

Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security						
KPA						
Objective	Strategy	KPI	Target		2016/17 Target	Project
Ensure waste is managed in an integrated manner	1. Permitted Landfill sites comply with legislation	Development of waste drop-off areas in Mangaung	10 drop off areas developed	10 drop off areas developed	1 drop off area developed	Compliance to landfill sites permit conditions
		No of permitted landfill sites maintained and upgraded	3 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	3 permitted landfill sites upgraded and maintained	Upgrading and maintenance of the permitted landfill sites
		Number of transfer stations developed	3 Transfer station developed	3 Transfer station developed	1 transfer station developed	
		Number of weighbridge developed	4 weighbridges developed	4 weighbridges developed	2 weighbridge developed in Thaba Nchu	
	2. Promote reuse, recycling and recovery of waste	Tonnage of waste diverted from the landfill sites	25% of recyclable waste diverted from the landfill sites for re-use,	25% of recyclable waste diverted from the landfill sites for re-use,	10% of recyclable waste diverted from landfill site for reuse, recycling or recovery	Implementation of the National Waste Management Strategy

KPA	Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security					
	Objective	Strategy	KPI	Target		Project
				5-Year Target	2016/17 Target	
Address electricity backlog				recycling or recovery		
	Public electricity connection (Installation of high mast lights) in informal settlements	High mast lights installed in informal settlements	150 high mast lights installed in informal settlements		28 high mast lights installed in informal settlements	Access to basic services
	Provide new households with electricity connections	Number of new households provided with electricity connections	2500 new households provided with electricity connections		426 households provided with electricity connections	Number of households upgraded in informal settlements with access to secure tenure and basic services
	Reduction in unaccounted electricity losses	Reduce electricity losses to 13% and below in line with the NERSA requirements by 30 June 2017	5% electricity losses	Reduce electricity losses to 13% and below in line with the NERSA requirements by 30 June 2017		Reduction of electricity losses

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KPA	Objective	Strategy	KPI	Target		Project
				5-Year Target	2016/17 Target	
Provide access to electricity		Transformer replacement & other related equipment	Number of transformers and equipment replaced	20 transformers and equipments replaced	5 transformers and equipment replaced	Transformer replacement & other related equipment
		Revitalization of old power stations (fortstreet)	100 % revitalisation of power station	100% revitalisation of power stations in Mangaung	Commencing the revitalisation of power station	Revitalization of old power stations (fortstreet)
		Solar farm generation plant	Master plan development for a generation plant	Solar farm plant established	Developed detailed designs for a solar farm generation plant	Solar farm generation plant
		Electrification and new connections	Number of installed prepaid and bulk meters in all proclaimed sites	25 000 prepaid meters and 100 bulk meters	5000 prepaid meters installed and 20 bulk meters replaced	Provision of electricity services
	Electricity Connectivity		Number of smart street lights installed	1500 smart street lights installed	300 smart street lights installed	Converting street lights to smart street lights
			Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017	99,9% installation and completion of public connection	100%` install public connections for all public connection applications received, paid for	Provision of Electricity Services

KPA	Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target		Project
			5-Year Target	2016/17 Target	
			application received	within the specific deadline as stipulated within the policy by 30 June 2017.	
	Upgrading of six distribution centres Extension and upgrading of the 11kv network?	Number of distribution centre upgraded <ul style="list-style-type: none">Fichardtpark dc: 132kv/11kv 20mva dcCecelia dc: 132kv/11kv 30mva dc132kv northern ring from Noordstad dc to harvard dcBOTSHABELO: ESTABLISHMENT OF 132kv CONNECTIONElite substation (airport node)	All distribution centres of the MMM upgraded	7 distribution centres upgraded	Upgrading of distribution centres

KPA	Eradication of bucket system, VIP toilets in Mangaung, Botshabelo and Thaba Nchu, roads, ageing infrastructure, focus on the basics, building solar farm, power plant feasibility study, safety and security				
Objective	Strategy	KPI	Target	5-Year Target	2016/17 Target
		<ul style="list-style-type: none"> Maphikela 132/11kv 	dc		

4.1.5 Human settlement

4.1.5.1 Situational analysis

Generally, the Mangaung Metropolitan Municipality has a huge housing backlog compared to other municipalities in the Free State. The Bloemfontein region in particular is disproportionately affected as more than half of the population in Mangaung reside in region. This is mainly due to the fact that Bloemfontein is the economic hub as such expectations of finding employment opportunities and bettering their living conditions here are unrealistically high.

In order to address the shortage of housing, especially among the gap market developments around Vista Park Phases 2 & 3 as well as the Hillside View is being fast-tracked. These projects will consist of both RDP and bonded houses. Furthermore, the City is aiming at receiving accreditation as a housing service provider in order to speed up the programme of housing provision. A business plan has been developed in support of the accreditation application.

The City has achieved the following:

- The upgrading of MK Square and Sonder Water informal settlements is under construction;
- The implementation of Dark and Silver City Community Residential units are under construction;
- The implementation of Hillside View Mixed Use Development is making encouraging progress

4.1.5.2 Development objective

4.2.5.3 Strategies

The key strategies are:

KPA	Human settlements				Programme/Project	
Objective	Strategy	KPI	Target		2016/17 Target	
			5-Year Target			
Address housing backlog	Main line (W&S) Lourierpark	Number of sites provided with water & sanitation	1000 sites provided with water & sanitation	400 sites provided with water & sanitation at Lourierpark	Upgrading of settlements	
	Internal services (land prep; w&san; street lights) grassland phase 4 (Khayalitsha)	Number of ervens provided with internal services rendered in grassland, phase 4 and Khayalitsha, Botshabelo Sections L & H	53 000 ervens provide with internal services	1000 ervens provided with internal service	Upgrading of informal and formal settlements	
	Households allocated affordable rental/social housing units	Number of households allocated affordable rental/social housing units	2 000 households	600 households	Rental/Social Housing Programme	
	Township establishment: new townships (appr.5000)	Number of township establishments	8 promulgated and established townships	Establish and promulgate townships (Botshabelo, Thaba Nchu and BFN South)	Township establishment: new townships (appr.5000)	

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KPA	Human settlements				Programme/Project
	Strategy	KPI	Target		
			5-Year Target	2016/17 Target	
Objective	Procurement of Title Deeds for all sites that do not have title deeds	Procuring title deeds for all sites		500	Enhancing Security of Tenure
	Construction of Toilets on sites that have no toilets	Number of toilets constructed		20	Provision of Basic Sanitation
	Refurbishment of all municipal buildings	To ensure refurbishment of municipal buildings		One municipal building refurbished	Refurbishment of municipal buildings
	Promotion of mixed land use development	Number of ervens provided with engineering services at Brandkop 702	2500 ervens provided with Engineering services	Number of ervens provided with engineering services at Brandkop 702	Development of Seven Land Parcels

KPA			Human settlements			Programme/Project
			Strategy	KPI	Target	
Objective			Percentage Development of land at Cecilia Park	5-Year Target	2016/17 Target	Development of Seven Land Parcels
				2500 ervens provided with Engineering services	Number of ervens provided with engineering services at Cecilia Park	

4.1.6 Public transport

4.1.6.1 Situational analysis

Largely as a result of the legacy of dis-integrated development planning, transport is not well coordinated in the Municipality. Worse, commuting distance to-and-from work is extremely long.

The poorer communities are worse-hit by the situation. For example, poor communities between Thaba Nchu and Botshabelo travel 60km and 70km respectively to work. The situation does surely does not help their financial plight. The Municipality is not spared the associated costs. Mangaung spend roughly R80m a year on transport subsidy. There is an urgent need to address the sorry state of affairs. Thus an integrated public transport plan is being implement and phase 1 that is Maphisa Road was 46% complete by end of December 2016 as indicated.

Public Transport is a critical strategic imperative in the municipality. The city is in the process of implementing the Integrated Public Transport Network (IPTN) that is aimed at achieving the following broad objectives:

- To ensure the sustainable economic growth of the region through the provision of a **safe, reliable, efficient public transport system**;-
- To encourage and support incremental development in so doing enhancing **the job creation opportunities** for the region;
- To support the Growth Development Strategy (GDS) of Mangaung as well as encourage **the redistribution of the apartheid spatial form through densification along the identified IPTN Corridors**;-
- To encourage the utilization of **Non-motorized Transport (NMT)** as a preferred mode of choice;-
- To upgrade and enhance **Intermodal Precincts within the three nodes of Bloemfontein, Thaba Nchu and Botshabelo**;
- To support the **Built Environment Performance Plan (BEPP)**;
- Institutional restructuring and capacitation of the **Mangaung Transport Authority**;
- **Transformation of the existing Public Transport sector** through the provision of negotiated 12 year contracts for the provision of public transport services;
- To ensure all citizens irrespective of disability, need, race or income has **access to the IPTN system** without the fear of discrimination or inequality;

The IPTN project consists of the development of the development of the IPTN plan which is underpinned by sustainable operational and business plans. In terms of the 1st order operational plan the phase 1 of the project consist of the construction of bus ways from CBD via Harvey Road, Fort Hare Road, Maphisa Road, Moshoeshoe Road until M10 (Chief Moroka Road).

4.1.6.2 Development objective

The overall objective is to provide safe and affordable public transport in Mangaung through integrated public transport system.

4.1.6.3 Strategies

The key strategies are:

KPA	Public transport			
Objective	Strategy	KPI	Target	Programme/Project
To improve public transport system and services	Implementation of Integrated Public Transport Network (IPTN) with Non-Motorised Transport Initiatives	Development of Operational and Business Plans	5-Year Target IPTN developed and implemented Signed BOCA	2016/17 Target Approved Operational and Business Plans by Council
		Commencement of section 78 of System Act	Operating Busses on IPTN Phase 1	Section 78 investigation concluded
		Signing of the Memorandum of Agreement (MOA) with Taxi Industry		Signed MOA
		Negotiated Bus Operating Company Agreement		Availability of draft BOCA for discussions with Affected Operators

KPA	Public transport				
Objective	Strategy	KPI	Target		Programme/Project
			5-Year Target		
			2016/17 Target		
		(BOCA) to be entered into by Operators in terms of section 41 of the National Land Transport Act (NLTA)			
		100% completion of Maphisa/Forthare BRT phase 2		1.2 km of Maphisa Road Completion of 1 km Fort Hare Road Completion of Preliminary/detailed design for Phase 1 trunk routes	
		100% completion of IPTN Phase 1 trunk routes			

4.1.7 Environmental Management and Climate change

4.1.7.1 Situational analysis

The Mangaung Metropolitan Municipality places high emphasis on clean environment and factors that mitigates the impact of climate change. The cleanliness of the Metros CBDs is high on the agenda of the Council. The municipality has deployed commendable resources to the campaign. The municipality is also keen to mitigate the negative impact of climate change by monitoring the air quality, promoting the energy safe campaigns as well advocating and investing in alternative sources of energy, especially renewable energy such as air and sun.

4.1.7.2 Development objective

The objective is to provide adequate energy to the residents of Mangaung without exacerbating the negative impact of climate change.

4.1.7.3 Strategies

The key strategies are:

KPA		Environmental Management (EM)* and climate change *note abbreviation hereafter			
Objective	Strategy	KPI	Target		Programme/Project
			5-Year Target	2016/17 Target	
Environmental sustainability	Establish the necessary skills and institutional capacity	Compiled Environmental Management and Implementation Plan (IEMP) Percentage implementation of the Council approved EIMP	A compiled EIMP	A compiled and Council approved EIMP 50% implementation of EIMP	Environmental Management Plan
Increase the environmental literacy level of stakeholders	Learners reached through environmental awareness	Number of campaigns at schools	5 00 campaigns conducted	200 campaigns conducted	Environmental education and awareness programme at schools
	Community members reached through awareness campaigns	Number of events per year	670 awareness campaigns conducted	140 awareness campaigns conducted?	Integrated Environmental education and awareness programme (IEEAP)

KPA		Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
Objective	Strategy	KPI	Target			Programme/Project
			5-Year Target	2016/17 Target		
	Work with councillors to enhance environmental capacity at ward level	Number of cleaning programmes conducted	80 cleaning programmes conducted	16 cleaning programmes conducted		IEEAP
Maximize usage of sporting, social facilities	Rehabilitating of existing sporting social amenities	Number of sporting and social facilities to be rehabilitated <ul style="list-style-type: none"> • Construction of a new community centre in thabamachu • Johnson Bendile stadium: construction 	20 sporting and social amenities rehabilitated	8 social and sporting amenities rehabilitated.		Rehabilitation of sporting and social amenities

KPA	Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
	Strategy	KPI	Target		Programme/Project
Objective			5-Year Target	2016/17 Target	
		<ul style="list-style-type: none"> Multipurpose centre: grassland 2 Rehabilitation of arther nathan swimming pool Rehabilitation of freedom square sport centre Renovation of historical building: city hall Upgrading of billy murison stadium Upgrading of botshabelo stadium 			

KPA	Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
	Strategy	KPI	Target		Programme/Project
			5-Year Target	2016/17 Target	
		<ul style="list-style-type: none"> Upgrading of mmabana stadium Upgrading of selosesha stadium Construction of sports facility Van Standenrus Thapelong Upgrading of Sports Facilities, Morojaneng 			
To conduct section 78 study on	Management of the environment	Number of section 78 study conducted		1 section 78 study conducted	Effective management of solid waste services

KPA		Environmental Management (EM)* and climate change <i>*note abbreviation hereafter</i>				
Objective	Strategy	KPI	Target		2016/17 Target	Programme/Project
			5-Year Target			
waste management	to ensure sustainability					
To ensure provision regarding Food for Waste	Providing food for Waste	Number of food for Waste projects			1 food for waste project	Food for Waste Project
To ensure Greening and Beautification within the municipality	Provide greening and beautification of the municipal areas	Number of greening and beautification areas completed			1 greening and beautification areas completed	greening and beautification of the municipality

1.8 Social and community services

4.1.8.1 Situational analysis

The elevation of Mangaung Local Municipality to a Metropolitan Municipality implies that the municipality needs to provide extended services that are the competency of such an authority.

The City continues to provide a basket of community services and managed to notch the following achievements:

- Effective emergency and fire services;
- Southern region fire station constructed at the cost of R5.1 mil;
- Built Batho Park in Ward One with R39 mil grant funding from Department of Environmental Affairs and Tourism
- 3 x Thaba Nchu Cemeteries, 1 x Botshabelo Cemetery (fenced);
- The microbiological laboratory completed;
- Completed a Disaster Management Centre
- The following 3 Parks were developed :
 - Kagisanong
 - Thaba nchu Regional Park
 - Botshabelo

Disaster Management

Given the strategic nature of Disaster Management, Council established a new sub – directorate in the Directorate Social Services. The New Disaster Management Centre was built and opened by the Executive Mayor, the centre enhance the emergency call taking and dispatching, thus ensuring that emergency services functionaries reach affected communities in the shortest timeframe. The municipality has adopted the Disaster Management Framework and Disaster Management Plan (this plan is attached to the IDP as a Sector Plan). It is the mission of MMM to establish and maintain an all-inclusive integrated and effective disaster risk management programme for the Mangaung Metropolitan Municipal area that will ensure effective and speedy response in case of disasters and emergencies to the benefit of all communities.

Disaster Management encompasses a continuous, integrated, multi-sectoral and multi-disciplinary process of planning and implementation measures incorporating strategies for pre disaster risk reduction as well as post disaster recovery, aimed at:

- preventing or reducing the risk of disasters

- mitigating the severity or consequences of disaster
- emergency preparedness
- rapid and effective response to disasters
- post disaster recovery and rehabilitation

4.1.8.2 Development objective

The objective is to provide social services of high quality to all the residents of Mangaung Metropolitan Municipality.

4.1.8.3 Strategies

The key strategies are:

Social and community services						
KPA						
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2016/17 Target		
Improve service delivery by providing recreation facilities and public amenities to all residents of Mangaung.	Creating new parks within the Mangaung area.	Number of regional parks developed	Passive Recreation Node: Building of braai facilities, placement of benches, pathways, planting of trees and grass, installation of lighting	1 regional park In Thaba Nchu	Completion of Phase 3 of the regional park in Thaba Nchu – Selosesha	New regional park Selosesha in Thaba Nchu
	Establishment of a new Zoo at Kwaggafontein	Kilometres of bulk water and sanitation services installed	Fencing of Zoo at Kwaggafontein, Plans and Designs for entrance facility and guard house completed	Construction of entrance facility and guard house and well as the installation of the first phase of the bulk water and sanitation Infrastructure	Establishment of a Zoo in Kwaggafontein	
	Erecting a new perimeter fence at Naval Hill Nature Reserve	Kilometres of fence installed	Fencing around Naval Hill	3.5 km of fence erected	Fencing of Naval Hill Nature Reserve	
	Building new cloak room on Naval Hill	1 new cloak room facility completed	Completion of Cloak room on Naval Hill	Completion of new cloakroom for Naval Hill staff on Naval Hill	Cloak Room for Naval Hill Workers	

KPA	Social and community services					
	Objective	Strategy	KPI	Target		Programme/Project
				5-Year Target	2016/17 Target	
Sports facilities		Development of a Regional Cemetery in Botshabelo Cemetery	Numbers of kilometres of roads constructed	Completion of the development of Regional Cemetery in Botshabelo	Construction of 1km storm water channel and 2km gravel roads	Development of a Regional Cemetery in Botshabelo
		Development of a Cemetery in Nali's View	Layout designs completed	Completion of the development of a Cemetery in Nali's View	Designing of the layout plan for the new Cemetery	Development of a Cemetery in Nali's View
		To complete the sport facility in van stadensrus	# of sports facilities to be refurbished	1	1 sports facility refurbished	Refurbishment of sports facilities
Promote Environmental Health		Morojaneng Sport Facility	# of sport facilities to be constructed	1	1 sports facility constructed	Construction of sport facility
		Conduct drinking and recreational water sampling according SANS to 241	Number of drinking water samples taken	6500 drinking water samples	1300 drinking water samples	Water sampling programme

KPA	Social and community services					
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2016/17 Target		
	Inspect food premises	Conduct food premise inspections as per provisions of the foodstuffs, Cosmetics and Disinfectant Act 54 1972	45000 food inspections	9000 food inspections	9000 food premises	Food inspection programme
Promoting a comprehensive library service	Promote literacy in communities	Number of Library outreach programmes to communities	500 Library programmes to communities	100 Library programmes to communities	Library outreach	Literacy Outreach/interactive programme
To ensure sustainable library programs which are informative in nature	Provision of informative library programs	Number of library programs achieved	13	4 library programmes achieved	library programmes	Provision of informative library programs
Promote HIV/Aids prevention measures	Prevent new HIV/Aids infections	Number of Training programmes on HIV/Aids	60 Training programmes on HIV/Aids prevention	12 Training programmes on HIV/Aids prevention	Training programmes on HIV/Aids prevention	Training programmes on HIV/Aids prevention
Prevent or reduce losses	Establishing necessary	Establishment of the MMMADAF	Establishment of the MMM Disaster	Establishment of the MMMADAF	Integrated institutional capacity	

Social and community services					
KPA					
Objective	Strategy	KPI	Target	2016/17 Target	Programme/Project
that occur due to natural or man-made disaster through preparedness, mitigation, response and recovery	institutional arrangements		5-Year Target Management Advisory Forum (MMMDAF)		
	Effective and efficient dispatching of emergency resources	Number of fire and rescue calls to which resources are dispatched within 3 minutes	Log emergency calls and dispatch emergency resources within the prescribed parameters of SANS 10090	80% of emergency calls received are dispatched within 3 minutes	<u>Disaster mitigation programme:</u> Standardised logging and dispatching of emergency calls
	Customer satisfaction with services rendered by the Control Centre.	Percentage of callers polled indicating their satisfaction with the service rendered by the Control Centre.	100% of callers polled indicating their satisfaction with the services rendered	95% of callers polled indicating their satisfaction with the services rendered	Customer satisfaction survey to determine satisfaction level with services rendered by the Control Centre
	Attendance of Joint Operations Centre (JOC) at public events at:	Percentage of JOC attendance at public events	90% attendance at public events	90% attendance at public events	Disaster Risk Reduction and Preparedness

KPA	Social and community services				
	Objective	Strategy	KPI	Target	Programme/Project
				5-Year Target	
		All stadia in MMM; All venues (capacity more than 2000 persons)			
		Preventing or reducing the risk of disasters through safety & grading certification of venues in terms of the SASREA	Number of Safety and Grading certificates issued within 2 weeks after applications received	All safety and grading certificate applications received, issued within 2 weeks.	Risk Reduction Preparedness
				10 out of 10	
		Development of contingency plans for municipal workplaces	Number of municipal workplaces with completed contingency plans	All municipal workplaces having contingency plans	Disaster Reduction preparedness
				Completion of contingency plans of Ten (10) workplaces	

Social and community services						
KPA	Strategy	KPI	Target		Programme/Project	
Objective			5-Year Target	2016/17 Target		
	Educating the public on Disaster risk management	Number of Disaster Management Awareness Campaigns conducted	30 campaigns conducted	6 campaigns conducted	Public education on Disaster Risk management	
	Conduct disaster risk assessments after disaster or emergency incident occurs	Number of Disaster risk assessments conducted within 48hours after disaster or emergency incident occurred	All disaster or emergency incidences assessed within 48hours.	10 out of 10	Disaster Response and Recovery	
To provide pre-hospital emergency medical services to people in MMM area of jurisdiction	Rendering of ambulance service in accordance with national norms	Fully operational ambulance service conforming to national norms rendered by MMM	Fully operational ambulance service rendered by MMM	Conclusion of Service Level agreement with FSPG subject to assigning of function to MMM	Rendering of ambulance service in accordance with national norms	
To limit the number of fire deaths resulting from	Ehrlichpark fire station: hot fire training facility : upgrade	100% upgrading of Ehrlichpark fire station: hot fire training facility	Conversion of props from paraffin to Liquefied Petroleum Gas	Completion of designs and specifications for conversion of props from paraffin to Liquefied Petroleum Gas	Upgrading of Ehrlichpark fire station: hot fire training facility	

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2016/17 Target		
accidental fires in residential buildings						
	Construction of fire station in Botshabelo	100% completion of fire station in Botshabelo	Commencement of construction	Earthworks and foundations completed	Construction of fire station in Botshabelo	
	Construction of fire station in Langenhoven Park / Cecilia	100% completion of fire station in Langenhoven Park / Cecilia	Completion of designs and specifications	Completion of designs and specifications	Construction of fire station in Langenhoven Park / Cecilia	
	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090	Number of fire and rescue emergency calls responded to in compliance with SANS 10090 i.r.o: <ul style="list-style-type: none">Weight of responseTurn out time	7.5 out of 10	7.5 out of 10	Delivery of Operational Fire and Rescue Services in the entire MMM area complying to SANS 10090	
	Delivery of a pro-active Fire	Number of inspections at High Risk Premises	450	90	Inspect High risk premises	

KPA	Social and community services				
	Objective	Strategy	KPI	Target	Programme/Project
				5-Year Target	
	Safety Service to MMM through regular inspections and scrutiny of building plans		Number of inspections at Moderate Risk Premises	1250	250
			Number of inspections at Low Risk Premises	9000	1800
			Number of building plans submitted for compliance with statutory fire safety measures within 5 working days	8 out of 10	8 out of 10
			Number of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request.	7 out of 10	7 out of 10
			Number of fire safety public awareness contact sessions with MMM Commerce and Industry Institutions	30	6
	Educating key target groups such as health care workers, learners at school and vulnerable		Number of Health Care Facility staff members trained in fire safety and evacuation procedures	1250	250
					Organise / conduct fire safety public awareness contact sessions
					Undertake training of Health Care Facility staff members

KPA		Social and community services				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2016/17 Target		
	members of the community in fire safety and disaster management	Number of public outreach events aimed at creating public awareness i.r.o. Fire Safety and Disaster Management attended	30	6	Organise / conduct public outreach events	
		Number of persons from the industrial and commercial community trained	1000	200	Organise / conduct training sessions	
		Number of training courses presented	17	3	Present training courses	
Law enforcement measures	Enhance visible policing	Number of CCTV cameras installed	Install 200 CCTV cameras in all identified hotspots in the city	Install additional 25 CCTV cameras in hotspots identified in conjunction with SAPS	Law enforcement surveillance through CCTV	
		Number of speed fines issued	600 000 Speeding fines issued	120 000 speeding fines issued (per annum)	Traffic Violation Programme	
		Number of street trading operations conducted	75 Street trading operations to be conducted	15 Street Trading operations to be conducted (per annum)	Street Trading Monitoring	

KPA	Social and community services				
	Strategy	KPI	Target		Programme/Project
			5-Year Target	2016/17 Target	
Enhance Revenue Collection	Payment of traffic fines	Fines successfully finalized and payment received	100 000 Traffic fines paid	20 000 Traffic fines paid (per annum)	Revenue enhancement collection
		Percentage of traffic fines and warrants paid	Reduce traffic violation in the MMM by 10% in the year 2011/16/17	Reduction of moving and non-moving violations in the MMM to 3%	Roadblocks , execution of warrants , enforcement on traffic transgressions

4.1.9 Good Governance

4.1.9.1 Situational analysis

Good governance is critical to effective and efficient utilization of Municipal resources to meet the needs of the residents of the municipality.

Public Participation

This is guided by Community participation policy .The public participation hearings and meetings are used as media to involve communities. These consultative meetings are effective and still occurs during the Naming and Renaming of Public Buildings Streets, Stadiums, and IDP Review meetings. Public Participation is championed by the Office of The Speakers Office which has a budget allocation which is dedicated for this purpose city's work'.

The city has a Mayoral Izimbizo Programme to provide feedback to communities on ***pressing issues facing communities***. These are referred to relevant departments and progress thereon is monitored on a continuous basis. Breakfast meetings and summits are used to reach other to critical stakeholders in the City.

There are 49 ward committees established to support ward councillors and foster participatory democracy;

Good Governance.

In accordance with the provisions of the MFMA which requires every municipality to establish an Audit Committee and Internal Audit Unit, the municipality has established these functions. The Audit Committee continues to perform its functions as outlined under section 166(2) of the MFMA and the Internal Audit Unit as well continues to perform its functions as outlined in both the MFMA section 165(2) and the Systems ACT section 45(a).

For the current financial year, the Audit Committee has already issued two reports for Council's consideration and the Internal Audit Unit has already completed about sixteen (16) Internal Audit reviews covering different operational areas of the municipality including,

- quarterly performance reports,
- *Land use control, Payroll,*
- *Supply Chain Management,*
- *Expenditure and Creditors Control,*
- *Loss control,*
- *MFMA Compliance,*
- *Billing and Water Meter Management,*

- *HR Appointments,*
 - *Promotions and transfers.*
 - Both the Audit Committee and the Internal Audit are adequately resourced to perform their functions
- This Council still places emphasis on good governance by ensuring strong leadership, accountability and prudent management of resources, especially financial resources. In this regard, the city periodically reports on performance – mid-year, annual performance and mid-term reports.

Both the Audit Committee and the Internal Audit are adequately resourced to perform their functions

As a vote of confidence on our approach to governance, Audit outcomes improved year on year, from Qualification (2012/2013) to Unqualified in (2013/2014) and 2014/2015 financially years .

4.1.9.2 Development objective

The objective is to provide strategic leadership to ensure high performance, management and accountability.

4.1.9.3 Strategies

The key strategies are:

KPA	Good governance					Programme/Project
Objective	Strategy	KPI	Target	2016/17 Target		
			5-Year Target			
Provide strategic leadership and planning with well-defined targets aligned to the budget	Provide strategic leadership, involvement and planning	Reviewed 2017/18 Integrated Development Planning, SDBIP and business plans	IDP approved by council	Review IDP 2017/18	Develop and approve IDP	
			Approved annual SDBIP reports	2017/18 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget		Approved service delivery and budget implementation plan (SDBIP)
			Service delivery and budget implementation plan (SDBIP) compiled annually			
		Mid-year budget and performance assessment report developed	Yearly mid-year budget and performance assessment report	2016/17 mid-year budget and performance assessment report	Mid-year budget and performance assessment report approved by council	
			MOU with 4 BRICS major cities and 1 African city	1 MOU with an African city		International Relations
			MOU entered into			
Strengthening International relations	Number of twinning with other cities					

KPA		Good governance				Programme/Project
Objective	Strategy	KPI	Target		2016/17 Target	
			5-Year Target			
Strengthening Intergovernmental Relations	Start collaborating on planning of projects	There will be cooperation agreements entered into.	0		2 MoU's with national departments	Intergovernmental Relations
Strengthen and reactivate the knowledge management and innovation programme in the city	Develop a knowledge management action plan	Knowledge Management Strategy developed and updated	Knowledge management strategy implemented		100% Implementation of Knowledge Management Strategy	Knowledge management strategy implemented
Strengthen performance management system	Improve performance management and accountability	Performance management system is embedded within the institution through training and induction	Number of performance reports developed		5 performance reports developed	Performance reports developed and approved
Maintaining strong and effective oversight structures	Establishment of effective, functioning Audit, Oversight and Public Accounts Committees consisting of knowledgeable persons	Audit Committee fully operational and meeting at least 4 times annually	Fully operational Audit Committee Fully functional		At least four (4) meetings held	Functional Audit Committee

KPA	Good governance					Programme/Project
Objective	Strategy	KPI	Target	2016/17 Target		
			5-Year Target			
			oversight and public account committee			
Functional Internal Audit Activity,	Fully capacitated Internal Audit Activity consisting of competent and knowledgeable staff	Functional Internal audit activity operating according to the IIA Standards and approved risk based three year rolling strategic audit plan	Fully capacitated and functional internal audit activity	Completion of all planned annual internal audit assignments		Development and implementation of risk internal audit plan
Enhance IT governance and strategy and formulate governance plans and strategies, as well as accompanying policies and procedures, to concurrently	Effective and efficient transmission in the MMM	ICT SECURITY EQUIPMENT	100% ICT security equipment installed	50% of ICT security equipment is installed		Secure, Effective and efficient IT transmission in the MMM
		Telecom infrastructure support	Maintain 2-hour turnaround time on support calls	Maintain 2-hour turnaround time on support calls		Support calls
		Data centre infrastructure	New KPI	100% development of data centre		Effective and efficient IT

KPA		Good governance				
Objective	Strategy	KPI	Target		Programme/Project	
			5-Year Target	2016/17 Target		
enable the municipality to achieve its strategic vision, support audit requirements, manage risk, and exhibit responsible financial management		Radio links	New KPI	100% radio link maintained	Effective and efficient IT	
		Network infrastructure support	New KPI	100% network infrastructure supported	Effective and efficient IT	
Compliance to good governance through Enterprise Wide Risk Management	Pro Active Risk Management and governance framework and processes	Review and implementation of Risk management Policy, Strategy, implementation plan	Reduce and Manage Risks to acceptable appetite	5 reports on implementation of Risk Management and action plan	Pro Active Risk Management governance framework and processes	
	Effective Anti-Fraud and Corruption prevention and response	Review , development and Implementation of Policy, Strategy, whistle Blowing and Prevention Plan	Zero tolerance to Fraud and Corruption	Investigate all reported allegations of fraud and corruption incidences	Effective Anti-Fraud and Corruption prevention and response	

KPA		Good governance			
Objective	Strategy	KPI	Target 5-Year Target	2016/17 Target	Programme/Project
Strengthen community involvement to participate in the affairs of the municipality and influence resource allocation	Enhance public participation in the affairs of the municipality	49 ward developed plans and approved by council	Develop and approve 49 ward-based plan	49 ward based plans	Community-based planning and implementation of various ward projects

CHAPTER 5: SPATIAL DEVELOPMENT FRAMEWORK REVIEW

5.1 SPATIAL BACKGROUND AND TRANSITIONAL ARRANGEMENTS

The spatial fabric of South African society was engineered through Apartheid planning, which led to the unequal distribution of resources, low-density sprawl, the lack of opportunities in disadvantaged areas and too much emphasis on private transport. Mangaung's Spatial Development Framework (SDF) has been designed to address these inequalities and to create a more sustainable spatial environment. This SDF reflect predominantly the Mangaung Spatial Context and Strategies. The New Demarcation Map was added to show the decisions of the demarcation board beyond the local government elections. However the SDF 's of Naledi and Soutpan will remain in force until such time that council decide to formulate new spatial strategies.

5.1.1 Role of the SDF

Sections 7, 12 and 21 of Act 16 of 2013 also Spatial Planning Land Use Management Act requires that Municipalities must prepare Spatial Development Frameworks. Section 35(2) of the Municipal Systems Act, No 32 of 2000 (as amended), stipulates that the SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act No 125 of 1991 alias the old guide plans. The SDF therefore has statutory power once the IDP is adopted by the Council and will guide all land use management within the municipal area. In terms of section 25(a) of the act, the SDF, as part of the IDP, must link, integrate and co-ordinate plans (projects from sector and service plans) with spatial implications, and takes into account proposals for the development of the municipality and (b) aligns the resources and capacity of the municipality with the implementation of the plan.

The purpose of the SDF is not to infringe upon existing land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his or her obligation in terms of any other act controlling land uses. The maps should be used as a schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation and not be scaled.

5.1.2 Public Participation

The SDF review followed a process of consultations with the Ward Committees and Ward Councillors to identify the key spatial issues and related strategies that should be incorporated into the SDF.

Public comments are invited in accordance with the date of advertisements in accordance with the IDP process plan and public participation processes

5.2 THE CURRENT DEVELOPMENT SITUATION AND TRENDS

5.2.1 Spatial Characteristics

The Mangaung area comprises 3 urban centres and a surrounding rural area that accommodates both commercial and communal mixed farming. With the new demarcation the rural towns of Soutpan, De Wetsdorp, Wepener and Van Stadensrus will be included in the Mangaung Municipal area. The central locality of the municipal area in relation to the rest of the country ensures that a number of major arterial and access routes transverse the area, of which the N1, N6 and N8 routes are the three national roads that link the municipal area with the rest of the country. A number of provincial, secondary and tertiary roads have also been established to complement the national road network.

The area is also serviced with an east/west and north/south railway line and a national and municipal airport just outside Bloemfontein. An airport was also developed outside Thaba Nchu, but is currently no longer in operation.

The existing spatial pattern of Mangaung is depicted in the table and graph below;

Table 1: Size and Number of land units in Mangaung (Surveyor General)

Land Use Type		Land Units				Size	
		Residential	%	Other Land Uses	%	Area(Km ²)	%
Formal Stands	Bloemfontein	91 084	54.21%	6 567	58.23%	106	1.72%
	Botshabelo	49 951	29.73%	1 426	12.64%	39	0.63%
	Thaba Nchu	22 073	13.14%	731	6.48%	25	0.41%
Small Holdings		2 767	1.65%	405	3.59%	133	2.16%
Farms & Other		2 161	1.29%	2 149	19.05%	5855	95.08%
Total		168 036	100.00%	11 278	100.00%	6157	100.00%

The following conclusions are drawn from the above table;

- Bloemfontein houses just more than half of the entire population, whilst Botshabelo houses 30% and Thaba Nchu just below 15%;
- Urban areas make out less than 3% of the total municipal area, although 97% of all residential properties are to be found in urban areas.

5.2.2 Bloemfontein

Bloemfontein is the economic hub of the municipal area and will remain the locus for future development. The city is centrally located in South Africa and is served by major roads such as the N1 which links Gauteng with the southern and western Cape, the N6 which links Bloemfontein to the

Eastern Cape and the N8 which links Lesotho in the east with the northern Cape in the west via Bloemfontein. The city has developed around the central business district (CBD) in a sectoral form, with the majority of the poor and previous disadvantaged communities living in the south-eastern section. The north/south railway line creates a definite barrier between communities and has distanced the poor from the economic opportunities that are mainly concentrated to the west of the railway line. Except for the industrial areas which flank these settlements, the previous disadvantaged areas offer very few job opportunities to these individuals and people need to travel up to 15 kilometres to get to the centre of the town.

There has been a major relocation of services from the Bloemfontein CBD to suburbs, particularly to the west, which has led to under-utilised office space in the central business district. Manufacturing is declining in the city, which is a matter of concern. The areas surrounding the CBD have also developed as transgression areas, with a mixed land use character.

5.2.3 Botshabelo

Botshabelo are located 55 km east from Bloemfontein. The urban node was spatially designed along a major access route that runs in a north/south direction through the centre of the area, giving rise to a linear urban form. This creates a problem to the most southern communities as they need to travel as far as 8 kilometres to access the economic opportunities which have developed more to the northern parts of the town. The area is characterised by an oversupply of school sites and public open spaces. The allocated business sites are not developed, which inhibits the sustainable neighbourhood development and contributes to the movement of people over long distances to the central business area in the north of the area.

The FDC Industrial Park is the most important node for economic development and consist of 138 warehouses with a total floor area of 200 000m² with a rand value of R500 million. Factories manufacture textile, food processing, electrical enclosures, paraffin stoves and minor engineering services. To the east of Botshabelo are located the Supreme Chicken farms with a chicken abattoir located in the FDC Industrial Park. The current occupancy rate at the node stand at 89, 54 % and employ 6000 people.

The unemployment rate stands at 56 % which result in the huge urban dependency on Bloemfontein. Approximately 13 000 commuters that commute on a daily basis between Botshabelo and Bloemfontein. Approximately R200 million is annually spent on transport subsidies for bus transport in the MMM area of which the larger part is for bus transport between Botshabelo, Thaba Nchu and Bloemfontein.

Large open spaces (mostly flood plains) separate the different residential areas and ample sites have been planned for public amenities throughout the area. A sports stadium has also been developed next

to the Klein Modder River, which runs through the town. Many residents keep cattle within the urban environment and the open spaces and communal land are grazed extensively. Signs of overgrazing are visible. Towards the south is located a Game Reserve and the Rustfontein Dam with some tourism potential that needs to be explored. In the same area is found a smaller dam with potential for small scale agricultural activities.

5.2.4 Thaba Nchu

Thaba Nchu is located 67 km east from Bloemfontein and has a more scattered development pattern with 37 villages surrounding the urban centre, some as far as 35 kilometres from the closest urban centre. 4 of these villages have recently been formalised. The area is characterised by vast stretches of communal grazing areas that surround the urban centre. Many residents still keep cattle within the urban area and this creates a problem to residents.

The majority of new urban developments have developed towards the west along Station Road, while the central business district has developed to the east of these extensions. Again, this leads to some urban communities centred on the urban core to be as far as 8 kilometres from these economic opportunities.

The area has also two industrial areas, one that developed to the west near the railway station and one that developed to the east of the CBD. The western industrial area was developed along the railway line and has therefore side-line facilities and is the more viable of the two. There are 38 FDC factories with an occupancy rate of 65%.

Thaba Nchu has always been a major service centre to the Eastern Free State with many government departments establishing regional offices in this area. However, recently many of these offices and amenities have closed down, thus leaving the town crippled in terms of economic investment.

The town has also a very rich cultural history and more emphasis should be put on cultural tourism. The town currently accommodates one of two casinos in the municipal area. Mmabana Cultural Centre is also a cultural resource in this area.

Thaba Nchu stadium is situated opposite Naledi Sun Casino and is a major events stadium in the area. Selosesha grounds and scattered sports fields supplement this, but all of these facilities need upgrading.

Public facilities like the sanatorium, the military base, the college and the reformatory school have all closed down in Thaba Nchu. This leads to fewer visits from outsiders and a decrease in spending in town. This has contributed to the outflow of factories and businesses.

5.2.5 Rural areas and Rural Towns

The rural area is characterised by extensive commercial farming in the west, mainly mixed crop production and cattle farming. There is intensive farming along the lower drainage area of the Modder River in the north-west and the west. The area surrounding Thaba Nchu and Botshabelo is Trust land, which is utilised by subsistence and small farmers. The area is also characterised by high unemployment rates. Most employed people are migrant workers in Bloemfontein and elsewhere, due to the limited employment opportunities in the area.

Glen Agricultural College to the north of Bloemfontein is an asset to the rural area, especially in offering support to the establishment and sustenance of emerging farmers.

Several dams are located in the rural area of which the Krugerdrift dam, Tierpoort dam, Mockes dam, Rustfontein dam and Moutlatsi Setlogelo dam are some of the more prominent water sources. Water for agricultural use is very limited in the MMM area, which is a major constraint for agricultural development in the area. The Rural Town of Soutpan is located 47km to the north west of Bloemfontein and is predominantly surrounded by commercial farmers. De Wetsdorp (80km), Wepener (120km) and Van Stadensrus (160km) are located towards the south of Bloemfontein. The SDF.s of these towns will still remain in force and will be gradually integrated into Mangaung Municipal SDF beyond the official inclusion.

5.2.6 Demographics

The population figure for Mangaung has decreased from 752 906 in 2007 to 747 432 in 2011, indicating a negative population growth of 0, 73% (i.e. 5400 people) over the four year period. A summary of the urban population of Mangaung during 2011 is reflected in the table below. The percentage shift in population between areas is also indicated.

Population size of MMM, Census 2011

Area	No. People	%	2007 Split	% Shift	No People
Bloemfontein	256 534.00	34.32%	58%	6.71%	50 178
Mangaung Township	227 155.00	30.39%	31%	-6.69%	-49 992
Botshabelo	181 712.00	24.31%	11%	-0.02%	-187
Thaba Nchu Township	70 118.00	9.38%			
Tribal Villages	11 913.00	1.59%			
Total	747 432.00	100.00%	100.00%	0.00%	0

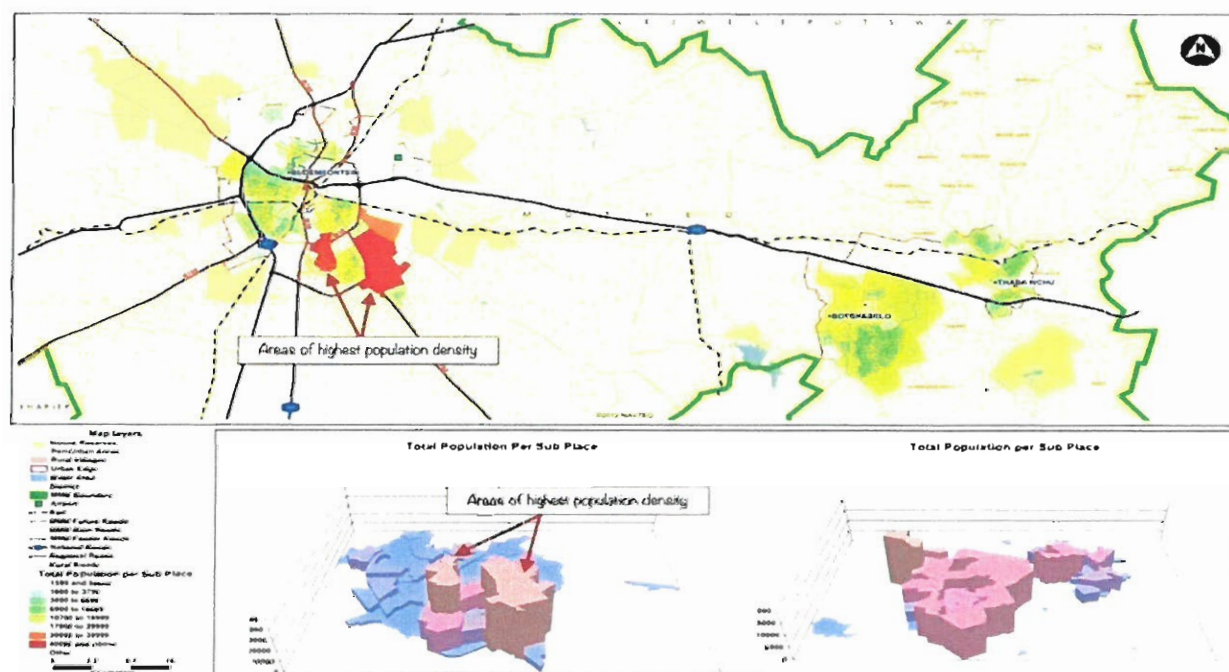
The following can be concluded from the above table;

- About 50 000 people have relocated from Botshabelo to Bloemfontein between 2007 to 2011 (12 500 people per annum);
- Thaba Nchu appears to be more stable in terms of people emigrating to other areas;

- Bloemfontein now houses almost two thirds of the entire Mangaung Population

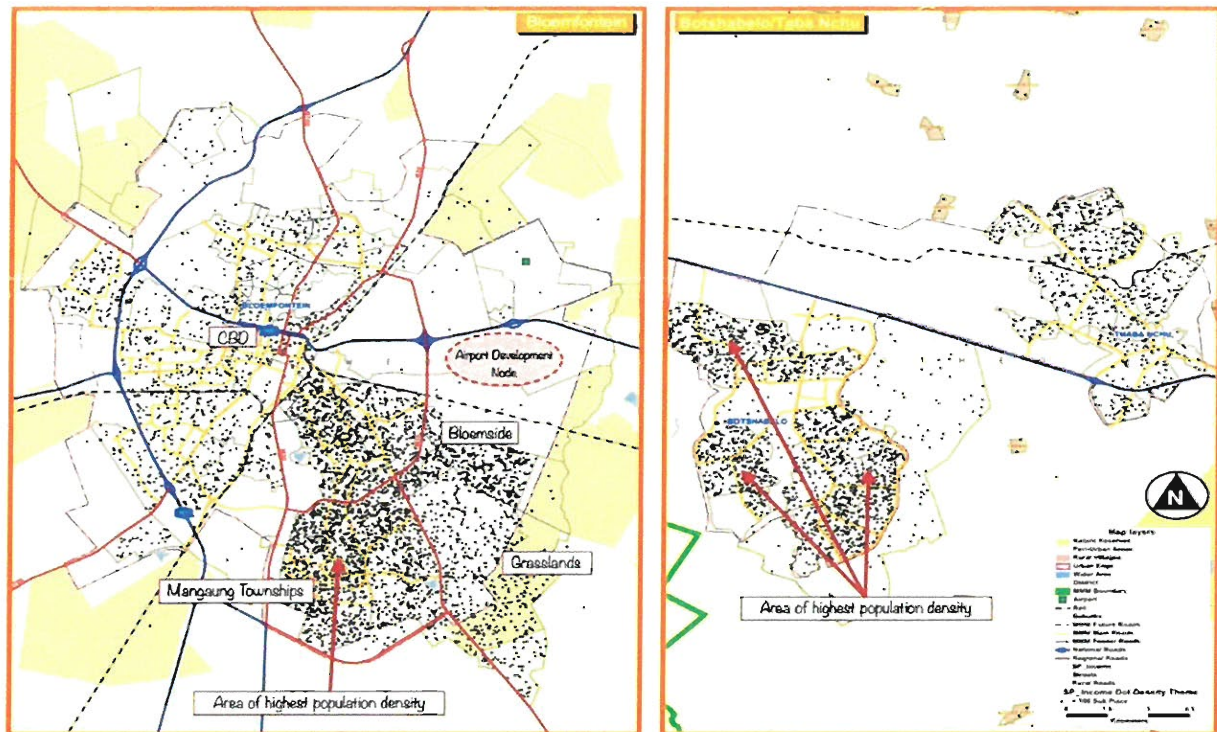
5.2.6.1 Population Density

Between 2007 and 2010 there have been significant reductions in population density in Botshabelo with density being reduced from 1581 per km² to 1273 persons per km². While some of this density was regained, it remains at 1396 persons per km². Density reductions was also experienced in Thaba Nchu where reduced from 70 persons per km² to 62 persons per km² in 2010, though some of this density was regained in towards 2012 up to 65 persons per km². Bloemfontein has seen consistent increase in density from 67 persons per km² in 1996 to 90 persons per km² in 2012.



Primarily low and medium income and high density population (m²) -marginalised community. Highest total population highest in municipal area located in the south eastern quadrant of Bloemfontein. In Botshabelo and Thaba Nchu Primarily low and medium income and high density population (m²) -marginalised communities.

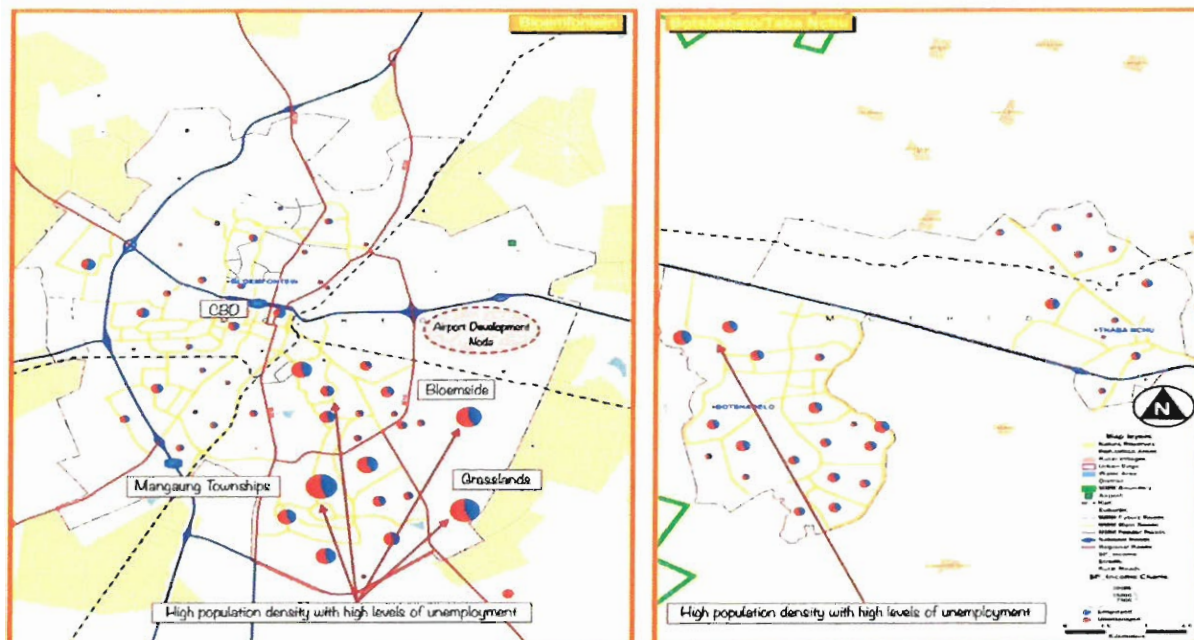
5.2.6.2 Spatial Population Density and Distribution 2011



Highest population density (m^2) - marginalised communities located in the south eastern quadrant of Bloemfontein and in Botshabelo.

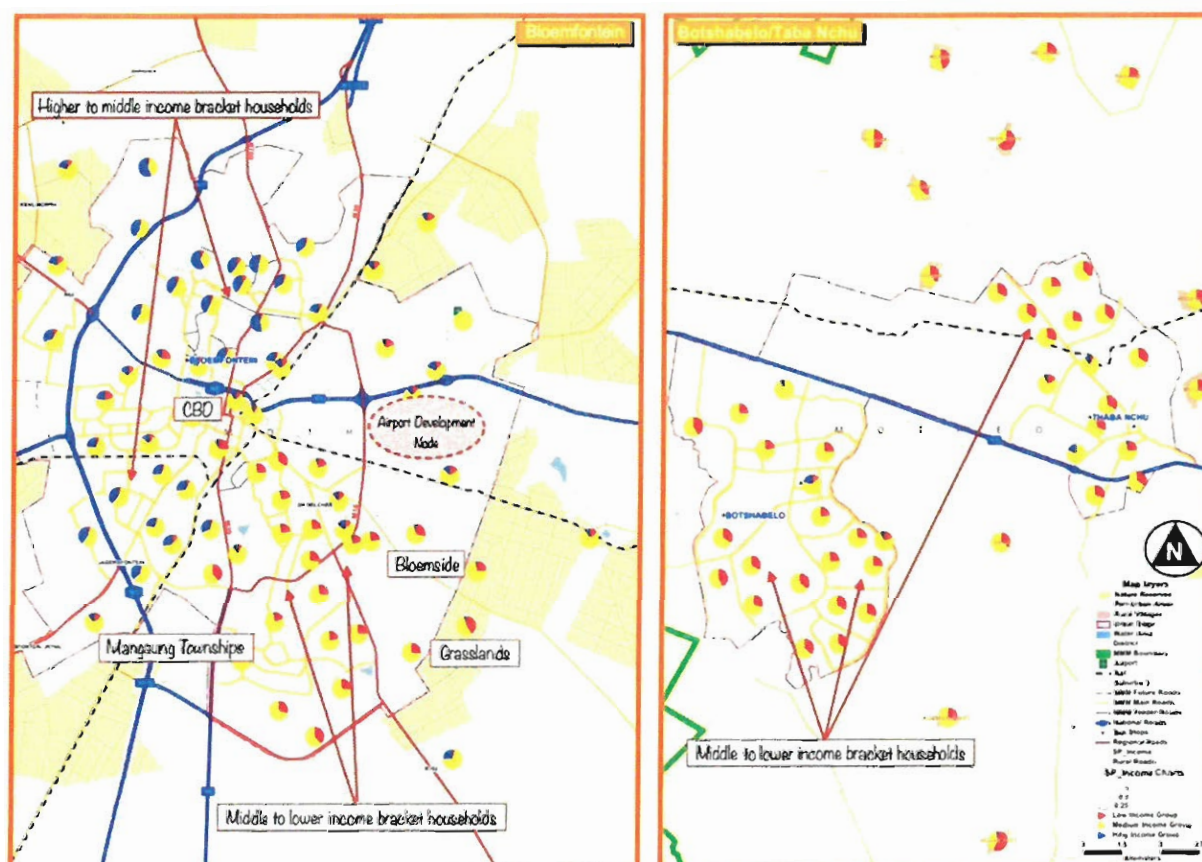
5.2.6.2 Spatial Employment Status and Distribution 2011

Between 2001 and 2012 the number of unemployed persons in MMM grew from 69 536 to 73 877. This represent an increase of 6.2 %, while the national share rose by 9.2%. While Bloemfontein and Thaba Nchu only added 4.5% and 3.9% unemployed respectively, Botshabelo added 10.1 %. The additions of unemployed were largely driven by significant job losses between 2010 and 2012, when the total number of unemployed grew by 3.75% pa in MMM.



Areas of higher unemployment densities within the municipality - marginalised communities.

5.2.6.3 Spatial Income Classification and Distribution 2011



Areas of middle to low income, lower employment levels coinciding with high population densities – captive public transport marginalised communities.

5.2.7 Development trends

There has been a lot of recent building activity in Bloemfontein, mainly new residential township establishments in the Grasslands, Woodland Hills and Vista Park areas, offices and retail developments primarily in the suburbs to the western side of town, mixed land use development in the Estoire area and extensive retail development at the Loch Logan Waterfront as well as the expansion of high density walled townhouse complexes to the west of the N1. However there has been very limited investment in Thaba Nchu, Botshabelo, former Mangaung townships, and the CBD's. This has led to the deterioration of these areas and an under-utilisation of existing infrastructure in some areas. There are however improvement with new buildings being erected in the CBD egg newly completed public works building in President Brand Street, intermodal facility, department health building, and improvement to various buildings along Maitland and West-Burger Street. Nodal Development along the Mangaung Activity Corridor brought much improvement to the area with the development of the new municipal regional office, home affairs building and shopping center along Moshoeshoe Road in Rocklands. The new Twin City shopping center in the Heidedal Area encourages investment to the area.

Development has continued to concentrate along major traffic routes and this has given rise to typical ribbon developments along these roads. In some cases such as Curie Avenue, Church Street and Nelson Mandela Avenue, these developments have led to a decline in the traffic service levels of the relevant streets.

The illegal occupation of land has continued, particularly in areas far away from job opportunities or along public transport routes, while backyard dwellings have decreased. This has given rise to a continuation of urban sprawl and low-density residential developments in favour of medium to high density developments in the disadvantaged areas, which has led to longer travelling distances and the dislocation of poor people on the fringe of the urban areas.

Another problem that stemmed from this is the increase in congestion experienced on Dr Belcher Road as the link between Mangaung Township and the CBD. Substantial upgrading of this transport corridor has recently been completed, which will bring much relief to the traffic capacity constraints along this important traffic arterial.

Land use transgressions into residential areas adjacent to the CBD of Bloemfontein have been evident. There has been a big increase in the number of illegal small business operators or home-industries that conduct business from home without permission. This has given rise to traffic and safety problems as these areas were not designed for this purpose. A number of guesthouses have established in recent years throughout the municipal area. There has also been an upsurge in the amount of student accommodation, particularly in areas surrounding the two universities, which has socio-economic consequences and a considerable impact on municipal and other services in the particular areas. Due

to poor land use control measures, management of land use become impossible. The high prevalence of illegal land uses also contribute to serious loss in revenue.

Various businesses have been established along Milner Road and around Preller Square, Gel Dan Pienaar Ave in Dan Pienaar.

There is also a trend towards the development of warehousing in Ribblesdale on the M30 Road between Andries Pretorius and N1. There are mainly construction and transport companies located in the area.

Towards the South Eastern areas appear a high prevalence of informal brick manufacturing plants just east of the Dewetsdorp Road.

Developments still favour private motor vehicles as the mode of transport and there is a lack of non-motorised transport routes, proper pedestrian walkways and public transport amenities at bigger developments. Inadequate on-site delivery facilities are provided with most of the new developments while insufficient taxi amenities leads to littering and pedestrian-vehicle conflict.

There is increasing pressure for small agricultural subdivisions of farmland and small -holdings, particularly around the urban centres within the municipal area and in the Bainsvlei area to the west of Bloemfontein.

Informal settlements are still found in the south eastern quadrant of Bloemfontein and in the Botshabelo. The total number of informal settlements in the Mangaung area is 23 informal settlements with 6215 informal dwellings (shack in back yard) and 27 143 informal dwellings (shack not in back yard) (Source: Mangaung Metropolitan Municipality).

5.2.8 Economic Profile

The information regarding the economic profile was compiled by the University of the Free State on behalf of the MMM. According to the source document the information were acquired from Regional Explorer Database of Global Insight.

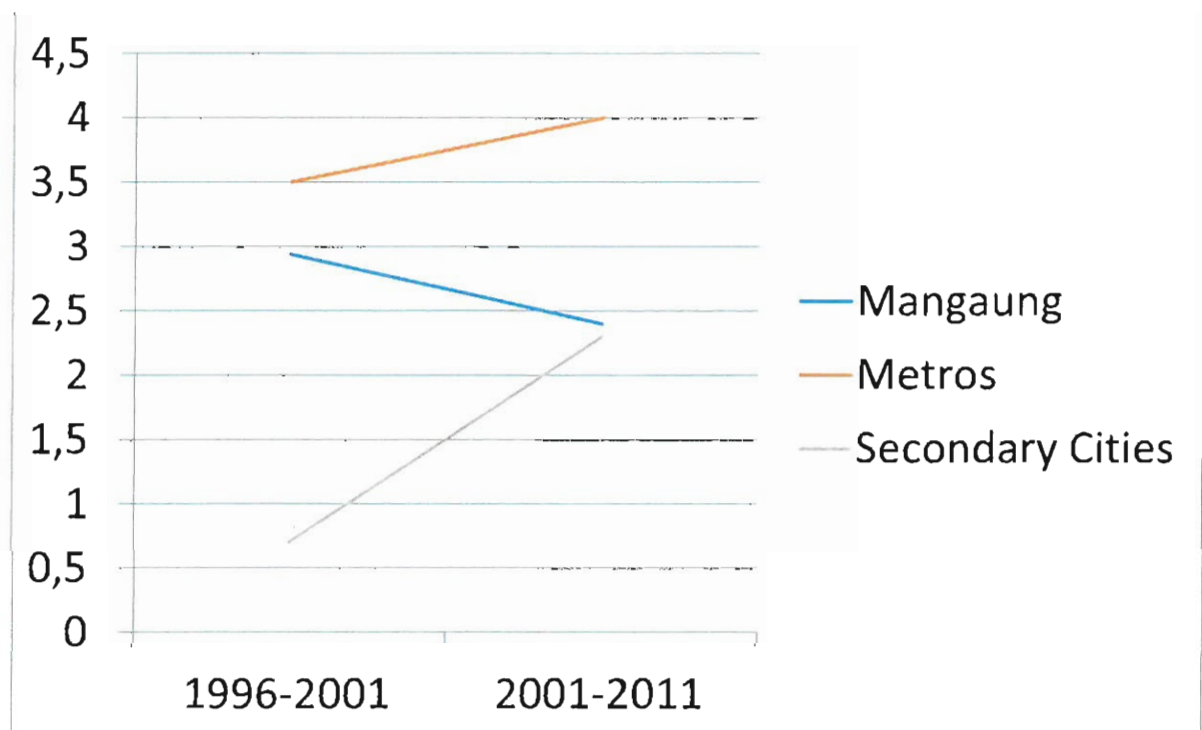
5.2.8.1 GDP (in constant 2005 prices x 1000)

	MMM	Botshabelo	Bloemfontein	Thaba Nchu
1996	R 16 365 681	R 965 951	R 14 298 469	R 1 101 261
2001	R 17 851 386	R 1 045 130	R 15 658 747	R 1 147 509
2004	R 19 841 361	R 1 100 606	R 17 467 212	R 1 273 544
2007	R 24 056 145	R 1 244 006	R 21 447 708	R 1 364 432
2010	R 29 521 239	R 1 570 918	R 26 388 681	R 1 561 639
2012	R 29 418 257	R 1 962 950	R 25 629 400	R 1 825 907

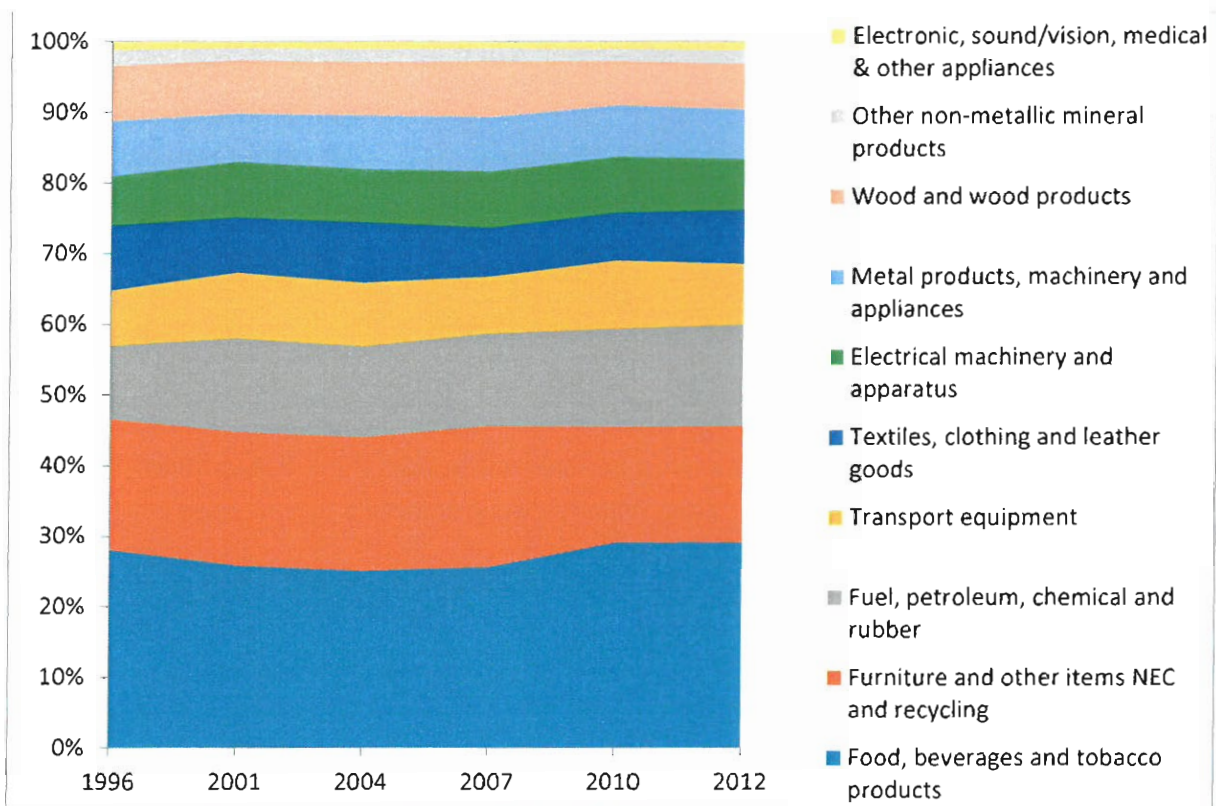
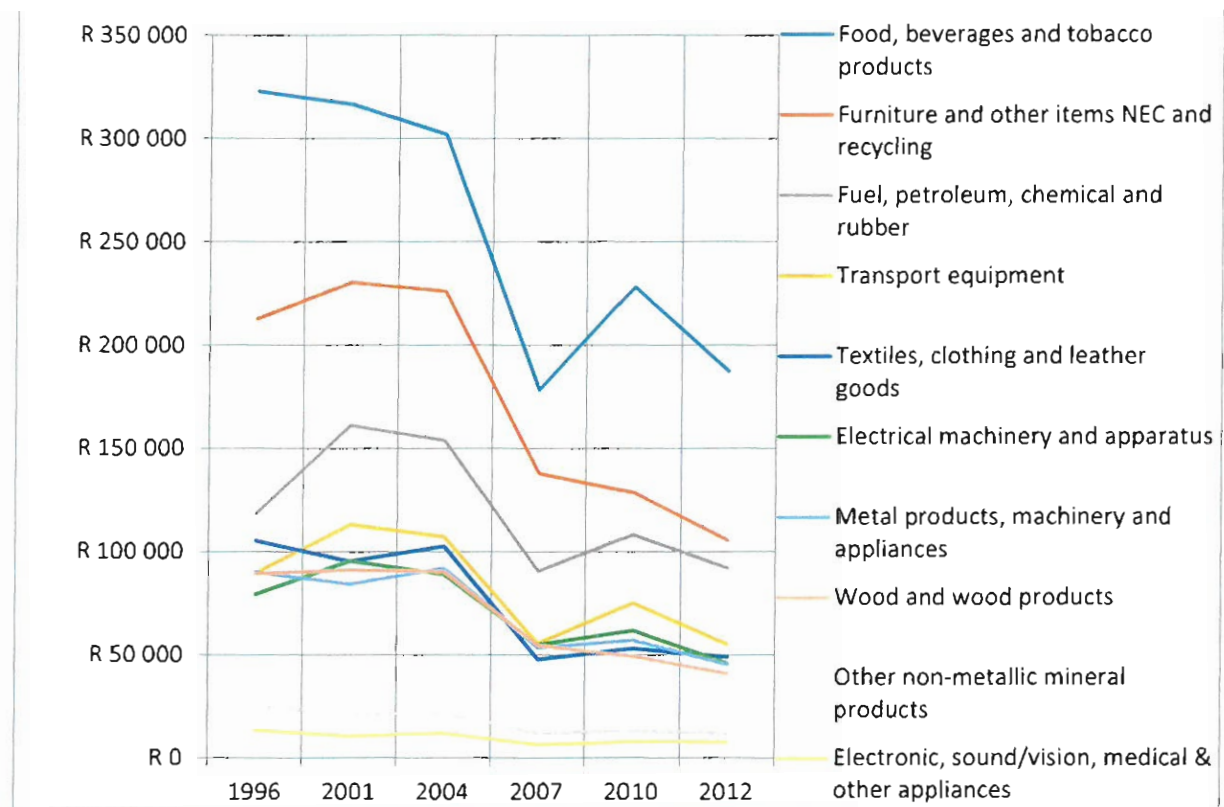
5.2.8.2 Comparison of Mangaung with other areas – relative contribution of economic sectors

Sectors	Mangaung	8 Metros	Six Secondary Cities
Agriculture	2	0.6	1.7
Mining	1	.66	11.1
Manufacturing	2	18.9	19.0
Construction	3	3.8	5.0
Utilities	1	1.8	3.0
Trade	20	15.1	11.1
Transport	11	11.2	11.2
Finance	20	27.5	18.6
Services	40	20.6	19.2

5.2.8.3 Economic Growth Rates



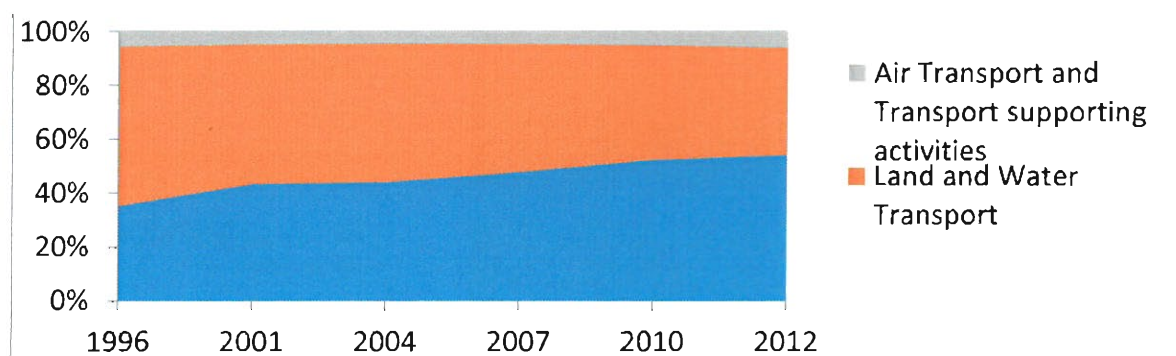
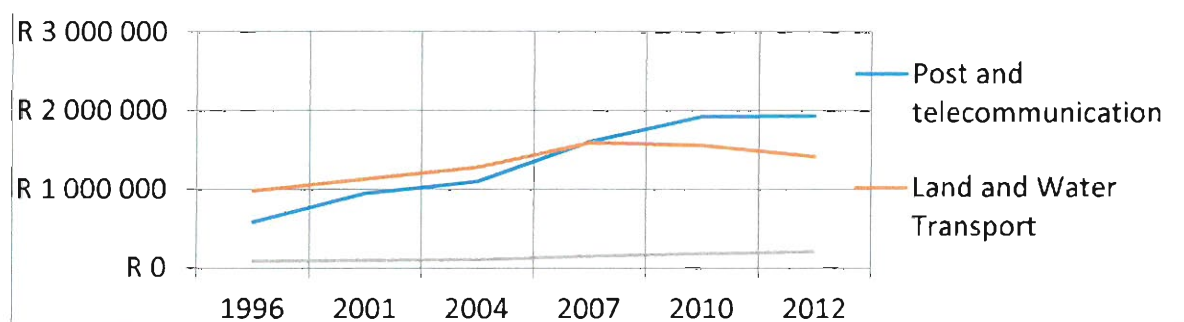
5.2.8.4 Detailed economic profile: Manufacturing (GVA constant 2005 prices, x R1000)



Manufacturing is currently contributing about 2.4 % of the GVA in the MMM a significant reduction from 3.7% of 2007 and a massive reduction from 6.5% in 2004. The continued and growing dominance of food, beverages and tobacco products largely confirms a manufacturing geared to local need. The

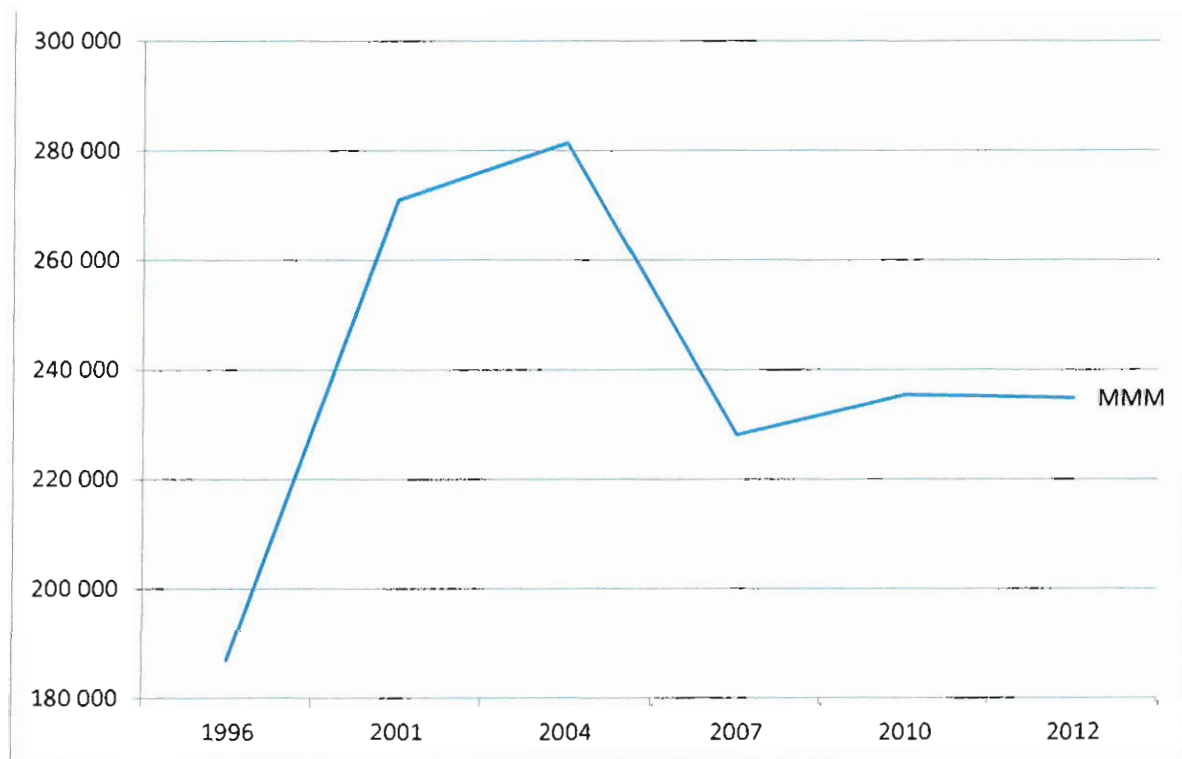
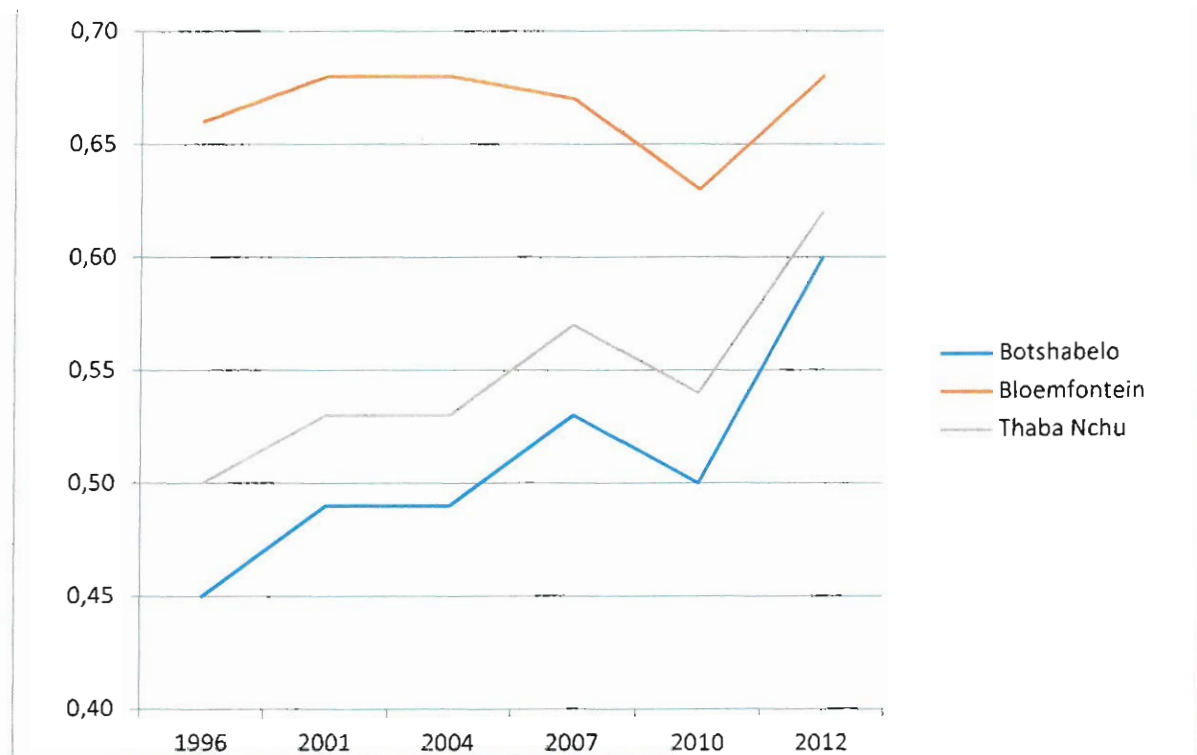
manufacturing industry declined between 2001 and 2007 period, recovering some ground between 2007 and 2010m before contracting further between 2010 and 2012. Between 2004 and 2007 transport equipment showed the second greatest decline (- 19.69 % p.a) and the greatest decline between 2010 and 2012 (- 14.28% p.a). Between 2007 and 2010 the Transport equipment sector showed the greatest growth of all sectors (10.55% p.a). Concerning GVA in each of the three urban nodes in MMM, Botshabelo continues to increase its dominance in textile production, where 62.2% of gross value for the sub sector is added. For all the other sub – sectors , Bloemfontein is by far the main contributor to the GVA

5.2.8.5 Detailed economic profile Transport (GDP constant 2005 prices, x R1000)



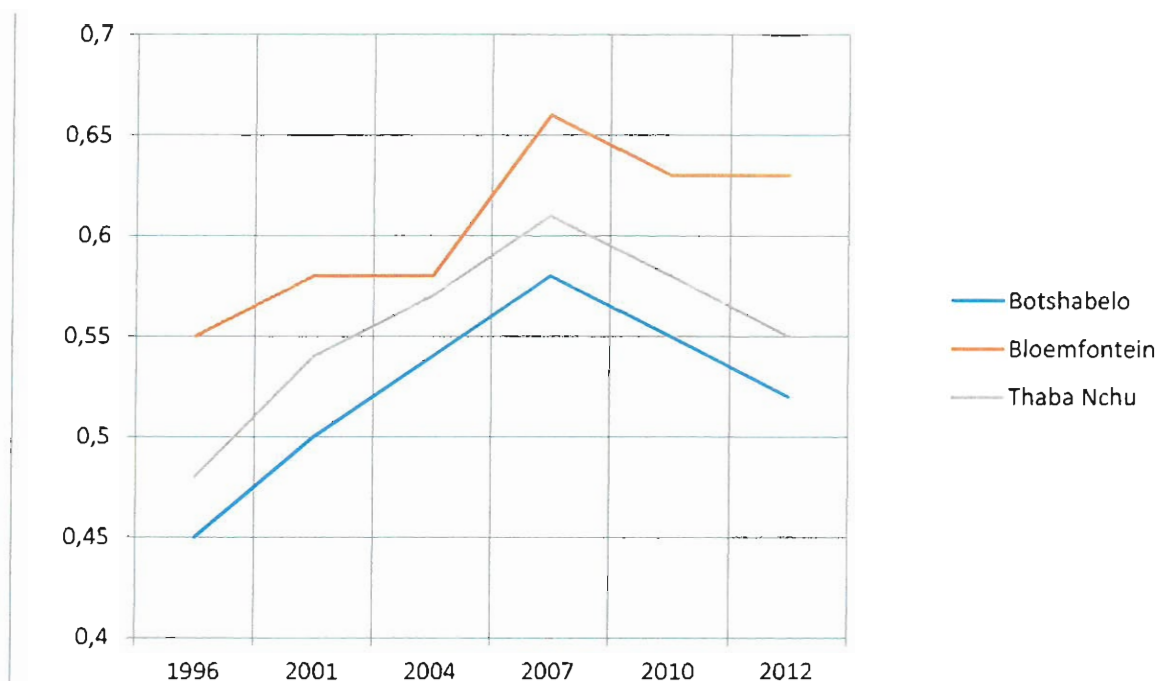
According to the table above growth occurred in the three sub sectors of the Transport sector between 2001 and 2007, while all sectors but Land and Water transport continued to grow since 2001.

5.2.8.6 HDI and People living in Poverty



5.2.8.7 GINI Coefficient

The Gini coefficient reflects the level of inequality in a specific area. The nearer to one the Gini coefficient is, the more unequal the population of an area.



Since 2007 there has been a decline in the Gini coefficient in all areas. In Botshabelo from 0.54 to 0.52 between 2004 and 2007. In Thaba Nchu an increase from 0.57 to 0.61 were recorded for the same period. The Gini coefficient in Bloemfontein has remained stable at 0.58 between 2001 and 2004 before rising sharply to 0.66 between 2004 and 2007.

5.2.8.8 The degree of economic diversity

The degree to which the economy is diversified or concentrated in a specific economic activity is an indicator of functional specialisation. The degree to which an economy is diversified can be illustrated by the Tress Index. The Tress Index is measured on a scale of 1 to 100. The higher the value of the tress index in an area, the more concentrated is the economy, and the lower the value the more diversified the economy. The table below give an overview of the Tress Index in the MMM.

Date	Botshabelo	Bloemfontein	Thaba Nchu
1990	62.4	50.0	59.0
1996	62.2	54.4	60.9
2001	64.7	57.8	62.3
2004	65.5	59.4	64.9
2007	72.2	63.9	67.2
2010	73.0	63.6	68.6
2012	69.5	65.0	69.1

The table show that the economy of the MMM is becoming more concentrated. It is probably concentrated in terms of the community services sector. The challenge remains to decrease economic concentration and increase economic diversification. It is also significant that the economies in Botshabelo and Thaba Nchu are also more concentrated than in Bloemfontein.

5.2.8 Provincial Urbanisation Trends

In respect of the settlements types, urban areas were growing at 2.2% between 1991 and 2001 in the province. This urban growth rate has placed immense pressure on the ability of municipalities to provide basic services.

Larger urban areas have been growing at about 0.65% despite a decline in real numbers in the Goldfields and Botshabelo. However, it should be noted that Bloemfontein and Sasolburg have experienced immense growth since 1991. In Bloemfontein, the annual growth rate was more than 3% per annum between 1991 and 2001. Despite the loss of more than 40 000 to 50 000 people in Welkom and Botshabelo, nearly 70 000 people were added in terms of real numbers between 1991 and 2001.

According to the Free State Provincial Growth and Development Strategy (2007) rural areas in the province experienced a population decline of 3.4 % per annum between 1991 and 1996 and larger decrease of 3.7% between 1996 and 2001. It would appear that a second wave of urbanisation is developing which entails the migration of people from small towns to bigger urban centers (Marais 2003 from FSGDS, 2007).

5.2.9 Development Principles

The following principles apply to spatial planning, land development and land use management;

(a) The principle of spatial justice
(b) The principle of spatial sustainability, whereby spatial planning and land use management systems must ;
(i) promote land development that is within the fiscal , institutional and administrative means of the Municipality
(ii) ensure that special consideration is given to the protection of prime and unique agricultural land ;
(iii) uphold consistency of land use measures in accordance with environmental management instruments
(iv) promote and stimulate the effective and equitable functioning of land markets
(v) consider all current and future costs to all parties for the provision of infrastructure and social services in land developments
(vi) promote land development in locations that are sustainable and limit urban sprawl ;and
(vii) result in communities that are viable
(c) The principle of efficiency;
(i) land development optimises the use of existing resources and infrastructure

- | |
|---|
| (d) the principle of spatial resilience , whereby flexibility in spatial plans , policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and |
| (e) The principle of good administration |

5.3.2 The planning system

The MMM believes that the intentions of the principles are to create a better planning system which is proactive and developmental, using laws and controls where appropriate, and one which positively accommodates the needs of all its people, both current and future generations, where rural and urban areas are integrated, reinforcing an efficient system in which all people have access to the opportunities which arise.

5.3.3 Spatial integration in development planning

The approach to spatial integration in development planning should occur across the different levels of planning (Figure a) and across spheres of government (Figure b).

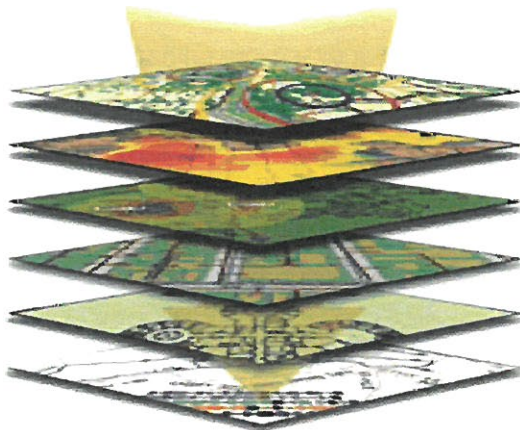


Figure Levels of planning
Vertical Planning

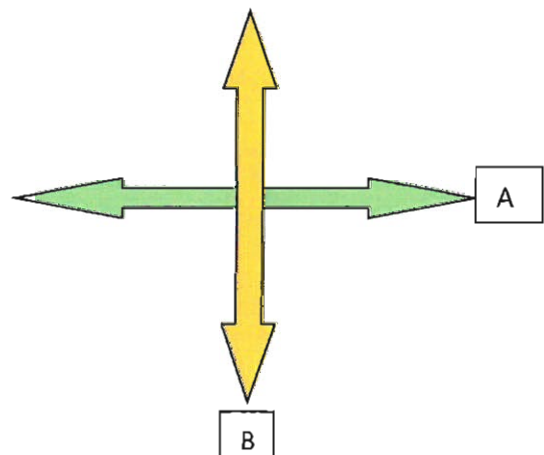
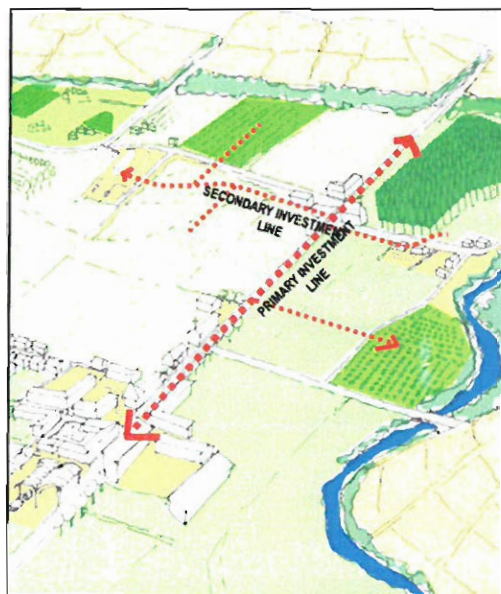


Figure b: Horizontal and

The horizontal and vertical alignment of plans is absolutely critical in coordination of plans. Horizontal alignment (A) refer to the coordination of plans and budgets between sector departments and vertical coordination (B) between the three spheres of government.

It should also occur between public and private sector investment through co-ordinated programmes and commitment to the spatial patterns of future public spending. This should in effect be articulated in a capital investment framework. To this end the SDF should predetermine only a minimum number of significant structural actions necessary to give clear direction to the development of land in the future in MMM indicating:

- where development should not occur for sustainability, environmental and access reasons;
- the proposed pattern of public spatial investment;
- areas where particular types of investment will be encouraged, e.g light industry;
- areas of high impact uses and special service requirements, and;
- zones and locations where high intensity activity will be allowed.



Extending the concept of an investment framework is based on the establishing points within the system where investments should be made.

The concept proposes that where particular investment lines meet or in places with an established presence, these would become the ideal locations to serve as investment centres.

Based on the position of particular settlements and the different levels of investment lines,

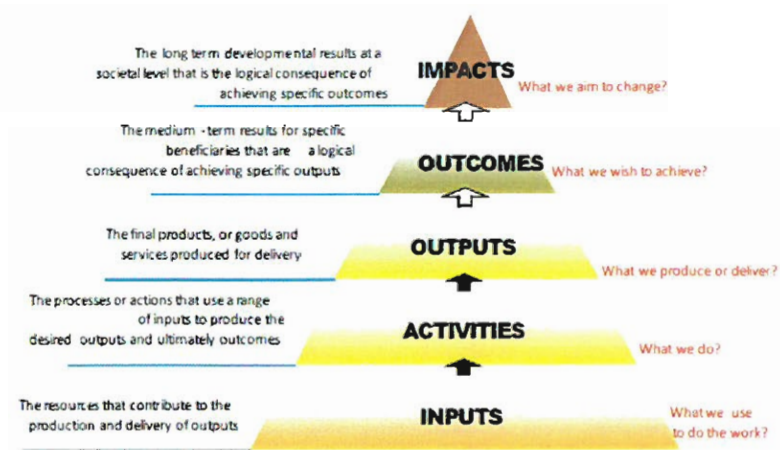
An important function of this approach is to facilitate ongoing partnership between MMM and private developers by clearly indicating a spatial development framework within which the partnership needs to occur.

The approach to spatial integration is one of reinforcement, where all parts and elements of a settlement should reinforce and complement each other. This approach is to be applied to a number of forms of integration and in the following situations:

- Between urban and rural areas where the urban system provides markets, social, cultural and economic services for rural inhabitants.
- Urban Rural Linkages should be clearly defined to enhance the above-mentioned objective
- Between spatial structuring elements such as public transport and social facilities,
- Between land uses ranging from mixed land use to a reasonable proximity of different uses,
- Between existing and new development where the new development is benefiting from the proximity to historic investment in social, economic and infrastructure services, and
- The integration of different socio-economic groups where all people are treated as part of the same settlement, benefiting from their respective and complimentary resources and abilities.

The concept of integration does not call for artificially enforced mixing of any of the above, but rather to create the spatial opportunities within which all potential land uses can be located to suit their own requirements. These different forms of integration require planning to be driven by concerns about the whole of Mangaung, rather than by concerns for the performance of the individual areas or parts of the Municipality, while recognizing that constructive compromise will be necessary to achieve this.

Strong emphasis should be placed in the planning of projects on what we aim to change and the societal impact of MMM interventions. This would essentially compel planning to take an outcomes based approach.



The performance management system should therefore be attentive to definition and operationalization of projects with a focus on improving efficiency and effectiveness in service delivery.

5.3.4 The spatial structuring of settlements

MMM's central concern underpinning the Chapter One principles is the need to create a new spatial form and structure for the settlements in its area of jurisdiction to improve their performance. The principles, as interpreted by MMM, reject the low density, sprawling, fragmented and largely mono-functional settlement forms that resulted under apartheid and which imposed considerable hardship on people. MMM believes the principles call for the emergence of settlement patterns which create benefits accessible to the people of Mangaung. For this approach to be realized all settlements in Mangaung should strive to achieve the following qualities:

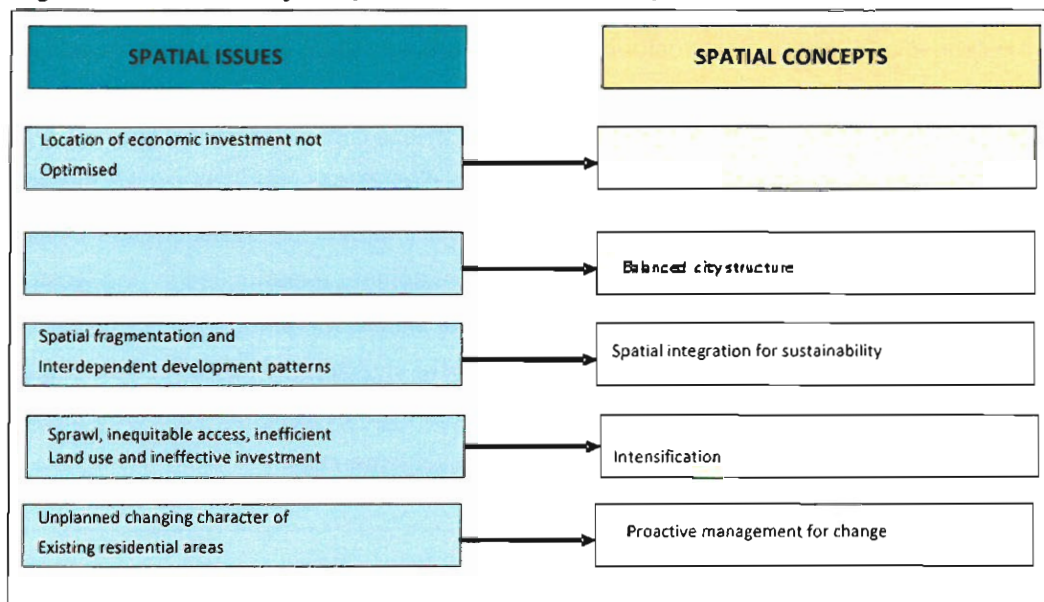
- To generate a wide range of economic opportunities;
- To be convenient to inhabitants to conduct their daily activities, easily and as inexpensively as possible,;

- To offer a choice of living conditions to all;
- To be equitable in the sense that all inhabitants have reasonable access to the opportunities and facilities which support living in settlements,;
- To promote the efficient use of resources,; and
- To give dignity to people through the quality of the public spatial environment.

5.3 SPATIAL ISSUES FROM THE CURRENT REALITY AND CONCEPTS

In this section, the key spatial issues of the SDF are presented which are derived from an assessment of the current reality according to the process described in section 1. Each spatial issue is then followed by a presentation of the spatial concepts which have been defined to respond to them. The following figure illustrates this approach and provides a route-map through this section of the report. The issues and the concepts have been presented in a linear relationship to each other. Although the issues were identified separately from one another, there is relationship between them. In addition, many issues relate to more than one concept, so the issue/concept relationship should not be seen in too linear terms. The concepts should not be read in isolation from one another either.

Figure 5.3.1: Summary of spatial issues and concept



5.3.1 Location of economic Investment not optimized

Bloemfontein is currently located on the N1 route between Gauteng and the Western Cape (which passes along the western edge of Bloemfontein) and the N8 route running in an east-west direction, while the vast majority of people reside and work in the centre or to the east of the city. While the

Bloemfontein airport is also located to the east of the city, there is a planned outer ring road around the city but is not complete in the eastern area, to the north and south of the N8. There is also well located and underutilised land to the north and south of the N8 between the eastern edge of the CBD and the incomplete ring road to the east beyond the airport.

Bloemfontein as the economic hub of Mangaung needs to provide for locational opportunities for further long term economic growth that are more accessible to the growing populations residing in the south-east of Bloemfontein and Botshabelo and Thaba Nchu further to the east.

Box 5.3.1 Strategic location of economic growth

The concept of a desirable location for economic growth should provide sufficient impetus to generate a longer-term growth pattern that is more accessible, creates potential for significant investment over time and takes advantage of the potentials to be derived from the efficiencies of a radial and concentric city structure.

The location of the well located and underutilised land along the N8 national road between the eastern edge of the CBD and the incomplete outer ring road some nine kilometres further east, holds the potential to provide for the strategic location of economic growth. It has strategic locational value as it complements the concept of efficient city structuring, and will enhance major infrastructure investment in the airport node and outer ring road once complete.

The outer ring road could be linked by an intersection with off-ramps and on-ramps to the N1 creating an alternative route to the east of the city (N1 East). This will improve the transportation system generally around the city, assist the constraints and bias of development experienced in the western area in providing alternative locations to the east and for a significant amount of densification, intensification and infill in a suitable location. It also begins to move investment at scale in the direction of spatially integrating an underutilized and sizable wedge of the city into Bloemfontein, and the city with the remote areas of Botshabelo, Thaba Nchu and the rural settlements.