agency
SAPPO	South African Pork Producers' Organisation
SAPS	South African Police Services
SARKO	South African Royal Kingdom Organization
SCM	Supply Chain Management
SDBIP	Service Delivery Budget and Implementation Plan
SDF	Spatial Development Plan
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SEZ	Small Economic Zones
SLA	Service Level Agreement
SMME	Small Medium Micro Economic
SPLUMA	Spatial Planning and Land Use Management Act
STATS	Statistics

T

TMDM	Thabo Mofutsanyana District Municipality
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U

UIF	Unemployment Insurance Fund
UNISA	University of South Africa

V

VAT	Value Added Tax
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W

WSA	Water Service Authority
WIL	Work Integrated Learning
WSP	Work Skills Plan

X

Y

Z

Vision

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

Mission

To collectively provide sustainable and quality municipal services

Core Values

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

SECTION A : POLICIES AND LEGAL PARAMETERS

1.1 INTRODUCTION AND BACKGROUND

INTRODUCTION

In terms of Municipal Systems Act, (No. 32 of 2000), municipalities are compelled to prepare the Integrated Development Plan (IDPs). The Integrated Development Plan is the municipality's principle strategic planning document. Importantly, it ensures close co-ordination and integration between projects, programmes and activities, both internally and externally. The Integrated Development Plan, therefore, ultimately, enhances integrated service delivery, development and promotes sustainable integrated communities, providing a full basket of services, as communities cannot be developed in a fragmented manner.

As a key strategic plan for the municipality, the priorities identified in the Integrated Development Plan inform all financial planning and budgeting undertaken by the municipality. The attainment of the Integrated Development Plan and Budget targets and deliverables is monitored and evaluated on an ongoing basis. However, this requires that targets and deliverables are credible and realistic. Consequently, the Financial Plan as well as the Performance Management Systems of the municipality are also outlined in the Integrated Development Plan.

BACKGROUND

An Integrated Development Plan is a constitutional and legal process required of South African municipalities; however, apart from the legal compliance, there are many advantages and benefits to undertaking the Integrated Development Planning. These include the following:

- (a) Prioritisation and allocation of scarce resources to areas of greatest need aligned to spatial budget;
- (b) Achieving sustainable development and economic growth;
- (c) Democratising local government by ensuring full public participation in its planning, budgeting, implementation, monitoring and evaluation processes;

- (d) Providing access to development funding through Medium-Term Revenue and Expenditure Framework;
- (e) Encouraging both local and outside investment by developing local economic strategies; and
- (f) Using the available capacity effectively, efficiently and economically.

With this 2026/2027 Draft IDP, Maluti-a-Phofung Local Municipality anticipates setting many SMART targets and deliverables that will ensure the sustainable development of its local communities. With this regard, this Draft IDP will also outline the financial plan, as well as the Performance Management Systems commonly known as Service Delivery and Implementation Plan (SDBIP) for the 2026-2027 financial year and will indicate the use of limited financial resources and monitoring tool to performance of municipal deliverables and targets.

SPARTIAL STATUS

The Maluti-A-Phofung Local Municipality is part of Thabo Mofutsanyana District Municipality.

MDB code: FS194

Maluti-A-Phofung Local Municipality is a Category B municipality situated within the TMDM in the Free State Province. It is one of the six municipalities that make up the District.

Maluti-A-Phofung Municipality was established on the 5th of December 2000 in terms of the Provincial Gazette No.14 of 28 February 2000, issued in terms of Section 21 of the Local Government Notice and Municipal Dermacation Act 27 of 1998.

Maluti-A-Phofung Local Municipality derives its name from the Sesotho name of the Drakensberg Mountains, which run from the Cape through Lesotho, the Free State and KwaZulu-Natal, and are known as "Maluti". The Drakensberg is flat but has peaks. The highest peak is known as Mount-Aux-Sources. The peak in Qwaqwa is known as the Sentinel, which is called "Phofung" in Sesotho. The name is a combination of the Maluti (Drakensberg) and Phofung (Sentinel). The municipality is located on the Eastern parts of the district and it shares boundaries with Phumelela in the North, the KwaZulu-Natal Province in the east, and Dihlabeng in the West. It also shares a border with the Kingdom of Lesotho in the South. The municipality encompasses substantially all of the former Bantustan homeland of QwaQwa,

except for the small enclave of Botshabelo. Towns in the area include Harrismith, Kestell, and Phuthaditjhaba with social services government (28%), and agriculture (18%) are the key economic drivers

Area: 4 338km²

Cities/Towns: Harrismith, Kestell and Phuthaditjhaba

Main Economic Sectors: Agriculture, Tourism



Figure 1: Thabo Mofutsanyana District Map featuring Maluti-A-Phofung Local Municipality

Data source: Available [Online] <https://municipalities.co.za/map/110/thabo-mofutsanyana-district-municipality>. Accessed on 05 May 2025

"MALUTI-A-PHOFUNG LOCAL MUNICIPALITY DERIVES ITS NAME FROM THE SESOTHO NAME OF THE DRakensberg Mountains, which run from the Cape through Lesotho, the Free State and KwaZulu-Natal, and are known as Maluti."

1.2 Why an Integrated Development Plan Review

Local government operates in an over-arching environment. The dynamic nature of local, district, provincial, national and global environments constantly presents local government with new demands and challenges. Similarly, the needs of communities of municipality continuously change.

This Integrated Development Plan 2019/2020, is as a result of conforming to a legislative requirement in terms of Local Government: Municipal Systems Act, 32 of 2000, as amended, which states that in: **Section 25:**

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-

- (a) Links, integrates and co-ordinate plan and takes into account proposals for the development of the municipality;
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan;
- (c) Forms policy framework for general basis on which annual budgets must be based;
- (d) Complies with the provision of this Chapter; and
- (e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

An integrated development plan adopted by a municipal council in terms of section (1) may be amended in terms of section 34 and remains in force until an integrated development plan is adopted by the next council.

- (a) A newly elected municipal council may, within a prescribed period referred in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision, it must comply with section 29(1) (b) (i) (c) and (d).

The focus of this council term's Integrated Development Plan amendments has therefore been on aligning municipal programmes, projects and strategies with:

- (a) Community needs and priorities identified for the term of office of council and the present challenges;
- (b) Update statistical data due to the Census 2022
- (c) Identification of targets to keep them realistic within the scarce resources;
- (d) Revision of Spatial Development Framework and other relevant sector plans;
- (e) Alignment with the Sustainable Development Goals 2030;
- (f) Alignment with the National Development Plan Vision 2030;

- (g) Alignment with the Medium-Term Strategic Framework 2014-2019;
- (h) Alignment with Government 12 Outcomes;

The roles and responsibilities of the departments and service providers:

- Ensuring vertical / sector alignment between provincial sector departments / provincial strategic plans and the IDP Process at local level by:
- guiding the provincial sector departments' participation in and their required contribution to the Municipal planning process and
- Guiding them in assessing the draft IDP and alignment of sectoral programmes with the IDP.
- Efficient financial management of provincial IDP grants.
- Monitoring the progress of the IDP Process.
- Facilitation and resolution of disputes related to the IDP Process of the Municipality.
- Assist the Municipality in the IDP where required.
- Co-ordinate and manage the MEC's assessment of the IDPs.
- Contribute relevant information on the provincial and national departmental plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner.
- Contribute sector expertise and technical knowledge to the formulation of the Municipal strategies and projects.
- Engage in a process of alignment with the District Municipality.

1.3 GOVERNANCE

The role of governance structures in Maluti-A-Phofung LM is to ensure that it continues to undertake its Constitutional mandate and adheres to legislation governing the Local Government in the country, with limited interference on administrative matters but effective intervention where needed and possible.

Maluti-a-Phofung Municipal Council consists of 70 Councillors and has 35 Wards, half of which are elected in terms of proportional representation and the remaining Councillors are directly elected, i.e. are Ward Councillors. There are also 2 Traditional Leaders participating in council representing various traditional authorities in the Maluti-A-Phofung area. Maluti-a-Phofung Municipality has a Mayoral Committee System with a Ward Participatory System. The Mayoral Committee is chaired by the Executive Mayor and consists of ten (10) members appointed by the Executive Mayor. The Executive Mayor is also mandated with the responsibility of the IDP formulation and review processes and their tabling to the Council. The Mayoral Committee is the principal committee of the Council. It is the Committee which receives reports from the Portfolio Committees of Council and forwards these reports together with their recommendations to the Council when it cannot dispose of matters in terms of its delegated authority.

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

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

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

schedule and they submit reports to the municipal council for noting through the Office of the Speaker.

1.3.1 MUNICIPAL COUNCIL

This is the ultimate political decision-making body of the Municipality. The Municipal Council should adopt and approve the Process Plan.

- The Council should monitor the overall management and co-ordination of the planning process which includes ensuring that:
 - all relevant actors are appropriately involved,
 - appropriate mechanisms and procedures for public consultation and participation are applied,
 - the planning events are undertaken in accordance with the time schedule.
 - the planning process is related to the real burning issues in the Municipality,
 - it is a strategic and implementation-oriented process ;
 - the sector planning requirements are satisfied and
 - adopt and approve the IDP, ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

Standing Rules and Orders of Council

The municipality has adopted Standing Rules and Orders of Council to regulate the proceedings, conduct, and administration of Council and its committees in accordance with applicable legislation. The Standing Rules and Orders provide a formal governance framework that ensures orderly, transparent, accountable, and effective decision-making processes within the municipality.

The Standing Rules and Orders guide the functioning of Council meetings, Special Council meetings, committee meetings, and other official governance processes of the municipality. These rules further promote compliance with the Constitution of the Republic of South Africa,

the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), the Municipal Finance Management Act, 2003 (Act 56 of 2003), and other relevant legislative prescripts.

The purpose of the Standing Rules and Orders is to:

- regulate the conduct of Council meetings and committee proceedings;
- provide procedures for debating and adopting Council resolutions;
- ensure effective participation of councillors in governance processes;
- maintain order and discipline during meetings;
- promote transparency, accountability, and good governance;
- provide guidance on decision-making and oversight responsibilities; and
- ensure consistency and legality in municipal governance processes.

The Speaker of Council is responsible for enforcing and ensuring adherence to the Standing Rules and Orders during Council proceedings. All councillors and officials participating in Council structures are expected to comply with these rules in the execution of their responsibilities.

The municipality recognises that effective implementation of the Standing Rules and Orders contributes towards improved institutional governance, enhanced oversight, sound administration, and strengthened public confidence in municipal processes.

The approved Standing Rules and Orders of Council are attached to this Integrated Development Plan as an annexure for reference and implementation purposes.

Annexure G – Standing Rules and Orders of Council.

1.3.2 LIST OF COUNCILLORS

Table 1: List of Councillors

WARD COUNCILLORS AND PR-COUNCILLORS

NAME & SURNAME	WARD/PR	ADDRESS	CONTACTS	EMAIL-ADDRESS
CLLR MANDLENKOSI DLAMINI	WARD 01	TSHIAME B	078 749 3501	dlamini.mindlos@gmail.com
CLLR KEMELO MOLOI	WARD 02	STAND 622 CLUBVIEW PHASE 2	071 161 4704	kemelomoloi@gmail.com
CLLR JAPIE MOKOENA	WARD 03	1904 EXT 5 KESTELL	076 424 1380	mokoenaajapie@yahoo.com

CLLR MAHLAMBI THEMBINKOSI JOSIA	WARD 04	969 SITHOLE ST INTABAZWE	067 851 7857	
CLLR NEO AARON MOTAUNG	WARD 05	1842 INTABAZWE	076 068 2336	tmandia211@gmail.com
CLLR QUINTA ELEANOR	WARD 06		082 520 7994	
CLLR MATSHIDISO MOFOKENG TSOEU	WARD 07	1798 PABALLONG VILLAGE	078 438 9426	tsoematshidiso2@gmail.com
CLLR KGAUTA MOTAUNG	WARD 08	2027 PABALLONG VILLAGE	073 437 5823	Lazarusmotaung@gmail.com
CLLR NTHATI MOKOENA	WARD 09	141 PABALLONG VILLAGE	073 841 7410	mokoenanthati@gmail.com
CLLR MOJALEFA NALEDI	WARD 10	1395 TSEKI SEKGUTLONG	083 311 5173	mojalefan53@gmail.com
CLLR JOSEPH RANTSANE	WARD 11		082 293 1036	rantsanejoseph@gmail.com
CLLR MALEFO JOHANNES MOPELOA	WARD 12	438 SEMPHURANENG BOLATA VILLAGE	071 712 1078	malefomopelea@gmail.com
CLLR JOSEPH MOKOENIHI	WARD 13	864 THEOSANE BOLATA	083 204 1621	
CLLR PULANE GRANY MAKAE	WARD 14	THEOSANE VILLAGE	078 701 2747	
CLLR MABITLE MOLOI	WARD 15	1115 THABANATSOANA	083 335 9292	mabitlemoloji@gmail.com
CLLR SAMUEL HLALELE	WARD 16	1343 TURFOTEIN	083 568 3276	moahimokete@gmail.com
CLLR MMADISEMELO ELIZABETH MOLI	WARD 17	1625 MANGAUNG	076 572 8452	Madisemelomoloi4@gmail.com
CLLR LERATO SESOAI	WARD 18	445 HAMAFOSE	073 874 9562	sesoailerato5@gmail.com
CLLR DITABA NHLAPO	WARD 19	77 D THABA -BOSIU	082 833 9102	Nhlapo12dj@gmail.com
CLLR RAMOHLOKI ISSAK	WARD 20	1225THIBELA	081 703 9605	
CLLR ANDRIES SOTHOANE	WARD 21	188 PHOMOLONG VILLAGE	083 599 1749	Sothoane1968@gmail.com
CLLR BAFANA HLUBI	WARD 22	1554 MOSIA INTABAZWE	078 245 9217	
CLLR DIPHAPHANG ELIAS SEFATSA	WARD 23	MARAKONG VILLAGE	063 438 7551	sefatsasono@gmail.com
CLLR SHASHAPA MOTAUNG	WARD 24	MAKOANE VILLAGE	082 945 4818	mdalamdala126@gmail.com
CLLR MATHAPELO EMILY MAHAMOTSA	WARD 25	769 RIVERSIDE	073 282 8285	
CLLR ALFRED RAMOCHELA	WARD 26	SENYAMO VILLAGE	073 395 2363	
CLLR THOSO PETER MABOEA	WARD 27	8533 FIHLO PHUTHAS	076 259 5530	Tpmaboea@gmail.com
CLLR PASTOR MARY CROCKETT	WARD 28	721 MAHANKE	084 272 8506	phekokakopanelo@gmail.com

CLLR RALETHOHLANE MAFOLE	WARD 29	PHUTHADITJABA	072 942 8448	riohnmafole@gmail.com
CLLR MOSELE DLAMINI	WARD 30	1253 LUSAKA	071 061 8676	
CLLR MONGEZI JACOB MALAOANE	WARD 31	MAKOANE VILLAGE	082 818 5769	
CLLR HLABATHE DLAMINI	WARD 32	593 TEBANG VILLAGE	071 816 2490	dlaminihlabathe07@gmail.com
CLLR MOSES MOLOI	WARD 33	10690 MANDELA PARK SEC 3	083 332 3879	
CLLR TEBHOHO MOHLEKWA	WARD 34	356 N BLUEGUMBUSH	081 869 3247	tebohohomhlekwa504@gmail.com
CLLR MAMOTSHEARE MOSIA	WARD 35	MAKOANE VILLAGE	076 926 9631	
ANC-PR COUNCILLORS				
NAME & SURNAME	WARD	ADDRESS	CONTACT	EMAIL ADRESSES
CLLR NTHINYA TWALANKI JERMINAH	26	N/A	079 112 0488	
CLLR MALEKULA JULIA MELATO	07		082 972 3371	malekulamelato@gmail.com
CLLR BOHLALE MAMORENA BLANTINA	34		063 677 9121	bohlatem901@gmail.com
CLLR NCHOCHO	02		076 844 2233	
CLLR MMAMAPONESA LUCY MOKOENA	09		073 8461408	
CLLR PETER KHEHLA KHUMALO	29		078 316 4604	khumalofs@gmail.com
CLLR TUMELO RYMOND THEBE	22		083 962 5900	

MAP16-PR COUNCILLORS

NAME & SURNAME	WARD	ADDRESS	CONTACTS	E-MAIL ADRESSES
MATHABO EMILY MOSIA				
MOHINYA AZAEL NHLAPO	16		072 122 4899	
KHANYISWA ELSIE MOLEFE	34		076 362 6612	khanyiswamolefe@gmail.com
THABO DANIEL MOLOI	01		066 466 4268	
MAMSY JESSY MOSIA	03		0638726293	mamsyjiessy@gmail.com
PARATLANE MOTLOUNG	ANDRIES 07		078 905 8075	paratlane@gmail.com
LEBUSA MASEKAO ELIZABETH	15		083 751 8160	

ECONOMIC FREEDOM FIGHTERS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
MOHANUONA MASOBE	27		083 620 7970	Pinnieree3@gmail.com
MPOTSENG SHIRLEY MKHWANAZI	35		065 320 7970	
SEDIKWE DIEKETSENG THESELE	27		076 785 4266	
PULENG PAULINA SEFUDI-MOLLO	24		073 407 6103	Mollopuleng391@gmail.com
SHIKODA MKHWANAZI	24		072 607 7521	
MALEBUSA FRANCINAH NGOZO	32		060 811 5410	
CLLR RATSOANA MOSELANTJA	28		071 706 1600	mpuseratsoana@gmail.com

DA-PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
PASEKA MOKOENA			074 607 3918	pasekadtm@gmail.com
ALISON MARY OATES	06		084 588 0411	oatesdale@yahoo.com
TLALANE ANA MOTAUNG	28		072 249 1704	motaungtau76@gmail.com
SIPHAMANDLA RICHARD KHUMALO	06		076 687 4461	richard.khumalo485@gmail.com

DPSA-PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
MOEKETSI JACOB LEBESA	29		073 229 6460	moeketsilebesa@gmail.com
DIEKE J MOKOENA	35		078 933 3305	
BRIDGET LEBESA	27		073 631 9188	rmbm369@gmail.com

ACM-PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
MANDLA HOLLY	05		078 489 2743	lkgothatseng802@gmail.com
NTSWAKI VOILET MAKHALEMELE	19		073 932 0799	Ntswakiviolet85@gmail.com

AULA-PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
PITSO TITELI	11		078 039 1303	Pitsopititeli@gmail.com

AIC-PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
HARRY FESTUS MDAKANE	34		081 332 0821	

ATM PR COUNCILLORS

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
ELLEN MANGAKA MOFOKENG	02		081 113 2345	ellensempe22@gmail.com

VRYHEIDSFRONT PLUS COUNCILLOR

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
CHARL KALAMER	06		082 871 6543	

SARKO PR COUNCILLOR

NAME & SURNAME	WARD		CONTACTS	E-MAIL ADDRESS
NAPO LETLALA	18		072 290 8508	napoletlala@gmail.com

COUNCILLORS WHO ARE SECONDED TO THE DISTRICT LEVEL

{ANC} CLLR M BOHLALE , T MAHLAMBI, N DLAMINI,
MNCHOCHO

DA

CLLR A MOTAUNG

MAP 16

A HLAPO, DPSA, LEBESA, FF+, KALAMER

EFF

S MKHWANZI

1.3.3 Ward Councilors

Ward Committees are instituted in accordance with the Municipal Structures Act as democratic representative bodies. Ward Committees need to be instituted according to the prescribed legal framework to represent the views, needs and aspirations of the demarcated ward, as determined by the Municipal Demarcation Board. Each ward is represented by ward

Councillors and the Ward Committee system will be a critical element of the IDP participation process. Ward councillors are the major link between the Municipal Government and the residents. Their role will therefore be to:

- link the planning process to their constituencies and / or wards,
- be responsible for organising public consultation and participation

1.3.4 Mayoral Committee

As the senior governing body of the Municipality, the Executive Committee:

- submit the Process Plan of the IDP to the Municipal Council for adoption,
- is responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP together with the Municipal Manager,
- has to approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting and
- Submit the draft IDP to the Municipal Council for adoption.

1.3.5 COMMITTEES

MPAC COMMITTEE

Table 2: MPAC Committee

Cllr Mandla Holley	Chairperson
Cllr Malebusa Maseko	Member
Cllr Malefo Mopeloa	Member
Cllr Shikota Mkhwanazi	Member
Cllr Paseka Mokoena	Member
Cllr Dieke Mokoena	Mmeber
Cllr Paratlane Motloung	Member
Cllr Pitso Titeli	Member
Cllr Charl Kalamer	Member

SECTION 80

The municipal council has established the following nine (9) Section 80 Committees chaired by their respective Members of Mayoral Committees (MMCs):

- ✓ Financial Services

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

AUDIT AND PERFORMANCE AUDIT COMMITTEE MEMBERS

Table 3: Audit and Performance Committee

Audit and Performance Committee	
Dr. Jane Masite	Chairperson
Mr Sidwell Mofokeng	Member
Ms. Sijabulile Makhathini	Member
Adv. Moshabi Putu	Member

RISK COMMITTEE

Table 4: Risk Committee

Name and Surname	Portfolio
Mr S Mofokeng	Chairperson
Adv M Mofokeng	Member
Mr T Marumo	Member
Mr S Tshabalala	Member
Mr M V Xuma	Member
Mr S Malimabe	Member
Ms K Gcwabe	Member
Mr M Dlamini	Member

MAYCO

Table 5: MAYCO

COUNCILLOR	PORTFOLIO
Cllr T R Thebe	Executive Mayor
Cllr MB Lebesa	MMC: Community Services
Cllr DJ Nhlapo	MMC: Infrastructure Planning
Cllr S Bohlale	MMC: Corporate and Legal Services
Cllr P Khumalo	MMC: Financial Services

Cllr P Khumalo	MMC: IDP & PMS
Cllr E Mofokeng	MMC: Public Safety, Transport and Protection Services
Cllr H Mdakane	MMC: Spatial Planning, Land Use Management, Human Settlements, and Traditional Affairs
Cllr MB Lebesa	MMC: Sports, Arts, Culture and Recreation
Cllr MB Lebesa	MMC: Special Programmes, Women, Children, and People with Disabilities
Cllr N Motaung	MMC: Water and Sanitation

1.3.6 IDP and Budget Steering Committee

The composition of the IDP and Budget Steering Committee is explained in Chapter 6 as part of the Public Participation Plan. This committee comprises of the following members:

Table 6: IDP and Budget Steering Committee

COUNCILLORS	OFFICIALS
Executive Mayor	Municipal Manager
MMC: IDP and Performance Management Systems	Municipal Manager / Manager IDP & PMS
MMC: Financial Services	Chief Financial Officer
MMC: Municipal Infrastructure	Director Municipal Infrastructure
MMC: LED, Tourism, SMMEs & Agriculture	Director LED, Tourism, SMMEs & Agriculture
MMC: Human Settlements, Spatial Development Planning & Traditional Leadership	Director Human Settlements, Spatial Development Planning & Traditional Leadership
MMC: Corporate Services	Director Corporate Services
MMC: Public Safety, Transport & Security	Director Public Safety, Transport & Security
MMC: Sports, Arts & Culture	Director Community Services, Sports, and Arts
MMC: Women, Children & People with Disability	Director Community Services, Sports and Arts
MMC: Community Services	Director Community Services, Sports and Arts
	Chief Risk Officer
	Manager Internal Audit

The terms of reference for the IDP and Budget Steering Committee includes to:

- co-ordinate and integrate the IDP and Budget Process,
- ensure that key deliverables are completed within the time frames,
- provide guidance and support to the process,
- co-ordinate departmental responsibilities within the local government,
- oversee the implementation of key aspects of the IDP formulation and revision process including the participation, communication and empowerment strategy as outlined in the Process Plan,
- refer IDP disputes for mediation and arbitration to the Council,
- provide terms of reference for the various planning activities,
- commission research studies,
- consider and comment on:
 - inputs from sub-committee/s and study teams
 - inputs from provincial sector departments and support providers
 - process, summarise and document outputs,
 - make content recommendations,
 - prepare, facilitate and document meetings,
 - consult and establish sub-committees for specific activities and outputs which should include additional persons outside the Steering Committee.

1.3.7 IDP REPRESENTATIVE FORUM

The IDP Representative Forum is the structure, which institutionalises and guarantees representative participation in the IDP Process. The composition of the IDP Representative Forum is explained in Chapter 5 of Municipal System Act No 32 of 2000 as part of the Public Participation Plan. The terms of reference for the IDP Representative Forum includes to:

- represent the interests of their constituents in the IDP Process,
- provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders including the Municipal Council,
- ensure communication between all the stakeholder representatives including the Municipal Council and
- monitor the performance of the planning and implementation process.

1.4 HEADS OF DEPARTMENTS AND OTHER KEY OFFICIALS

As the persons in charge for implementing the IDP of the Municipality, the officials will be fully involved in the planning process to:

- provide relevant technical, sector and financial information for analysis to determine
- priority issues,
- contribute technical expertise in the consideration and finalisation of strategies and identification of projects,
- provide departmental operational and capital budgetary information,
- be responsible for the preparation of project proposals, the integration of projects and sector programmes.

1.4.1 SENIOR MANAGEMENT

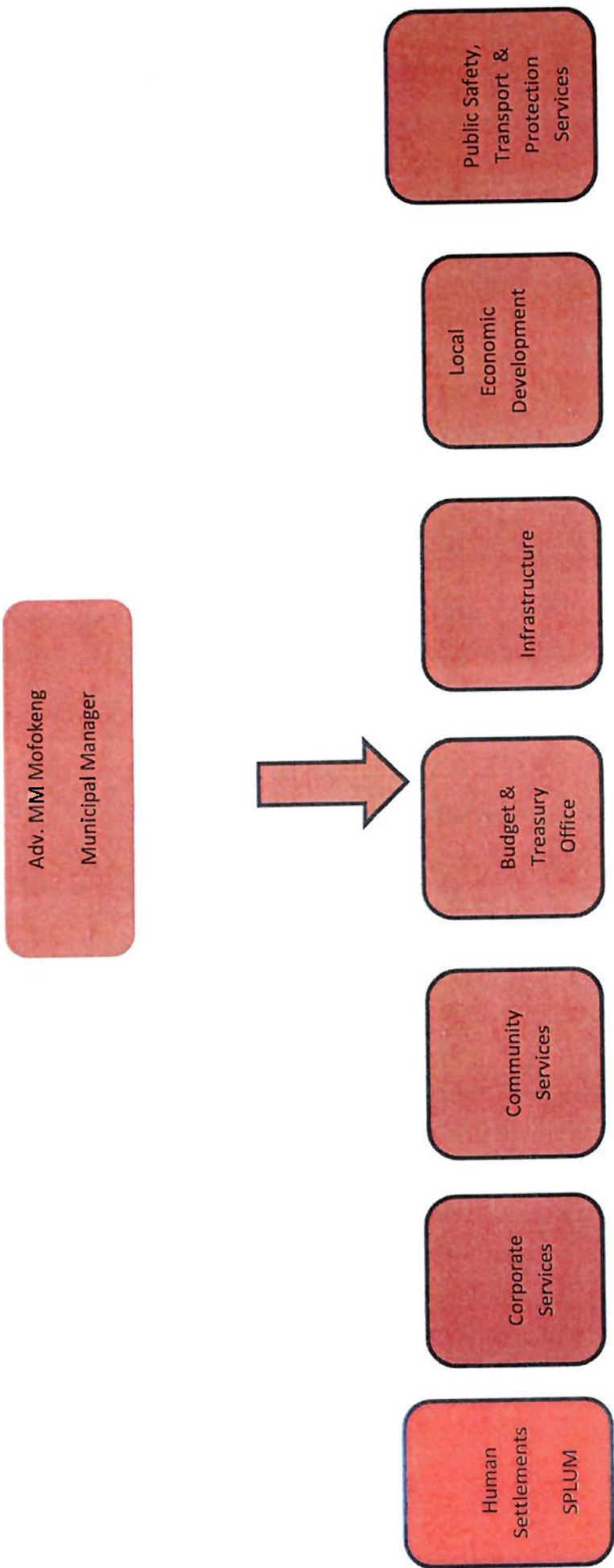


Figure 2: Senior Management

The code of conduct for the IDP Representative Forum will regulate the following issues:

- meeting schedule (frequency and attendance),
- agenda, facilitation and documentation of meetings,
- understanding by members of their role as representatives of their constituencies,
- feed back to constituents,
- Majority for approval.

1.5 INTEGRATED DEVELOPMENT PLAN AND THE BUDGET PROCESS

The Integrated Development Plan Review Process Plan and the Budget Process Timetable 2026/2027 was adopted by Council on 4th September 2025. The process plan enhances integration between the Integrated Development Plan and Budget, thereby ensuring the development of an Integrated Development Plan based Budget. The Integrated Development Plan and Budget Process Plan is as per the Municipal Finance Management Act, 56 of 2003, Circular 54.

It has been prepared in line with Integrated Development Process Plan for 2026/2027. Section 153 of the Constitution of the Republic of South Africa provides that a municipality must “structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community”.

This constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions. The Integrated Development Plan of a municipality is developed for a five-year period and is reviewed annually.

Section 25 of the Local Government: Municipal Systems Act, No. 32 of 2000 states that: “each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.

The Integrated Development Plan (IDP), as a municipality’s strategic plan, informs Municipal decision-making as well as all the business processes of the municipality. The IDP must inform the municipality’s financial and institutional planning and most importantly, the drafting of the Annual Budget.

This plan includes the following:

- ❑ A programme specifying the time frames for the different planning steps;
- ❑ Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- ❑ Clear roles and responsibilities for all
- ❑ An indication of the organizational arrangements for the Integrated Development Plan Review Process;
- ❑ Binding plans and planning requirements, i.e. policy and legislation; and
- ❑ Mechanisms and procedures for vertical and horizontal alignment

1.5.1 2026/2027 IDP AND BUDGET PROCESS PLAN

Legislative Background and Introduction

The Process Plan is an organized activity plan that outlines the process of development of the Integrated Development Plan, Budget and Performance Management and Development System. The review process plan outlines the manner in which the 2026-2027 Integrated Development Plan, Budget and Performance Management System process will be undertaken.

It has been prepared in line with the Thabo Mofutsanyana District Municipality Integrated Development Framework for 2026-2027. Section 153 of the Constitution of the Republic of South Africa provided that a municipality must structure and manage its administration and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community.

The constitutional provision illustrates the need for integrating the planning, budgeting, implementation and reporting processes of all public institutions. The Integrated Development Plan of a municipality is developed for a five-year plan and is reviewed annually.

Section 25 of the Local Government Municipal Systems Act No. 32 of 2000 states that "each municipal council must within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the development of the municipality.

The Integrated Development Plan (IDP), as a municipality's strategic plan, informs Municipal decision-making as well as all the business processes of the municipality. The IDP must inform

the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

This plan includes the following:

- A programme specifying the time frames for the different planning steps
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process.
- Clear roles and responsibilities for all
- An indication of the organizational arrangements for the Integrated Development Plan Review Process
- Binding plans and planning requirements i.e policy and legislation and
- Mechanisms and procedures for vertical and horizontal alignment

1.5.2 INTEGRATED DEVELOPMENT PLAN

Section 35 (1) (a) of the Local Government Municipal Systems Act 32 of 2000 (MSA) states that the IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in a municipal area.

As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council must:

- Link, integrate and coordinate plans and take into account proposals to for the development of the municipality
- Align the resources and capacity of the municipality with the implementation of the plan
- Form the policy framework and general basis on which annual budgets must be based on
- Complies with the provision of the MSA, with the particular reference to Chapter 5, and
- Be compatible with national and provincial plans and planning requirements binding on the municipality in terms of legislation

1.5.3 ADOPTION OF THE MUNICIPAL PROCESS PLAN

In terms of Section 28 of the Local Government Municipal Systems Act 32 of 2000:

- Each municipality Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan
- The municipality must through appropriate mechanisms, processes and procedures establish in terms of Chapter 4, consult the local community before adopting the process
- A municipality must give notice to the local community of particulars of the process it intends to follow

Process to be followed

In terms of Section 29 (1) of the Local Government Municipal Systems Act, 32 of 2000, the process to be followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must:

- (a) Be in accordance with a predetermined programme specifying time-frames for the different steps.
- (b) Through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for:
 - The local community to be consulted on its development needs and priorities
 - (i) The local community to participate in the drafting of the IDP, and
 - (ii) Organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP
- c) Provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation, and
- (d) Be consistent with and other matters that may be prescribed by regulation

Management of the drafting process

In terms of Section 30 of the Local Government Municipal Systems Act, 32 of 2000, the Executive Mayor must, in accordance with Section 29:

- (a) Manage the drafting of the municipality's IDP
- (b) Assign responsibilities in this regards to the Municipal Manager, and

(c) Submit the draft plan to the Municipal Council for adoption by the Council

1.6 SECTOR PLANS AND BINDING PLANS TO BE INCLUDED IN IDPs

Various Local Government legislation and regulations provide, among others, for the key sector plans that must be developed, approved, implemented by municipalities. Table A below reflects some of the key sector plans that are required.

Key Sector Plans

Table 7: Compulsory sector plans to be included in IDPs

NO	SECTOR PLANS	Status of inclusion
1	Spatial Development Framework	Included
2	Financial Plan	Available
3	Disaster Management Plan	Included the old as the new one is still In progress
4	Integrated Transport Plan	Not available
5	Housing Sector Plan Strategy/Human Settlement Sector Plan	Included
6	Environmental Management Plan	Included
7	Water Services Development Plan	Not included
8	Integrated Waste Management Plan	Included
9	Public Participation Strategy/Plan (Stakeholder Engagement Strategy/Plan	Included
10	Communication Strategy/Plan	Not available
11	Workplace Skills Development Plan	Included
12	Employment Equity Plan	Included
13	Human Resources Plan	Included though (In Progress)
14	Human Resource Development Strategy	Will be done once audit is completed
15	Performance management Framework and Policy	Included
16	Recruitment and Selection Strategy	Not available
17	Scarce Skills Attraction and Retention Strategy	Not available
18	Succession Plan	Will be available once audit is completed
19	Occupational Health and Safety Plan	Not available

20	Anticipation and Antifraud Strategy	Included
21	LED Strategy	Included
22	Comprehensive Infrastructure Plan	Not available
23	Delegations Framework	Not available
24	Disaster Management Plan	Included though (In progress)
25	Standing Rules and Orders of Council	Included

1.6.1 OTHER PLANS AND ISSUES TO BE CONSIDERED

In terms of Section 153 of the Constitution of the Republic of South Africa, 1996 municipalities must participate in national and provincial development programmes. Moreover, section 25 (1) (a) of the MSA states that an IDP adopted by the Municipality must be compatible with national and provincial development plans and planning requirements binding on the municipality. Thus, the following plans and issues must also be considered when drafting the municipal IDP.

- The National Development Plan
- New Growth Path
- National Spatial Development Perspective
- Medium Term Strategic Framework
- Provincial Strategic Framework
- Provincial Growth and Development Plan
- Mandate of Local Government
- Millennium Development Goals
- National and Provincial Service Delivery targets
- Municipal Turnaround Strategy
- Comments and inputs emanating from IDP processes
- Comments emanating from IDP engagement sessions
- Consideration of outcomes and inputs emanating from stakeholder engagements
- Amendments due to changing circumstances
- Need for general improvements of current processes and systems
- Resource re-allocation and prioritization
- Organizational development and its intricacies
- Alignment with National and Provincial frameworks and plans

- Review of the previous years' plans and lessons learnt
- Reviewed sector plans
- Council's strategic planning sessions
- National Key Performance Indicators
- Credible IDP Framework

Table below summarises some other matters must be considered during the reviewal of the IDPs

Table 8: Framework Guide for credible IDPs

Focus Area	Delivery Focus Area	Performance Definition
1. Service Delivery	Sanitation	What is the plan, in collaboration with the DM, to achieve the national targets on sanitation and needs of the area?
	Water	What is the plan, in collaboration with the DM, to achieve the national targets on water provision and management needs of the area?
	Electricity	What is the plan, in collaboration with the DM, to achieve the national targets on electricity provision and needs of the area?
	Refuse Removal	What is the plan, in collaboration with the DM, to achieve the national targets on waste removal and management needs of the area?
	Municipal Roads	What are in place to address access roads as well as existing roads maintenance?
	Infrastructure plans	Other bulk infrastructure plans for this year
	EPWP	Projects to be undertaken this financial year and number of job opportunities to be created

2. Institutional Arrangements	Human Resource Strategy	What is your Human Resource Management Strategy? Organogram, number of posts vacant, when do you expect to fill them, any gaps, etc.
	Skills Development Plan	Skills development and attraction strategy to address the delivery needs experienced by the municipality
	Performance Management System	How is the system aligned to the IDP delivery targets, plans to monitor the implementation of the SDBIP. Is performance management implemented with respect to all relevant officials
	Operations and Maintenance	What is the plan of maintaining existing infrastructure (i.e buildings)
3. Local Economic Development	Alignment (NSDP, PGDS)	What is your LED plan, elements of alignment to NSDP, PGDS, ASGI-SA projects (where relevant)?
	DM/LM interface	What contribution do we make to the Provincial and National growth and/or vice versa? Local LED contribution to the District economic growth.
	Special groups	Does the LED and the empowerment plans empower the local economy with women, youth and the disabled to participate in the economy?
	1 st and 2 nd Economies	Plans to ensure economic linkages and benefit between the local first and second economies. Specific second economy plans and possible number of beneficiary households.
4. Financial Management and	Submission of FS	Are the Financial Statements timeously (two months after end of financial year)

Corporate Governance (Compliance with MFMA and MSA)		submitted to the office of the Auditor General?
	Funding Plan	To ensure the municipality's ability to meet its financial commitments and obligations to provide sustainable basic services
	Audits	Have the observations of the AG been acted upon in terms of corrective governance procedures and approaches on (a) The financial audit (b) The performance audit
	Financial Plan (MSAs 26)	Is there a financial plan that includes a budget projection for at least three years?
	Budget	Does the compilation and management of the budget comply with the provisions of the MFMA: sections 16-26? Are there measurable performance objectives for each vote in the budget, taking into account IDP?
	Duties of office bearers budget (Mayor, MFMA sections 21-23 and 52 and 54)	Has the Mayor his or her budget duties coordinated the processed, tabled a schedule 10 months before start of financial year and consulted with relevant stakeholders? Has the MM undertaken his or her reporting and administrative duties re the Act?
	Section 68-72	Is the budget timetable adhered to (July to June)
	Service Delivery and Budget Implementation Plan	The SDBIP is a tool approved by the Mayor to manage, implement and continuously monitor delivery of

(SDBIP) (MFMA: Section 33)	services, spending of budget allocations, performance of senior management and achievement of the strategic objectives set by the Council. Is this plan operative?
SDBIP: Political and executive accountabilities	Has a Section 53 document been adopted by Council and are systems in place for effective strategic management?
Division of Revenue DORA Equitable Share Schedule 2 and 3 MIG (infrastructure transfers) Schedule 4B Capacity building Section 14	Municipalities need to demonstrate financial planning aligned to DORA (ES, MIG, Transfers for capacity-building) and have plans to both manage revenue shortfalls and enhance revenue collection.
Revenue Management MFMA: s 61, MSA: s 95)	Check that the accounting officer is taking all reasonable steps to comply with legal requirements.
Project Consolidate interventions	Is the role of CDWs articulated and incorporated into the IDP? Check budget for skills and capacity development projects
Community participation – budget (MFMA Section 22-23)	Has the draft budget been made public and a meeting held with the community to ascertain development priorities? Are these priorities incorporated into the IDP?
Anti-corruption	Does the IDP convey a discernible commitment to clean and accountable governance and evidence of investigative action in cases of malpractice?

5. Governance	Public Participation	Check compliance with MSA Have appropriate mechanisms, processes and procedures been put in place to enable the community to participate in the affairs of the municipality? E.g Public meetings, availability of IDP to community, involvement of community in development, implementation and review of the municipality's performance management system, Were community involved in setting of appropriate key performance indicators and targets for the municipality? Are these initiatives reflected in the IDP?
	Code of Conduct for Councillors and municipal staff members (Sections 1 and 2 MSA)	Have all staff members signed the Code of Conduct? Are there provisions of these sections adhered to the general conduct duties disclosure?
	Ward Committees	Total number of Ward Committees established as per the number of demarcated municipal wards Are Ward Committee functional, do they comply with Terms of Reference of establishment? Does the IDP report on their contribution to development in the municipality
	Communication	Is the municipality complying with MSA (S21) directives regarding communication to the local community?

		E.g Official website should be established (if affordable, if not via an intergovernmental arrangement) Website or public, place must contain documents to be made public in terms of the MPFM and MSA. Are there indications of a positive interface between council, ward committee and community? Does the IDP demonstrate a commitment to communication?
6. Intergovernmental relations	Cooperative governance	MSA 53 defines how local government must develop cooperative approaches to governing, resource share and solve disputes and problems within context of IGR. Are these principles discernible in the IDP?
	Establishment of IGR Forums: Provincial – Premier's Forum Interprovincial forums, Local: District forums, Inter-municipality forums)	The IGR Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between a0. Provinces and local government, and b) district and local municipalities. Is the IDP benefiting from intergovernmental dialogue?
	Role of IGR Forums to promote service delivery	The forum must meet at least once a year with service providers and other role players concerned with development in the district, to coordinate effective provision of services and planning in the district. Does IDP reflect engagement with forums?

	Reporting and sector involvement in planning	The Premier of a province must report to PCC on the implementation of national policy and legislation within the province. The role of sectors in local delivery must be clearly articulated Is the IDP aligned to these obligations?
	Assignment of Powers and functions	Do appropriate intergovernmental agreements facilitate effective management of assignments within the municipality?
7. Spatial Development	Sustainable Human Settlements	Check that municipalities are familiar with Housing Department policy on SHS and implications of new accreditation framework. Municipalities need to be working inter-governmentally to sustain joint planning in land access, economic and labour profiling, infrastructure delivery and provision of services
	National Spatial Development Perspective (NSDP)	The updated NSDP is being communicated to provinces and municipalities between February and April. Ensure principles are understood and there are management plans to ensure these are incorporated into joint planning initiatives aligned to the NSDP economic and social profile for the province/region.
	Provincial Growth and Development Strategy (PGDS)	New Guidelines are available for provinces and municipalities to structure their planning aligned to regional profiles and in spirit of economic and resource cooperation.

	Economic profile	Has the NSDP overview been extrapolated and integrated into local economic development initiatives based on local and regional economic realities?
	Geographic Profile	Are studies undertaken to understand environment and geographic characteristics of the region and the implications for economic spatial choices?
	Demographic Profile	Have the demographics of the region in terms of household size, poverty statistics, migration, labour preferences, birth and death rates been factored into the spatial strategy of the municipality?
8.Community Safety and Social Developmemt	• Community Safety and Crime Prevention • Disaster Risk Management • Traffic and Road Safety • Fire and Emergency Services • Social Development and Welfare • Youth, Women, Children, Older Persons and Disability Development • Public Health and Substance Abuse Prevention • Community Participation and Social Cohesion • Victim Empowerment and Vulnerable Groups Support • Community Facilities and Recreation Services	Health services, Sports, Arts, Culture, Social Cohesion, disaster management and public safety

	Stakeholder Coordination and Awareness Programmes	
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1.7 SCHEDULE OF KEY DEADLINE

The National Treasury Department provides guidance of the key deadlines and activities for the IDP-Budget process applicable to municipalities as per Municipal Systems Act of 2000 and Municipal Finance Management Act of 2003 as indicated in the table C below.

Table 9: Time Schedule key deadlines and activities

Mayor to Table in Council 10 Months Prior to Start of Budget Year		
Month	Mayor and Council / Entity Board	Administration and Entity
July	Mayor begins planning for next three-year's in accordance with co-ordination role of budget process MFMA s53 Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist	Accounting officers and senior officials of municipality and entities begin planning for three-years budget. MFMA s68, 77 Accounting officers and Senior officials of municipality and entities review options and contracts for service delivery MSA s76-81
August	Mayor tables in Council a time schedule key deadlines for preparing, tabling and approving the budget: reviewing the IDP as per Section 34 of MSA and budget related policies and consultation process at least 10 months before the start of the budget year MFMA s21,22, 23	

	MSA s34, Chapter 4 as amended Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budget including review of provincial and national government sector and strategic plans.	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations and departments for the next financial year after taking into account strategic objective. Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)
October		Accounting Officer does (initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s35, 36, 42 MTBOS
November		Accounting Officer reviews and drafts initial changes to IDP MSA s34
December	Council finalises tariff (rates and service charges) policies for next financial year MSA s74, 75	Accounting Officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous

		year's performance as per audited financial statements MFMA s36
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year. MFMA s87 (1)	Accounting Officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed and provincial allocations for three years must be available 20 January)
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity MFMA s87 (2)	Accounting Officer finalises and submits to Mayor proposed budget and plans for three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous year audited financial statements and annual report. Accounting Officer notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s37 (2)
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22 nd of the month MFMA s87 (2) Mayor tables municipality budget, budget of entities, resolutions, plans,	Accounting Officer publishes tabled budget, plans and proposed revisions to IDP, invites local community comment and submits MFMA s22, 37, MSA Chapter 4 as amended

	and proposed revisions to IDP at least 90 days before start of budget year MFMA s16,22,23,87, MSA s 34	Accounting Officer reviews any changes in prices for bulk resources as communicated by 15 March MFMA s42
April	Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity, etc.	Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year.
May	Public hearings on the budget, and council debate. Council consider views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. MFMA s23, 24, MSA Chapter 4 as amended Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality. MFMA s97	Accounting Officer assists the Mayor in preparing the final documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information for material nature.
June	Council must approve annual budget by resolution, setting taxes and tariffs,	Accounting Officer submits to the Mayor no later than 14 days

	approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year. MFMA s16, 24, 26, 53 Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for Local Government and makes public within 14 days after approval. MFMA s52, MSA s38-45, 57(2) Council must finalise a system of delegations MFMA s59, 79, 82, MSA s 59-65	after approval of budget a draft of the SDBIP and annual performance agreement required by S57 (1) (b) of MSA. MFMA s69, MSA s 57 Accounting officers of municipalities and entities publishes adopted budget and plans. MFMA s75, 87
Abbreviations: IDP – Integrated Development Plan, MFMA – Local Government Municipal Finance Management Act, No. 56 of 2003, MSA 2000 as amended – Municipal Systems Act, of 2000, MTBPS – National Treasury annual publication, Medium Term Budget and Policy Statement, NT – National Treasury, PT – Provincial Treasury		

1.8 Drafting and Adoption of Municipal Budget

The drafting of the municipal budget is regulated in terms of the Local Government Municipal Finance Management Act of 2003 (MFMA), Section 21(1) of the MFMA which states that the Mayor of a municipality must:

- (a) Co-ordinate the processes for preparing the annual and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.
- (b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:
 - (i) The preparation, tabling and approval of the annual budget
 - (ii) The annual review of:
 - (aa) the IDP in terms of section 34 of the Municipal Systems Act, and the budget related policies
 - (iii) The tabling and adoption of any amendments to the IDP and the budget-related policies, and
 - (iv) Any consultative process forming part of the processes referred to in (i), (ii) and (iii) above.

In order for the municipal council to adopt the budget of the municipality, the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year in terms of Section 16(2) of the MFMA, which annual budget must be approved by Council, in terms of Section 16(1) of the same Act, before the start of financial year.

1.9 IMPLEMENTATION OF MANAGEMENT AND MONITORING

Chapter 6 of the MSA requires municipalities to develop and implement performance management systems. A municipality's performance management system entails a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players. A performance management system must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan. The system further provides municipality with a mechanism of early warning for under-performance and promotes accountability and good governance.

In order to implement the identified performance objectives and targets the budget, S53 of the MFMA requires that the Mayor approves the municipality's Service Delivery Implementation Plan (SDBIP) within 28 days after the approval of the budget. The implementation of the SDBIP must be linked to the performance agreement that must be concluded in terms of the Municipal Manager and managers reporting to him, in terms of S57 of MSA. In order to continually review municipal performance.

In terms of Local Government Municipal Planning and Performance Management Regulations of 2001 a municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it.

The mechanisms, systems and processes for monitoring and must:

- Provide for reporting to the municipal council at least twice a year.
- Be designed in a manner that enables the municipality to detect early indicators of under-performance and
- Provide for corrective measures where under-performance has been identified

A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. In order to fully execute the function of auditing performance, S14(2)(a) of the Regulations require that a municipality must annually appoint and budget for a performance audit committee.

1.10 Programme and Time Frames

Below is a table of the Programme that summarizes the overall time frames for various phases and highlights some of the key events and activities.

Table 10: Programmes and Time Frames

PHASES	PERIOD	KEY EVENTS/ACTIVITIES	POSSIBLE DATE
Preparation	July 2026 – Aug 2026	• Prepare Process Plan	July 2026
		• Review of previous year's IDP/Budget process MTEF included	July 2026

		Attend 1st District IDP Rep Forum	August 2026
		Tabling of the 2027-2028 Draft Process Plan to IDP Steering Committee/technical committee for comments and inputs	August 2026
		Presentation and submission of draft Process Plan to MAYCO for noting	August 2026
		Publicize the 2027/2028 IDP/Budget Process Plan before tabling to Council and calling for community reviews	August 2026
		Tabling of the Final 2027-2028 IDP/Budget Process Plan to Municipal Council for adoption	August 2026
		Publicize the adopted 2027/2028 IDP/Budget Process Plan after tabling to Council	August 2026
		Submit 2025/2026 cumulative Annual Performance Report to AG & Council Structures	August 2026
		Submit AFS (Annual Financial Statements) for 2025/2026 to AG	August 2026
Monitoring, Evaluation & Updated Analysis	Aug 2026-Nov 2026	Publicize the adopted Process Plan and calling for communities to register on municipal database	September 2026
		Submit July MFMA s71 report to Mayor and Treasuries	14 August 2026

		• July Budget Funding Plan progress reporting	14 August 2026
		• July Eskom debt relief monitoring plan	14 August 2026
		• Submit August MFMA s71 report to Mayor and Treasuries	13 August 2026
		• August Budget Funding Plan progress	13 August 2026
		• August Eskom debt relief monitoring plan	13 August 2026
		• 1 st IDP & Budget Rep Forum	September 2026
		• IDP & Budget Technical/Steering Committee	September 2026
		• 1 st District Planning Forum	TBA
		• 1 st PMS Steering Committee Meeting	September 2026
		• Attend 2 nd District IDP Rep Forum	Oct – Dec 2026
		• Ward Surveys	Sept. – Dec 2026
		• NERSA engagements – bulk services pricing	10 October 2026
		• Submit September MFMA s71 report to Mayor and Treasuries	14 October 2026
		• September Budget Funding Plan Progress reporting	14 October 2026
		• September Eskom debt relief monitoring plan	14 October 2026
		• Submit 1 st quarter MFMA s52(d), s66 and s11(4)(a) reports to Council	31 October 2026
		• 1 st quarter Budget Funding Plan reporting to Council	31 October 2026
		• 2 nd IDP & Budget Rep Forum	November 2026

Objectives, Strategies, Projects & Programmes	Nov 2025 – Jan 2026	• IDP & Budget Technical/Steering Committee	December 2026
		• Submit October s71 report to Mayor and Treasuries	14 December 2026
		• October Budget Funding Plan progress reporting	14 December 2026
		• October Eskom debt relief monitoring plan	14 December 2026
		• Submit November MFMA s71 report to Mayor and Treasuries	14 December 2026
		• November Budget Funding Plan progress reporting	13 December 2026
		• November Eskom debt relief monitoring plan	13 December 2026
		• 2 nd District Planning Forum	Oct - December 2025
		• 2 nd PMS Steering Committee Meeting	Nov/Dec 2026
Consolidate IDP Approval	Jan 2026 – April 2026	• Review budget performance and prepare for adjustment	Jan-April 2027
		• Table 2025/2026 Annual Report to MPAC and Council	January 2027
		• Submit December MFMA s71 report to Mayor and Treasuries	15 January 2027
		• December Budget Funding Plan progress reporting	15 January 2027
		• December Eskom debt relief monitoring plan	15 January 2027
		• Submit Mid-year Budget and Performance Reports to Treasury	25 January 2027
		• Submit Mid-Year Budget and Performance Report to Council	31 January 2027

		• Submit 2nd quarter MFMA s52(d) s66 and s11(4)a reports to Council	31 January 2027
		• 2nd quarter Budget Funding Plan reporting to Council	31 January 2027
		• 2nd District Planning Forum	January 2027
		• Submit Annual Report to AG, Provincial Treasury and FS CoGTA	January 2027
		• Publish Annual Report and place it on municipal website	January 2027
		• Prepare Oversight Report for the 2025/26 financial year	January 2027
		• Submit January MFMA s71 report to Mayor and Treasuries	14 February 2027
		• January Budget Funding Plan progress reporting	14 February 2027
		• January Eskom debt relief monitoring plan	14 February 2027
		• Mayoral Strategic Planning Session	February 2027
		• Mid-Year Budget and Performance Engagements/ Assessments with PT	February 2027
		• IDP consultation with community and other stakeholder for review of strategic objectives and priorities	15 February 2027 – 5 March 2027
		• Submit Adjustment Budget to Council	Feb –Mar 2026
		• 3rd District Planning Forum	By 28 February 2027

		• 3rd IDP & Budget Rep Forum	TBA
		• Attend 3rd District Rep Forum	February 2027
		• 3rd IDP & Budget Technical/Steering Committee	March 2027
		• Finalisation of the 2026/2027 Budget Related Policies	14 March 2027
		• Submit February MFMA s71 report to Mayor and Treasuries	14 March 2027
		• February Budget Funding Plan progress reporting	14 March 2027
		• February Eskom debt relief monitoring plan	14 March 2027
		• Council approve draft IDP & Budget	By 31 March 2027
		• Submit the Draft IDP & Budget to the National Treasury and the relevant Provincial Treasury in electronic formats immediately after approval by the municipal council	April 2027
		• Advertise for comments and public participation	Within 14 days after the approval by Council April 2027
		• 3rd PMS Steering Committee Meeting	April 2027
		• Submit the Draft IDP & Budget to MEC for Local Government and National & Provincial Treasury for commenting	Within 14 days after the approval by Council April 2027
		• 2026/2027 Municipal Budget and Benchmark Engagements with Provincial Treasury	April 2027

		• Submit March MFMA s71 report to Mayor and Treasuries	15 April 2027
		• March Budget Funding Plan progress reporting	15 April 2027
		• March Eskom debt relief monitoring plan	15 April 2027
		• Public Consultation (Mayoral Outreach)	April 2027
	April 2027 - June 2027	• Public Consultation on Draft IDP Budget	April 2027
		• 4th District Planning Forum	TBA
		• Submit 3rd quarter MFMA s52(d), s66 and s11(4)a reports to Council	28 April 2027
		• 3rd quarter Budget Funding Plan reporting to Council	28 April 2027
		• 4th IDP & Budget Technical/Steering Committee	May 2027
		• Submit April MFMA s71 report to Mayor and Treasuries	15 May 2027
		• April Budget Funding Plan progress reporting	15 May 2027
		• April Eskom debt relief monitoring plan	15 May 2027
		• 4th IDP & Budget Rep Forum	May 2027
		• Final IDP & Budget submitted to Council for adoption	May/June 2027
		• Submit the IDP and Budget to MEC for Local Government and to National & Provincial Treasury for commenting	Within 14 days after the approval by Council June 2027
		• Submit May MFMA s71 report to Mayor and Treasuries	13 June 2027

		• May Budget Funding Plan progress reporting	13 June 2027
		• May Eskom debt relief monitoring Plan	13 June 2027
		• Submit the IDP and Budget to MEC for Local Government and to National & Provincial Treasury for commenting - Submit the final	Within 14 days after the approval by Council June 2027
		• Develop Final SDBIP	Immediately after the approval of the budget
		• MM to submit SDBIP to the Executive Mayor	Within 21 days after the approval by Council June 2027
		• Executive Mayor to review and finalize SDBIP and MM and directors performance agreements	Within 28 days after the approval by Council June 2027
		• Submit the SDBIP to Provincial Treasury	Within 10 days after approval of the SDBIP by the Executive Mayor
		• Submit MM and directors signed performance agreements to MEC for Local Government	Within 10 days after the approval of the SDBIP by the Executive Mayor, by 31 July 2027
		• Submit June MFMA s71 report to Mayor and Treasuries	14 July 2027
		• June Budget Funding Plan progress reporting	14 July 2027

		June Eskom debt relief monitoring plan	14 July 2027
		Submit 4th quarter MFMA s52(d), s66 and s11(4)a reports to Council	31 July 2027
		4th quarter Budget Funding Plan reporting to Council	31 July 2027

1.11 PROCESS ACTION PLAN

Table 11: IDP Process Action Plan:

NO	ACTIVITY	PURPOSE	RESPONSIBILITY
01	Conduct Process Plan consultative sessions	Reach consensus with stakeholders	IDP Manager
02	Adopt IDP Process Plan	Guide the planning, drafting, adopting and review of the IDP and Budget Establish committees and consultation forums for the IDP and Budget process	Council
03	Establish service delivery and development status quo	Define and confirm community priority issues	Executive Mayor
04	Determine objectives and strategies	Outline the direction and development trajectory of the municipality and outline how to get there	Council
05	Compile SDBIP	Concretise expected service delivery targets	Municipal Manager

		with a view of informing the draft budget	
06	Finalize Draft Budget related policies for next financial year	Guide Budget	Budget and Treasury Office
07	Table draft Budget and draft IDP	Consolidate plans for delivery of services and attainment of the development trajectory of the municipality	Executive Mayor
08	Submit draft SDBIP & evidence framework to auditors for SMARTNESS	Ensure SMARTNESS OF INDICATORS	Municipal Manager/ IDP Manager
09	Advertise and publish draft IDP and Budget for public comment and submit to National and Provincial Treasury and others as prescribed. Advertise draft tariffs	Facilitate community and stakeholder participation and consultation into the Draft IDP and budget	Municipal Manager/ IDP Manager
10	Approve Final Budget and IDP including tariffs, policies and performance indicators and targets	To ensure implementation of community service delivery needs and development aspirations	Council
11	Advertise final IDP, Budget and tariffs	Inform communities of the allocation of resources and implementation of their targets	Municipal Manager

12	Submission of final SDBIP within 28 days of approval of budget	Set a budget and IDP implementation plan with clear targets	Executive Mayor
13	Submission of final SDBIP & evidence framework to auditors for SMARTNESS	Ensure SMARTNESS of indicators	Municipal Manager/ IDP Manager
14	Advertise approved SDBIP and submit to Province	Inform communities and stakeholders of the approved service delivery implementation plan	Municipal Manager/ IDP Manager
15	Approve and submit performance agreements of S57 Managers to the Mayor and the MEC for Local Government in Province	Inform Mayor and Provincial Government of the contents of the performance agreements of S57 Managers	Municipal Manager/ IDP Manager

1.12 SCHEDULE OF MEETINGS

Table below provides a schedule of key dates for the various structures within the municipality and the District level

Table 12: Schedule of Meetings

Activity	MAP Date	RMDM Date	Timeframe/Milestone	Purpose
IDP and Budget Representative Forum	September 2026	TBC	Meeting 1	Discuss service delivery status quo
	November 2026	TBC	Meeting 2	Discuss priorities, objectives and project proposals
	February 2027	TBC	Meeting 3	Discuss strategies and draft projects

	May 2027	TBC	Meeting 4	Consolidate final projects
		TBC	All meetings	Stakeholders to present implementation progress reports of their projects/programmes in all meetings

1.13 INVOLVEMENT OF TRADITIONAL LEADERSHIP

Section 82 of the Local Government Municipal Structures Act states that Traditional authorities may participate in council matters through their leaders and those traditional leaders must be allowed to attend and participate in any meeting of the council. The act further stipulates that the Council should give traditional authorities a chance to express their views if the matter in question directly affect the area of a traditional authority. It is therefore of vital importance that they continue to contribute in enhancing community participation in council matters and in government at large.

1.14 ALIGNMENT BETWEEN THE DISTRICT AND LOCAL MUNICIPALITIES

Alignment is the instrument that synthesises and integrates the top-down and the bottom-up planning process between different spheres of government. Not only is alignment between the District and the Local Municipalities important, but also between the Local Municipalities within the jurisdiction of the District Municipality. The alignment procedures and mechanisms should be incorporated in the process plans of Municipalities, while the responsibility for alignment rests with the District Municipalities.

The Manager IDP of the municipality is responsible for ensuring smooth coordination of local municipal IDP reviews and their alignment with the districts IDP compilation through the use of workshops/engagements and bilateral discussions with affected sector departments or

municipalities. The Inter-Governmental Forum will also be used to ensure that beneficial alignment of programmes and projects occur.

1.15 ROLES AND RESPONSIBILITIES BETWEEN THE THREE SPHERES OF GOVERNMENT

Table below summarize the distribution of roles and responsibilities between the spheres of government. All roles are outlined:

Table 13: Distribution of roles and responsibilities

Local Government Stakeholders		
District	Local Municipality	Provincial Government
- Ensuring vertical alignment between district and local planning - Facilitation of vertical alignment of IDPs with other spheres of government and sector departments - Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists. - Determine district scale issues, problems,	- Prepare, decide on and adopt Process Plan - Ensuring that all relevant actors are appropriately involved - Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied - Ensuring that the planning events are undertaken in accordance with the time schedule - Adopt and approve the IDP4	- Ensuring horizontal alignment of the IDPs of the district municipalities within the province - Ensuring vertical/sector alignment between provincial sector departments strategic plans and the IDP process at local/district level by: - Guiding the provincial sector departments - Participation in and their required contribution to the municipal planning process, and

potentials and priorities • Ensuring that all relevant actors are appropriately involved. • Ensuring that appropriate mechanisms and procedures for public consultation and participation are applied • Ensuring that the planning events are undertaken in accordance with the time schedule • Adopt and approve the IDP • Adjust the IDP in accordance with the MEC to Local Government's proposal • Ensure that the annual budget processes are undertaken.	• Adjust the IDP in accordance with the MEC for Local Government's proposal • Ensure that the annual budget processes are undertaken	- Guiding them in assessing draft IDPs and aligning their sectoral programmes and budgets with IDPS • Assist municipalities in the IDP drafting process where required and Monitoring the progress of IDP processes • Organise IDP – related training where required • Co-ordinate and manage the MEC's assessment of adopted IDPs • Contribute relevant departments' plans, programmes, budgets, objectives, strategies and projects in a concise and accessible manner • Contribute sector expertise and technical
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		knowledge to the formulation of municipal strategies and projects
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1.16 ORGANISATIONAL ARRANGEMENTS

The IDP preparation process requires an extensive consultation and participation of communities, all role-players and key stakeholders of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, is existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms.

Table presents the institutional composition and terms of reference aspects.

Table 14: Institutional Composition

STRUCTURE	MEMBERS	TERMS OF REFERENCE
Council	All Municipal Council Members	• Prepare, decide on and adopt the IDP Review Process Plan • Ensure participation of stakeholders • Develop procedures for participation and consultation • Ensure that the IDP Review is in line with all the Sector Plan requirements • Verify the alignment of the reviewed IDP

		report with the District framework • Approve and adopt the reviewed IDP
Speaker	Office of the Speaker	• Coordination of the community public participation • Mobilize the involvement of all stakeholders in the IDP Process • Coordinate the involvement of Councillors, CDWs • Ward Committees to participate in the IDP Program
Councillors	All Councillors	• Play a leading role in the IDP process • Represents their constituency's needs and aspirations • Mobilize community to participate in the IDP Process
Ward Committees	All members of Ward Committees	• Identify the critical issues facing its area • Provide a mechanism for discussion, negotiation and

			decision-making between the stakeholders including municipal government • Form a structure linking between the IDP Representative Form and the Community of each area and • Monitor the performance of the planning and implementation process concerning its area
Community (CDWs)	Workers	All CDWs	• Assist communities with their needs and with the necessary information on what government is doing • Provide information regarding the government work taking place in communities. They remain accountable to Councillors • Link the communities with

		government services and relay community concerns and problems back to government structure • Improve government-community networks
Performance Audit Committee	Members of the Performance Audit Committee	• Review the process followed in drafting the IDP • Review the implementation of IDP • Review the municipality's performance in relation to the KPIs and the targets of the municipality • Assess/evaluate performance of section 56 employees in relation to IDPs report to the Audit Committee and Council on the results of the above-mentioned responsibilities

		• Play advisory role to Municipal Council Accountg Officer, and Senior Management on effective governance process and compliance with any applicable legislation (MFMA Act no. 56 of 2003 Section 166) • Oversee good governance practices within municipality including control environment and risk management systems • Oversee workings of Internal and External auditors and evaluate their independence • Review as to whether the five year rolling Strategic Audit objectives are aligned to the IDP objectives
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MAYCO/Senior Management		• Decide on the process plan for review • Oversee the overall co-ordination, monitoring, management of the review process • Identify internal officials and councillors for different roles and responsibilities during the review process
Internal Audit		• The internal Audit must advise the Accounting Officer and report to the Audit Committee on the matters relating to performance management
Municipal Manager	Municipal Manager	• Overall Accounting Officer • Delegate roles and responsibilities for officials in the IDP Review Process • Responds to public, district and

		provinces on the outcome and process of the review • Ensure vertical and cross municipal co-ordination of the review
Senior Managers	Members of the Senior Management Team	• Co-operate and participate fully in the IDP Review Process • Provide relevant departmental info budgets in the review process • Helps in the review of implementation strategies during review. Assist the Strategic Director and Municipal Manager in preparing detailed project implementation scorecards for project evaluation process.
IDP & Budget Steering Committee	Chair: Executive Mayor Composition: All MAYCO members Municipal Manager, All Directors and Managers	• Provide ToR for various planning activities • Commissions research studies

	Secretariat: BTO	• Considers and comments on • Inputs from sub-committee study teams and Service providers • Inputs from national and provincial departments and support providers • Processes, summarises and documents inputs • Makes content recommendations • Prepares, facilitates and documents meetings
Finance Sub-Committee	Chair: CFO Secretariat: Manager Budget	• Consider budget proposals
IDP & Budget Rep Forum	Chair: Executive Mayor Secretariat: IDP Unit Composition: All Councillors HODs and Managers 2 Reps from Ward Committees All CDWs 1 Rep Stakeholder rep of organized groups	• Represents interests of their constituencies in the IDP Processes • Provide an organizational mechanism for discussion, negotiation and decision making

	2 Reps from Traditional Leaders 2 Reps from Community representatives 2 Reps from Advocates for unorganized groups	between stakeholders including the municipal government • Monitor performance of the planning and implementation processes • Participate in the process of setting up and monitoring KPIs
IDP Manager	IDP Unit	• Responsible for preparing the Process Plan • Responsible for the day-to-day management of the planning process
IDP & Budget Technical Committee	Chair: Municipal Manager Secretariat: BTO Composition: All Directors, Managers and officials reporting directly to the HODs	• Must provide relevant technical, sector and financial information for analysis for determining priority issues • Must contribute technical expertise in the consideration and finalization of strategies and

		identification of projects • Must provide departmental operational and capital budgetary information • Must be responsible for the preparation of project proposals, the integration of projects and sector programmes • Must be responsible for preparing amendments to the draft IDP for submission to Municipal Council for approval
Audit Steering Committee	Members of the Audit Steering Committee	• To provide expert advice to management and council on all key performance areas and matters of compliance

Conclusion

The Process Plan was compiled in terms of Section 28 of the Local Government Municipal Systems Act, 32 of 2000 and therefore the provisions of the document shall be followed by the municipality in the compilation of its 2026/2027 Process Plans and ultimately the

compilation and adoption of the 2026/2027 Integrated Development Plan and Budget.

1.17 THE INTEGRATED DEVELOPMENT PLAN

Section 35 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 (MSA) states that the IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in a municipal area.

As stipulated in Section 25 of the MSA, an IDP adopted by a municipal council must:

- ☐ Link, integrate and coordinate plans and take into account proposals for the development of the municipality.
- ☐ Align the resources and capacity of the municipality with the implementation of the plan;
- ☐ Form the policy framework and general basis on which annual budgets must be based;
- ☐ Complies with the provisions of the MSA, with the particular reference to Chapter 5; and
- ☐ Be compatible with national and provincial plans and planning requirements binding on the municipality in terms of legislation.

Adoption of the Municipal Process Plan

In terms of Section 28 of the Local Government: Municipal Systems Act, 32 of 2000:

- (1) each municipality Council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan;
- (2) the municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process;
- (3) a municipality must give notice to the local community of particulars of the process it intends to follow.

Process to be followed

In terms of Section 29 (1) of the Local Government: Municipal Systems Act, 32 of 2000, the process to be followed by a municipality to draft its IDP, including its consideration and adoption of the draft plan, must:-

- (a) be in accordance with a predetermined programme specifying time-frames for the different steps;
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for:-
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the IDP; and
 - (iii) organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP;
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- (d) Be consistent with any other matters that may be prescribed by regulation

Management of the drafting process

In terms of Section 30 of the Local Government: Municipal Systems Act, 32 of 2000, the Executive Mayor must, in accordance with section 29:-

- (a) manage the drafting of the municipality's IDP;
- (b) assign responsibilities in this regards to the Municipal Manager; and
- (c) submit the draft plan to the Municipal Council for adoption by the Council.

Legal Framework

The establishment of Local Government is entrenched in Chapter 7 of the Constitution of the Republic of South Africa (Act, 108 of 1996). This provides for various Constitutional roles that municipalities across the country are mandated to fulfil in terms of their functions, roles, and objectives to their local communities. Thus, Section 152 (1) provides the objects of local government as follows:

- To provide a democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;

- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

To realise the above, the Municipal Systems Act (No. 32 of 2000) (MSA) was developed. Chapter 5 of the MSA denotes that a municipality must undertake developmentally orientated planning, in the form of IDP, to ensure that it achieves the objectives of the local government as set out in the Constitution. This planning tool must further give effect to the developmental duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA, each municipal council must, after the start of its elected term, adopt a single, inclusive, and strategic planning (IDP) for the development of the municipality. This must also link, integrate and co-ordinate plans and consider proposals for the development of the municipality, which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements. Further Section 34 of the MSA provides for the annual review of this plan to give relevance and proper management and implementation of it in accordance with the assessment of its performance, the extent that changing circumstances so demand, and this review be done in accordance with a prescribed process.

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

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

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

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

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

The MSA also outlines duties to be performed by political office-bearers, municipal officials, and the community. It converses on matters of human resources and public administration, whilst prescribing community participation throughout, in support of a system of participatory government. The MSA also provides for the discharge of certain functions and powers by political representatives in municipalities and for the establishment of entities by municipalities to bring about effective and efficient service delivery.

In terms of the MSA, municipalities must ensure that performance objectives and indicators are set for the municipal entities under their control and that these form part of their multi-year business planning and budgeting, in line with the Municipal Finance Management Act.

Disaster Management Act, No 57 of 2002

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

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

The MFMA seeks to ensure sound and sustainable financial management within South African municipalities. Section 21 of the Act makes provision for alignment between the Integrated Development Plan and the municipal budget. The Service Delivery and Budget Implementation

Plan is an annual contract between the Municipality's administration, Council, and the community, which ensures that the Integrated Development Plan and the Budget are aligned. The Act makes provision for quarterly and annual financial and non-financial performance assessments and reporting by municipalities and the entities under their control.

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

1.18 COOPERATIVE GOVERNANCE

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

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

National Development Plan 2030

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

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

The NDP has the following objectives:

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

Table 15: Priority Programs

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

Government Priorities

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

Table 16: Government Priorities

Priorities Number	Objective
1	Building a capable ethical and developmental state
2	Economic transformation and job creation

3	Education, skills and health
4	Consolidating the social wage through reliable and quality basic services
5	Spatial integration, human settlements and local government
6	Social cohesion and safe communities
7	A better Africa and World

White Paper on Local Government, 1998

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

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

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

Free State Growth and Development Strategy (FSGDS)

The provincial government of Free State has developed a Free State Provincial Growth and Development Strategy (PGDS) Free State Vision 2030. The PGDS is the fundamental policy framework for the Free State Provincial Government. It is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives.

The Strategy addresses the key and most fundamental issues of development, spanning the social, economic, and political environment. It constantly considers annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service

delivery, and public service transformation. The Strategy has identified six priority areas of intervention in the province, namely;

1. Inclusive Economic growth and sustainable job creation;
2. Education innovation and skills development
3. Improved quality of life
4. Sustainable Rural Development
5. Efficient Administration and Good Governance
6. Building social cohesion

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

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

Table 17: Provincial Priority Areas

Pillar 1: Inclusive economic growth and sustainable job creation	Pillar 2: Education, innovation and skills development	Pillar 3: Improved quality of life	Pillar 4: Sustainable rural development	Pillar 5: Build Social Cohesion	Pillar 6: Good governance
Driver 1: Diversify and expand agricultural development and food security	Driver 6: Ensure an appropriate skills base for growth and development within the 4IR context.	Driver 7: Curb crime and streamline criminal justice performance	Driver 13: Mainstream rural development into growth and development planning and inclusive economic growth	Driver 14: Establish, maintain and strengthen social compacts in support of economic recovery.	Driver 15: Foster good governance to create a conducive climate for growth and development. Key is the harmonising
Driver 2: Minimise the impact of the	Refocus and reskilling as per	Driver 8: Expand and maintain			

declining mining sector and ensure that existing mining potential is harnessed.	new opportunities to avoid exclusion	basic and road infrastructure		Maximise arts, culture, sports and recreation opportunities and prospects for all communities	of national and provincial interventions at Local Government level through the District Development Model (DDM)
Driver 3: Expand and diversify manufacturing opportunities		Driver 9: Build sustainable human settlements			
Driver 4: Capitalise on transport and distribution opportunities		Driver 10: Provide and improve adequate health care for citizens			
Driver 5: Harness and increase tourism potential and opportunities		Driver 11: Ensure social development and social security services for all citizens			
		Driver 12: Integrate environmental concerns into growth and development planning			

Intergovernmental Relations Framework, Act No. 13 of 2005

The Intergovernmental Relations Framework Act 13 of 2005 intends to:

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

Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government: Municipal Planning and Performance Management Regulations, 2001 enhance the implementation of performance management obligations under the Local Government: Municipal Planning and Performance Management Act, 2003 and cultivate uniformity in the application of performance management legislation and cultivate uniformity in the application of performance management legislation in the sphere of local government. The Regulations outline the details to be followed in the development of municipalities' Integrated Development Plans, as well as the process of amendment of such plans.

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

Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

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

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

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, this section briefly focuses on government plans and programmes that impact on the development of the municipal IDP.

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

Sustainable Development Goals (SDGs)

Adopted by world leaders in September 2015 and implemented at the start of 2016, more than 150 countries have pledged to mobilize efforts to end all forms of poverty, fight inequalities, and tackle climate change, while ensuring that no one is left behind.

The SDGs build on the work of the Millennium Development Goals (MDGs) that were emphasized from 2000 to 2015. The new SDGs are unique in that they are broader in their scope of eradicating all forms of poverty by calling for action by all countries, rich and poor, to promote prosperity while protecting the planet. The following are the 17 steps adopted Sustainable Development Goals (SDGs):

- End poverty in all its forms everywhere
- End hunger, achieve food security and improve nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages

- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable, sustainable, and modern energy for all
- Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient, and sustainable
- Ensure sustainable consumption and production partners
- Take urgent action to combat climate change and its impacts
- Conserve and sustainably use oceans, seas, and marine resources for sustainable development
- Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels
- Strengthen the means of implementation and revitalise the global partnership for sustainable development



The District Development Model (DDM) and One Plan

The District Development Model (DDM) is a new development approach that was announced by the President in his State of the Nation Address (SONA) speech in 2019. The DDM is an All of Government and Society Approach providing a method by which all three spheres of government and state entities work in unison in an impact-oriented way. It is aimed at improving integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government. Civil society and the private sector are also considered an integral part of the planning process. The envisaged integrated planning and delivery in relation to the district and metropolitan spaces will be enabled by joint planning, budgeting, and implementation process.

Central to the DDM is the development of One Plan – an integrated plan at the district and metropolitan municipality level. The One Plans of all district and metropolitan municipalities would culminate into a One Country Plan that would be implemented by all spheres of government under the leadership of the Presidency and Cogta National. The One Plans at the district and metropolitan level are intergovernmental plans that would set out long-term strategic frameworks (consisting of short, medium, and long-term actions) to guide investment and delivery in relation to the 52 districts and metropolitan spaces.

The One Plan is meant to be a product of joint planning by all spheres of government operating in the Thabo Mofutsanyana District. The One Plan is also supposed to be a comprehensive plan that deals with various aspects of development and service delivery for the short, medium, and long term. Since the announcement of the DDM by the President in 2019, a lot of work has been done. This started with the launch of the pilot municipalities and now all districts and metropolitan municipalities are expected to develop One Plan.

This, therefore, serves as One Plan for the Thabo Mofutsanyana District (comprising of Dihlabeng, Mantsopa, Maluti-a-Phofung, Nketoana, Phumelela, and Setsoto Local Municipalities). The One Plan was developed in line with processes and content guidelines provided by Cogta National. The plan covers various areas as determined by Cogta and these include diagnosis and analysis of challenges and opportunities of the Thabo Mofutsanyana district, the setting out of the development vision of the district as well as the formulation of

strategies to turn the situation around and respond to the challenges as well as an outline of specific projects that would be implemented in the short, medium, and long term. The projects contained in this Plan are joint projects between the three spheres and would be implemented as such but in collaboration with communities and the private sector. This is geared to achieve the following objectives:

- A common vision for the development of the country which is collectively generated and broken down into and according to the needs and opportunities of each district and metropolitan geographical area (IGR impact zones);
- The identification of commonly agreed spatial and development priorities within these impact areas;
- A vision and priorities which are supported by well researched, credible, and technically sound long-term, implementation and operational plans, backed by appropriate capital investments, adequate project preparation, and impactful financing as well as implementation;
- Prioritised spatial and integrated development outcome logics that transcend narrow, sectoral, and personal interests or biases;
- Multi-year long-term and predictable objectives, targets, and resource commitments to agreed programmes and projects extending beyond electoral cycles;
- A society-wide accountability framework and responsibilities for tracking and reporting on implementation and actions within government and to stakeholders and the broader public.

Intergovernmental Relations

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

Traditional Leadership – Partnerships

In terms of the guidelines issued by the MEC for Local Government and Traditional Affairs in 2011, eleven Traditional Leaders are serving in the Municipal Council and its Committees,

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

Powers and Functions

The Constitution indicates that the objects of local government are:

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

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

Table 18: Powers and Function

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

Child Care facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government
Electricity reticulation	Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network.
Fire Fighting equipment	Planning, co-ordination and regulation of fire services and specialized firefighting services such as mountain, veld and chemical fire services; coordination of the standardization of infrastructure.
Local Tourism	The promotion, marketing and, if applicable, the Development, of any tourist attraction within the area of the municipality with a view to attract tourists; to ensure access, and municipal services to such attractions, and to regulate, structure.
Municipal planning	The compilation, review and implementation of integrated development plan in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
Municipal public transport	The regulation and control, and where applicable, the provision of services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm water	The management of systems to deal with storm water in built-up areas.
Trading Regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation.
Potable water	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution as well as bulk supply to local supply.
Sanitation	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection,

	removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service.
Amusement facilities	A public place for entertainment and includes the area for recreational opportunities, available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government
Billboards and the display of advertisements in public places	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which: promotes the sale and / or encourages the use of goods and services found in the municipal area
Cemeteries	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
Cleaning	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell Liquor to public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements.
Facilities for accommodation	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration required.
Fencing and fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing	The control over the number and health status of dogs through a licensing mechanism.

Licensing and control of undertakings that sell food to the Public	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any
--	--

	commercial transaction, the supply of refreshments or meals for consumption
Local Amenities	The provision, management, preservation and maintenance of any municipal place, land, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facilities.
Local Sports Facilities	The provision, management and/or control of any sporting facility within the municipal area.
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal Abattoirs	The establishment; conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and include playgrounds but exclude sport facilities.
Municipal roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of and/or connected therewith.
Noise pollution	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by-laws.
Public places	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and include the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.

Street lighting	The provision and maintenance of lighting for the illuminating of streets in a municipal area.
Traffic and parking	The management and regulation of traffic and parking within the area of the municipality, including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal Public Works	Any supporting infrastructure or services to empower a municipality to perform its functions

1.19 ALIGNMENT OF IDP WITH SDGs, NDP, FSGDS AND MTSF

The below table depicts the alignment of the IDP with SDGs, NDP, FSPDGS and MTSF: Table 19

Sustainable Development Goal (SDG)	National Development Plan (NDP)	Free State Growth and Development Strategy (FSGDS)	Medium-Term Development Plan (MTDP)	Key Performance Area	Focus area/ Priority issues	Municipal Strategic Objectives	Municipal Development Strategies
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Service Delivery and Infrastructure	Water	Efficient construction, rehabilitation and maintenance of municipal infrastructure	✓ Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA. ✓ Develop or review of the Water Services Development Plan
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Service Delivery and Infrastructure	Sanitation.	Efficient construction, rehabilitation and maintenance of municipal infrastructure	Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA.
Ensure access to affordable, reliable, sustainable and modern energy for all.	Electricity Grid should rise to at least 90% by 2030, with non-grid options available for the rest.	Provide new basic infrastructure at local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services.	Basic Service Delivery and Infrastructure	Energy and electricity.	Efficient construction, rehabilitation and maintenance of municipal infrastructure	✓ Develop or review electricity master. ✓ Provision and Installation of High Mast Lights. ✓ Upgrading and provision of streetlights.
Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlement on suitable well-located land by 2030.	Promote and support integrated, inclusive, sustainable human settlements.	Create sustainable Human Settlement and improved quality households.	Basic Service Delivery and Infrastructure	Urban Planning and Human Settlement.	Sustainable human settlement and improved quality of household life.	✓ Land and security of tenure. ✓ Allocation of sites. ✓ Verification and approval on files

Industry, innovation, and infrastructure	Transforming Settlement	Human	Develop and maintain an efficient road, rail and public transport network	An efficient, competitive, and responsive economic infrastructure.	Basic Delivery and Infrastructure	Roads and Transport.	Supporting the delivery of municipal services to the right quality and standard.	✓ Data collection of disposal waste. ✓ Landfill sites. ✓ Review Integrated Environmental Management Plan and Integrated Waste Management Plan.
								✓ Upgrading of old gravel roads to concrete paving blocks. ✓ Identify and construct public transportation facilities to improve and safeguard commuters' usage of public transport.
					Basic Delivery and Infrastructure	Cemeteries, Sport and Recreational Facilities.	Supporting the delivery of municipal services to the right quality and standard.	✓ Develop a Cemeteries Masterplan. ✓ Provision of green public open spaces. ✓ Upgrade, maintain existing, and build new municipal sport and recreation facilities.

Good jobs and economic growth	Economy and employment	Economic growth, development and employment	Radical economic transformation, rapid economic growth, and job creation	Local Development	Economic Development	Development of local economy.	Creating a conducive environment for economic development	✓ SMME development ✓ Expansion of business, decline in unemployment and increase in tourism. ✓ Promotion and support of SMME's and Cooperatives development. ✓ Development of the pre-feasibility studies for priority projects as per LED Strategy. ✓ Promote Tourism awareness and education. ✓ To ensure that tourism marketing plan is developed.
Peace and justice	Fighting corruption		Fighting corruption and crime	Financial Management and Viability	Budgeting and Financial reporting.	✓ Ensuring sound financial management and accounting. ✓ Ensure improvement in financial management	✓ To promote good governance, transparency, accountability and sound financial management and accounting. ✓ Prepare a Draft Account Payable Policy to be approved by	

Partnerships for the goals.	Nation building and social cohesion.	Effective and efficient governance Administration.	Contributing to a better Africa and a better world.	Good Governance and Public Participation.	Mass participation.	Putting people and their concerns first.	✓ Facilitate Social cohesion activities. ✓ Development of a Public Participation Strategy ✓ To encourage the involvement of communities in municipal budgeting and planning processes. ✓ Ensuring Functionality of ward committees.	annually.
Gender Equality	Developing a capable and Development State	Social and Human Development	Building social cohesion	Municipal Transformation and Institutional Development	Performance Management Systems.	Building institutional resilience and administrative capability. Promoting good governance, transparency, and accountability Effective communication with community & employees	✓ Review the Organizational structure and identify critical positions to capacitate the Local Municipality. ✓ Methodology to improve performance management, monitoring, and improvement to achieve overall organizational objectives. ✓ Develop Customer Relations Management Brochure. ✓ Review Document Management Policy	

SECTION B: DEMOGRAPHIC PROFILE

Maluti-A-Phofung Local Municipality - SITUATIONAL ANALYSIS



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

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

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

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

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

Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1,5km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and

QwaQwa. Kestell is a service center for the surrounding agricultural oriented rural area with Tlholong as the township.

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

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

MAP showing Locality and Settlement Distribution of the municipality

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

Key statistics of Maluti-A-Phofung, including population size, age distribution, sex ratios and household indicators such as type of dwelling, access to piped water, energy used for lighting and refuse disposal are presented. The indicators are presented and can be viewed graphically for three themes: Population, education and household living conditions and Maluti-A-Phofung is ranked according to its population size of 398 459 as per the key statistics of 2022.

The following areal maps depicts the three major towns of MAP.

QwaQwa – Phuthaditjhaba

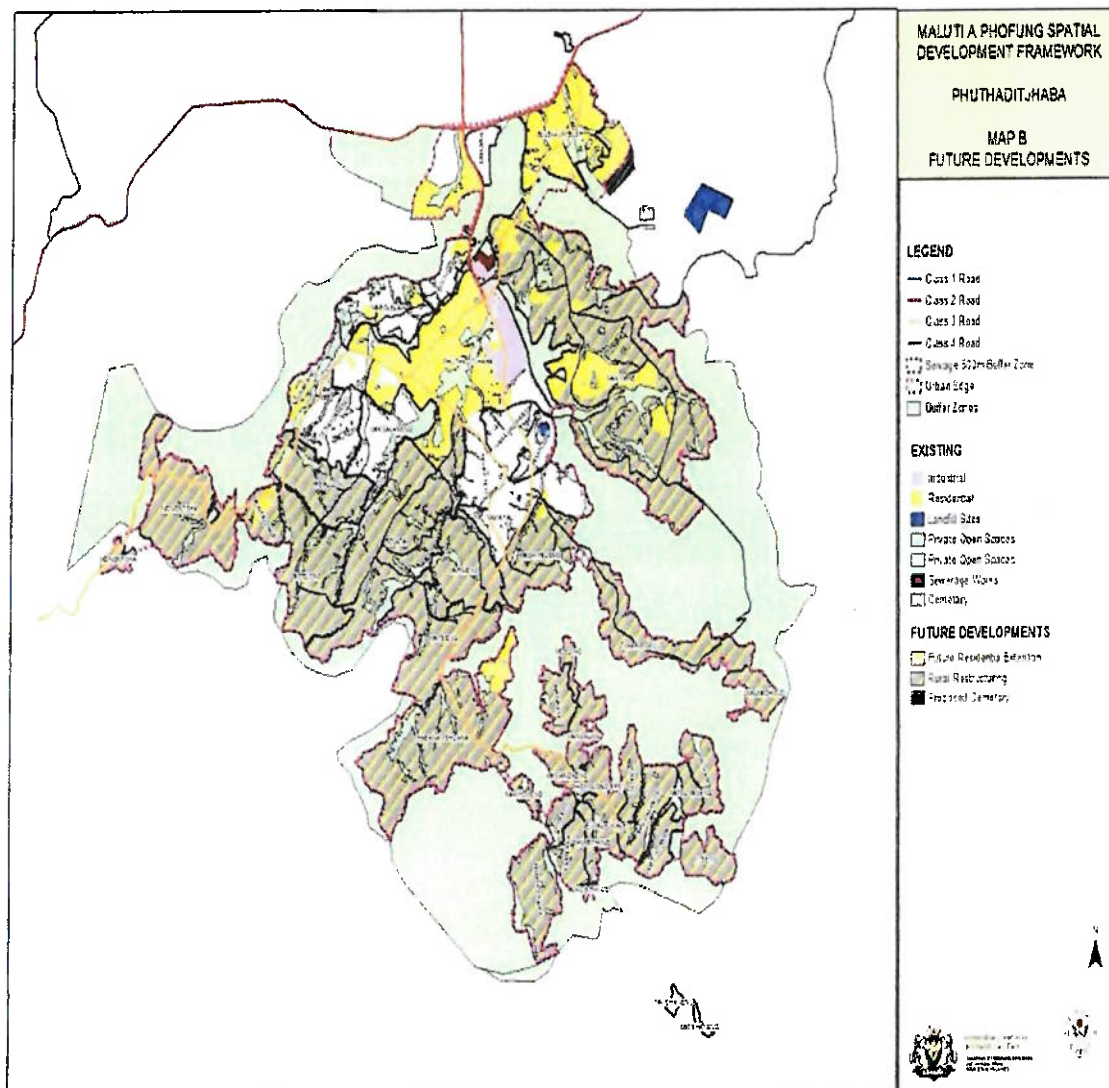


Fig 4

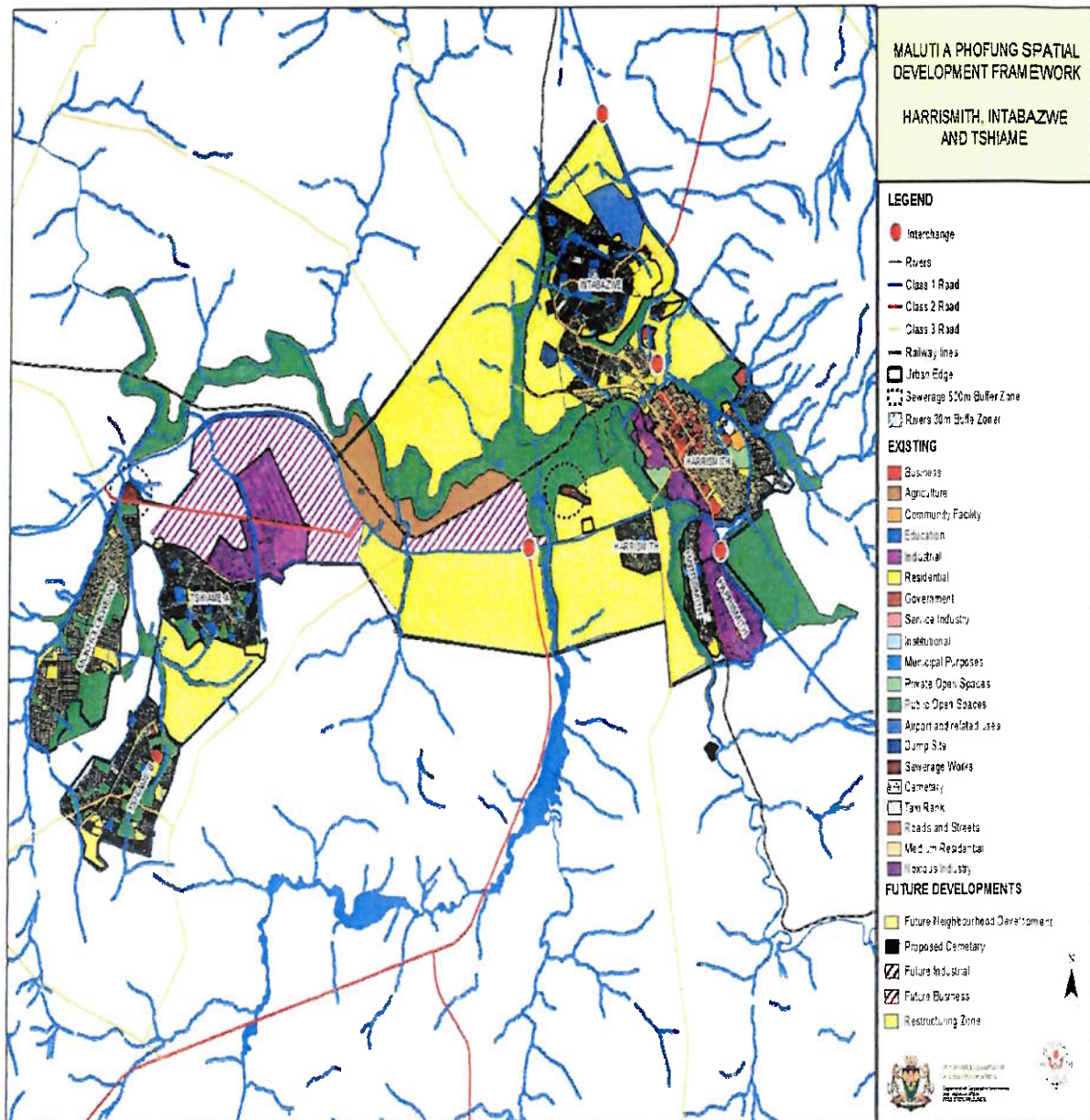


Fig 5

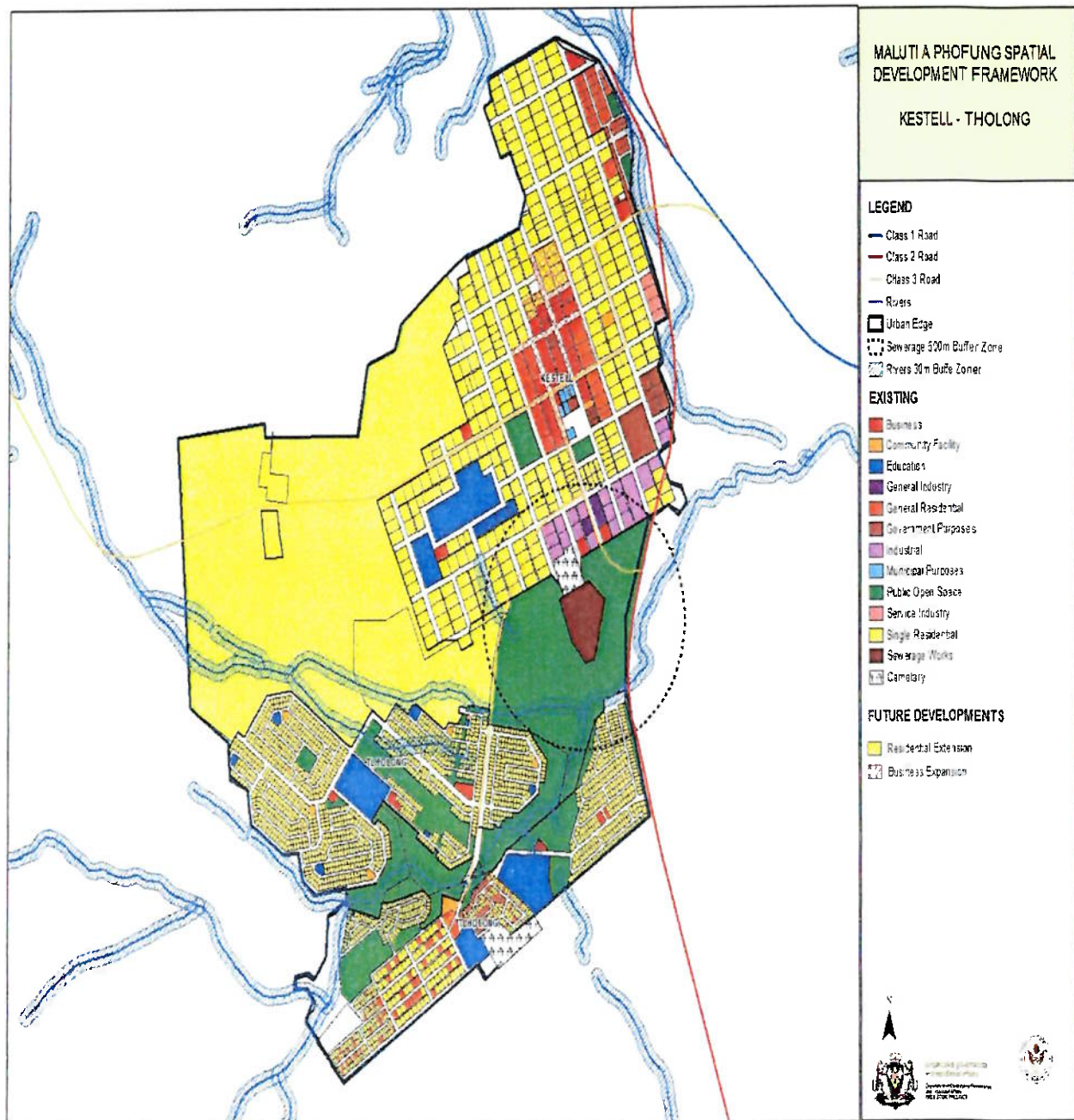


Fig 6

Special Economic Zone (SEZ) Spatial Development Layout

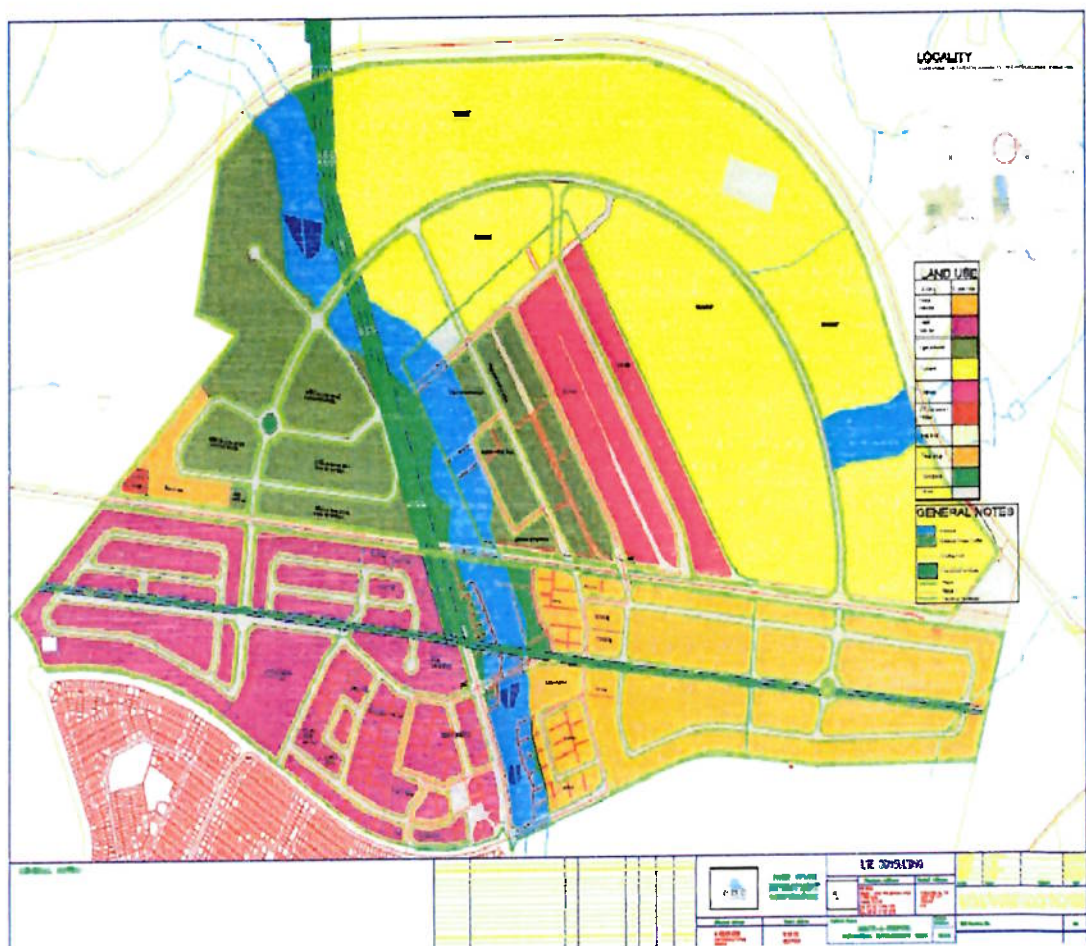


Fig 7

Population figures available are those from the Census 2022. StatsSA has rolled out a full-blown Census in 2022. The tables below depict the population distribution by age group and sex of the municipality as per the Censuses 2011 and 2022:

2.1 POPULATION



Maluti-A-Phofung local municipality is situated in the Free State. Maluti-A-Phofung is a local municipality and was established on 5 December 2001 and comprises of four former TLC local authorities, which are Qwaqwa Rural, Phuthaditjhaba, Harrismith and Kestell. The municipality is composed of 35 wards and covers approximately 4 421 km² in extent. Phuthaditjhaba is the urban centre of Qwaqwa and serves as the administrative head office of Maluti-A-Phofung municipality. Surrounding Phuthaditjhaba are the rural villages of Qwaqwa, established on tribal land administered by the Department of Land Affairs. Harrismith is a service center for the surrounding rural areas and a trading belt serving the national road, N3, which links the Gauteng and KwaZulu-Natal provinces. Harrismith is surrounded by Tshiame located 12 km to the west and Intabazwe, which is located 1,5 km to the north. The town is an economic hub for people living in Tshiame, Intabazwe and Qwaqwa. Kestell is a service center for the surrounding agricultural oriented rural area, with Tlholong as the township. Kestell is situated along the N5 road that links Harrismith with Bethlehem. The rural areas of Maluti-A-Phofung comprise commercial farms and major nature conservation centres such as Qwaqwa National Park, Platberg, Sterkfontein Dam and the Maluti Mountain Range. The area is not only a tourist attraction destination, but also makes a big contribution in generating gross agricultural income for the whole of the province and is also highly regarded for its beef production.

The most important exercise in a nation's ten-year statistical program is a population and housing census, which offers a chance to gather information on important indicators related to population size and composition. The primary source of population data and the foundation for population denominators for fundamental socioeconomic and health indicators is still census data. Effective planning and policymaking are facilitated by the population size and composition at a given period at all geographic levels. The population of South Africa is not dispersed equally among the provinces, districts, local municipalities, and urban areas. Population dynamics, such as population number, age-sex distribution, and local makeup, as well as other attributes like sociocultural and economic conditions, inform all population development

programs. A nation's progress and citizens' well-being are both negatively impacted by the inability to generate accurate, trustworthy data on its population, its distinctive features, and the living conditions of its citizens

Overall Population

Table 20:

Name	2011	2022
Total population	335 784	398 459
Young children (0-14 years)	32,7%	28.5%
Working age population (15-64 years)	62,0%	65.0%
Elderly (65+ years)	5,3%	6.5%
Dependency ratio	61,2	63.8%
Sex ratio	83,9	86.1%
No schooling (20+ years)	8,9%	6.6%
Higher education (20+ years)	7,6%	9.4%
Number of households	100 226	115 151
Average household size	3,4	3.4
Formal dwellings	80,4%	88.1%
Flush toilets connected to sewerage	32,7%	42.9%
Weekly refuse disposal service	24,8%	30.9%

Name	2011	2022
Access to piped water in the dwelling	31,9%	36.2%
Electricity for lighting	89,0%	96.5%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

As it can be seen from the table above, there has been a general increase in the overall population in the municipality between 2011 and 2022. The Maluti-A-Phofung Local Municipality has made **notable progress in education, housing, electricity access, and sanitation** from 2011 to 2022. However, challenges remain in **water provision, refuse collection, and managing dependency** in a growing and aging population. Continued investment in infrastructure and youth development will be key to sustainable growth.

2.2 POPULATION GROWTH

The population increased from **335,784** in 2011 to **398,459** in 2022 – a **growth of around 18.6%**, indicating steady population expansion.

The cultural and historic landscape of Maluti-A-Phofung Municipality lies within a rich heritage heartland of the Free State. Maluti-A-Phofung Municipality extends over the smallest area in the Thabo Mofutsanyana municipal district but has the highest population density. It accommodates almost 46% of the population of the district municipality. The population is relatively young; almost 33% is younger than 15 years

Chart Data

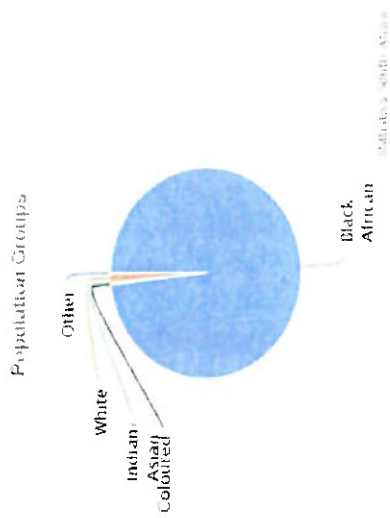


Chart Data

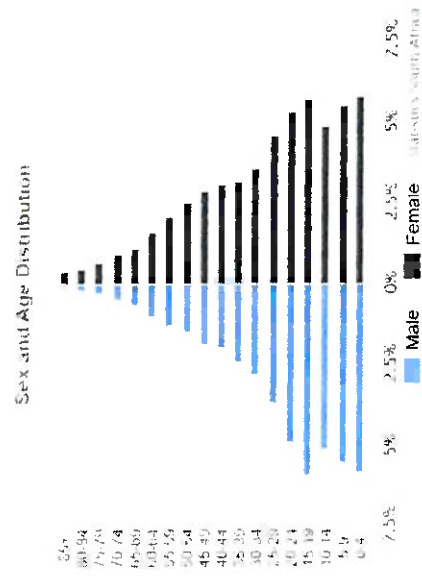


Fig 8

The demographic profile indicates that the population is predominantly Black African, with smaller proportions of White, Indian/Asian, Coloured, and other population groups. The age and sex distribution reflects a youthful population structure, with the largest proportion of residents falling within the younger age categories, particularly between 0–34 years. Both males and females are fairly balanced across most age groups, although the female population appears slightly higher in some age categories. This demographic trend highlights the need for continued investment in youth development, education, employment creation, healthcare, and social support services within the municipality.

LANGUAGES AND MARITAL STATUS

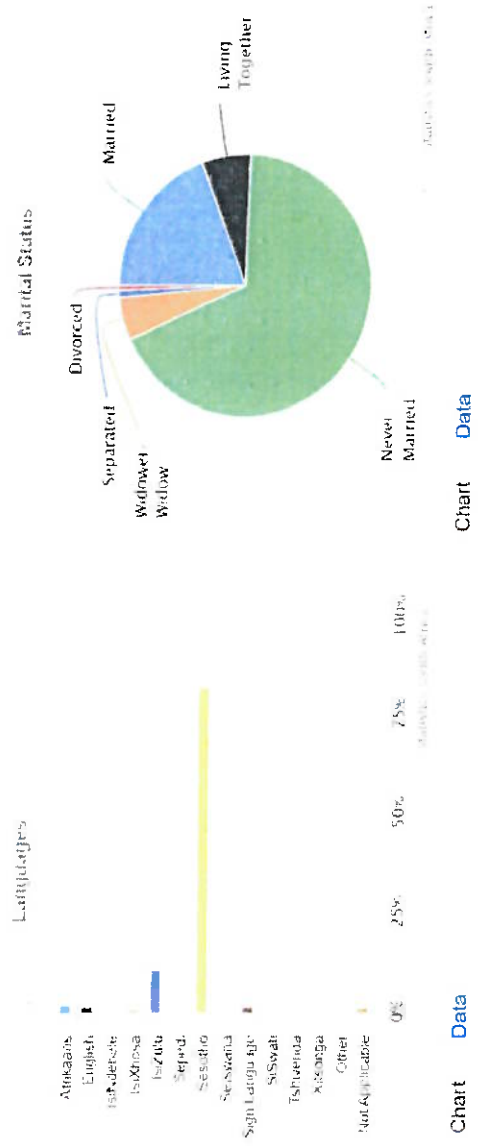


Fig 9

The language profile of the municipality shows that Sesotho is the dominant language spoken by the majority of residents, followed by smaller proportions of IsiZulu, Afrikaans, English, and other official languages. This reflects the cultural and linguistic diversity within the municipality and highlights the importance of inclusive communication and service delivery in the predominant local languages.

The marital status profile indicates that a large proportion of the population has never been married, while smaller percentages are married, living together, widowed, separated, or divorced. This demographic trend reflects a relatively youthful population and may influence the demand for housing, social services, economic opportunities, and family support programmes within the municipality.

2.2.1 YOUTH POPULATION DECLINE

The percentage of children aged 0–14 dropped from **32.7% to 28.5%**, suggesting **lower birth rates** or **changing family structures**.

2.2.2 INCREASE IN WORKING-AGE GROUP

The 15–64 age group rose from **62.0% to 65.0%**, pointing to a **potentially growing labor force**.

2.2.3 AGING POPULATION

Elderly (65+) increased from **5.3% to 6.5%**, indicating **population aging**.

NB: A table reflecting the above in figures is shown under [2.9] Gender Distribution & Sex Ratio

2.2.4 DEPENDENCY RATIO

2011	2022
Ratio = 61.2% Ranked - 2	Ratio = 53.8% Ranked - 3

The dependency ratio shows how many people are not working and depend on others for support, such as children and the elderly, compared to the number of people who are working or can work. A high dependency ratio means there are more people who need to be supported by a smaller working population, which can put pressure on families and the local economy.

In Maluti-a-Phofung, the dependency ratio dropped from 61.2% in 2011 to 53.8% in 2022. This means that there are now fewer dependents for every 100 working-age people. In 2011, the municipality had the second highest dependency ratio in the district, but by 2022 it moved to third place.

This drop in the dependency ratio is a good sign. It shows that the working-age population has grown compared to the number of dependents. This can help improve the economy of the area if people are able to find jobs and support themselves. However, even with this improvement, the municipality still has a high dependency ratio compared to others in the district, so more needs to be done to create job opportunities and reduce poverty.

2.3 EDUCATION
2.3.1 BASIC EDUCATION

2011

Table 21

Name	Frequency	%
No Schooling	16 462	8,9%
Some Primary	32 628	17,6%
Completed Primary	8 044	4,3%
Some Secondary	63 429	34,2%
Grade 12/Std10	50 280	27,1%
Higher Education	14 127	7,6%
Other	461	0,2%

2022

Name	Frequency	%
No Schooling	15 146	6,6%
Some Primary	22 688	9,8%
Completed Primary	7 841	3,4%
Some Secondary	79 331	34,4%
Grade 12/Std10	82 378	35,7%
Higher Education	21 630	9,4%
Other	1 829	0,8%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

Improvement in Basic Education: The percentage of people aged 20+ with **no schooling** dropped from **8.9% to 6.6%**

2.3.2 HIGHER EDUCATION

2011

2022

Table 22

Name	Frequency	%
Yes	108 045	77,3%
No	31 661	22,7%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

Name	Frequency	%
Yes	113 419	79,4%
No	29 367	20,6%

7.6% ranked number 3 in the District

9.4% ranked number 2 in the District

Rise in Higher Education: Those with tertiary education increased from 7.6% to 9.4%, showing progress in access to post-school education

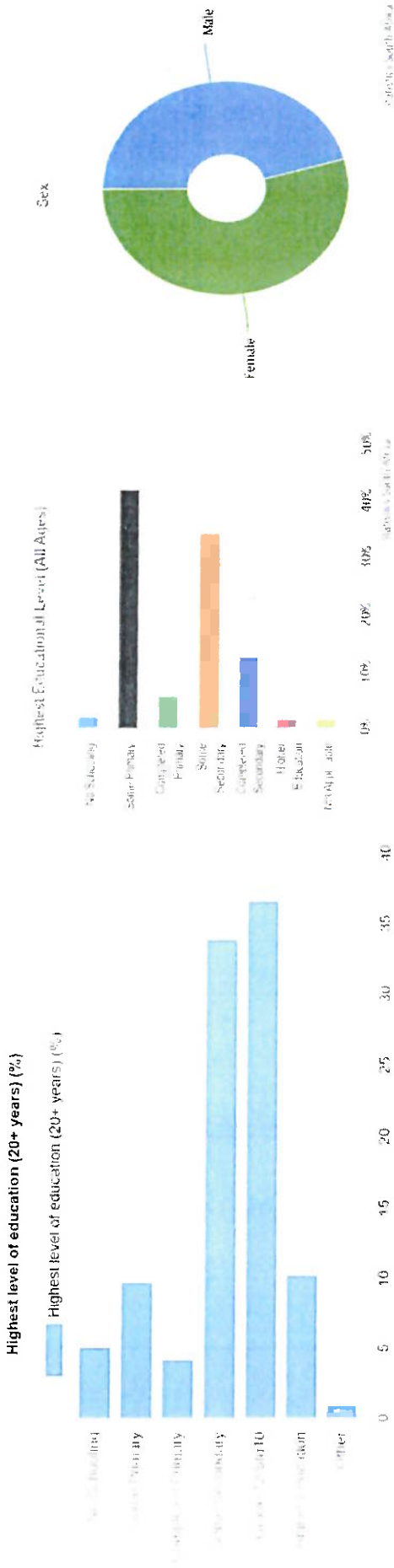


Fig 10

Fig 11

Education and Gender Profile

The educational profile indicates that a significant proportion of the population has attained only some primary or some secondary education, while a smaller percentage has completed secondary education and an even lower proportion has accessed higher education. The number of people with no schooling is relatively low, which reflects gradual improvement in access to basic education. However, the low percentage of higher education attainment highlights the need for continued investment in skills development, educational support programmes, and access to tertiary education opportunities within the municipality.

The gender distribution shows a relatively balanced population structure between males and females, with females slightly outnumbering males. This demographic trend should be considered in municipal planning and the provision of social, economic, healthcare, and community development services to ensure inclusive and equitable development.

2.4 HOUSEHOLD

2.4.1 HOUSEHOLD AND LIVING STANDARDS

2011

Table 23

Name	Frequency	%
Formal dwelling	80 585	80,4%
Traditional dwelling	9 676	9,7%
Informal dwelling	9 157	9,1%
Other	808	0,8%

2022

Name	Frequency	%
Formal dwelling	101 408	88,1%
Traditional dwelling	4 405	3,8%
Informal dwelling	8 806	7,6%
Other	531	0,5%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

Between 2011 and 2022, there has been an improvement in the types of dwellings in Maluti-a-Phofung. The number of formal dwellings increased from 80,585 (80.4%) in 2011 to 101,408 (88.1%) in 2022, showing that more households now live in proper housing. At the same time, traditional dwellings decreased from 9,676 to 4,405, and informal dwellings dropped slightly from 9,157 to 8,806. This is a positive development, as it suggests that more people are living in safer and more permanent housing conditions. Although informal housing still exists, the overall trend shows progress in improving living standards in the municipality.

2.4.2 NUMBER OF HOUSEHOLDS

2011

2022

Table 24

Name	Number of households	Rank
Maluti a Phofung	100 226	1

Name	Number of households	Rank
Maluti a Phofung	115 151	1

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

Increased from 100,226 to 115,151, reflecting urban growth and possible in-migration.

2.4.3 AVERAGE HOUSEHOLD SIZE

2011

2022

Table 25

Name	Average household size	Rank
Maluti a Phofung	3,4	3

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May

Name	Average household size	Rank
Maluti a Phofung	3,5	1

2025

Average household size refers to the number of people living together in one household. It helps us understand how many people, on average, share a home, which can affect service delivery, housing needs, and living conditions.

In Maluti-a-Phofung, the average household size was 3.4 people in 2011 and slightly increased to 3.5 people in 2022. This small increase means that households now have a few more members on average. This could be due to families choosing to live together to share costs or because of limited housing availability. It also highlights the need for adequate housing and services to support larger households.

2.4.4 ACCESS TO BASIC SERVICES – HOUSEHOLDS

2011

Table 26

Name	Frequency	%
Formal dwelling	80 585	80,4%
Traditional dwelling	9 676	9,7%
Informal dwelling	9 157	9,1%
Other	808	0,8%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

2022

Name	Frequency	%
Formal dwelling	101 408	88,1%
Traditional dwelling	4 405	3,8%
Informal dwelling	8 806	7,6%
Other	531	0,5%

Housing: Households in **formal dwellings** rose significantly from **80.4% to 88.1%**, indicating **better housing infrastructure**.

2.5 FLUSH TOILETS

2011

Table 27

Name	Frequency	%
Flush toilet	32 762	32,7%
Chemical toilet	2 874	2,9%
Pit toilet	59 620	59,5%
Bucket toilet	638	0,6%
Other	1 691	1,7%
None	2 641	2,6%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2> Accessed on 09 May 2025

2022

Name	Frequency	%
Flush toilet	49 423	42,9%
Chemical toilet	4 063	3,5%
Pit toilet	53 556	46,5%
Bucket toilet	3 227	2,8%
Other	3 053	2,7%
None	1 830	1,6%

Sanitation means having clean and safe systems to get rid of human waste, such as toilets and sewerage systems. Good sanitation helps prevent diseases and improves health and living conditions.

In Maluti-a-Phofung, access to flush toilets connected to a sewerage system improved from 32.7% in 2011 to 42.9% in 2022. This shows that more households now have access to proper sanitation. While this is a positive improvement, the overall access is still low, meaning that many people still rely on less safe or less dignified sanitation options. More investment is needed to ensure that all communities have access to proper and safe sanitation facilities.

2.6 REFUSE COLLECTION

2011

Table 28

Name	Frequency	%
Removed by local authority at least once a week	24 873	24,8%
Removed by local authority less often	424	0,4%
Communal refuse dump	4 591	4,6%
Own refuse dump	61 971	61,8%
No Rubbish Disposal	7 414	7,4%
Other	953	1,0%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

2022

Name	Frequency	%
Removed by local authority at least once a week	35 621	30,9%
Removed by local authority less often	922	0,8%
Communal refuse dump	3 979	3,5%
Communal container/central collection point	445	0,4%
Own refuse dump	60 810	52,8%
No Rubbish Disposal	12 683	11,0%
Other	691	0,6%

Refuse Collection: Weekly refuse disposal services increased from 24.8% to 30.9%, suggesting gradual service expansion.

2.7 PIPED WATER

2011

Table 29

Name	Frequency	%
Piped (tap) water inside the dwelling	31 927	31,9%
Piped (tap) water inside the yard	53 492	53,4%
Piped (tap) water on community stand	10 881	10,9%
No access to piped water	3 927	3,9%

2022

Name	Frequency	%
Piped (tap) water inside the dwelling	41 636	36,2%
Piped (tap) water inside the yard	63 282	55,0%
Piped (tap) water on community stand	3 520	3,1%
No access to piped water	6 713	5,8%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09 May 2025

Water Access: Households with **piped water inside the dwelling** rose from **31.9% to 36.2%**, indicating improvement but still a concern.

2.8 ELECTRICITY

2011

Table 30

Name	Frequency	%
Electricity from mains	89 242	89,0%
Gas	113	0,1%
Paraffin	1 068	1,1%
Candles	9 427	9,4%
Solar	191	0,2%
None	185	0,2%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 09

May 2025

2022

Name	Frequency	%
Electricity from mains	111 079	96,5%
Gas	109	0,1%
Paraffin	439	0,4%
Candles	2 951	2,6%
Solar	432	0,4%
Other	47	0,0%
None	94	0,1%

Electricity: Households using electricity for lighting rose from 89.0% to 96.5%, nearing universal coverage as displayed on the above tables.

2.9 GENDER DISTRIBUTION / SEX RATIO

2011

Table 31

Name	Male	Male (%)	Female	Female (%)
85+	453	0,1%	1 252	0,4%
80-84	517	0,2%	1 524	0,5%
75-79	978	0,3%	2 357	0,7%
70-74	1 552	0,5%	2 995	0,9%
65-69	2 313	0,7%	3 850	1,1%
60-64	3 457	1,0%	5 400	1,6%
55-59	4 314	1,3%	7 190	2,1%
50-54	5 198	1,5%	8 243	2,5%
45-49	6 302	1,9%	9 613	2,9%
40-44	6 848	2,0%	10 336	3,1%
35-39	7 958	2,4%	10 694	3,2%
30-34	9 446	2,8%	12 157	3,6%
25-29	12 389	3,7%	15 420	4,6%
20-24	16 468	4,9%	17 915	5,3%
15-19	19 676	5,9%	19 274	5,7%
10-14	17 256	5,1%	16 605	4,9%
5-9	18 480	5,5%	18 365	5,5%
0-4	19 604	5,8%	19 386	5,8%

2022

Name	Male	Male (%)	Female	Female (%)
85+	419	0,1%	1 486	0,4%
80-84	560	0,1%	1 542	0,4%
75-79	1 210	0,3%	2 773	0,7%
70-74	2 270	0,6%	4 502	1,1%
65-69	3 991	1,0%	7 074	1,8%
60-64	5 138	1,3%	8 622	2,2%
55-59	6 286	1,6%	10 263	2,6%
50-54	6 890	1,7%	10 464	2,6%
45-49	8 169	2,1%	11 132	2,8%
40-44	10 917	2,7%	13 129	3,3%
35-39	13 531	3,4%	15 949	4,0%
30-34	15 214	3,8%	16 808	4,2%
25-29	16 326	4,1%	17 435	4,4%
20-24	17 353	4,4%	17 242	4,3%
15-19	19 095	4,8%	19 181	4,8%
10-14	19 945	5,0%	19 940	5,0%
5-9	17 957	4,5%	18 072	4,5%
0-4	19 107	4,8%	18 457	4,6%

Data source: Available [Online] <https://census.statssa.gov.za/#/province/4/2>. Accessed on 11 May 2025

Sex Ratio increased from 83.9 to 86.1, indicating slightly more males relative to females, though females still predominate.

2.10 MIGRATION 2022

Province of previous residence by Sex

Table 32

	Male	Female	Total
Western Cape	69	75	144
Eastern Cape	130	150	280
Northern Cape	49	53	102
Free State	174882	204699	379581
KwaZulu-Natal	937	1085	2022
North West	137	152	289
Gauteng	1634	1682	3316
Mpumalanga	320	254	574
Limpopo	115	97	213
Outside South Africa	748	586	1334
Do not know	9	7	15
Not applicable	1622	1531	3153
Unspecified	3733	3703	7436
Total	184386	214074	398459

Migration data in Maluti-a-Phofung shows that most people living in the municipality were **born and previously lived in the Free State province**, which is expected since it is their home province. However, some movement from other provinces and countries has taken place. The highest number of migrants from within South Africa came from **Gauteng (3,316 people)**, **KwaZulu-Natal (2,022)**, and the **Eastern Cape (280)**. This shows that while internal migration exists, it is relatively low compared to the total population. A small number of people (1,334) also moved to the municipality from **outside South Africa**.

Region of birth by Sex

	Male	Female	Total
Born in South Africa	180222	210455	390677
SADC	1955	2087	4041
Rest of Africa	454	95	550
United Kingdom and Europe	38	26	64
Asia	260	33	293
North America	16	4	21
Latin America and Caribbean	6	-	6
Oceania	6	3	9
Unspecified	52	48	101
Total	183010	212752	395762

In terms of **region of birth**, the majority of residents were **born in South Africa (390,677)**. A small portion of the population was born in other **SADC (Southern African Development Community) countries**, mainly neighboring African countries, accounting for about **4,041 people**. Very few residents were born in other parts of the world, such as Europe, Asia, or the Americas.

Overall, migration into Maluti-a-Phofung is low, with the population being mostly local. However, the presence of people from other provinces and countries adds some diversity to the area and may influence housing, service delivery, and social support needs.

2.11 DISABILITY BY SEX 2022

Table 33

	Male	Female	Total
Seeing			
No difficulty	146214	159982	306196
Some difficulty	13579	26529	40108
A lot of difficulty	3301	6775	10075
Cannot do at all	561	702	1263
Do not know	108	118	226
Not applicable	19987	19366	39353
Total	183750	213472	397222
Hearing			
No difficulty	157613	184187	341800
Some difficulty	4591	7604	12196
A lot of difficulty	949	1525	2474
Cannot do at all	528	700	1228
Do not know	82	89	171
Not applicable	19987	19366	39353
Total	183750	213472	397222
Communication			
No difficulty	160830	190742	351572
Some difficulty	2151	2625	4776
A lot of difficulty	473	459	932

Cannot do at all	234	199	433
Do not know	75	82	157
Not applicable	19987	19366	39353
Total	183750	213472	397222
Walking			
No difficulty	158953	184247	343199
Some difficulty	3291	6982	10273
A lot of difficulty	1165	2435	3600
Cannot do at all	280	355	635
Do not know	74	88	162
Not applicable	19987	19366	39353
Total	183750	213472	397222
Remembering			
No difficulty	157817	183025	340842
Some difficulty	4470	8511	12981
A lot of difficulty	1200	2329	3529
Cannot do at all	172	143	315
Do not know	104	98	202
Not applicable	19987	19366	39353
Total	183750	213472	397222
Self-care			
No difficulty	160595	190012	350606
Some difficulty	2016	2809	4825
A lot of difficulty	667	798	1465
Cannot do at all	409	405	814
Do not know	74	82	157
Not applicable	19987	19366	39353
Total	183747	213472	397219

In Maluti-a-Phofung, most residents reported having no disabilities, but a significant number still experience some form of difficulty in their daily activities. The most common types of disabilities are related to **seeing** and **walking**. Around **40,000 people** have some difficulty seeing, and over **14,000** reported challenges with walking. **Remembering** or **concentrating** affects about **16,800 people**, while around **6,400** have trouble with **hearing**. Difficulties with **self-care** and **communication** were reported by fewer people but still affect over **6,800 residents** combined.

In most cases, **females are more affected than males**, especially in seeing, walking, and remembering. These figures show the need for inclusive planning to support people with disabilities through better healthcare, accessible buildings, social services, and community support programs.

Table 1 – District/metropolitan municipality indicators in Free State, 2025

District municipality	Population		Age structure			Percentage to FS	Percentage to national	Sex ratio	Annual growth rate % (2024-2025)
	Male %	Female %	0-14	15-64	65+				
FS - Xhariep District Municipality (DC16)	49,0	51,0	28,5	64,6	6,8	4,5	0,2	96	0,8
FS - Mangaung Metropolitan Municipality (MAN)	45,4	54,6	26,0	65,7	8,3	28,2	1,4	83	0,7
FS - Lejweleputswa District Municipality (DC18)	48,2	51,8	25,1	67,1	7,8	23,0	1,1	93	0,6
FS - Thabo Mofutsanyane District Municipality (DC19)	45,9	54,1	28,4	65,5	6,1	26,6	1,3	85	0,5
FS - Fezile Dabi District Municipality (DC20)	48,8	51,2	25,3	66,3	8,4	17,7	0,9	95	0,5

The demographic pillars of fertility, mortality and migration cumulatively impact the growth seen at a district level. From table 1, it is clear that amongst the FS districts/metro, all districts show annual population growth, ranging from 0,5% to 0,8%. This indicates slow population expansion and possible out-migration or low fertility in some districts. Xhariep District Municipality had the highest growth from 2024 to 2025 (0,8%), followed by Mangaung Metro with 0,7%. Fezile Dabi and Thabo Mofutsanyane District Municipalities experienced an annual growth rate of 0,5% each. A lower population growth rate helps ease pressure on resources such as education and health care.

The population structures of all the districts indicate relatively larger percentages of adults aged 15–64 years. Lejweleputswa District has the highest percentage of adults (67,1%), followed closely by Mangaung (65,7%). The proportion of the elderly 65 years and older population ranges between 6,1% and 8,4% for all the districts in FS. Fezile Dabi district municipality has the highest percentage of elderly (8,4%) when compared to other districts, followed by Mangaung (8,3%). The share of children 0-14 years range from 20,0% in Mangaung to 28,5% in Xhariep. Rural Districts (Xhariep, Thabo Mofutsanyane) have higher proportions of children compared to the metro. These results suggest that Mangaung and Fezile Dabi have more ageing populations, while Thabo Mofutsanyane has a comparatively younger age structure.

Source: <https://www.statssa.gov.za/publications/Report-03-02-48/Report-03-02-482025>

District Demographic Dynamics: Mortality, Fertility and Migration Trends

In line with the guidance from Statistics South Africa (Stats SA), the municipality incorporates the Thabo Mofutsanyana District Municipality demographic indicators to provide a broader understanding of population dynamics affecting the local municipality. The demographic factors of mortality, fertility, and migration collectively influence population growth, age structure, and service delivery demands within the district and local municipalities.

The data indicates that all districts within the Free State Province experienced moderate population growth between 2024 and 2025, reflecting the combined impact of births, deaths, and migration patterns. The age structure further shows that the majority of the population falls within the economically active age group (15–64 years), while varying proportions of children and elderly persons across the districts influence the demand for education, healthcare, housing, social support, and economic opportunities.

The incorporation of district-level demographic information assists the municipality in aligning its planning with regional trends and ensures that the Integrated Development Plan (IDP) responds appropriately to current and future population needs within the district context.

2.12 LOCAL ECONOMIC DEVELOPMENT

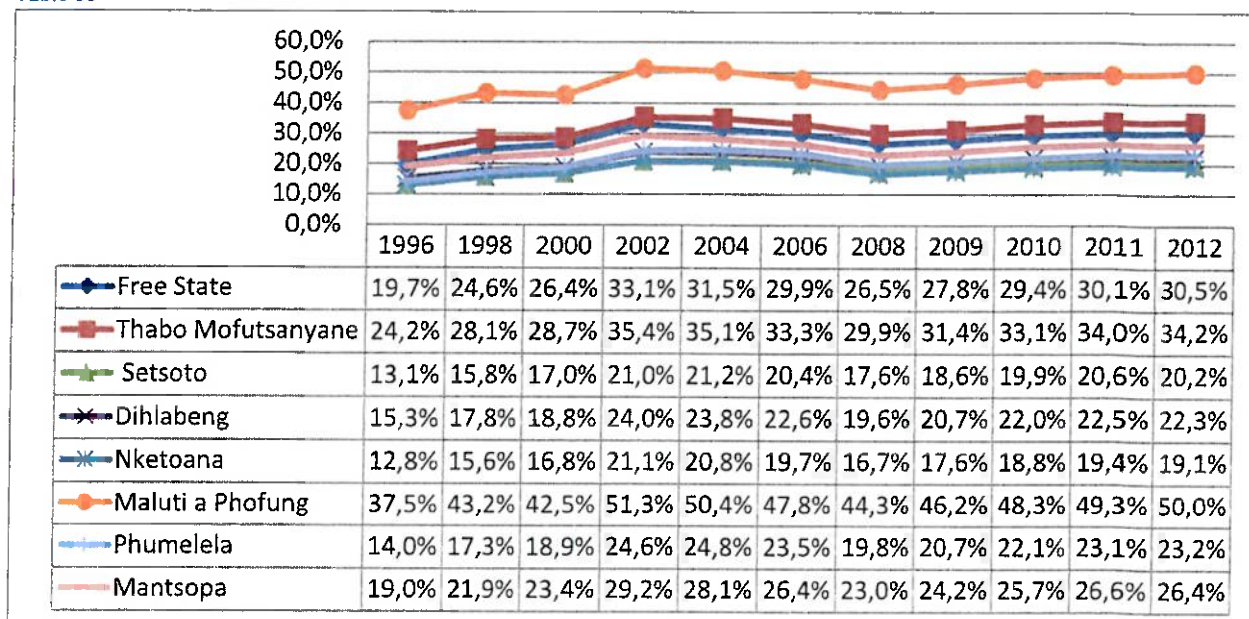
The purpose of the Local Economic Development is to collate all economic information and investigate the coordinated and integration options and opportunities available to broaden the economic base of the area. This information is packaged as a strategic implementation framework in order to address the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the district economy.

In order to promote economic development, it is increasingly being recognised that micro economic measures at the local level are needed as well as macroeconomic measures at the national level. The former is often collectively referred to as Local Economic Development (LED) and in the South prioritizing the needs of the poor must feature prominently in the design of LED interventions.

South Africa is one country in Africa where there has been explicit attention paid to LED policy and practice and, given the government's prioritization of the needs of the poor, it has the potential to serve as a learning laboratory with respect to the principles, policy and application of pro-poor LED. South Africa has the largest economy in Africa, but suffers from a highly dualistic economy, with a world class formal economy including a number of multinationals, while up to 40% of the population is unemployed who depend on welfare grants and the informal sector to survive.

The municipality has developed its LED Strategy in 2020 and is due for review in 2026. The tables and analysis that follow, depict the economic profile of the municipality:

Table 35



Employment Trends

The working age population in Maluti-a-Phofung in 2018 was 204 000, decreasing at an average annual rate of -0.26% since 2008. For the same period the working age population for Thabo Mofutsanyane District Municipality decreased at -0.28% annually, while that of Free State Province increased at 0.36% annually. South Africa's working age population has increased annually by 1.65% from 32.1 million in 2008 to 37.8 million in 2018.

Out of the working age group, 60.4% are participating in the labour force, meaning 123 000 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 80 700 people. Out of the economically active population, there are 43 800 that are unemployed, or when expressed as a percentage, an unemployment rate of 35.6%. In 2018 the labour force participation rate for Maluti-a-Phofung was at 60.4% which is slightly higher when compared to the 55.9% in 2008.

	Maluti-a-Phofung	Thabo Mofutsanyane	Free State	National Total
2008	75,500	192,000	755,000	13,900,000
2009	73,300	187,000	748,000	13,800,000
2010	69,700	179,000	726,000	13,500,000
2011	67,900	175,000	725,000	13,700,000
2012	66,200	172,000	716,000	14,000,000
2013	65,700	171,000	717,000	14,500,000
2014	67,400	176,000	740,000	15,100,000
2015	69,300	181,000	763,000	15,600,000
2016	69,700	182,000	771,000	15,900,000
2017	70,000	183,000	774,000	16,100,000
2018	71,100	185,000	777,000	16,300,000
Average Annual growth				
2008-2018	-0.60%	-0.35%	0.30%	1.63%

*Table 36: Employment rate from 2008-2018 in Maluti-a-Phofung, Thabo Mofutsanyane, the Free State and South Africa
(Source: IHS Markit Regional eXplorer version 1870)*

In 2018, Maluti-a-Phofung employed 71 100 people which is 38.34% of the total employment in Thabo Mofutsanyane District Municipality (185 000), 9.14% of total employment in Free State Province (777 000), and 0.44% of the total employment of 16.3 million in South Africa. Employment within Maluti-a-Phofung decreased annually at an average rate of -0.60% from 2008 to 2018.

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2008, the unemployment rate for Maluti-a-Phofung was 27.8% and increased overtime to 35.6% in 2018. The gap between the labour force participation rate and the unemployment rate decreased indicates a negative outlook for the employment within Maluti-a-Phofung Local Municipality.

The number of formally employed people in Maluti-a-Phofung Local Municipality counted 54 100 in 2018, which is about 76.16% of total employment, while the number of people employed in the informal sector counted 16 900 or 23.84% of the total employment.

In 2018, there were a total number of 43 800 people unemployed in Maluti-a-Phofung, which is an increase of 11 300 from 32 500 in 2008. The total number of unemployed people within Maluti-a-Phofung constitutes 49.07% of the total number of unemployed people in Thabo Mofutsanyane District Municipality. The Maluti-a-Phofung Local Municipality experienced an average annual increase of 3.02% in the number of unemployed people.

It should be noted that the official unemployment rate excludes discouraged job seekers, and is as such not an accurate reflection of the available labour pool. Neither is it an accurate reflection of the extent of the jobless crisis. The high unemployment rate in Maluti-a-Phofung is primarily due to the lack of formal job opportunities in the area. It is the single most visible indicator of the lack of economic opportunity in the area.

Sectoral Trends

Maluti-a-Phofung Local Municipality, 2018

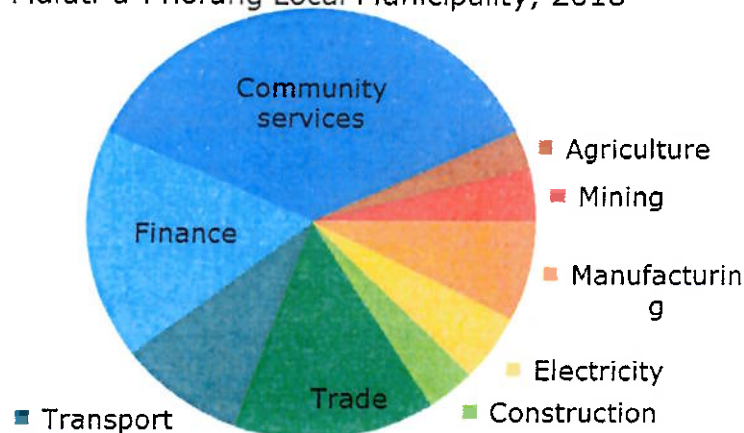


Figure 12: Gross Value Added by broad economic sector (IHS Markit Regional eXplorer version 1870)

	2008	2013	2018	Average Annual growth
Agriculture	0.32	0.28	0.20	-4.64%
Mining	0.40	0.51	0.49	2.08%
Manufacturing	0.80	0.66	0.67	-1.85%
Electricity	0.34	0.34	0.34	-0.06%
Construction	0.37	0.38	0.37	-0.10%
Trade	1.63	1.70	1.75	0.67%
Transport	0.74	0.68	0.69	-0.79%
Finance	1.48	1.52	1.53	0.31%
Community services	3.19	3.25	3.30	0.34%
Total Industries	9.29	9.31	9.33	0.04%

Table 27: Gross value added (GVA) by broad economic sector - Maluti-a-Phofung local municipality, 2008, 2013 and 2018 [R billions, 2010 constant prices] (Source: IHS Markit Regional eXplorer version 1870)

	2018	2019	2020	2021	2022	2023	Average Annual growth
Agriculture	0.20	0.21	0.22	0.22	0.23	0.23	3.10%
Mining	0.49	0.49	0.48	0.47	0.47	0.46	-1.09%
Manufacturing	0.67	0.66	0.65	0.66	0.66	0.67	0.09%
Electricity	0.34	0.32	0.32	0.32	0.32	0.33	-0.96%
Construction	0.37	0.36	0.35	0.36	0.36	0.37	0.16%
Trade	1.75	1.74	1.74	1.76	1.78	1.80	0.55%
Transport	0.69	0.68	0.69	0.70	0.72	0.73	1.36%
Finance	1.53	1.55	1.56	1.60	1.64	1.69	1.94%
Community services	3.30	3.32	3.26	3.23	3.23	3.23	-0.46%
Total Industries	9.33	9.32	9.28	9.32	9.41	9.50	0.37%

Table 38: Gross value added (GVA) by broad economic sector - Maluti-a-Phofung Local Municipality, 2018-2023 [R billions, constant 2010 prices] ((Source: IHS Markit Regional eXplorer version 1870))

2.13 AGRICULTURE

- The agriculture sector had the lowest average annual growth of all economic sectors in Maluti-a-Phofung with -4.64% from 2008-2018.
- The agriculture sector is expected to grow fastest at an average of 3.10% annually from R 200 million in Maluti-a-Phofung Local Municipality to R 233 million in 2023.
- This sector that contributes the least to the economy of Maluti-a-Phofung Local Municipality with a contribution of R 400 million to the local economy.
- The sector in Maluti-a-Phofung contributes 11% to the agricultural sector in the District.
- The exploitation of the competitive advantages of the agriculture sector

- The roll out of the Comprehensive Rural Development Programme (CRDP) must assist in expanding the agriculture potential over large parts of Maluti-a-Phofung to ensure food security and provide for agro processing. The land owned by government needs to be targeted for such purposes.
- The application of sources of water to provide sustainable agricultural products for agro processing, commercial farming and food security

FSGDS Narrative

- Identification of viable agricultural crops with emphasis placed on crop diversification and agri-beneficiation.
- Strengthen agricultural research.
- Strengthen the rural security of farm communities

MAP Narrative

- Identify which crops and agri- product are planned for processing at the agro-processing hub and lobby to ensure localization of their growth and production.
- Promote agricultural and agricultural diversification activities within the Municipality and assisting with implementation of Rural Development Plans.
- Actively identify new agricultural products that can be invested in and form part of the agro- processing hub.

Mining

- For the period 2018 and 2008, the GVA in the mining sector had the highest average annual growth rate in Maluti-a-Phofung at 2.08%.
- The mining sector is expected to have the lowest growth rate from 2018-2023 with an average annual growth rate of -1.09%.
- The Maluti-a-Phofung Local Municipality area does have some mining, but this is very limited and fairly unimportant.
- The mining sector is the sector that employs the least number of people in Maluti-a-Phofung Local Municipality with 0.6%.
- The sector contributes R0.6 Billion to the Maluti-a-Phofung economy and R23.3 Billion in the Free State economy.

Manufacturing

- The manufacturing sector had an average annual growth rate of -1.85% from 2008-2018.
- The expansion of manufacturing in the municipality may be hindered due to challenges workers are facing with the bargaining council
- The manufacturing sector in Maluti-a-Phofung contributes R1.1 Billion or 7.3 %to the local municipal economy
- Manufacturing contributes 7.1% to the district economy and of this Maluti-a-Phofung contributes 38.2%
- The contribution of manufacturing within the Free State is 10.6%; concentrate mainly within Sasolburg and Mangaung.
- Textile is the biggest manufacturing industry in the municipality but the industry is facing difficulties with negotiations with the bargaining council.

Finance

- The finance sector contributes the second most to the Maluti-a-Phofung economy at 17.2%, The growth within
- From 2008-2018 the finance sector grew at a rate of 0.31%.
- From 2018-2023 the sector is expected to grow at 1.36 %.
- The Finance sector has the lowest informal employment with 963 and only contributes 5.68% to total informal employment.

Construction

- Construction contributes 3.5% to the Maluti-a-Phofung and 3% to the district economy.
- The sector experienced a growth of 1.4% and 1.0 % p.a. in Maluti-a-Phofung and the district, respectively.
- Construction employs 2970 people in the formal sector and 1900 people in the informal sector.
- The sector has had a growth rate of 0.1%

Trade

- In Maluti-a-Phofung Local Municipality the economic sectors that recorded the largest number of employment in 2018 were the trade sector with a total of 19 500 employed people or 27.4% of total employment in the local municipality.

- The sector is the third largest contributor to the Maluti-a-Phofung at 14.5%. This compares with a contribution of 17.7% to the district economy and 15% to the national economy.
- Trade has recorded the second highest average annual growth rate at 0.67% and is estimated to grow from 2018-2023 by a rate of 0.55%.
- In 2018 the Trade sector recorded the highest number of informally employed, with a total of 8 600 employees or 50.74% of the total informal employment.
- Trade is expected to grow in the municipality with the further development of the SEZ, a mall being developed in Qwa Qwa and potentially developing a mall in Harrismith.

Transport

- The transport sector contributes 9% to the Maluti-a-Phofung and 10.25% to the district economy compared to the 10.1 % of the provincial and 9.2% of the national economy
- Growth in this sector is very low at 1.36 p.a. for Maluti-a-Phofung from 2008-2018 and projects to decline at a rate of 0.79% p.a.¹

Community Services

- The community services sector of Maluti-a-Phofung contributes 44.35% towards the District community services sector.
- The community services sector is estimated to be the largest sector within the Maluti-a-Phofung Local Municipality in 2023 contributing 34.0% to the economy.
- Community services has been growing at an average annual rate of -0.5% but it projected to decline in growth at a rate of -0.46% p.a.
- Community services is the most dominant sector within the Thabo Mofutsanyane District and Maluti-a-Phofung municipality contributing 30.25% and 17.36% respectively.
- The sector employs the largest number of people in the municipality in both formal and informal jobs.

2.14 TOURISM

The development of tourism as economic driver should focus on the natural and heritage assets and provide for the following:

- The integration of regional tourism development as part of the Maloti Tourism and Highlands Tourism routes, providing a system of tourism corridors promoting synergetic interaction with local tourism initiatives
- The clustering of the existing tourism activities into corridors and nodes supported by economic infrastructure and a road system to strengthen the 'critical mass' of product and therefore the overall depth of the tourism experience across the region.
- The protection and development of the natural environmental assets for tourism or other development needs to take place within the development parameters set by strategic and detailed environmental assessments

The development of the following key areas:

- Wildlife and nature tourism
- Activity and adventure tourism
- Resort tourism, sports tourism
- Residential tourism
- Conference and meetings
- Leisure/entertainment
- Industrial and township tourism
- Cultural heritage.
- Projects supporting tourism, needs to aim at enhancing community development
- The upgrading of the Witsieshoek resort near the Sentinel peak
- The development of various 4x4 trails in the area, including a specific 4x4 route to KZN (e.g. use of Bezuidenhouts pass)
- The development of craft outlets in the area, including craft making projects.
- The development of San paintings sites as well as linking the various sites with a route
- The development of a pre-historic interpretation Centre at Golden Gate
- New events could include photography courses, adventure events, cultural events, etc.
- The development of unique coffee shops (combined with craft shops)
- The development of a hydro-electric power station interpretation centre at the proposed Braam Hoek power station

- The standardisation and provision of tourism signage throughout the study area
- The development of a tourism information office at the Bergview rest stop along the N3.

The Wildlife Economy

The development of the wildlife economy should focus on economic activities directly dependent on the biophysical and the provision of goods and services to the wildlife economy e.g. transport, infrastructure, catering, security, veterinary services, fuel, etc. environment of Maluti-a-Phofung.

These include:

- Activities directly linked to nature conservation and management
- Game viewing in the public and private nature reserves
- Hunting, game sales, game breeding, fishing and livestock farming which is dependent on natural veld and rangelands
- Traditional and cultural uses of resources such as medicinal plants derived from the wild
- Ecotourism, adventure tourism, bird watching, hiking, game viewing and associated infrastructure (such as lodging/accommodation, etc.) which are reliant on natural areas
- Activities linked to intact ecosystems, which is heavily dependent on a relatively pristine natural environment and clean water for its survival

FSGDS Narrative

- Investment in nature based, cultural and historical tourism, with an emphasis on tourism route development, tourism marketing, increase in domestic tourism and develop tourism SMME's.
- Increase the build human capacity for tourism development and service excellence.
- Implement a government support programme for tourism development and growth.

MAP Narrative

- Review of Tourism Sector Plan
- Build tourism awareness, invest in the tourism industry- human resources, infrastructure requirements, projects and programmes identified in the tourism sector plan.

2.15 SMME

FSGDS Narrative

- SMMEs provide one of the ways to reduce the current high level of unemployment and poverty in the Free State. Emphasis is placed on funding, SMME incubation, value chain corporation and market linkages (export development).
- Improve rural development and economic infrastructure.

MAP Narrative

- Identify all SMME growth and development opportunities emanating from the M-SEZ and SIP2, as well as SMME opportunities in other growth sectors such as tourism and agriculture.
- Provision of training and upskilling to improve business and financial management skills; and provision of business incubation projects.
- Assist SMME's in accessing markets and other value chain stakeholders through STI.
- Revisit municipal regulations and policies to reduce red tape for SMME's.

Table - Primary Matrix

Town Name	PRIMARY PRODUCTION (CROPS)												PRIMARY PRODUCTION (LIVESTOCK)												OTHER PRIMARY SUPPORT							PRIORITISATION SCORE		
	FS Agricultural Master Plan Alignment																																	
	Sorghum	Soya Beans	Maize	Wheat	Sun Flower	Vegetables (Potatoes etc)	Lucerne	Pecan/Walnuts	Fruits (apples etc)	Mixed Grass	Cactus Pear	Spices (Paprika)	Hatchery	Broiler	Battery	Feedlot	Cattle	Livestock handling facility	Dairy	Goats	Sheep	Boma facility	Game Farming	Fishery	Piggy	Fencing	Tool Hire	Laboratory	Mobile Laboratory	Logistics/handling	Basic Collection Facility			
Harris mith	2	0	0	2	5	5	2	0	0	2	2	5	2	2	2	2	2	2	0	5	2	0	0	0	2	0	0	0	0	0	0	0	4	
Kestell	5	5	2	5	5	2	2	0	0	2	5	2	2	2	2	2	5	2	0	5	2	0	0	0	2	0	0	0	0	0	2	1	6	
Tshia meme	0	0	0	5	0	2	2	0	0	2	3	2	0	0	0	0	2	2	0	5	0	0	0	5	0	5	5	5	0	5	0	0	5	0

Table 40 - Processing Matrix

[illegible]

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

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

Focus Regions

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

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

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

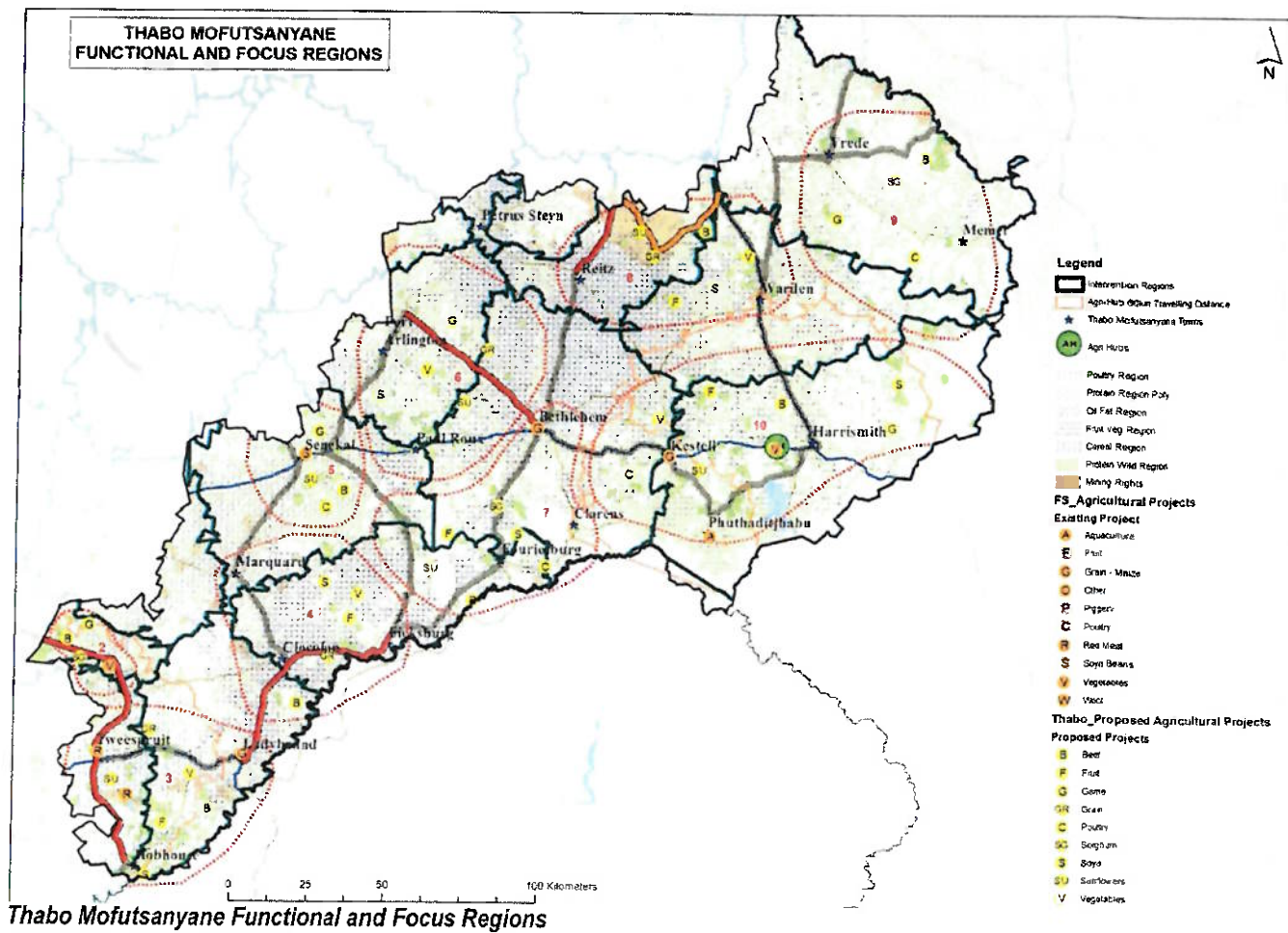
Focus region 10 is the only region which falls within the Maluti-a-Phofung Local Municipality. The table below indicates the proposed projects per Focus Region 10 within Maluti-A-Phofung.

Table 41

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

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

Fig 13



Thabo Mofutsanyane Functional and Focus Regions

AGRIPARK PROJECTS

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