

MANGAUNG METROPOLITAN MUNICIPALITY



District/ Metro One Plan



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1. INTRODUCTION AND BACKGROUND

1.1 Introduction to the District Development Model/ One Plan

The DDM is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The DDM is aimed at facilitating integrated planning, delivery and monitoring of Government's development programs through the concept of a joint "One Plan" in relation to 52 development spaces / impact zones through the establishment of national technical capacity as well as district hubs that will drive implementation of the programs. This approach will not only accelerate local economic development, urbanization, economic activities but also the provision of basic services.

The DDM embodies an approach by which the three spheres of government and state entities work in unison with other development partners in an impact-oriented way and where there is higher performance and accountability for coherent service delivery and development outcomes. It influences spatialisation and reprioritisation of government planning, budgeting, implementation and reporting in relation to jointly agreed outcomes and commitments in the 52 districts and metropolitan spaces. This is facilitated through and anchored around the 'One Plan', 'One Budget', 'One District'. Below is a summary of the specific objectives of the DDM:

- ✓ Solve the Silos at a horizontal and vertical levels.
- ✓ Maximise impact and align plans and resources at our disposal through the development of One District, One Plan, and One Budget;
- ✓ Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels;
- ✓ Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level;
- ✓ Build government capacity to support to municipalities;
- ✓ Strengthen monitoring and evaluation at district and at local levels;
- ✓ Implement a balanced approach towards development between urban and rural areas;
- ✓ Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality; and
- ✓ Exercise oversight over budgets and projects in an accountable and transparent manner. These objectives are all set to accelerate service delivery challenges.

The Mangaung Metro One Plan is based on the DDM Theory of Change which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of

addressing them within the socio-economic and inclusive and integrated placemaking dynamics within specified spaces. These six DDM Transformation Focal Areas are:

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

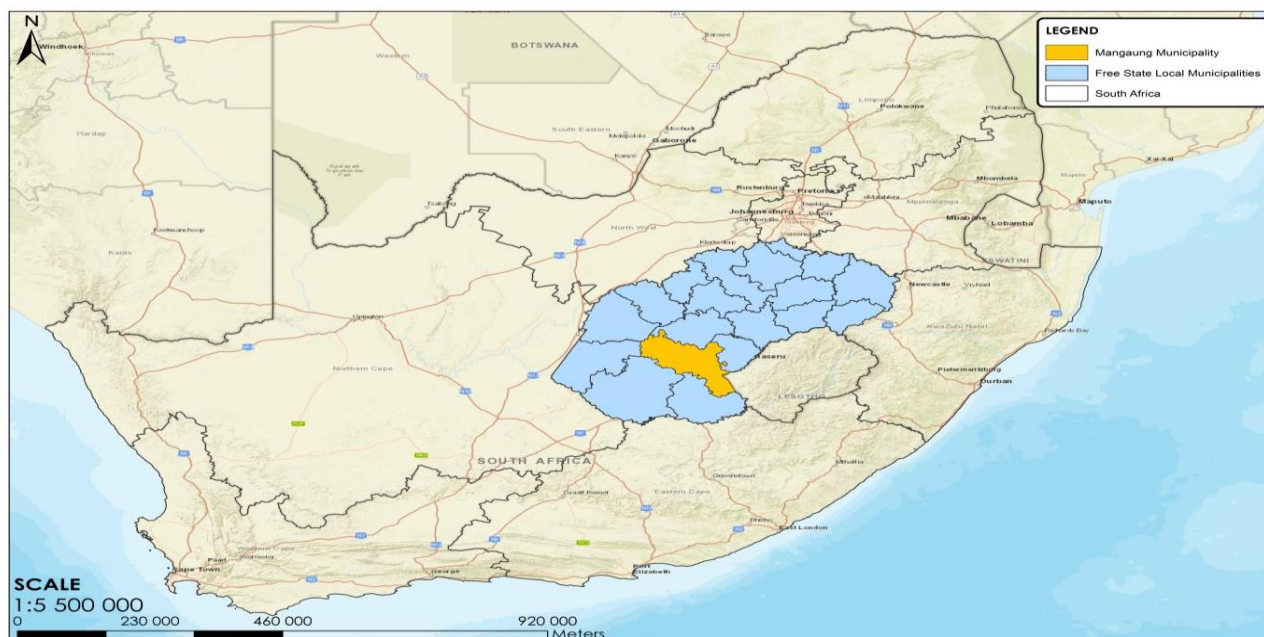
1.2 Purpose and the focus of the Metro One Plan

The purpose of the Metro One Plan is as follows:

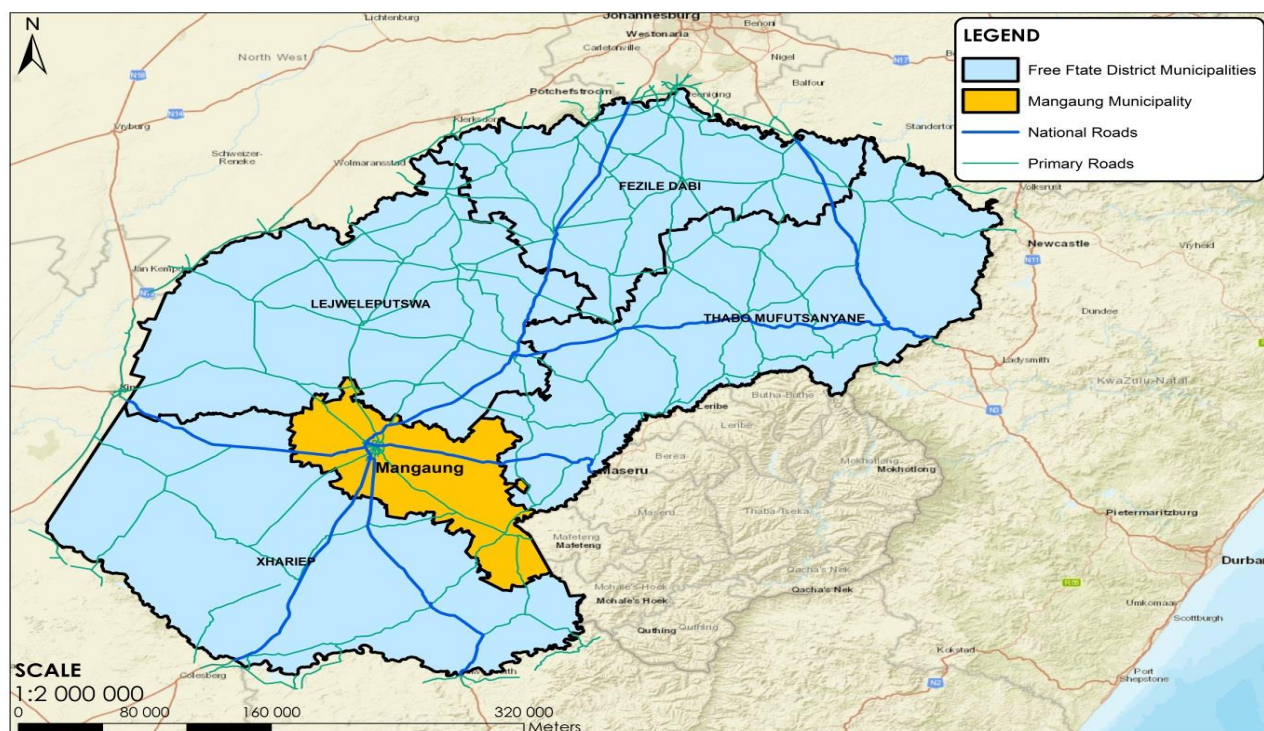
- ***Spatial transformation plan:*** It gives a spatial dimension to intergovernmental investments within the metro that promote socio-economic development.
- ***Spatial targeted plan:*** The Metro One Plan seeks to achieve coordinated public intervention in defined spatial locations within the city, to maximize the leverage of public resources on the spatial form of the city.
- ***Intergovernmental Program and Project Planning:*** The Metro One Plan indicates how the metro and intergovernmental partners will apply capital financing, including grant resources and all other sources of finance, fiscal and regulatory instruments and incentives to transform the spatial urban form of the city.
- ***Inter-governmental, performance process and plan:*** The Metro One Plan encourages the collaboration, integration and joint planning between the city and intergovernmental partners in the provincial, national and SOEs.
- ***Tool for Strategy Led Budgeting:*** As the national public resource envelope is gradually decreasing, the Metro One Plan encourages cities to progressively leverage alternative forms of funding to meet its infrastructure investment needs and to develop long term financial sustainability strategies.

1.3 Overview of Mangaung Metro Municipality

Mangaung is centrally located in South Africa and the Free State Province and borders six other provinces as well as Lesotho. Provincially, Mangaung is bordered by the Xhariep, Lejweleputswa and Thabo Mofutsanyane District Municipalities, as well as Lesotho located to the east. The Metro houses the capital of the province, Bloemfontein, which also serves as the economic and administrative hub of the Free State, whilst also being the Judicial Capital of South Africa. Mangaung is accessible via three National Roads, including 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 with the Northern Cape via Thaba Nchu, Botshabelo and Bloemfontein).



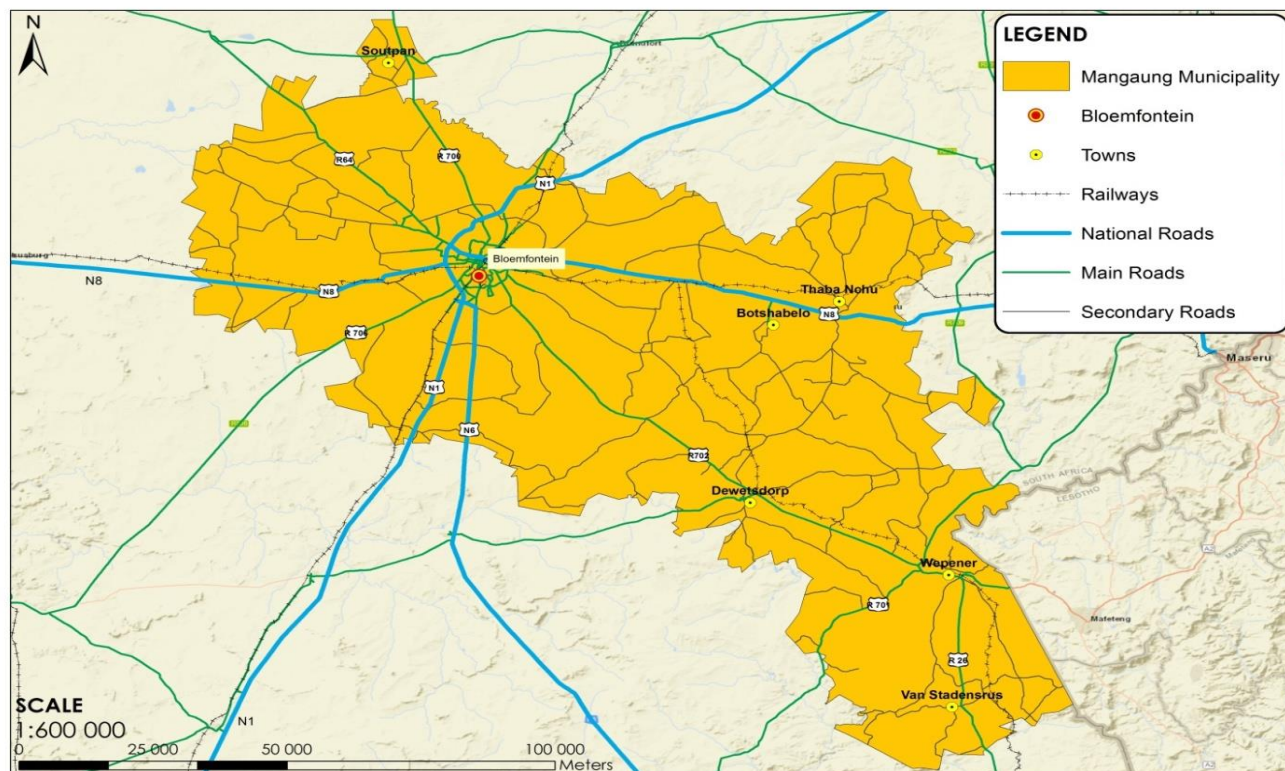
Mangaung Location: National Context (Source: Department of Rural Development and Land Reform (Free State office, 2019)



Provincial Context Mangaung Location (Source: Department of Rural Development and Land Reform (Free State office), 2019)

The former Mangaung Local Municipality was established in 2000 with the amalgamation of four former transitional councils. Mangaung became a Metro Municipality after the elections of 18 May 2011 and was extended further during 2016 by the inclusion of Naledi Local Municipality and part of Masilonyana Local

Municipality (Soutpan/Ikgomotseng area). The Mangaung Metropolitan Municipality covers an area of approximately 988,763 ha of land bordered by the Mantsopa, Masilonyana and Tokologo Local Municipalities to the north; the Letsemeng Local Municipality to the west; and the Kopanong and Mohokare Local Municipalities to the south. The entire south-eastern border represents the international border with Lesotho.



Mangaung Local Context (Source: Department of Rural Development and Land Reform (Free State office, 2019)

The municipality is divided into 51 wards and comprises a total of 2,481 parent farms and 6,302 farm portions. Small Holdings total about 3,171 units, while there are an estimated 209,467 individual erven within the municipal area

Cluster Region	Wards
Soutpan	44
Bloemfontein	1–26 & 45-48
Thaba Nchu	39-42 & 49
Botshabelo	27-38 & 43
Wepener & Van Stadensrus	50

Regions and Wards in Mangaung Metro (MMM, GIS)

There are seven main administrative regions in the city:

- **Bloemfontein** is highly accessible with well-developed infrastructure and transport networks, including three national roads, a railway link between Gauteng and the Western Cape, as well as an international airport (Bram Fisher Airport).
- **Botshabelo** located 55km to the east of Bloemfontein. With an unemployment rate of 32.9% the town greatly depends on Bloemfontein for employment.
- **Thaba Nchu** is a “tribal area” located 12 km to the east of Botshabelo. The town used to form part of the Bophuthatswana “Bantustan” homeland. Thaba Nchu comprises of the main town surrounded by about 37 rural villages located on trust land under traditional leadership.
- **Dewetsdorp** is located 75km south-east of Bloemfontein on the R702 and is part of the Battlefields Route. The Town also comprises two urban settlements (Dewetsdorp and Morojaneng) and is surrounded by land with a medium to high agricultural potential.
- **Wepener** was established as a municipality in 1880, the town was established on the banks of Jammersbergspruit, a tributary of the Caledon River. Together with Dewetsdorp, the towns were merged into Mangaung Metro when Naledi Local Municipality was disestablished on 03 August 2016. The town serves as one of the gateways into Lesotho, given its proximity to the Van Rooyen’s border post. The Second Anglo Boer War took place in Dewetsdorp and Wepener.
- **Van Stadensrus** is located 30km from Wepener on the R702 and is another frontier town on the border of South Africa and Lesotho.
- **Soutpan** is a small town located 38km to the north-west of Bloemfontein. The town was established due to the salt mining activities in the area and produces a vast amount of salt. The area is also known for the Florisbad anthropological area and the Soetdoring Nature Reserve.

1.4 Institutional Transformation Path

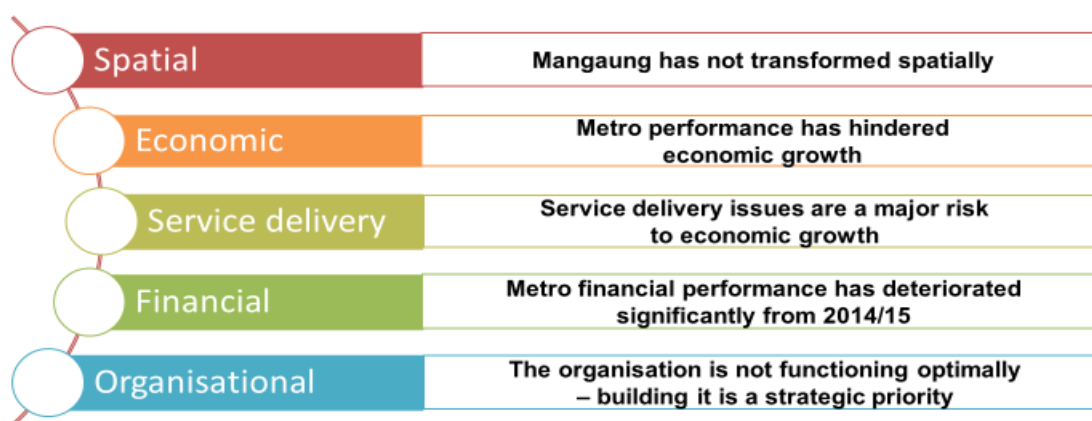
The District Development Model One Plan is not about recreating or duplicating plans or participatory processes but building on existing studies, plans and synthesising the key big impact issues that all three spheres of government have to apply and concentrate energy on. In this regard, the diagnostic builds on the Mangaung Metro Profile that was developed as one of the first DDM activities.

1.4.1 *The Strategic Development Review (SDR), 2017*

The Municipality has faced and continues to face various challenges in terms of service delivery, administration, financial management and governance. In recognizing these challenges, the city

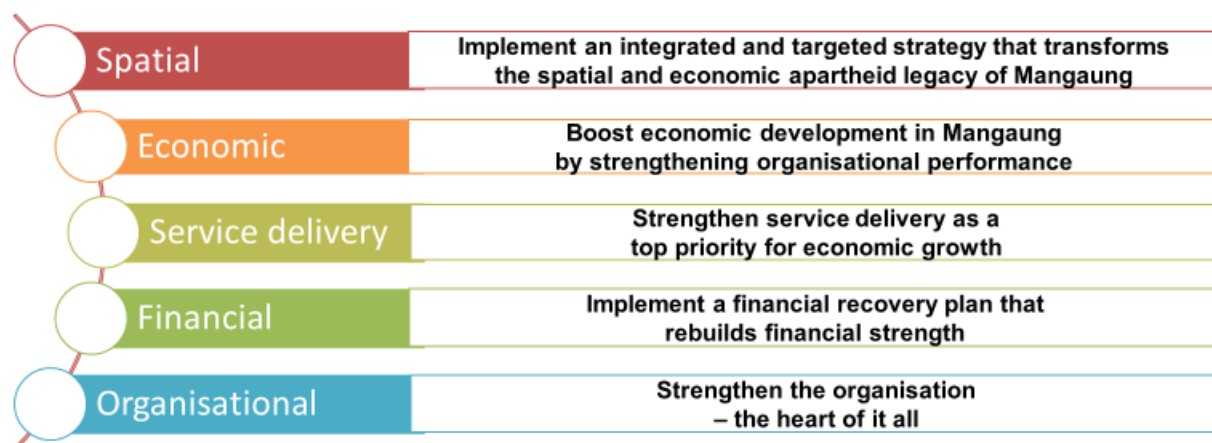
developed strategic development review (SDR) in 2017 with the support of National Treasury’s Cities Support Programme. An SDR is a rapid assessment of the strategic position of a municipality using four lenses, namely: spatial, economic, organizational and financial. In the case of Mangaung a fifth lens of “service delivery” was included as part of the assessment. The SDR It aims to determine and document the main strategic development challenges facing the city; and to facilitate discussions among the leadership of the metro on the development challenges and choices they face. The assessment was conducted by a small team from National Treasury, CSP and incorporated desk-top reviews of available documentation, and focused engagements with senior departmental management teams of the municipality. Feedback and outcomes of the assessment was subsequently provided to the city manager, the top management team, and the municipal political leadership.

SDR OVERALL CONCLUSIONS



The recommendations of the SDR indicated that the municipality must strengthen spatial transformation, economic development, organizational strengthening, improved service delivery and a need to develop financial recovery plan.

SDR RECOMMENDATIONS: OVERALL



The subsequent mid-year budget and performance as well as the MTREF 2018/19 and 2020/21 budget assessment reinforced the need to develop a financial recovery plan. Many of these challenges have recurred over long period of time and have been highlighted repeatedly in the Municipality's annual reports and audit reports following the statutory annual audits by the Auditor-General South Africa (AG).

The challenges in summary include:

- Significant deterioration of the City's financial health and service delivery performance demonstrated by the financial and non-financial performance for both the 2016/17 financial year and the 2017/18 mid-year performances;
- financial management and credit control (including declining Auditor-General outcomes);
- governance and political oversight;
- communication with communities and key stakeholders; and
- the need for strengthening and improving the functioning of the administration.

Given the above and the urgency to ensure service delivery to communities and financial viability and sustainability, the development and implementation of a financial recovery plan (FRP or Plan), was recommended as a critical way forward for recovery and turnaround for Mangaung.

1.4.2 Provincial Intervention, Section 139 (5) (a) and (c) - Mandatory Financial Recovery Plan, 2019

The National Treasury, through the Deputy Minister, David Masondo wrote to the provincial executive of the Free State Province on 11 December 2019, recommending that an intervention in terms of Section

139 (5) (a) and (c) of the Constitution, be implemented in Mangaung Metro. Subsequent to this, the Free State provincial executive council (EXCO) resolved on 19 December 2019 to invoke Section 139 (5) (a) and (c) of the Constitution, and to appoint an Intervention Team composed of provincial and national government officials, to assist with the development and implementation of a mandatory Financial Recovery Plan in the metro.

Subsequent to invoking section 139 5 (a) and (c), a mandatory financial recovery plan was developed and adopted for implementation. The financial recovery plan adopts a strategic, focused approach which is time-bound to ensure that the underlying causes of the crisis are adequately addressed. To achieve this objective, the financial recovery plan presents a phased approach to recovery, differentiating between issues to be addressed in the short, medium and long term. The recovery plan is divided into three distinct but interdependent phases that is categorized as follows:

- i. **Rescue Phase (Phase 1)** which focuses primarily on cash and restoring the cash position of the municipality. The indicators for rescue phase includes a funded budget, monitoring of the daily cash and cash balances, cost containment measures, focusing on improving the debtor's collection rate, the ring-fencing of conditional grants and ensuring that creditors are paid timeously and that negotiations are entered into to settle any outstanding debt. There is some focus on service delivery and governance matters, however, these are limited to addressing the most visible and easy to resolve issues. However, as resources become available through better cash management, the collection of outstanding debt and the prioritization of expenditure, service delivery issues can be addressed more comprehensively to secure the revenue base. This is a short-term phase and is anticipated to last up to one year from the start of the new financial year on 1 July 2020.

PHASE 1: FINANCIAL TARGETS (

No.	Performance Area	Assumptions	2019/20 Q4			2019/21 Q1			2020/21 Q2		
			April	May	June	July	August	September	October	November	December
1	Operating revenue targets	Adherence to approved budget	573.1	573.1	1 152.2	617.7	617.7	617.7	617.7	617.7	617.7
2	Operating expenditure targets	Adherence to approved budget	450.7	450.7	545.0	564.3	564.3	564.3	564.3	564.3	564.3

3	Cash/bank balances	Adherence to approved budget	-28.4	-42.6	-170.4	-22.7	125.0	272.7	420.3	568.0	715.7
4	Consumer debtors-collection rates	Adherence to approved budget	80%	80%	80%	81%	81%	81%	81%	81%	81%
5	Govt debtors-payment plan	12 x R53.9 m quarterly installments			593.1			539.2			485.3
6	Govt creditors-payment plan	12 x R55.9 m quarterly installments			615.1			559.2			503.3
7	Govt creditors-payment plan	Timing issue resolved: R0 arrears	0	0	0	0	0	0	0	0	0
8	Ring-fencing of conditional grants	Adherence to SOPs	All bank account and sub-account balances reported on every month								

- ii. **Stabilisation Phase (Phase 2)** which expands on the financial indicators to be monitored and emphasises key governance and institutional issues which must simultaneously be addressed. In this phase, a strong focus on cash, finances and financial management is still maintained but greater attention is placed on the underlying service delivery, governance and institutional matters perpetuating the financial crisis in the municipality, such as the design of a fit for purpose organogram, plans to address the repairs and maintenance and renewal of infrastructure for the water and electricity network through which the municipality loses significant revenues, ensuring that the property valuation roll is updated and that all customers are billed according and other similar measures. This phase is expected to last between 13 to 24 months or longer depending on progress made by the municipality.

No.	Performance Area	Baseline	TO BE DETERMINED					
2	Billing	Inaccurate Billing	Reconcile GVR information with the billing Debtors Master File	Reconcile GVR information with the billing Debtors Master File	Reconcile GVR information with the billing Debtors Master File	Verify all the identified irrecoverable debt as a result of recon between GVR and Debtors Master File	Commence the process of writing off all the identified irrecoverable debt as a result of recon between GVR and Debtors Master File	Finalize writing off all the identified irrecoverable debt as a result of recon between GVR and Debtors Master File
			Establish synergy Draft Business Process between BTO and all departments for revenue maximization	Table the Draft Revenue Business Process for approval	Implement the Revenue Business Process to maximize revenue	Implement the Revenue Business Process to maximize revenue	Implement the Revenue Business Process to maximize revenue	Implement the Revenue Business Process to maximize revenue
3	Tariffs	Absence of Cost Reflective Tariffs	Undertake a tariff review for all services and ensure cost reflective tariffs are in place	Undertake a tariff review for all services and ensure cost reflective tariffs are in place	Undertake a tariff review for all services and ensure cost reflective tariffs are in place	Undertake a tariff review for all services and ensure cost reflective tariffs are in place	Undertake a tariff review for all services and ensure cost reflective tariffs are in place	Implement cost reflective tariffs
4	Indigents	Not all qualifying indigents have registered with the Municipality	Review and approve indigent Policy	Implement approved Reviewed Indigent Policy	Ensure strict compliance with the Indigent Policy	Ensure strict compliance with the Indigent Policy	Ensure strict compliance with the Indigent Policy	Ensure strict compliance with the Indigent Policy

5	Debt Collection	Hight Debt Book	Review debtor's book and implement prioritized debt collection	Focus collection on: <ul style="list-style-type: none"> Provincial government Free State Department Corporation (FDC) Business etc. 	Focus collection on: <ul style="list-style-type: none"> Provincial government Free State Department Corporation (FDC) Business etc. 	Focus collection on: <ul style="list-style-type: none"> Provincial government Free State Department Corporation (FDC) Business etc. 	Focus collection on: <ul style="list-style-type: none"> Provincial government Free State Department Corporation (FDC) Business etc. 	Focus collection on: <ul style="list-style-type: none"> Provincial government Free State Department Corporation (FDC) Business etc.
		Other Customers	Profile customers according to the size of the debt and affordability to pay	Profile customers according to the size of the debt and affordability to pay	Profile customers according to the size of the debt and affordability to pay	Profile customers according to the size of the debt and affordability to pay	Profile customers according to the size of the debt and affordability to pay	Profile customers according to the size of the debt and affordability to pay
6	Customer Care	Ineffective customer care that leads to massive unresolved accounts disputes	Develop Customer Care Service Charter and Service Standards	Approve and workshop Customer Care Service Charter and Service Standards	Implement Customer Care Service Charter and Service Standards	Implement Customer Care Service Charter and Service Standards	Implement Customer Care Service Charter and Service Standards	Implement Customer Care Service Charter and Service Standards
7	Website	Website not up to date	Ensure up-to-date working website	Ensure up-to-date working website	Ensure up-to-date working website	Ensure up-to-date working website	Ensure up-to-date working website	Ensure up-to-date working website
8	Supply Chain Management	Abuse of the current SCM system	Undertake a strategic review of SCM and SCM functions across the organization with NT support.	Enforce compliance with SCM regulations, and other guidelines such as MFMA Circular No. 62	100% compliance to SCM legislation and related policies	100% compliance to SCM legislation and related policies	100% compliance to SCM legislation and related policies	100% compliance to SCM legislation and related policies
9	Liabilities Management	Liabilities not cash-backed	Develop a plan to improve the City's graded junk status	Develop a plan to improve the City's graded junk status	Develop a plan to improve the City's graded junk status	Develop a plan to improve the City's graded junk status	Develop a plan to improve the City's graded junk status	Develop a plan to improve the City's graded junk status
			Restructure and consolidate long term loans	Restructure and consolidate long term loans	Restructure and consolidate long term loans	Restructure and consolidate long term loans	Restructure and consolidate long term loans	Restructure and consolidate long term loans
10	City Strategy	Development of a City Strategy aligned to the recommendation of the Benchmark process						
11	Strategic Development Review	Implementation of the City's Strategic Development Review						

Service delivery, institutional indications, and governance (stabilization/recovery phase):

- iii. **Sustainability Phase (Phase 3)** to ensure that indicators are developed that will give effect to the long-term financial sustainability of the municipality. Prior to concluding the intervention, there must be a reasonable assurance that measures implemented in Phase 1 and 2 are sustainable, that the municipality is committed to ensuring the implementation of good practice. In this phase, it is also important to include indicators that give effect to the long-term financial sustainability of the municipality. These would be derived from the Strategic Development Review of the Municipality, the Long-term financing strategy and the Built Environment Plans (BEPPs).

The intervention will be subject to oversight by a Political Oversight and Monitoring Committee who will report directly to the Ministers of CoGTA and Finance and the Premier of the Free State. The Political Oversight Committee will direct the intervention, monitor progress and unblock any political challenges that may hinder the success of this intervention.

The **Political Oversight Committee** consists of the following members:

- (a) The Deputy Minister of CoGTA;
- (b) The Deputy Minister of Finance;
- (c) The MEC for CoGTA, Free State Province;
- (d) The MEC for Finance, Free State Province.

To support the political oversight committee, a Technical Management Team has been assembled. This team which will constitute a Technical War Room consists of both an Intervention War Room Executive Team and a War Room Intervention Team.

The War Room EXCO consist of:

- (a) The DG of CoGTA (Chairperson);
- (b) The DDG IGR: National Treasury (Chairperson);
- (c) The HOD: Finance, Free State; and (d) The HOD: CoGTA, Free State.

The EXCO Team Leader/Representative must provide written reports to EXCO, National Treasury and Municipal Council on a monthly basis.

1.4.3 National intervention Section 139(7) of the Constitution.

After failing for more than two years to implement the financial recovery plan during the provincial intervention, the National Cabinet in April 2022 resolved that the metro now be placed under a national intervention.

The Mangaung metro was put under administration after the national government raised concerns about its "fiscal capacity".

The national Cogta department also found that the municipality was operating at a deficit and that it was facing severe financial risks.

The invocation of a national intervention in terms of Section 139(7) of the Constitution implies that in the Mangaung metro, national government will now act in the stead of the provincial executive. This type of intervention is mandatory and follows the same procedure as Section 139(5) of the Constitution, except that national government will now directly assume responsibility for these interventions

The primary responsibility of the national intervention team is to stabilise the municipality by ensuring the implementation of the Financial Recovery Plan (FRP) on behalf of the Cabinet and oversee processes that were already under way, update the existing FRP and set new targets and time frames for the implementation of its activities.

2. Mangaung One Plan Diagnostic Report

The diagnostic, as the first stage in the One Plan formulation process, aims to enable a common understanding amongst all role players of the situation facing Mangaung Metropolitan Municipality and the root causes. The diagnostic stage of the One Plan entails a critical analysis of the service delivery, spatial, socio-economic development, environmental and governance situation in Mangaung Metro Municipality in relation to each DDM Focal Area, and an appreciation of the prevailing context and trends that shape the Mangaung Metro Municipality space and economy.

2.1 SWOT ANALYSIS¹

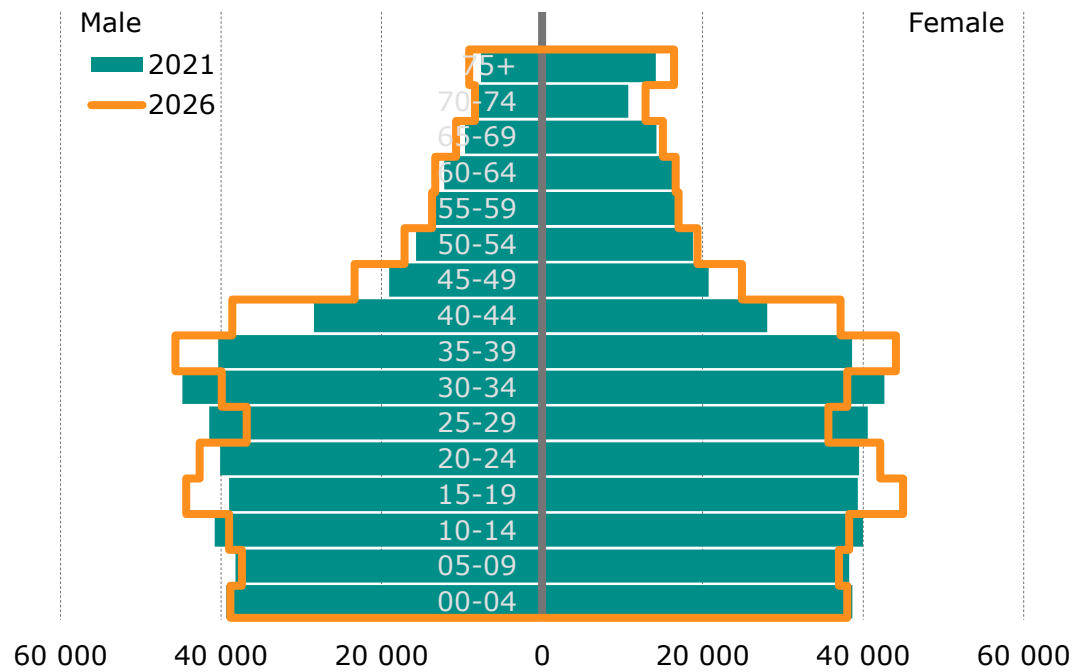
2.1.1 Demographic Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Population: 896 000• Represents 30.2 of provincial population• 48.9% males, 50.1% females• Median age 25• 282 000 households• Average household size is 3.2 persons• 70.1% live in fully paid off properties• 6.5% lived in back yard dwellings/flats• 3.6% of the population 20 years and older with no education	<ul style="list-style-type: none">• Life expectancy is low• Households headed by children 0.16%• High migration from rural areas to Metro• Growth Management• ±10% of the population had a tertiary qualification which shows limited post school training/ skills development which is a concern	<ul style="list-style-type: none">• 65% households reside in Bloemfontein• Attention to specific needs• Skills Development• Optimise job opportunities• Optimise employment opportunities• Health care facilities to facilitate higher life expectancy• Specialised medical treatment• Education facilities	<ul style="list-style-type: none">• 36.6% of people living in poverty• Most unequal income distribution municipality in the Free State due to large rural areas• Annual growth rate increased by 1.28% from 2011 - 2022• Unemployment• HIV and is projected to grow• Vulnerability to a pandemic is high• Highest migration within borders of metro• Uncontrolled migration from Lesotho

Information based on the Mangaung DDM Diagnostic/ Profile Report, Mangaung Metro SDF, 2020, and StatsSA Community Survey, 2016

Population structure

Mangaung, 2021 vs. 2026

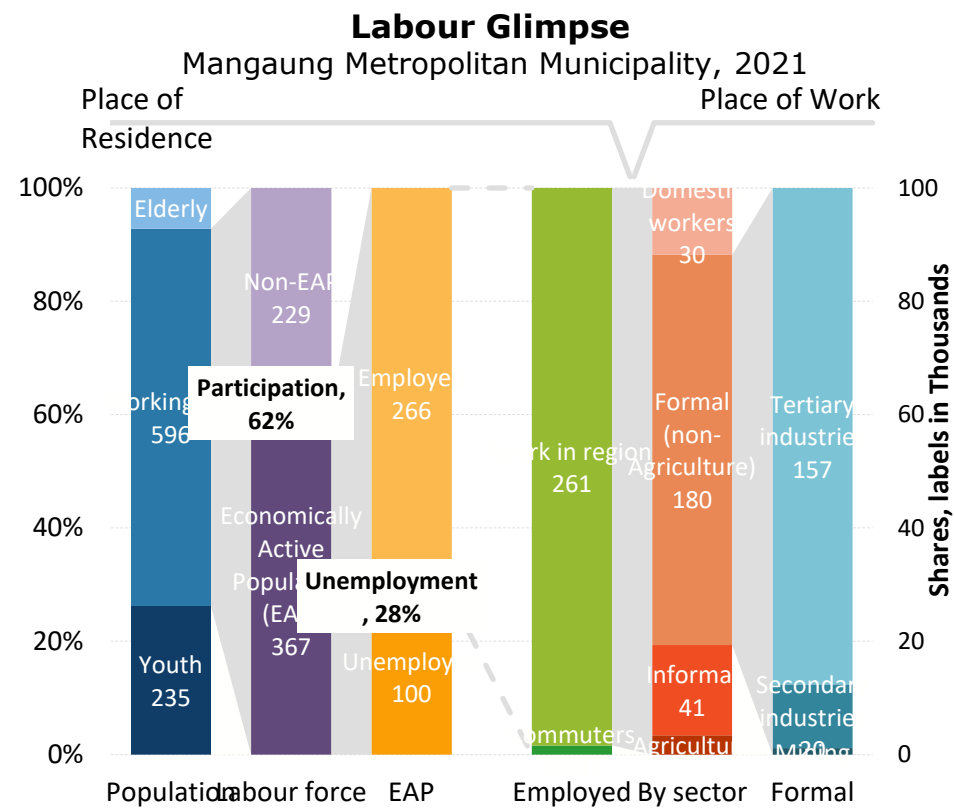


Source: IHS Markit Regional eXplorer version 2257

2.1.2 Economic Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Mangaung represents the economic hub of the metro in the province • 83.5% of total employment are formally employed • Metro is the largest contributor to the GDP of the province • Primary Sector has minor impact • Poultry farming dominant in Botshabelo • Community Services Sector to be the largest sector in the Metro by 2025 • Strong cultural-historic tourism potential • Primary business node in Mangaung - Bloemfontein CBD which provides the largest number and widest range of business activities in the metro 	<ul style="list-style-type: none"> • Uncertainty about data accuracy of formal sources • Inclusive economic growth • Mining relatively small impact • Industrial sector not strong • Industrial development in Thaba Nchu and Botshabelo not successful • N6-R26 tourism corridor not optimally utilised at this stage • High cost of land and property • Primary Sector: Agriculture sector shows a decrease in contribution • 36.6% living in poverty • Working age population increasing • The metro faces challenges with respect to skills development as only ±10% of population have 	<ul style="list-style-type: none"> • Botshabelo labour reservoir for Bloemfontein • Dual Economy (urban/rural) • Employment increases annually with 1.7% • 2.3% average economic growth rate • Community services sector largest number of employed people • Dominance of the tertiary sector to broaden economic offerings • Soutpan salt mining • Secondary sector to focus on service industries • Tertiary sector to focus on community services • Economic Projects: <ul style="list-style-type: none"> – Airport Development Node; – Vista Park Mixed Development (ext. 2 & 3); – Cecilia Park Mixed Development; – Hillside View Mixed Development; – Estoire Mixed Development; – Caleb Motshabi Informal Settlement Upgrading • Strengthen transport linkages and maintenance on N1, N6 and N8 • Maintain and development of tourism opportunities • Proposed Airport Development Node to stimulate economic development in the eastern parts of Bloemfontein • The Thaba Nchu Agri-Hub is one of the most important catalytic projects that will impact positively on the Metropolitan area and beyond 	<ul style="list-style-type: none"> • High level of inequality (wide gap between rich and poor) • Average annual increase in the number of unemployed people • Economic growth rate of the Mangaung Metro has been declining since 2012 • Unemployment rate at 28% • COVID-19 negatively impacting jobs and income • Informal sector has been growing • Political instability • Climate change and natural disasters

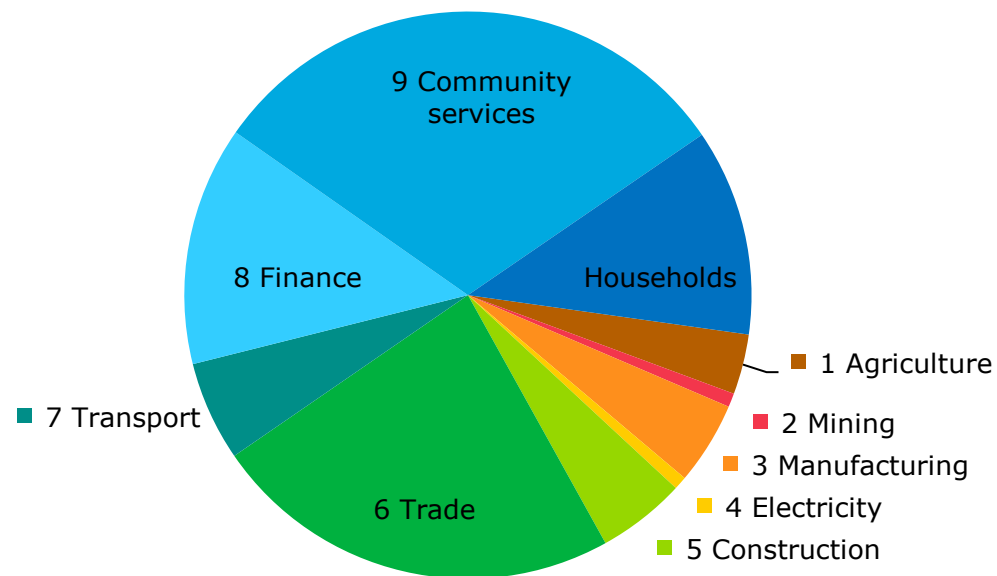
<ul style="list-style-type: none"> • A number of smaller decentralized business nodes exist in the residential suburbs • Regional development corridors are the N8 corridor between Maseru and Bloemfontein and the Northern Cape • Crime well policed • Literacy and education levels are increasing 	<ul style="list-style-type: none"> any tertiary education/qualification • Dewetsdorp and Wepener provide no significant industrial or commercial services • Large dependence on the community services sector 	<ul style="list-style-type: none"> • Tertiary education and skills training should be aligned with the priority economic sectors within Mangaung to optimally utilise local opportunities in these sectors. • Specialised skills can be utilised to support and revitalise industrial development in Thaba Nchu and Botshabelo • Salt mining around Soutpan as one of the drivers of economic change that will impact positively on the rural economy • Positive investment in salt mining will generate a secure and stable income for the Soutpan area and assist in alleviating poverty. • Issues raised by the Auditor General require urgent attention to ensure effective financial management • Improved land administration and spatial planning for integrated development in rural areas • Sustainable Land Reform contributing to agrarian transformation • Improved food security • Smallholder producers' development and support (technical, financial, infrastructure) for agrarian transformation • Increased access to quality infrastructure and functional services, particularly in education, healthcare and public transport in rural areas • Growth of sustainable rural enterprises and industries – resulting in rural job creation 	
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Source: IHS Markit Regional eXplorer version 2257

Total Employment Composition

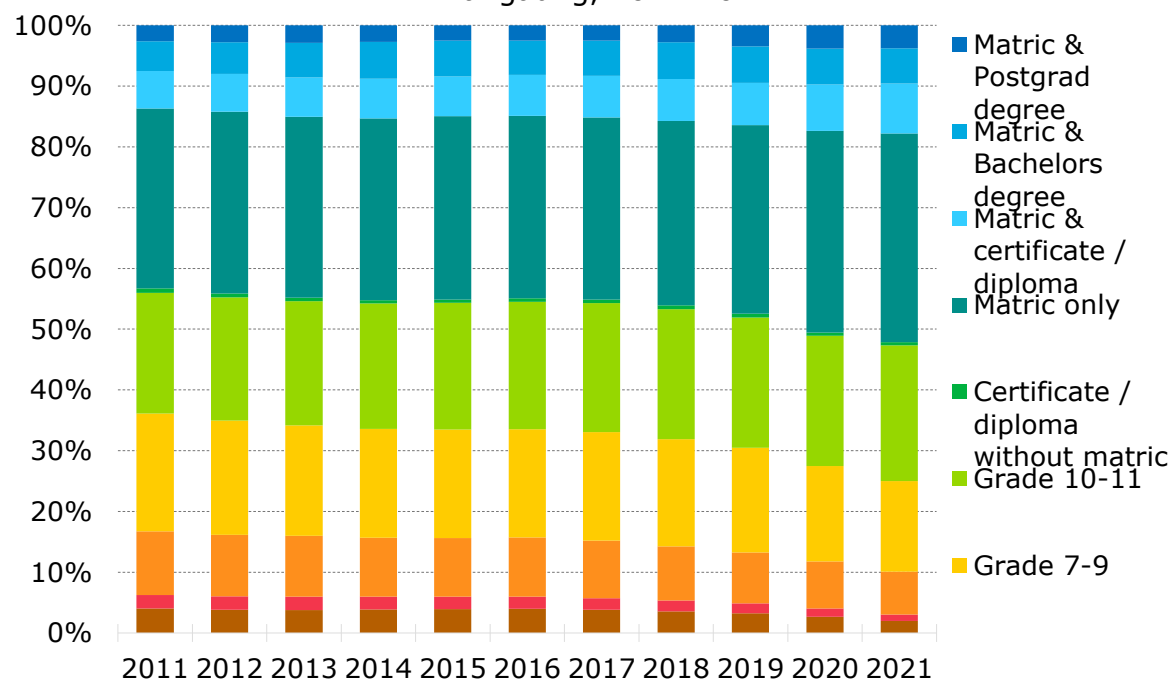
Mangaung, 2021



Source: IHS Markit Regional eXplorer version 2257

Highest level of education: age 15+

Mangaung, 2011-2021



Source: IHS Markit Regional eXplorer version 2257

2.1.3 Spatial Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> 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. Mangaung Metro covers an area of 9886km² Rural area is the largest (97.17%) 24 informal settlements in a process to be formalised 76% of all dwelling units are formal houses High value agricultural land for food security Mangaung one of the national urban nodes and part of agri-enterprise and small scale farming regions 	<ul style="list-style-type: none"> 11.7% households lived in informal dwellings 47 informal settlements 10 settlements (850 households) to be relocated Huge housing backlog Spatial and economic inequality Botshabelo and Thaba Nchu spatially dislocated from Bloemfontein Dispersed nature of the Metro results in frequent travel and high transport costs Growing number of informal settlements Slow spatial transformation Lack of spatial integration between higher and lower income areas Apartheid- planning legacy very prevalent Fiscal challenges for key spatial interventions 	<ul style="list-style-type: none"> Bloemfontein well-developed infrastructure and transport networks Thaba Nchu Agri-Hub will have positive impact on the Metro Dewetsdorp a service centre to adjacent farming community Wepener serves as service centre and gateway to Lesotho Van Stadensrus frontier town Soutpan salt mining activities Rich culture heritage Improve rural to rural connections and key agricultural production infrastructure 100% all residents in formal dwelling Opportunities for alternative energy generation Spatial integration has to focus on both a macro and a micro level. The Mangaung Metropolitan Integrated Public Transport Network (IPTN), seeks to integrate Botshabelo and Thaba Nchu through several development initiatives 	<ul style="list-style-type: none"> Long distances between urban areas & rural communities Lack of human resource and fiscal capacity Political unrest and interference Gino coefficient is high

<ul style="list-style-type: none"> • Proposed Airport Development Node to stimulate economic development in the eastern parts of Bloemfontein 		<ul style="list-style-type: none"> • Adequate housing and improved quality living environments. • A functionally equitable residential property market. • Enhanced Institutional capability for effective coordination of spatial investment 	
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2.1.4 Environmental Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The Metro has a semi-arid climate with most precipitation occurring during summer, while snow sometimes occurs on the mountains in the east • Higher rainfall occurs to the eastern part of the Metro with the western parts the driest • Large waterbodies in the Metro • The most prominent dams within the municipal area include the Krugersdrift, Rustfontein, Tierpoort and Welbedacht Dams • Cluster of nature reserves along the Modder River in the north-western extents of the Metro - Tierpoort and De Brug; as well as the areas around the Soetdoring Nature Reserve and towards Soutpan to the north • Protected areas and critical biodiversity areas surround waterbodies and identified in the Free State Critical Biodiversity Plan • Fair air quality in the Metro 	<ul style="list-style-type: none"> • The western parts of the Metro are areas of high drought risk • The area is relatively water scarce and Mangaung is increasingly experiencing bulk water shortages • Metro's environmental vulnerability is high • Most of the area is categorized by rain-fed farming practices 	<ul style="list-style-type: none"> • Protection of critical biodiversity and protected areas • Protection of Nature and conservancy nodes identified in the Metro SDF • Access to boreholes is a crucial factor when considering agricultural activities taking place • A Master Agri-Park Business Plan for Thaba Nchu has already been conducted during 2016 and some components of the Agri-Hub are already functioning • Agrarian Transformation in the subsistence farming areas under traditional leadership around Thaba Nchu is very important • The conflicts between biodiversity conservation and consumptive agricultural practices need to be addressed • No critically endangered ecosystems within the area of jurisdiction of the municipality • Ecosystems are sustained and natural resources are used efficiently 	<ul style="list-style-type: none"> • Climate changes Increase droughts and flooding and water availability; • Climate change effects the change in biodiversity patterns (especially grasslands, where a high level of extinction is predicted); • Climate change Impacts on health, tourism, agriculture and food security; • Overgrazing increases creeping grasses • Small scale and homestead farmers in dry lands are most vulnerable to climate change • Maize production in summer rainfall areas may be badly affected by climate change; • Alien invasive plant species are likely to spread more and have an ever-increasing negative impact on water resources due to climate change • There will be an increase in the frequency and severity of extreme weather events. • Uncontrolled development of land can have adverse effects on natural

<ul style="list-style-type: none"> • The rural areas of Mangaung are characterized by extensive commercial farming in the west and central and south-eastern parts • The metro area is suitable for game farming 		<ul style="list-style-type: none"> • An effective climate change mitigation and adaptation response • An environmentally sustainable, low-carbon economy resulting from well-managed just transition • Enhanced governance systems and capacity • Sustainable human communities 	<ul style="list-style-type: none"> habitats, cultural landscapes and air and water quality • Risk for wildfires
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2.1.5 Infrastructure Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • N1, N6 and N8 transgress Metro and identified as transport corridors and maintained by SANRAL • National airport, Bram Fischer connecting major cities • Tempe Military Airport providing flight services • Freight railway network connecting Mangaung with major cities and Lesotho • Bus transport subsidies • Border Post to the Kingdom of Lesotho at Wepener • Community facilities located in urban areas 	<ul style="list-style-type: none"> • High traveling and transportations costs • Roads are in poor condition in urban and rural areas • Van Stadensrus has no community facilities • Sport and recreational facilities are restricted to urban areas • High vacancy rates in Engineering Services, social services, waste and fleet management services that affect service delivery • Road conditions are generally poor across most of the areas with 90% of the bituminous road surfacing needing urgent attention to prevent moisture 	<ul style="list-style-type: none"> • Highly connectivity to other provincial districts and provinces • Ongoing maintenance and upgrading of national roads by SANRAL • Development of (artisan) education facilities • Development of agriculture related training facilities • Development of the airstrip for small charter flights at Tempe • Develop the rail freight arterial line to service the Metro • Potential corridor linkage of people and goods between Metro and Lesotho via N8 corridor 	<ul style="list-style-type: none"> • Financial viability of railway freight expansion • Insufficient allocation of budget for operations • Political unrest and interference • Mismanagement of infrastructure grant funding • Failure of the municipality leadership • Vandalism of the national, provincial and metro infrastructure • Recruitment and retention of people with technical skills.

<ul style="list-style-type: none"> • Existing government services (libraries, Police, emergency services, etc.) • Strong primary, secondary and tertiary education facilities 	<p>ingress and extend the life of the underlying pavements.</p> <ul style="list-style-type: none"> • Rehabilitation backlogs are also substantial with 35% of the pavements in a very poor condition. • Aging infrastructure 	<ul style="list-style-type: none"> • Strengthen transport linkages on N1, N6 and N8 • Improved regulation of infrastructure • Reliable generation, transmission and distribution of energy • Maintenance, strategic expansion, operational efficiency, capacity and competitiveness of transport infrastructure • Maintenance and supply availability of bulk water resources infrastructure • Expansion, modernisation, access and affordability of information and communications infrastructure ensured 	
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2.1.6 Service Delivery Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 93% access to safe drinking water • 71.9% access to flushed or chemical toilets, 22% pit toilets • 88% in-house prepaid meter for electricity • 96% access to electricity for lighting and other purposes • 82.4% have regular refuse removal by the authority/ private/community • 	<ul style="list-style-type: none"> • Aging infrastructure • 10% current water backlog • 52% piped water inside yard, 39% piped water in dwellings • Non-payment of water services • 27% backlog without proper sanitation • 14% have no access to any toilets • Electricity very expensive • 3.1% no access to electricity • 1.8% not being serviced with refuse removal • 10% of households dumping refuse themselves • Limited resources at the municipality to provide services • Lack of quality and affordable housing and basic services for the poor • 90% of the bituminous road surfacing needing urgent attention. • 35% of the pavements in a very poor condition. 	<ul style="list-style-type: none"> • 100% piped water inside dwelling • 100% flushed toilets • All erven have access to weekly refuse removal by the authority • Investment by the private sector • Increase ITC infrastructure • Need for innovative service delivery models 	<ul style="list-style-type: none"> • Aging infrastructure not been maintained • Prioritisation of new infrastructure over maintenance of existing • Theft of copper wiring • Low revenue generation of the metro but increasing need for services • Lack of human resource capacity • Highest rate of vacancies in Engineering services • Mismanagement of finances • Civil unrest and sporadic protests • Poor program and project management

2.1.7 Governance and Financial Management Profile

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • City Manager, CFO and 6 HoDs appointed. • 51 Ward committees established • Section 80 committees established • Audit committee established • Council able to meet at least once per month. • Executive Mayor invited to attend the Premier Coordinating Forum meetings. 	<ul style="list-style-type: none"> • Failure of the municipality leadership to continuously strengthen the foundation and monitoring of internal controls • High vacancy rates in Engineering Services, followed by social services, waste and fleet management services that affect delivery and provision of services • Poor management of funds • Failure to adhere to acceptable human resource management practices. • Poor decision making resulting in poor service delivery. • No recent customer satisfaction survey in the past five years. 	<ul style="list-style-type: none"> • Commit adequate financial and human resources to maintain the municipal planning function, with particular emphasis on engineering services and social services • Issues raised by the Auditor General require urgent attention to ensure effective financial management • Members of society have sustainable and reliable access to basic services • Maintain and development of liable government services • Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened. • Sound financial and administrative management. • Promotion of social and economic development. • Local public employment programmes expanded through the Community Work Programme 	<ul style="list-style-type: none"> • Governance and Management failure • Political influence and instability • Civil unrest and sporadic protests • Irregular meetings of LLF

2.2 Structural and Systemic Challenges

Arising from the diagnostic assessment, several critical drivers that underpin the systemic challenges were identified. The table below indicates which of the transformational focus area each of the critical drivers influences, which in turn has informed the strategies and projects per transformational area in the Mangaung Metro Municipality One Plan.

CRITICAL DRIVERS	PEOPLE DEVELOPMENT	ECONOMIC POSITIONING	SPATIAL RESTRUCTURING AND ENVIRONMENTAL	INFRASTRUCTURE ENGINEERING	SERVICE PROVISIONING	GOVERNANCE
Poor service delivery	X	X	X	X	X	X
Water scarcity & shortages	X	X	X	X	X	X
Low literacy level	X	X				
Increasing unemployment	X	X	X		X	X
Spatially targeted investment	X	X	X	X	X	X
Alignment between spheres of government	X	X		X		X
Unattractive climate for private sector investment	X	X		X	X	
Reliance on grant funding		X				X
Low revenue collected by municipality		X			X	X
Lack of SMME support	X	X				
Poor road maintenance	X	X	X	X	X	X
Poor infrastructure maintenance	X	X	X	X	X	X
Migration of skilled workers	X	X				
Underutilised tourism potential		X	X			
Underutilised potential of current industries		X		X		
Strong linkages to markets		X	X			
Solar energy potential		X	X			
Uncertainty of land ownership		X	X			X
Economic sector diversification		X		X		
Climate change		X		X		
Non-functional freight rail		X		X		
Spatial inequality in settlements	X		X		X	
Limited primary and secondary sectors	X	X				X
Electricity cuts	X	X	X	X	X	X
Mismatch of skills to economic needs		X				
Low Economically Active Population	X	X				
Competitive and emerging farming		X	X	X	X	
Political and civil unrest	X	X	X	X	X	X
Lack of waste removal services		X			X	
Poor environmental protection			X			

Municipal human resource and fiscal capacity		X			X	X
Inadequate internal controls and financial mismanagement		X			X	X
Poor access to basic & social services	X	X	X	X	X	X

2.3 Big Trends

TRENDS	DESCRIPTION
URBANISATION	In 2019, 66.68% of South Africa's population were living in rural areas and this number is expected to increase to almost three quarters of the country's population (71.3%) by 2030, according to the Integrated Urban Development Framework. The flow of people to cities over the last two decades has been influenced by increased access to employment, economic, educational and social opportunities and a desire for a better quality of life in urban areas. The pull factors out of rural areas are compounded by difficulty for developing agricultural in the black homelands (issues such as land tenure and allocation), rural disasters, escalating unemployment and lack of access to basic services in rural areas. As a result, cities have become areas of prosperity and growth, while rural areas have declined, leading to an increasing urban-rural divide. This urban-rural divide has resulted in spatial fragmentation, poorly maintained and developed infrastructure and public services, social, economic and racial divides, deteriorating rural economies and civil unrests and protests about lack of access to basic services. To combat the trend and bring about economic development, jobs and service delivery, transformation of the inherited spatial structure is required. The IUDF's overall envisaged outcome is spatial transformation where urban growth is steered towards model of compact, connected and coordinated cities and towns and development of inclusive, resilient and liveable settlements.
CLIMATE CHANGE	Through increased temperatures, extreme weather events such as flooding and drought, wildfires and the need for reliance on alternative energy sources climate change has impacted and poses further risk to populations, the economy and especially the agricultural sector, infrastructure, livelihoods, the environment, to name a few. In response to climate change, reducing carbon footprint of cities and settlements, better and smarter utilisation of resources and smarter food production is needed. According to the international Energy Agency's global energy trends report forecasting energy trends to 2040, renewables such as wind, solar, and hydropower will surpass coal as the world's dominant source of electricity by 2030. Africa currently has about 40% of the world's potential for solar energy. South Africa's Integrated Resource Plan supports a diverse energy mix to ensure the security of electricity supply. These impacts and climate variability need to be managed through initiatives such as the Municipal Climate Change Strategy and Action Plan. However, sufficiently skilled human resources in the relevant fields of environment and climate change will be required. It is not clear whether these skills currently existing within the Metro municipality.
POST COVID- 19	The impact of the global COVID-19 pandemic on the way societies and economies may change is uncertain but there is real risk of long-term consequences such as increase in inequalities and social deprivation. There may be long-lasting changes in how businesses work facilitated by technology- where people work (from home), how business takes place, business operations, a need for increased digitisation, the needs of consumers, marketing. The COVID- 19 pandemic has affected low-income rural economies, such as that in Metro and other rural populations and economies in the Free State differently, and to a larger degree, than that of urban areas. Post- COVID recovery is going to be a greater challenge in Mangaung Metro.

	Other impacts include increased mental health and psychological issues in society, lack of social cohesion due to exacerbated inequality and youth unemployment. The consequences of educational inequalities during COVID where poorer communities lacked the necessary tools to access courses, especially for girls and young women, will disadvantage them in labour markets and further exacerbate inequality. There may also be likely long-term impacts on improving food value chains, environmental and public health, changes in societal values and management of natural resources.
RISING INEQUALITY	<p>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.</p> <p>UN latest Human Development Report indicated that SA, since 2014 dropped two ranks lower on the Human Development Index (SA ranked 114 out of 189 countries) and 1 in 5 South Africans are now living in extreme poverty. What exacerbates social inequality and economic inefficiency in South Africa is the skewed spatial patterns, this is evident in the fact that as much as 65% of economic activity in the country is generated in just three of its nine provinces (Krugell, Mathee, and Mothata, 2018).</p> <p>The National Development Plan (“NDP”) is South Africa’s blueprint development plan. It provides a broad strategic framework to guide key policy choices and actions. The plan presents a long- term strategy to increase employment and broaden opportunities through the active intervention of government via various policy instruments. The NDP captures the challenge of rural areas in South Africa as “characterized by great poverty and inequality, with many households trapped in a vicious cycle of poverty”.</p>
TECHNOLOGY	<p><i>One of the fastest ways to transform a country’s society and its economy is to invest in digital infrastructure- World Economic Forum²</i></p> <p>There are big shifts globally towards Smart Cities and Smart Societies enabled by technology and innovations of the 4th Industrial Revolution. These include IoT (Internet of Things), Big Data, AI (Artificial Intelligence), Robotics and Shared Economy. Technology is transcending the Information age for resolving social challenges and creating better Human life. Smart Cities can be more than technology driven cities. They ought to be about how technology can enable smart systems, infrastructure, governance and service delivery that addresses needs of people and society in inclusive and affordable ways.</p>
POLITICAL UNREST³	<p>South Africa has among the highest recorded levels of social protest of any country in the world. The reasons behind this are more complex than often assumed. What is more, the available data shows that the number of protests in South Africa has been steadily rising over the past 20 years. For instance, there has been an almost nine-fold increase in the average number of service delivery protests each year comparing 2004-08 with 2015-19.</p> <p>There is also evidence that social protests are increasingly violent and disruptive. It is important to understand what lies behind this trend of growing social unrest, which makes the country precarious, and what might be done to tackle the underlying causes. There are a number of key factors in understanding the reasons behind social protest in South Africa:</p> <ul style="list-style-type: none"> It is important to recognize that the people and places with the highest levels of social and economic deprivation are not those most likely to protest. For example, protests over “service delivery” – the provision of basic services such as electricity, water and sanitation – are heavily concentrated in the metropolitan areas, such as Johannesburg, Cape Town, eThekweni, Tshwane, Nelson Mandela Bay and Mangaung. Yet rural municipalities actually have much lower levels of service coverage.

² <https://www.weforum.org/agenda/2017/09/governments-develop-digital-infrastructure-vodafone/>

³ <https://theconversation.com/what-lies-behind-social-unrest-in-south-africa-and-what-might-be-done-about-it-166130#:~:text=What%20lies%20behind%20social%20unrest%20in%20South%20Africa%2C%20and%20what%20might%20be%20done%20about%C2%A0it>

Access to basic services has also improved across the country over the past two decades. But delivery protests have increased exponentially over the same period. There are evidently deeper and more complex reasons behind how and when ineffective delivery of municipal services ends up in social conflict.

- It is often a sense of unfairness (inequality), not just levels of provision, that lead to grievances and resentment which spark social protest. For instance, long-standing differences in amenities between neighbouring communities send a clear signal that the government is not willing or not able to meet their needs in an equitable manner. A case in point is informal settlements which have often been hotspots for protest action. Rural migrants arrive in the city with expectations of a better life, only to end up living in squalor. Until the government can implement a realistic and scalable plan for upgrading informal settlements, this is likely to continue.

- Government departments tend to get fixated with meeting numerical targets at the expense of service quality and what matters most for communities. Recent research suggests that municipal officials get locked into a culture of “playing it safe” and “compliance” in delivering services and related public investments rather than innovation and genuine transformation.

An infamous example is the delivery of toilets in an open field where municipalities get the credit and contractors get paid for erecting them, whether or not there are any houses or people living in the vicinity. Government needs to stop paying “lip service” to the principles of community consultation and local participation and take this work seriously. The extra time and effort are justified by aligning municipal plans and investments closer to people’s actual priorities. Local buy-in can also help ensure that investments in public infrastructure are protected and maintained.

- Feelings of frustration and anger have been heightened by years of waiting for promises to be fulfilled. International studies suggest that communities are more likely to protest when they can clearly attribute blame, and where visible institutions are perceived to possess the means for redress.

Municipal services have a clear line of sight, where communities can easily measure and attest to progress in their experience of daily life. Mismanagement and corruption have led to the collapse of many municipalities over recent years. This is especially so in smaller cities and towns, with images of sewage running down the street and no water in the pipes. In this way, grievances over service delivery are a common trigger for social protest. But the grievances often reflect a much broader basket of discontent.

- Over the last 18 months, the hardship and suffering facing poorer urban communities, in particular, has been compounded by their disproportionate loss of jobs and livelihoods during the pandemic. The reality of hunger and food insecurity is a moral issue but also critical for social stability.

The recent extension of the R350 special COVID-19 monthly grant should help to alleviate some of the immediate pressures on poorer households. But the country also needs a clearer plan of how to tackle the problem of food insecurity.

- At the heart of the matter, South Africa’s deep-seated social inequalities and segregated living conditions provide fertile ground for popular discontent. There is no easy fix for these.

Metropolitan populations continue to expand. This place added pressure on poorer communities forced to cope with rapid densification, strained services, informality and sparse economic opportunities.

Fractured communities and weak, under-resourced governing institutions further complicate the task of upgrading and transforming these neighbourhoods.

- Meanwhile, affluent households can buy their way into places that are safer, better planned and have higher quality facilities. They can opt out of public services by paying for private schooling, healthcare and security. This accentuates the socio-economic divides even further.

There is a real danger that the current fiscal crisis will further corrode public services. This will encourage more and more middle-class families to buy into private provision. Unless the government gets to grips with this issue, the widening chasm between middle and working-class communities will amplify perceptions of unfairness and exacerbate social instability.

2.4 Diagnostic Summary

2.4.1 People Development

2.4.1.1 Population

- Mangaung Metro has the largest population of all the districts in the Free State. With 896 000 people, the Mangaung Metropolitan Municipality housed 1.5% of South Africa's total population in 2021. Between 2011 and 2021 the population growth averaged 1.28% per annum which is very similar than the growth rate of South Africa as a whole (1.50%). Compared to Free State's average annual growth rate (0.65%), the growth rate in Mangaung's population at 1.28% was about double than that of the province
- The population is characterised by an almost equal number of male and females (48:52), with the largest share of population within the young working age (25-44 years).
- The elderly (65+ years) makes up the smallest population group however life expectancy is increasing, which may create a need for more health care facilities.
- Based on the present age-gender structure and the present fertility, mortality and migration rates, Mangaung's population is projected to grow at an average annual rate of 0.9% from 896 000 in 2021 to 937 000 in 2026.

2.4.1.2 Labour

- Unemployment rates in the Metro are increasing. This, along with an increasing Gini Coefficient raises serious concerns about increasing poverty and inequality.

2.4.1.3 People Development

- The low HDI and high level of vulnerability bring social challenges much bigger than those faced in large metros. This has major implications for societal well-being and economic growth, as well as social cohesion and issues such as crime, drug abuse. Supporting the social Upliftment of people and communities is needed for people and communities to realise socio- economic and spatial justice. One of the ways in which this can be done is through unlocking the heritage, cultural and creative talents of the people in an inclusive way.

2.4.1.4 Services

- A lack of access to basic services such as water and electricity prevents economic growth and job creation, and therefore opportunity for absorption of people into the economy. It is the most vulnerable in the community who are impacted by this. People are stuck in a cycle of poverty and inequality with a lack of access to sustainable income, economic opportunities and poor service delivery influencing the growth of economic sectors and investment.

2.4.2 Economic Positioning

2.4.2.1 GVA Growth and GDP

- Mangaung Metro Municipality is the largest contributor to the GDP in the province. The GDP in the Metro has showed growth over the 10 years, however in 2020 the GDP had a negative growth rate, indicating that it suffered more than the Free State from the impacts of COVID19. Key economic sectors such as agriculture and trade were hard hit. Economic recovery strategies will need to be sector specific and tailored to the specific needs of the Metro, looking at local economic development on in a holistic manner.
- Poor infrastructure such as ITC, and service delivery, along with water and electricity cuts render the Metro an unattractive environment private sector investment to improve local economic development and the GVA. Even though the Metro has a competitive advantage in the community services sector and agricultural, lack of private sector investment coupled with a shortage of skilled workers stifles economic growth.

- Community services, trade, and agriculture are the main contributors to the GVA. Electricity and manufacturing contribute the least.

2.4.2.2 Economic Diversification

- There is little economic diversification in the sector, with the majority of people being employed in the trade and community services sector. The primary sector activities, such as agriculture and mining are also big contributors to the economy however, their growth is significantly more vulnerable to shocks and disasters.
- There is opportunity for economic diversification into the secondary sector, specifically manufacturing relating to the agriculture and mining sectors. The development of two agri-hubs will assist in this expansion. However, the dependence on the agricultural sector makes the economy particularly vulnerable to climate change and the associated disasters (floods, droughts, wildfires etc.).

2.4.2.3 People Development

- While education and literacy rates have improved, they are still below the provincial average. This contributes to unemployment as the number of unskilled workers exceeds the unskilled work opportunities. In addition, there is a migration of skilled workers out of the municipality leaving a mismatch between the economic needs and skills required, constraining economic growth.
- The low index of buying power suggests that the Metro only has a small percentage of the goods and services that the population need for living, meaning that residents spend some of their income in neighbouring areas such as Bloemfontein.
- Investment of communities back into the local economy is hampered by the decreasing spending power resident have as a result of minimal investment opportunities, high unemployment, low income and a small population.
- Economic master sector plans need to be localised and focus on creating inclusive value chains empowering SMMEs, township, rural enterprises. The potential of cultural and creative industries also needs to be harnessed.
- A lack of alternative access to water, electricity through solar or wind farming and other sustainability practices – especially in an area with agricultural potential – impress a need for continued improvements in this regard in order to establish self-sustaining communities.

2.4.2.4 Economically Active Population

- In Mungaung Metro in 2021, 40.96% of its total population was within the Economically Active Population (EAP),
- Within the working age group 61.5% are participating in the labour force and out of the EAP, 31% are unemployed.
- It is evident that COVID19 had a major negative impact on employment as in 2019, 32 900 were employed compared to 30 600 in 2020. This is the lowest employment rate since 2014. Migration out of the Metro, as well as the fact that almost a quarter of the employed people work in the informal sector influenced this; increasing poverty and inequality are a growing concern.

2.4.2.5 Sectors

- The community services sector contributes the most towards the GVA and provides the second most jobs as a sector. Many of the jobs in the community services sector are informal however. People join the informal sector due to the formal sector not growing fast enough so people turn to the informal sector as a survival strategy. Informal jobs are less secure as they are more vulnerable to economic shocks and provide less financial security.
- The trade sector also contributes significantly to the GVA and almost half of the jobs are in the informal sector. Barriers to entering the trade sector for less skilled and poorer people are minimal as fewer skills and capital are required. In spite of this, the trade sector still contributes the third most to the output in the Metro, and its GVA has been increasing. This indicates the critical role that the informal sector plays in the economy of the Metro and the need for mechanisms to be put in place to make these jobs more secure, and for upskilling to enable people to join the formal sector.
- Agriculture contributes the second most to the output in the Metro, however does not provide as many jobs as other sectors. There is huge potential to grow this sector in terms of more intensive crop farming and assisting emerging farmers to join the sector. Most of the output is manufactured into secondary goods in other areas.
- The economic opportunity herein, is the revitalisation of agricultural, leading to the creation of new commercial agricultural enterprises, whilst simultaneously creating jobs for locals in the sector. There is a need to lobby for localisation of jobs.

Attendant to enterprise development and job creation in this sector is the requirement for skills development, especially in relation to the Agri- hubs. The entrepreneurial skills for commercial agricultural enterprises. This will contribute to sustainable livelihoods and stimulate production driven growth. It is a low to medium skilled sector, with an abundance of land available for expansion. The climate and a topography are favourable for farming and processing various food, livestock and cash crops. Linking this programme to other LED programmes, scaling up local production, aggressively building local markets and seeking export markets, are the ingredients to make this proposed programme a success. The linkages to markets are an advantage for export of manufactured goods to the rest of the country. Water shortages are one of the major constraints to growth in this sector.

- While mining does not employ many people, it is the fourth highest contributor to output. While mining has a limited life span, there is potential for the extraction of new minerals and development of secondary products within the municipality rather than exporting them to other areas for processing into secondary goods. This will require facilitating and attracting investment for the creation of spin- off industries based on the current and potential future mining activities.
- Lack of electricity is a constraint to economic development. This can be addressed by attracting the investment of solar related industries and using the biogas and hydrogen resources to promote business development and investment into energy creation.
- A critical sector that needs support is the SMME sector as business owners have a shortage of management and financial skills.

2.4.3 Spatial Restructuring and Environmental Sustainability

2.4.3.1 Morphology (Spatial Form)

- Growth in towns' trend along existing activities and growth around the peripheries shows a natural tendency for human settlement around areas that are already developed.
- Urbanisation has an effect on the demand in housing, other economically activities and infrastructure and more settlements growing at the periphery of towns that

leads to urban sprawl, but migration of people to the Metro also have an effect on the provision of housing.

- Towns are also dispersed/scattered throughout the Metro with bad road infrastructure to integrate towns. There is a need for an integrated urban-rural development approach.

2.4.3.2 Spatial Transformation/ Restructuring

- Spatial transformation and integration are still slow in the Mangaung Metro. The towns in the Metro still reflect the geographical segregation between towns due to apartheid planning. In some instances, integration is not always possible due to topography, natural and, and physical restrictions and the only connection is through accessible infrastructure (roads). The maintenance and upgrading of roads need to be a priority.
- Urban restructuring to integrate areas in the towns involve integrated planning; rebuilding and upgrading the townships and informal settlements; planning for higher density land-uses and development; reform of the urban and planning system; urban transportation; and environmental management. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

2.4.3.3 Informal Settlements

- The number of informal settlements is growing in the Mangaung Metro. Approximately 11.7% of the population in the Metro lives in informal housing/settlements. The lack of spatial structuring and land use planning lead to human settlements being scattered and not always falling within the boundaries of basic service provision. The growth of informal settlements is further being encouraged by unrealistic political promises.
- The illegal occupation of land can be linked to township establishment procedures that take too long. People invade land illegally on areas earmarked for proposed future residential development in the SDFs where no infrastructure, and proper development studies have been conducted.

- To avoid land invasion/illegal occupation of land/informal settlements, Municipalities must proactively identify, acquire and develop land; incorporate the interest of all relevant role-players; and avoid political promises. For effective containment of informal settlements, preventive measures must be identified early in the IDP and SDF (identification of proposed future areas, densification strategies, etc.). The buy-in/commitment of all sector departments and relevant role-players are important.

2.4.3.4 Resources

- Considering the Mangaung Metro agriculture, the arid to semi-arid land distribution, and cultivation patterns, the area demonstrates great risk related to natural resource protection, production stability and food security. Water and the management thereof, as the most critical resource, can stabilise the economy and tourism opportunities. Natural water resources, core biodiversity assets, high potential agricultural land must be developed and sustained.
- Urbanisation pressures impacting on natural resource base.
- Renewable energy infrastructure is very limited and where projects are in the pipeline, the focus is on solar energy. The need for renewable energy (solar energy) must be investigated, but the western area of the Metro seems more favourable to solar energy infrastructure.

2.4.3.5 Environmental Sustainability

- Protect the natural resource base and manage the natural and built environment interface including strict enforcement to limit encroachment and impact of settlements and industry on high potential agriculture land, biodiversity areas, water resources and air quality.
- The protection, nurturing and harnessing of the natural environment and resources for economic sustainability, are crucial.
- Develop the utilisation of tourism potential in the Metro. The sustainable management of tourism nodes, corridors and centres as well as the promotion thereof are important.

- Create opportunities in the local economy and tourism sector to retain and attract talented people.

2.4.4 Infrastructure Engineering

2.4.4.1 Finances and Investment

- The Mangaung Metro is characterised by ageing infrastructure and a high backlog in infrastructure investment. Water is the most critical source in the Metro and the provision of water to communities need to be carefully coordinated and managed to attract investment.
- In order for investment in infrastructure to achieve the objectives of eliminating poverty, reducing unemployment and inequality, and promoting equitable economic growth, the Mangaung Metro needs to have the capability and capacity to maintain, plan and deliver infrastructure efficiently and effectively. Therefore, investment in basic services, roads, and information and communication technology infrastructure is paramount. Intergovernmental coordinated infrastructure investment must be guided by spatial transformation, desired spatial forms, densification areas, and priority development areas.
- The provision, maintenance and operating of infrastructure is itself a job creator. If local communities are involved, it can generate income within a community that will have a ripple effect towards the wider community. While the development may provide temporary jobs, the operations and maintenance of infrastructure can provide long- standing jobs especially if local labour, materials and contractors are used. Other direct results of infrastructure are improved access to transport, jobs, markets health, and education and other basic socio- economic facilities and services.

2.4.4.2 Water

- Water resources and availability is a significant constraint in the Metro, especially during drought periods. Economic industries and secondary (processing and manufacturing) require sufficient water services provision. This leads to the inability to successfully produce economic trading commodities.

2.4.4.3 Renewable Energy

- The Metro has a potential for the development of renewable energy, especially to the western side for solar energy. Further research needs to be undertaken to investigate this.

2.4.4.4 Transport

- Because of the geographical segregation between towns, the only connection is through accessible infrastructure, like roads. The maintenance and upgrading of roads need to be a priority. Except for the N1, N6 and N8 transgressing through the Metro and maintained by SANRAL, a sufficient and reliable transport network is not in existence in the Metro. Due to huge backlogs in road maintenance the Metro road network is in a poor condition, placing significant constraints on the Metro and regional connectivity.
- The inability of the existing Inter-provincial Rail Freight Arterial Line at Springfontein, connecting Eastern Cape (PE and East London) and a line westward to other FS towns, puts an undue burden on the existing road networks.
- Public transportation is by means of busses and taxis. The cost of public transportation is affected by economic factors and has a direct effect of the affordability. Long distances between towns and dispersed areas in the Metro area also contribute to unaffordability of public transport.
- Existing air transport facilities must be developed, enhanced, maintain, and encourage economic and tourism development and the local economy.

2.4.4.5 Housing

- Alignment with existing housing patterns for further settlement provision should be considered to prevent further scattered and localised housing provision. Considering the need for economic activity, especially in the secondary, tertiary and informal sector, potential exists for integrated human settlements based on an infrastructure network system and in terms of access to job opportunities.

2.4.4.6 ICT

- The Metro is characterised by a very poor ICT network, with poor connectivity across the area. Communication is the backbone of a developmental state required in the region to assist the development goals. A number of small-scale

initiatives has been started, but a metro wide connectivity initiative is required to ensure fast implementation and effective ICT service provision

- COVID 19 exposed the short comings of limited connectivity. People are less physically connected and digital connection has become more of a need now than ever. Increase connectivity of services that can further unlock opportunities for work, synergies and regional integration between rural areas and their surroundings. To attract the private sector to provide ITC infrastructure, an attractive investment climate for sustainable economic growth needs to be created.

2.4.5 Service Provisioning

2.4.5.1 Basic Services

- The state of service provision and governance is in general very poor, with huge backlogs experienced in all areas of basic service provision and social infrastructure, ageing infrastructure and absence of basic service provision in the very rural areas. Maintenance to existing old infrastructure is lacking due to prioritisation of new Township Establishments. Proper infrastructure is necessary to boost the economy and tourism sector of the Metro.
- The challenge, country wide, is the affordability of household electricity. The expensive rates of using electricity in households force people to use alternative resources such as wood, paraffin, coal, etc. for heating and cooking purposes. This has an impact on the environment – such as natural resources and air quality. The sporadic national load shedding is not spatially specific – all citizens and the national economy suffer under it.
- Roads/streets throughout the Metro are in a very poor condition and connectivity and accessibility are essential for providing the necessary support for economic centres to ensure optimal economic production output, and also to support households in terms of access to basic services to improve household living conditions
- A free basic services policy is in place in all local municipalities, constraining cost recovery strategies and overall economic growth in the area. A drive toward indigent based grant provision motivates indigence leading discouragement of service delivery.

- A lack of inter-municipal coordination and the misalignment between demarcation and function, increasing the need for centralised service delivery models taking not into account the administrative boundaries, but rather the spatial-functional activities.
- Lack of quality and affordable housing and basic services for high, medium, and low density.
- The demand for services outstripping supply.
- The insufficient allocation of budget for operation due to low revenue generation on Metro and local level.

2.4.5.2 Social Services and Facilities

- Health, policing and judicial services are met as per prescribed norms considering total population figures. Education presents as a dilemma, however, considering the movement network, school distribution, and learner to teacher ratio, it is clear that education and school structure provision is not a facilities issue, but rather a problem of access to facilities– highlighting the importance of maintenance and innovative, efficiently operational public transport solutions as well as the infrastructure it requires.
- In order for the Metro to provide local labour to expand towards local economic development there is a need for training facilities and higher education institutions.
- The development and maintenance of social services and facilities essential to the well-being of the population.
- Culture and heritage sites must be developed and preserved for the future generation and tourism potential.
- The development and maintenance of Fire Services and Disaster Risk Management throughout the Metro is essential to protect the agricultural, urban, and natural areas.

2.4.6 Governance

2.4.6.1 Skills

- Governance is constrained due to a mis-placed skills, lack of skills and skills development in municipalities. This is the end product of poor recruitment practices. Inadequate customer relations management strains relationships with other stakeholders such as the community and business. A comprehensive skills audit identifying the skills available and required is needed to close the skills gap.

2.4.6.2 Accountability and Transparency

- Inadequate systems of internal control, institutional capacity and employment are reflected in financial governance and management. Non-compliance and inaccurate financial information make it difficult to assess service delivery, the impact and cost thereof. All indications are that governance across the Metro is dysfunctional and are facing serious challenges. The lack of accountability and transparency with respect to the use of public resources has resulted in unqualified audits, misspending of public funds and hostility between the municipality and communities.
- Signals indicate a failed local government system. Operational revenue and expenditure are deteriorating the liquidity, sharply indicating any further investment in this regard must be done with ensured successful investment. Working capital management is not sustainable and require interventions in the order of restructuring operations at a local municipal level in order to enable institutional capacities and social capital development.

2.4.6.3 Services

- Fiscal constraint places strain on all municipalities performing their core functions such as water, sanitation, electricity and refuse services. While the municipalities have accurate data on the services being rendered, the over- reliance on grant funding and consistent operational deficits result in services been inconsistently provided.

2.4.6.4. Civil Unrest

- Sporadic civil protests, at times destructive, arise due to poor service delivery by municipalities. Municipalities have to close in response to safety threats, further weakening the ability to meet their mandated services.

3. Vision Setting

The Margaung Metro One Plan long-term vision (2050) is based on the diagnostic findings discussed in the section above and is inextricably linked to the development vision as expressed in the Integrated Development Plan (IDP).

“A Well-Governed, Financially Viable, Productive, Resilient and Spatially Transformed city that is safe attractive to work, invest and live in”.



The following strategic elements are part of this vision and the key indicators for monitoring and evaluation:

- **People Development and Demographics** – An agile, responsive, and democratic municipality, rooted in the Constitution, working with all sectors of the society to improve the quality of life of all the people of Margaung; A municipality whose community is united in diversity, recognizing our common interests.

- **Economic Positioning** – Utilizing the geographic centrality of the city to reposition the city as a key national logistics and manufacturing hub. The foundation of the repositioning will be based on the creation of an ideal environment for our people to be able to work and have access to jobs and ensure that workers' rights are protected, and the workforce is skilled. Furthermore, it will be based on a partnership model that ensures that business is afforded an environment to invest and profit while promoting the common interests of the community, including decent work and empowerment of previously disadvantaged groups.

- **Spatial Restructuring and Environmental Sustainability** – Consolidated and densified the urban fabric with mixed land use at strategically located nodal points linked to one another by way of a comprehensive public transport network. A municipality that enhances resilience to climate change in the urban and rural parts of the municipality and to ensure long term environmental sustainability and food security.

- **Infrastructure Engineering** – Align infrastructure investment with identified, well located priority development areas. Deliberately create environments conducive to retail, commercial and light industrial development, with modal transfer facilities in all activity nodes identified.

- **Integrated Services Provisioning** – A municipality that provides high quality and accessible service delivery and is constantly striving to ensure value for money. Basic service delivery backlogs are systematically eliminated to ensure equitable access to services and socio-economic amenities and opportunities to all.

- **Governance and Management** – Financially viable and sustainable city that prudently utilize its financial resources to fast-track service delivery and expand growth and development. Transformation and development of the institution to provide ethical and high-level performance outputs and creating and embedding a culture of accountability and transparency.

4. One Plan Strategies

This section unpacks the strategies related to the six transformational goals outlined above and provides the detailed actions that must be prioritized for implementation by all of government.

4.1 People Development and Demographics –

Desired and Re-imagined Future: An agile, responsive, and democratic municipality, rooted in the Constitution, working with all sectors of the society to improve the quality of life of all the people of Mangaung. A municipality whose community is united in diversity, recognizing our common interests.

People Development and Demographics			
Strategic Outcome	Strategy Action	Activities	Partners
Improvement of Quality of Life of all	Improving access to primary healthcare (PHC) by constructing additional PHC facilities	<ul style="list-style-type: none"> Build additional PHC facilities, Extend service hours of some of the PHC facilities, Constructing substance abuse centres and implementation drug and alcohol abuse programmes Reduce and stop drug trafficking 	<ul style="list-style-type: none"> ✓ National Department of Health ✓ Provincial Department of Health ✓ Private Health Care Providers ✓ South African Police Services
	Improvement of access to and outcomes of Basic Education	<ul style="list-style-type: none"> Constructing of ECD centres and implementation of ECD programmes Constructing of library facilities and implementation of programmes Implementing school and youth programmes 	<ul style="list-style-type: none"> ✓ Department of Higher Education, Science and Technology ✓ Department of Social Development ✓ Department Arts, Sports and Culture ✓ Department of Basic Education
	Improve the quality of the lives of People with Disabilities	<ul style="list-style-type: none"> Public spaces and facilities should be easily accessible. More employment opportunities should be created 	<ul style="list-style-type: none"> ✓ All Government Department and entities, Private sector
	Improvement access to and outcomes of Higher Education	<ul style="list-style-type: none"> Implementation of bursary schemes Implementation of Internships and Learnerships 	<ul style="list-style-type: none"> ✓ Department of Higher Education, Science and Technology ✓ Local TVET and Institutions of Higher Education
	Implementation of joint urban safety programmes	<ul style="list-style-type: none"> Implementing programmes/operations to strengthen community policing, community cooperation and responsible citizenry to reduce crime and related incidents, Joint planning and implementation of strategies to reduce gender-based violence 	<ul style="list-style-type: none"> ✓ SAPS ✓ Community Policing Forums ✓ Private Security Firms
	Build a responsive and capacitated municipal administration	<ul style="list-style-type: none"> Build municipal internal capacity through critical skills development and filling of critical vacancies. Minimise outsourcing of key municipal services. 	<ul style="list-style-type: none"> ✓ LGSETA ✓ National School of Government ✓ Local Institutions of Higher Learning

People Development and Demographics			
Strategic Outcome	Strategy Action	Activities	Partners

4.2 Economic Positioning

Desired and Re-imagined Future: Utilizing the geographic centrality of the city to reposition the city a key national logistics and manufacturing hub. The foundation of the repositioning will be based on the creation of an ideal environment for our people to be able to work and have access to jobs and ensure that workers' rights are protected, and the workforce is skilled. Furthermore, it will be based on a partnership model that ensures that business is afforded an environment to invest and profit while promoting the common interests of the community, including decent work and empowerment of previously disadvantaged groups.

Economic Positioning			
Strategic Outcome	Strategy Action	Activities	Partners
Identify and optimally utilise economic development opportunities in a sustainable manner.	Implement a "Township Economy Support Programme" to promote economic empowerment of emerging entrepreneurs.	<ul style="list-style-type: none"> Informal trading, skills training of informal traders, and proper management and regulation of designated informal trade areas should be dealt with as a consolidated programme in the Mangaung MM Implementation of the Vukuphile/ Contractor Development Programme Development of Business Incubation Hubs Support SMMEs and Cooperatives through public procurement Promote localisation and local manufacturing Upgrading of the Fresh Produce Market 	<ul style="list-style-type: none"> ✓ Department of Small Business ✓ FS DESTEA ✓ FS Public Works ✓ Local Business Formations ✓ DTIC ✓ FDC
	Facilitate light industrial and commercial development at designated economic zones/ locations	<ul style="list-style-type: none"> The expansion of industrial/commercial activity in the Estoire area between the Spoornet railway hub and the Bram Fischer International Airport. Facilitate the development of new value chains in the green economy Revitalisation of Hamilton Industrial area next to Vista Park 2 and 3 CLDP. Programmatic promotion of Industrial/ commercial development at Botshabelo and Thaba Nchu while the 	<ul style="list-style-type: none"> ✓ DTIC ✓ FDC ✓ FS DESTEA

Economic Positioning			
Strategic Outcome	Strategy Action	Activities	Partners
		existing predominantly Agri industries in Dewetsdorp, Soutpan and Wepener should be protected/ maintained as far as possible.	

Economic Positioning			
Strategic Outcome	Strategy Action	Activities	Partners
	Upgrade the Bram Fischer International Airport as a means to stimulate local economic development	The Bram Fischer International Airport will play an increasingly important role in the future development of Mangaung – not only in terms of serving tourist and business travellers, but also towards the development of the areas surrounding the airport and the spatial restructuring of the eastern parts of the metropolitan area.	<ul style="list-style-type: none"> ✓ Department of Public Enterprises ✓ FS Police, Roads and Transport ✓ ACSA
	Enhance the functionality of the Spoornet Precinct as a part of the freight logistics hub	<ul style="list-style-type: none"> ▪ The areas around the Spoornet precinct have attracted significant freight/ logistics related development over the past two decades. This positive trend needs to be harnessed and expanded towards the airport node located to the east thereof as part of a coherent drive to stimulate extensive economic development and job creation in the eastern parts of Bloemfontein, and more specifically the areas closest to the Mangaung township. 	<ul style="list-style-type: none"> ✓ Department of Public Enterprises ✓ Department of Transport ✓ FS Police, Roads and Transport ✓ Transnet
	Incrementally implement the Agri Park initiative in the Rural Catalytic Intervention Area	<ul style="list-style-type: none"> ▪ Establishment of an Agri Hub (Agri-processing industries) at Thaba Nchu and three Farmer Production Support Units (FPSUs) in the surrounding areas. The priority FPSUs are to be established at Sediba and Feloane to the north and Woodbridge to the south of route N8. 	<ul style="list-style-type: none"> ✓ Department of Agriculture, Land Reform and Rural Development ✓ FS Department of Agriculture, Land Reform and Rural Development ✓ Glen Agricultural Research Centre, UFS Lengau Experimental Farm
	Support emerging farmers to become part of the mainstream economy and agriculture value chain	<ul style="list-style-type: none"> ▪ Develop and implement agriculture development programme ▪ Promotion of Urban Agriculture ▪ Facilitate development and access to new markets 	<ul style="list-style-type: none"> ✓ Department of Agriculture, Land Reform and Rural Development ✓ FS Department of Agriculture, Land Reform and Rural Development ✓ Glen Agricultural Research Centre, UFS Lengau Experimental Farm

Economic Positioning			
Strategic Outcome	Strategy Action	Activities	Partners
Promote a comprehensive range of tourism activities based on the key characteristics of the identified functional tourism areas	Identify, Package and promote tourism routes and precincts in the metro	<ul style="list-style-type: none"> ▪ Profile and package tourism attractions and facilities in the form of cultural-historic sites and buildings, scenery, sports and recreation, and hotels, conference facilities and guesthouses. ▪ Creating signature, mega arts, sports and culture events. ▪ Optimising the tourism value chain through proper planning, branding and signage of various tourism precincts. 	<ul style="list-style-type: none"> ✓ Department of Tourism ✓ FS DESTEA
Implement rural development vision and strategy through the five functional regions approach	<p>RDP five broad functional regions based on the natural resource, potential and characteristics of each area.</p> <ul style="list-style-type: none"> • Region 1: Mining Region • Region 2: Intensive Agriculture Region • Region 3: Catalytic Intervention Region • Region 4: Priority Land Reform Region • Region 5: Tourism Region 	<ul style="list-style-type: none"> • Revitalizing the salt mining industry in Soutpan • Support Intensive Agriculture with the focus on optimizing good soil for Commercial Farming Purposes in Bainsvlei • Development of the Agri-Park, strengthening of Farmer Production Support Units at Sediba and Woodbridge. • Implement Priority Land Reform Region with the focus on the N8 development corridor. • Development and promotion of the Tourism Region with the focus on the especially the Caledon Nature Reserve, other aspects in such as the esthetic views, historical monuments and border post. 	<ul style="list-style-type: none"> ✓ Department of Agriculture, Land Reform and Rural Development ✓ FS Department of Agriculture, Land Reform and Rural Development ✓ Glen Agricultural Research Centre, UFS Lengau Experimental Farm

4.3 Spatial Restructuring and Environmental Sustainability

Desired and Re-imagined Future: Consolidated and densified the urban fabric with mixed land use at strategically located nodal points linked to one another by way of a comprehensive public transport network. A municipality that enhances resilience to climate change in the urban and rural parts of the municipality and to ensure long term environmental sustainability and food security.

Spatial Restructuring			
Strategic Outcome	Strategy Action	Activities	Partners
Direct and align growth to capacity, resources and opportunity in relation to a regional socio-economic hierarchy of settlements	Prioritise development and investment in accordance with the Mangaung settlement hierarchy.	<ul style="list-style-type: none"> Promote nodal development to minimise the impact on the natural environmental resources of Mangaung by consolidating human settlement and economic activities around a number of strategically located settlements/nodal points within the municipality. 	MMM, DTIC, Provincial and National human Settlements, Desteia
	Promote Spatial Transformation in all Settlement Areas.	<ul style="list-style-type: none"> The strengthening of existing major nodes of economic activity (Urban Core) through CBD revitalisation programme; The establishment of conditions conducive to economic development at identified nodes (Urban Hubs) within the marginalized areas (townships); The development of an extensive range of social/community facilities to serve the needs of these communities in and around these hubs; 	MMM, DTIC, Provincial and National human Settlements, National Treasury NDP
Optimise metropolitan connectivity and mobility as well as local access and accessibility via a comprehensive movement network and transit oriented development.	Capitalise on the economic opportunities posed by the national movement corridors (N1, N6, N8) traversing the metropolitan area.	<ul style="list-style-type: none"> Promote development along route N8, and specifically the eastern section of N8 between Mangaung (Bloemfontein) and Botshabelo–Thaba Nchu for spatial restructuring and economic upliftment in the MMM. Construction of an eastern bypass route (N1 east) to intersect with route N8 (east) and which would significantly enhance the development potential of the areas surrounding this intersection, including the Bram Fisher International Airport and the Mangaung railway precinct 	MMM, DTIC, Provincial and National human Settlements, National Treasury NDP, ACSA, Transnet, SANRAL
	Upgrade and maintain the secondary road network to enhance access to all areas in the Mangaung.	<ul style="list-style-type: none"> The following secondary routes provide linkages to prominent destinations in surrounding regions: <ul style="list-style-type: none"> ✓ Route R30 to Brandfort and Welkom; ✓ Route R700 to Bultfontein; ✓ Route R64 to Dealesville and Boshof further to the north-west and northern cape; 	SANRAL, Provincial Department of Police, Roads and Transport

		<ul style="list-style-type: none"> ✓ <i>Route R706 to Jagersfontein to the south-west;</i> ✓ <i>Route R702 serving Dewetsdorp, Wepener and Vanstadensrus and from there south-eastwards towards Zastron along route R26, and</i> ✓ <i>Route R701 towards Smithfield.</i> 	
	Upgrade the Bram Fischer International Airport as a means to stimulate local economic development	<ul style="list-style-type: none"> ▪ Implementation of the Bram Fischer Precinct Masterplan 	Department of Transport FS Police, Roads and Transport, ACSA,DESTE

Environmental Sustainability			
Strategic Outcome	Strategy Action	Activities	Partners
To facilitate the protection and sustainable management of the natural environmental resources	Contain urban development and manage rural areas through appropriate application of Spatial Planning Categories (SPCs)	<ul style="list-style-type: none"> ▪ Implement The Free State Biodiversity Plan, 2015 and the MOSS, MEMF to inform decision-making regarding developments, their location and context and to guide planning, environmental assessments, authorisations and resource management within the Metropolitan area 	DESTE, Private Nature Reserves (PNR) and conservancies
	Establish ecological corridors to protect continuous biodiversity patterns and to adapt to environmental changes.	<ul style="list-style-type: none"> ▪ Ecological corridors to create linkages between existing natural but fragmented landscapes, enabling the survival of plant and animal populations through the provision of safe migration routes between areas. ▪ Encourage a green space network that ties in with biodiversity corridors, promotes outdoor recreation, creates safe outdoor areas for tourists and locals to walk, and that creates riparian and wetland buffer zones in urban areas. 	DESTE, Private Nature Reserves (PNR) and conservancies

Implement Climate Change adaptation and mitigation measures.

Sector	Proposed Mitigation Interventions/ Projects	Details of the Interventions	
Energy Human Settlements	Renewable Energy	Build Solar parks that will feed electricity to the National Grid, use of Solar in residential areas and industry	Eskom Centlec
	Energy Efficiency (EE)	Refurbish MMM buildings (Government buildings, hospitals, clinics and schools with EE equipment)	DMRE
		Refurbish streetlights with LED lights	DMRE Centlec
		Encourage EE by industry processes	Centlec
	Insulate RDP Houses	To reduce heating and air conditioning needs for human comfort	Department of Human Settlements
	Renewable Energy	Install Solar Water Heaters or heat pumps in Residential areas (existing and new houses and RDP houses)	Department of Human Settlements
	Energy Efficiency	Refurbish residential areas with LED lighting	Centlec
Agriculture	Smart Agriculture	Agricultural practices that reduce methane emissions	✓ Department of Agriculture, Land Reform and Rural Development
		Encourage organic farming (Introduce vermiculture – organic manure)	✓ FS Department of Agriculture, Land Reform and Rural Development Glen Agricultural Research Centre, UFS Lengau Experimental Farm
Transport	Public Transport – Bus Rapid Transport (BRT) system	Introduce BRT bus system	Department of Transport, MMM
	Introduce bicycle lanes ????	Encourage bicycle use and Non-Motorised Transport (NMT)	Department of Transport
Waste Management	Waste to Energy	Convert Landfill gas to electricity	DMRE Centlec
	Recycling	Use waste to generate biodiesel for MMM bus fleet and Biogas (Biofuels)	DMRE Centlec
		Reduction, Recycling, Reuse of waste material	Desteas, National Department of Environment
		Separation at Source	Desteas, National Department of Environment
		Introduce Manufacturing Plant industries using Recycled materials to create jobs	Desteas, National Department of Environment
Biodiversity	Plant indigenous trees to act as carbon emissions sinks	Remove invasive alien plant species and plant indigenous plants	Desteas, National Department of Environment
	Protect parks and open spaces to	e.g., Municipal Open Space Services (MOSS) study is currently underway at the municipality	Desteas, National Department of Environment

	maintain their role as carbon sinks		
Commercial and Industry	Energy Efficiency	Encourage and incentivise EE initiatives by industries	DMRE Centlec

4.4. Infrastructure Engineering

MMM is facing a challenge of aging infrastructure, the infrastructure is very old and has not been consistently maintained over a long period of time due to prioritization of new infrastructure over maintenance of existing infrastructure. This can be seen from the financial report that shows Repairs and Maintenance of PPE and Investment Property hovering at 2% against the norm of 8%.

Water Infrastructure: The table below shows the current status of storage capacity of MMM reservoirs. It can be seen clearly that MMM is currently having no storage capacity problems. If operating rules are observed religiously, the reservoirs have enough storage capacity to cater for at least 2 days of demand in case of emergency shutdown.

TOWN	RESERVOIR NAME	CAPACITY (ML)	AADD (ML)
Bloemfontein	Arboretum1,2; Bloemindustria; Brandkop; Dan Pienaar; De Wet Tower; Ednau; Fairview;Hamilton Park; Heuwelsig*; Hillside View Reservoir; Hillside View Tower; Longridge 1,2,3; Naval Hill (Old &New); Pellesier; Pentagon Park; Woodland Hills; Rayton Tower; Rodenbeck; Roderick Park; Signal Hill; Slypsteenbergh; Welbedacht	499.7	160.415
Botshabelo	Lesaka Reservoir; Reservoir 1-7	134	64.000
Thaba Nchu	Bultfontein; Motlatla; OK; Tabale	19	
Dewetsdorp	Reservoir No. 1 and 2	3	3.100
Wepener	Reservoir No. 1 and 2	4	2.500
Van Stadensrus	3 x Storage Tanks	0.45	0.400
Soutpan	Reservoir	0.2	0.700
Total		660.45	231.145

Reservoir current storage capacity

Stormwater Infrastructure: MMM storm water system consists of the piped underground system and surface V drains that channel the runoff to the natural street. Bulk storm water infrastructure is designed for 1 in 25 floods and internal network for 1 in 5. Total storm water

network is 847.2km. The planned new installation in MTREF is 49km. It should be noted that the recent rains received in Bloemfontein exceeded the 1 in 25 rainfalls hence overwhelmed the infrastructure. The floods also exposed the critical areas that MMM should focus on.

Sanitation Infrastructure: The sewer infrastructure just like water infrastructure is very old and susceptible to frequent blockages and pipe collapse mainly due to the following: Lack of maintenance; root intrusion; disposal of foreign object; old asbestos pipe etc. The city has a current spare capacity of 8.5 ML to support its main programmes such as VIP and Bucket Eradication Programme and Catalytic Land Development Programme. The table below shows the total number, location and capacity of MMM WWTWs. The metro plans to add extra 75ML over the next 3 yrs.

TOWN	NAME OF WWTW	YEAR BUILT	CURRENT CAPACITY (ML)	CURRENT FLOW (ML)	PLANNED UPGRADE CAPACITY (ML)	TOTAL UPGRADED CAPACITY (ML)
Bloemfontein	Bloemspruit	1902	54	48	0	54
	Sterkwaters	2000	20	32	13	33
	Bainsvlei	2001	5	4	0	5
	North East	2013	15	12	30	45
	Bloemindustria	1991	0.9	0.7	0	0.9
	North	2010	6	3	0	6
	Welvaart	1985	6	4	0	6
Botshabelo		1988	20	17	20	40
Thaba Nchu		1984	6	4	12	18
Dewetsdorp		2002	2	1.7	0	2
Wepener		2013	0.7	0	0	0.7
Van Stadensrus		2010	1	0	0	1
Soutpan		1993	1	0	0	1
TOTAL			137.6	129.1	75	212.6

Capacity of WWTWs

The strategy is to have few Sewer Pump Stations as possible by replacing them with pipelines that gravitates and focus to be more on preventative maintenance.

Electricity Infrastructure: Centlec has almost 118 km of 132 kV overheads lines and just under 50 km of 33 kV overhead lines, there is another 97 km or more of 33 kV network cable lines which is in more distress than the overhead lines, The distribution system has over 2.5 million km of 11kV lines, including both overhead lines and underground cable lines. There is

over 2 million km of LV network lines as well that includes both overhead lines and underground cable lines. The recorded peak consumption in July 2019 is 259,86 MW, it remains within the agreed to Notified Maximum Demand with Eskom which is 323 MW.

Roads Infrastructure: The road infrastructure of the metro is classified and summarized in the table below:

Municipality	Road Class					Grand Total
	National	Arterial	Distributor	Collector	Access	
Bloemfontein	30.2	29.6	182.6	194.2	1402.9	1839.5
Botshabelo	0.0	0.0	15.5	105.4	535.7	656.6
Dewetsdorp	0.0	0.0	0.0	10.6	42.6	53.2
Mangaung Rural	0.0	1.1	3.9	22.3	738.0	765.3
Soutpan	0.0	0.0	0.0	0.0	19.1	19.1
Thabanchu	0.0	0.0	8.6	46.5	361.0	416.1
Vanstadensrus	0.0	0.0	0.0	4.0	16.1	20.1
Wepener	0.0	0.0	0.0	8.4	52.6	61.0
Grand Total	30.2	30.7	210.6	391.5	3168.0	3831.0

Road conditions are described broadly in terms of the visual condition index (VCI) of the road. This index represents a weighted average of the condition based on all defects on flexible pavements. Similar indices are calculated for the other road types and the overall situation is presented in the table and figures below:

Municipality	Road General Condition (km)					Total
	1 - Very /Good	2 - Good	3 - Fair	4 - Poor	5 - Very Poor	
Bloemfontein	133	386	378	327	547	1 770
Botshabelo	102	60	32	112	341	646
Dewetsdorp	3	6	3	7	24	43
Mangaung Rural	16	34	70	169	470	758
Soutpan	0	0	2	4	9	15
Thabanchu	35	25	94	88	161	403
Vanstadensrus	2	0	2	4	11	18
Wepener	4	2	3	5	34	48
Grand Total	294	513	584	716	1 596	3 702

In general, around 60% (1596+716= 2312km) of the roads in Mangaung Metropolitan Municipality are in a poor or very poor condition with Wepener having the worst conditions and Bloemfontein in a relatively better condition.

Desired and Re-imagined Future: Align infrastructure investment with identified, well located priority development areas. Deliberately create environments conducive to retail, commercial and light industrial development, with modal transfer facilities in all activity nodes identified.

Infrastructure Engineering and Integrated Service Provisioning			
Strategic Outcome	Strategy Action	Activities	Partners
Manage regional infrastructure implementation and maintenance.	Align infrastructure implementation and upgrading programmes with land use development programmes and catalytic land development programmes.	<ul style="list-style-type: none"> All Infrastructure Master Plans should be aligned to designated priority development areas and catalytic programmes; 	Infrastructure SA, Provincial and National Human Settlements, Department of Public Works and Infrastructure, Municipal Infrastructure Support Agency (MISA)
Water Supply and Security Improvement	Implement Water Conservation and Demand Management (MMM 10year WCDDM Strategy).	<ul style="list-style-type: none"> Water conservation and water demand management (WCDDM). Currently following a 10 - year strategy to improve leak detection, pressure management and repairs. Optimise available water resources through Water Reuse (Maselspoort Reuse Project). Secure long-term bulk water source and supply through the Gariep Dam. 	Provincial and National Department of Water and Sanitation, Bloemwater
Energy diversification	<ul style="list-style-type: none"> Energy diversification and energy efficiency initiatives to enable a transition to a low carbon, sustainable energy future (aligned with SMART City concept). 	<ul style="list-style-type: none"> Develop an efficient public transport system (IPTN) Public education on energy saving techniques. Collaborate with institution of Higher Learning on the subject 	Department of Mineral and Energy. ICLEI FS DESTEA, FS Dept of Educ, GCIS

4.5 Integrated Services Provisioning

The table below illustrates the service delivery backlogs of the city on basic services.

SERVICE	MUNICIPALITY 2018/2019 (as per the annual report)	
	Access	Backlog
Water	247 859	17 555
Sanitation	210 586	54 828
Electricity	254 525	10 890
Solid Waste	217 771	47 569
Roads	39.126km	2174.87km.

Water Services

The current water backlog in Mangaung can be quantified at 17 555 stands (10%) with 10 505 located in Bloemfontein, 3 267 in Botshabelo, 3 783 in Thaba Nchu, 300 in Dewetsdorp, 94 in Soutpan and 230 in Van Stadensrus. However, the backlog in Dewetsdorp, Soutpan and Van Stadensrus is negligible and has not been addressed separately in the report. The city service provision on the existing level of services is:

- On stand water connection = 247 859

The cost for providing households with metered water connections is estimated at **R140 million**. To improve water security, assurance of supply and infrastructure capacity to address current backlogs and meet future demands. As part of MMM Bulk Water Augmentation Programme, a study was commissioned which revealed that the current supply system is 187ml/day based on current system operation against 218ml/day. This indicates the current supply deficit of 60ml/day. As thus, water conservation and demand management, water re-use projects as well as upgrading of existing infrastructure is needed.

The city has completed a revised 10-year Water Conservation and Demand Management Strategy and the following activities are being implemented:

- Replacement of water meters and fire hydrants
- metering of unmetered sites
- Refurbishment of water supply system (valve replacement, leak repairs
- Pressure management system

Sanitation Services

As far as sanitation is concerned, an estimated 84% of households have access to sanitation facilities above RDP standard (VIP toilet and higher). An additional 10% have pit toilets without ventilation and 6% have bucket toilets/no facilities. The backlogs in this regard are most prominent in the rural areas, Botshabelo and Thaba-Nchu. A breakdown of the level of backlogs is hereby shown below:

The city total sewer backlogs are 54 828 and the sewer backlogs per region:

- Bloemfontein = 15 812
- Botshabelo = 25 099
- Thaba Nchu = 13 677
- Soutpan = 110
- Van Standensrus = 130

The city provision on the existing level of services are:

- Waterborne sewer = 210 586; VIPs = 53 428; and Buckets = 1400

Electricity Services

CENTLEC (SOC) Ltd has approximately one hundred and seventy-three thousand and sixty-five (160 310) active customers; ranging from domestic to commercial and industrial consumers as detailed below:

- 158 455 Prepaid and
- 1 855 Bulk Metering
- Domestic (97.23%)
- Commercial (2.66%)
- Industrial (0.07%)
- Public services (0.03%)

The electrification program for each Financial Year is limited to the approved budget. CENTLEC uses two sources of funding, Grant from the (Department of Energy) and internal funding. The Entity is currently funding all network upgrade, refurbishments, and maintenance out of own revenue which is limited and declining. CENTLEC is therefore in need of additional funding to address all maintenance backlog on the entire network.

Solid Waste Services

About 87.5% of the formal households receive weekly kerbside refuse removal. 91% known informal settlements also receive an integrated waste removal service. Some of the informal settlements also receive a weekly refuse removal service. Mangaung has about ten (10) waste management facilities including seven (7) landfill sites. The Northern Landfill site is nearing the end of its lifespan and the municipality is preparing for its closure and end use plan according to the legislation. With the assistance of the Department of Environment, Forestry and Fisheries two of the buy-back centres are in the process of being refurbished to ensure that waste is diverted from the landfills. These buy-back centres will also create job opportunities for the communities around them.

Challenges

- The waste collection service is not rendered on a regular basis and this leads to illegal dumping sites – this is due to inconsistent availability of vehicles and shortage of personnel which the Municipality is currently addressing.
- ±40% of workforce is over 50 years old and there is high staff turnover due to natural attrition.
- Supervisors came through the ranks and therefore do not have formal training on waste management.
- Shortage of fleet (compaction vehicles and supervisory vehicles)

Roads Services

The municipality has a total of 3800 km of roads of which 2200 km are unpaved. Around 80% of the roads are Class 5 Access roads with the balance being Class 4 Collectors with a few Class 1, 2 and 3 roads. The road inventory has been divided between 8 geographic to obtain an indication of the relative needs of each area, many which have only recently been incorporated into the Metro.

Road conditions are generally poor across most of the areas with 90% of the bituminous road surfacings needing urgent attention to prevent moisture ingress and extend the life of the underlying pavements. Rehabilitation backlogs are also substantial with less than 35% of the pavements in a very poor condition. The current replacement cost (CRC) /asset value of roads in the Metro is some R6.8 billion. Based on the current road conditions as determined through recent inspections and related condition ratings for each component of the road (surfacing,

pavement and formation) gives a depreciated replacement value (DRC) of some R2.9 billion which is less than half of the replacement cost.

Housing/ Human Settlement Services: The city is currently having an estimated housing backlog of 38 000 and the cost implication to eradicate these backlogs will be an estimated minimum of R3.6billion. The metro has a total 47 informal settlements with an estimated total of 28 000 households.

Desired and Re-imagined Future: – A municipality that provides high quality and accessible service delivery and is constantly striving to ensure value for money. Basic service delivery backlogs are systematically eliminated to ensure equitable access to services and socio-economic amenities and opportunities to all.

Integrated Services Provisioning			
Strategic Outcome	Strategy Action	Activities	Partners
Provision of basic services to all	Eradication of basic services backlogs	<ul style="list-style-type: none"> ▪ Eradication of water, sanitation and electrification backlogs 	<ul style="list-style-type: none"> ▪ Provincial and National Departments of Human Settlements, Housing Development Agency, Department of Water and Sanitation
Implementation of Catalytic Land Development Programme to advance spatial transformation	Mixed development approach to avail diverse housing typologies and socio-economic amenities.	<ul style="list-style-type: none"> ▪ Vista Park 2 and 3 ▪ Hillside View Mixed Development ▪ Estoire Development ▪ Cecilia Park and Brandkop ▪ Botshabelo/ Thaba Nchu Node 	<ul style="list-style-type: none"> ▪ Provincial and National Departments of Human Settlements, Housing Development Agency
Upgrading and transformation of existing informal settlements.		<ul style="list-style-type: none"> • Incremental upgrading of informal in line with National Upgrading Support Plan (NUSP) 	<ul style="list-style-type: none"> • Provincial and National Departments of Human Settlements, Housing Development Agency
Infrastructure Repair and Preventative Maintenance Programme	<ul style="list-style-type: none"> • Implementation of rapid response model to deal with sewer spillages and water leaks • Increase in the percentage budget allocation for maintenance 	<ul style="list-style-type: none"> • Water conservation and water demand management (WCWDM). Currently following a 10 - year strategy to improve leak detection, pressure management and repairs 	<ul style="list-style-type: none"> • Provincial and National Department of Water and Sanitation, Bloemwater,

4.6 Governance and Financial Management

Desired and Re-imagined Future: Financially viable and sustainable city that prudently utilize its financial resources to fast-track service delivery and expand growth and development. Transformation and development of the institution to provide ethical and high-level performance outputs and creating and embedding a culture of accountability and transparency.

Governance and Management			
Strategic Outcome	Strategy Action	Activities	Partners
Financial Viability and Sustainability	1.Implementation of Mandatory Financial Recovery Plan	<ul style="list-style-type: none"> ▪ Revenue protection and enhancement ▪ Implement measures to minimise billing inaccuracies ▪ Improved expenditure on capital budget ▪ Cost containment measure implementation 	<ul style="list-style-type: none"> ▪ Provincial and National Department of Cooperative Governance and Traditional Affairs, Provincial and National Treasury
Functional and Effective Technical and Political IGR Structure for better coordination of the MMM One Plan.	2.Establishment of functional IGR structures	<ul style="list-style-type: none"> • Schedule at least one IGR political and technical committee meeting per quarter 	<ul style="list-style-type: none"> ▪ Provincial and National Department of Cooperative Governance and Traditional Affairs

5. Implementation Commitments

5.1 Key National and Provincial Commitments in Mangaung

Department of Human Settlement

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
Botshabelo 500 Subs. - Quantum Leap Inv. Sections D L M N - Phase 1	Contract Signed	500	0	399	R 15 058 654,00	R 0,00	10	R 1 400 000,00	19	R 33 250,00	0	R 0,00	R 0,00	R 1 433 250,00
Thaba Nchu 100 Jungle Arrow (2006/07) - Phase 1	Contract Signed	100	0	97	R 5 172 940,00	R 0,00	3	R 345 000,00	97	R 169 750,00	0	R 0,00	R 44 850,00	R 559 600,00
Nhbrc - Engineering Forensic Investigations Fees - (Late Enrolment Process)	Locked for changes	13	0	0	R 12 808 650,00	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 5 000 000,00	R 5 000 000,00
Botshabelo 350 Kentha Developer	Contract Signed	350	0	0	R 31 749 834,58	R 0,00	0	R 0,00	298	R 521 500,00	0	R 0,00	R 0,00	R 521 500,00

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
s 2010/15 - Phase 1														
Botshabelo 300 Iceburg Matsapa Trading 613 Incompl.2 013/14 (Makoya Trading (2010/11) - Phase 1	Locked for changes	300	0	291	R 31 859 350,30	R 0,00	10	R 1 400 840,00	10	R 17 500,00	0	R 0,00	R 182 109,00	R 1 600 449,00
Bloemfontein - 500 Johnny Bravo (Matsapa Incompl 2014/15 (M2M Developers 2013/14 (500 Polokoe Dev (2010/2011)) - Phase 1	Contract Signed	500	0	427	R 82 611 967,58	R 0,00	0	R 0,00	161	R 281 750,00	0	R 0,00	R 0,00	R 281 750,00
Thaba Nchu 252 Furn Serve 2017/18 (Your Trade Civil Constr	Contract Signed	252	0	222	R 22 905 190,91	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 0,00	R 0,00

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
(2010/2014) - Phase 1														
Botshabelo 400 Mob Incomplete 2013/15 (Ntilane Constr 2010/11) - Phase 1	Contract Signed	420	0	319	R 55 138 860,21	R 0,00	17	R 2 381 428,00	17	R 29 750,00	0	R 0,00	R 309 585,00	R 2 720 763,00
Thabamochu 400 Namso Construction Your Trade Civils Incomplete 2013/14 (Jore Construction 2010/2011) - Phase 1	Contract Signed	400	0	300	R 95 399 436,85	R 0,00	47	R 3 583 948,00	47	R 82 250,00	0	R 0,00	R 855 913,00	R 4 522 111,00
Thabamochu 54 Namso Construction Your Trade Incomplete. 2013/14(200 People First (2010/201	Contract Signed	200	0	170	R 23 927 432,70	R 0,00	10	R 1 400 840,00	10	R 17 500,00	0	R 0,00	R 182 109,00	R 1 600 449,00

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
1) - Phase 1														
Bloemfontein - Superb Homes 2013/2014 (500 Ziqoqe Constr (2010/2011)) - Phase 1	Contract Signed	500	0	47	R 61 796 587,25	R 0,00	53	R 7 424 452,00	256	R 448 000,00	0	R 0,00	R 965 178,00	R 8 837 630,00
Botshabelo 900 Pamper & Suprim Imcompl. 2013/14 Koena Prop (2010/2011) - Phase 1	Contract Signed	900	0	804	R 126 456 389,40	R 0,00	47	R 6 355 000,00	47	R 82 250,00	0	R 0,00	R 706 550,00	R 7 143 800,00
Botshabelo 35 Incomplete Iceburg 2017/18 Furnserve 2014/15 - Phase 1	Contract Signed	26	0	1	R 6 339 742,71	R 0,00	30	R 4 202 520,00	0	R 0,00	30	36 270,00	R 546 327,00	R 4 785 117,00
Bloemfontein - 5690 Caleb Motshabi/ Khotsong	Contract Signed	5690	998	0	R 463 349 167,09	R 5 000 000,00	0	R 0,00	0	R 0,00	0	R 0,00	R 0,00	R 5 000 000,00

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
Water and Sewer - Phase 1														
Van Stadens 217 Snethemba - Lapeng Constr 2019/20 - Phase 1	Contract Signed	217	0	167	R 47 796 225,83	R 0,00	36	R 5 043 024,00	0	R 0,00	36	43 524,00	R 655 593,00	R 5 742 141,00
Mangaung Accreditation Support - Phase 1	Approved	0	0	0	R 7 500 000,00	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 500 000,00	R 500 000,00
OPSCAP 2017/18 - Project Management Unit	Contract Signed	0	0	0	R 132 612 764,60	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 13 750 000,00	R 13 750 000,00
Botshabelo 100 2020/21 - Phase 1	Locked for changes	100	0	0	R 11 686 700,00	R 0,00	50	R 7 004 200,00	0	R 0,00	50	60 450,00	R 910 546,00	R 7 975 196,00
Thabamochu 100 2020/21 - Phase 1	Locked for changes	100	0	0	R 11 686 700,00	R 0,00	50	R 7 004 200,00	0	R 0,00	50	60 450,00	R 910 546,00	R 7 975 196,00
Bloemfontein 100 2020/21 - Phase 1	Planned	0	0	0	R 0,00	R 0,00	50	R 7 004 200,00	0	R 0,00	50	60 450,00	R 910 546,00	R 7 975 196,00
Bloemfontein - 360 Dark and Silver City Hostel	Contract Signed	360	0	0	R 33 038 860,65	R 0,00	0	R 5 500 000,00	0	R 0,00	0	R 0,00	R 200 000,00	R 5 700 000,00

Project Related Information						Summarized 2022 / 2023								
HSS Project Desc	Project Status	Total Contractual Target	Delivery To Date (Sites)	Delivery To Date (Units)	Approved Project Budget	Total Annual Site Budget	Total Annual No of Units	Total Annual Unit Budget	Total Annual Title Deed Restoration	Total Annual Title Deed Restoration Budget	Total Annual Title Deed New	Total Annual Title Deed New Budget	Total Annual Professional Fees Budget	Total Annual Budget
CRU - Phase 1														
Free State Unserved Beneficiaries - Mangaung Unserved Beneficiaries Phase 1	Planned	0	0	0	R 0,00	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 0,00	R 0,00
Township Registers (T Deeds) - Phase 1	Planned	0	0	0	R 0,00	R 0,00	0	R 0,00	0	R 17 576 252,00	0	R 0,00	R 0,00	R 17 576 252,00
Free State Removal Of Asbestos - Thabo Mofutsanyana	Planned	0	0	0	R 0,00	R 0,00	0	R 0,00	0	R 0,00	0	R 0,00	R 0,00	R 0,00
Vista Park 3 Water & S - Phase 1	Planned	0	0	0	R 0,00		0	R 0,00	0	R 0,00	0	R 0,00	R 0,00	R 20 000 000,00

DESTEA

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
MANGAUNG METROPOLITAN MUNICIPALITY								
Operation & Management of Southern Waste Disposal Facility in Bloemfontein	Mangaung Metro		Ensuring the effective management and compliance of the Southern Waste Disposal Facility in Mangaung Metropolitan Municipality	April 2022	March 2023		1 year R10703510	

Additionally, the below is the Secondment of Youth Environmental Coordinators (YCOP Programme). The contracts were extended by two years from April 2022 to March 2024

Number of Candidates Appointed	Resources Provided by DEA	Key Performance Areas
1 – Mangaung Metro (Awaiting appointment)	Laptops, Transport, Cellphones, salaries for 3 years	<ul style="list-style-type: none"> ➤ Coordinate ward based environmental education programme ➤ Coordinate the school based environmental education programme ➤ Focal point for DEA to ensure effective communication and coordination between DEA and the local municipality ➤ Provide support in the coordination of stakeholder engagements & events

Department of Public Works

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

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
Cleaning and Greening	All four Districts and Metro	n/a	n/a	1 April 2022	31 March	5 869m	5 869m	5 869m
Botshabelo	Mangaung	n/a	29.0852S, 26.1596E	01 July 2022	15 Dec 22	3 529m	3 529m	3 529m
Community Work Programme	All four Districts and Metro	n/a	n/a	1 April 2022	31 March 2023	11 954m	11 954m	11 954m

Department of Environment, Forestry and Fisheries

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
Inland Small-Scale Fisheries Pilot Projects	Krugersdrift Dam	Mangaung Metro / Masilonyana LM	Soetdoring NR	01 April 2022	31 March 2023	No specific Budget, operational Budget	No specific Budget, operational Budget	No specific Budget, operational Budget

National Department of Agriculture Land Reform and Rural Development

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
Thaba Nchu Agri-Hub Abattoir Upgrading	Thaba Nchu	Ward 41	Lat: 29°13'21.8"S Long: 26°51'15.0"E	August 2021	March 2022		R5 000 000	R1 000 000
Thaba Nchu Agri-hub Abattoir Holding Pens	Thaba Nchu	Ward 41	29°13'21.8"S 26°51'15.0"E	June 2022	June 2022		R2 500 000	R200 000

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
PMU - Technical Advisory Services	Various	Various		October 2021	September 2024		R3 000 000	R3 000 000
PSP for Sediba Logistics Centre and Cold Room	Sediba	Ward 41	29° 1'43.58"S 26°56'41.85"E	May 2022	June 2023		R600 000	R490 440
Construction of Sediba Logistics Centre and Cold Room	Sediba	Ward 41	29° 1'43.58"S 26°56'41.85"E	January 2023	June 2023		R1 000 000	R5 000 000
Doornboom	Doornboom # 2886	WARD 3	-29.10626 25.80853	April 2022	MARCH 2023		R0	R44 186
Koekie	Koekie # 1083	Ward 5	-30.26507 26.43211	April 2022	MARCH 2023		R0	R35 765
Melorami	Melorami # 547; Fairview 531/1	Ward 27	-29.17858 26.40905	April 2022	MARCH 2023		R0	R41 073
Rietfontein	Rietfontein # 107/1	Ward 27	-29.2057 26.31689	April 2022	MARCH 2023		R0	R144 000
Wildealskloof	Wildalskloof # 1205 / 1, 2, 3	Ward 44	-29.01857 26.24308	April 2022	MARCH 2023		R0	R39 141
Willows	Willows # 2837/1	Ward 18	-29.22623 26.08822	April 2022	MARCH 2023		R0	R39 141
Georgina	Geogina # 2150/2, 5; Rosarum # 2982	Ward 44	25.88493 -28.96486	April 2022	MARCH 2023		R453 055	R0
Eensgevonden	Eensgevonden # 2521/R	Ward 27	26.22309 -29.11813	April 2022	MARCH 2023		R626 437	R0
Micah	Micah # 364/R	Ward 50	26.91616 -29.66408	April 2022	MARCH 2023		R101 782	R0
Mangaung	Various Erven	TBC	29.13030 26.23580	April 2022	MARCH 2023			R0

Project name	Area		Coordinates/property description	Timeframes		Actual budget		
	Location	Ward		Start date	End date	2021/2022	2022/2023	2023/2024
Sediba	Various Erven	TBC	29.20400 26.82040	April 2022	MARCH 2023			R0
Brandhoek	Portion 0 of the farm Brandhoek nr. 19	Not available	Portion 0 of the farm Brandhoek nr. 19					R0
Andriesfontein	Various Erven	TBC		April 2022	MARCH 2023			

Free State Department of Education

Town	District	Project name	Service Description	IDMS Stage	Project Status
2022 - 2023					
Bloemfontein	Motheo	Arbeidsgenot (DBSA)	New Large Primary School	Stage 4 –Design and Procurement	Procurement Stage
Bloemfontein	Motheo	Matla 2 Primary (DBSA)	New Large Primary School	Stage 4 –Design and Procurement	Procurement Stage
Bloemfontein	Motheo	Bergman (DBSA)	New Large Primary School	Stage 4 –Design and Procurement	Procurement Stage
Bloemfontein	Motheo	Lourierpark	Convert to Autism School (Phase 2)	Stage 1 -Planning	Planning
2023 - 2024					
Bloemfontein	Motheo	Caleb Motshabi 2 Primary School	New Large Primary School	Stage 1 - Planning	Planning
2024 - 2025					
Bloemfontein	Motheo	Caleb Motshabi Secondary School	New Large Secondary School	Stage 1 - Planning	Planning
Botshabelo	Motheo	Kgotso Taole P/S	New School	Stage 1 - Planning	Planning

Free State Department of Education

Project Name	IDMS Gates	Town	2021/22	2022/23	2023/24
Thaba Nchu-Boitumelong Special school – Hostel	Design development	Thaba-Nchu	15 000	10 000	15 000
Small Secondary School	Design development Motshabi	Bloemfontein: Caleb	4 000	4 000	4 000
Small Primary School	Design development	Botshabelo	4 000	4 000	4 000
Small Primary School	Design development	Bloemfontein	4 000	4 000	4 000
Small Primary School (Mangaung Matla 2 DBSA)	Design development	Mangaung Metro	15 000	15 000	15 000
Bloemfontein: Mangaung Arbeidsgeot (DBSA)	Design development	Mangaung Metro	15 000	15 000	15 000
Small Secondary Schools	Design development	Mangaung Bergman	15 000	15 000	15 000

Free State Department of Health

Project name	Town	Description	Start Date	Planned end date	Project value	Project status
Dr JS Moroka Hospital	Thaba Nchu	Refurbishment of existing hospital	01/04/2021	31/03/2024	R200 000 000	Design Development
Free State Psychiatric Complex (Mental Health) New	Bloemfontein	Building of new Free State Psychiatric Complex (Mental Health)	01 May 2021	01 May 2022	R870 000 000	Planning
Thaba Nchu Kgalala Clinic	Thaba Nchu	Refurbishment of existing Clinic	01 May 2021	01 May 2022	R6 000 000	Planning

Bloemfontein MUCPP Clinic refurbishment	Bloemfontein	Refurbishment of existing Clinic	01 May 2021	01 May 2022	R10 000 000	Planning
FSSON Mangaung	Bloemfontein Mangaung	Bloemfontein	01 May 2021	01 May 2022	R15 000 000	Planning
EMS Station	Thaba Nchu	Replacement of EMS Station	01/04/2021	31/03/2024	R20 000 000	Inception
Bloemfontein EMS College	Bloemfontein EMS College	Bloemfontein	01/06/2021	31/12/2022	R30 500 000	Planning

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
RURAL DEVELOPMENT: RID				
Design of Springfontein Warehouse & Thaba Nchu Abattoir Construction of Thaba Nchu Agri-Hub Abattoir Upgrading	Design of Springfontein Warehouse & Thaba Nchu Abattoir Construction of Thaba Nchu Agri-Hub Abattoir Upgrading	Execution of Planned Activities Execution of Planned Activities	Not indicated	R 850 000.00
Upgrading of Sediba Irrigation Scheme AND Storage Shed, Workshop & Offices	Upgrading of Sediba Irrigation Scheme AND Storage Shed, Workshop & Offices	Execution of Planned Activities	Not indicated	R17 000 000.00
Construction of Sediba FPSU Security Guard House	Construction of Sediba FPSU Security Guard House	Execution of Planned Activities	Not indicated	R 600 000.00
Design of Springfontein Warehouse & Thaba Nchu Abattoir	Design of Springfontein Warehouse & Thaba Nchu Abattoir	Execution of Planned Activities	Not indicated	R 10 000.00

DEPARTMENT OF WATER AND SANITATION

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RL61	Welbedacht Pipeline	Mangaung Metropolitan Municipality	-	-	-	-	-	-

Department of Rural Development

Areas of intervention (examples: water, roads, sanitation)	Five-year planning period				
	Project description	Budget allocation	Location: GPS coordinates	Project leader	Social partners
Agri-hub Infrastructure	Design of Springfontein Warehouse & Thaba Nchu Abattoir	R 850 000.00 R 6 637 401.57	29°13'21.8"S, 26°51'15.0"E	Mr Twantwa	Farmers, Mangaung Metro
Abattoir	Designs And Construction Of Thaba Nchu Agri-Hub Abattoir Upgrading	R16 000 000.00	29°13'21.8"S, 26°51'15.0"E	Mr Twantwa	Farmers, Mangaung Metro
Irrigation, Storage Shed	Upgrading Of Sediba Irrigation Scheme AND Storage Shed, Workshop & Offices	R 600 000.00 (R 15 307 360.67)	29° 1'43.58"S, 26°56'41.85"E	Mr Twantwa	Farmers, Mangaung Metro
Guard House	Construction Of Sediba FPSU Security Guard House	R 10 000.00 (R 93 614.50)	29°01'10.2"S, 26°56'55.3"E	Mr Twantwa	Farmers, Mangaung Metro
Admin Block	Construction Of Thaba Nchu Admin Block Renovations	R 150 000.00 (R 3 984 715.85)	29°10'27.0"S 26°47'35.5"E	Mr Twantwa	Farmers, Mangaung Metro
Fencing & Boreholes	Construction Of Fence AHF & Boreholes For Nogaspoint	R 100 000.00 (R 1 000 000.00)	29°21'14.0"S 26°47'10.5"E	Mr Twantwa	Farmers, Mangaung Metro
FPSU Infrastructure	Design & Construction Of Sediba FPSU Phase 2	R 100 000.00 (R 1 000 000.00)	29°01'10.2"S, 26°56'55.3"E	Mr Twantwa	Farmers, Mangaung Metro
	Ikemeng Agricultural Cooperative	Withheld due to	F0030000000079900000	Mr MK Bapela	

Areas of intervention (examples: water, roads, sanitation)	Five-year planning period				
	Project description	Budget allocation	Location: GPS coordinates	Project leader	Social partners
	Bram Fischer Agricultural Cooperative	Withheld due to	F00300000000262000000	Mr MK Bapela	
	Sediba Beef Study Group Cooperative	Withheld due to	MANMF032000000000105000000	Mr MK Bapela	
	Kopanang Dihwai Agricultural Cooperative	Withheld due to	MANMF040000000000178000000	Mr MK Bapela	
Mechanisation	Sediba Fpsu	R7 687 079.93	MANMF032000000000035000000	Mr MK Bapela	
Comprehensive Agricultural Support	Willows	R7 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	NERPO
Comprehensive Agricultural Support	Swaartek No 2663	R7 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	NERPO
Comprehensive Agricultural Support	De Hoop	R12 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	VOPI
Comprehensive Agricultural Support	Doornboom	R7 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	NERPO
Comprehensive Agricultural Support	Melorami	R7 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	NERPO
Comprehensive Agricultural Support	Rietfontein	R10 000 000	26,223091 ; -29,11813	Olebogeng Aiseng	PSA

Free State Department of Agriculture

Project name	Town	2021/22	2022/23	2023/24
Replacement Maselspoort Pipeline (Phase 1 Detailed Planning)	Glen	62 30 430	21 139 000	19 460 569
Construction of 7 Glen Houses	Glen	5 500 000	-	-
Paving of Glen Roads	Glen	550 000	450 000	450 000
Auditorium Upgrade (Construction and Professional Fees)	Glen	4 560 100	2 500 000	-
Abattoir upgrade	Glen	-	2 500 000	-
Stand-by 750 kVA generator		-	2 500 00	-

Dairy agro-processing plant infrastructure	Glen	-	-	2 000 000
Centre-pivot installation	Glen	-	-	2 000 000
Development of new histopathology laboratory (BPVL)	Bloemfontein	400 000	1 500 000	-
Upgrading the Thaba Nchu Veterinary Clinic	Thaba-Nchu	-	1 500 000	-

Free State Department of Sports Arts and Culture

Project Code	Project Name	Location	Budget	Start	Completion date
SAC LIB131	Van Standensrus Library	Van Standensrus	R25 744 004	2015	2025

Department of Environment Fish and Forestry

Project Name	Project Description	Job creation	Budget	Start date
Mangaung – Southern Landfill site operation & management for twelve (12) months	Landfill site operation & management	Will be determined by the service provider	R 10,703.510.00	2021- 2022
Mangaung street cleaning & clearing of illegal dumps for twenty-four (24) months	Street cleaning & clearing of illegal dumps.	159 People through EPWP	R 3 000 000.00	2022 - 2024
The procurement of equipment for the Thaba Nchu Buy Back Centre and Bothabelo Buy-Back Centre; and Training and support the existing two (2) waste cooperatives	Procurement of equipment and support to the existing cooperative of NPOs	15 Members in Thaba-Nchu existing cooperative/NPO and 30 members in existing cooperative / NPO in Botshabelo Buy Back Centre.	R 15 848 320.00	2022 -2024

and/or non-profit organisations to be able to operate and manage the Thaba-Nchu and Botshabelo Buy-Back Centres in Mangaung Metropolitan Municipality over a period of twenty-four (24) months.				
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6. One Plan Implementation and Monitoring and Evaluation

The aim of the M&E Framework Concept proposal is to outline the processes required to enable meaningful indicator development, as a means to monitor the performance and implementation of the One Plan; as well as develop the datasets to assist with this and understanding trends in order to better adjust the One Plan. The intended focus of the M&E Framework Concept proposal will be on:

- ✓ Developing the database required to enable meaningful indicator development, as measures to monitor the performance and implementation of the One Plan.
- ✓ Develop an indicator framework based on best practice considerations and standardized international indicators
- ✓ Meeting the City's internal Organisational Performance Management (OPM)- Circular 88- requirements as a component of the M&E Framework.

Key Area	Indicators	Baseline (2021)	Progress
People Development	• Life Expectancy,	Male 59.3 Female 64.6	
	• Mortality rate,	Male 55.5 Female: 61.4	
	• Literacy and education levels,	Primary : 11% Secondary: 70% Tertiary : 9%	
	• Crime Levels,	See annexure 1	
	• Gini co-efficient	0.62	
	• Poverty line	36.6	
Economic Development and Transformation	• Human Development Index	0.67	
	• Gross Value Add Rates	Primary Sector <ul style="list-style-type: none"> • agriculture 1.7% • Mining (1,0%) Secondary Sector <ul style="list-style-type: none"> • Manufacturing (6%) • Electricity (3%) • Construction (3%) Tertiary Sector <ul style="list-style-type: none"> • Trade (17%) • Transport (13%) • Finance (21%) • Community Services (33%) (2018)	
	• Unemployment Rates	35%	
	• Foreign Direct Investment attraction rates	Not available at the time of finalization the One Plan	
	• Income levels	No Income= 27 676 R1- R4800= 11 318 R4801-R9600 = 16 674 R9601-R19200= 42 061 R19201-R38400= 48 817	

		R38401-R76800= 33 490 R76801-R153600= 24 409 R153601-R307200= 18 957 R307201- R614400= 11 741 R614401- R1228900= 3 692 R1228901- R2457600= 1 009 R2457601 or more = 843	
	<ul style="list-style-type: none"> Ease of Doing Business 	SNDB 2018 (World Bank) <ul style="list-style-type: none"> Registering Property (No. 1) Enforcing contracts (No.1) Getting Electricity (No.4) Dealing with Construction Permits (No.7) 	
	<ul style="list-style-type: none"> Business Closure 		
Spatial Restructuring and Environmental Sustainability	<ul style="list-style-type: none"> Air and Water Quality, 	40%	Policy has been developed regarding management and implementation
	<ul style="list-style-type: none"> Greenhouse gas (GHG) emissions reduction 		
	<ul style="list-style-type: none"> Just Transition to a low carbon economy 		
Integrated Services Provisioning			
Access rates to basic	<ul style="list-style-type: none"> Water 	New water connections meeting minimum standards	342 water connections were not implemented due to budget constraints
		68% of complaints/ callouts responded to within 24 hours (water)	56% of complaints and call outs were attended as at 15 March 2022
		100% of total water connections metered	All applications for new water connections are attended as the they arise
	<ul style="list-style-type: none"> Sanitation 	93%	
	<ul style="list-style-type: none"> Electricity 	96%	
	<ul style="list-style-type: none"> Refuse Removal 	87.5%	
	<ul style="list-style-type: none"> Title Deed Restoration 	1800	1154-end of 2nd quarter
	<ul style="list-style-type: none"> 		
	<ul style="list-style-type: none"> 		
Governance and Management	<ul style="list-style-type: none"> Improved Audit Outcomes, 	Unqualified Audit	
	<ul style="list-style-type: none"> Budget Expenditure Rates, 	Operational budget 56.29%	
	<ul style="list-style-type: none"> Revenue collection rates 	87%	
	<ul style="list-style-type: none"> Functional Ward Committees 	Functional at 50%	

		Could not get records of ward committee meetings	
	• Customer Satisfaction level,	No survey in the last five years	
	• Functional LLF	Irregular and infrequent LLF meetings	

7. Conclusion

The District Development Model is indeed a working mechanism that improves and deepens the implementation of coherent Intergovernmental Relations for all of government to jointly plan and implement government programme in line with the expected outcomes of National Development Plan and the developmental constitutional mandate. It is an encouraging departure from the silo planning of the three spheres of government as it fosters vertical and horizontal alignment of planning, budgeting, and implementation across government.

Importantly the One Plan will unlock synergy and synchronize coordinated and integrated services at the coalface of service delivery, which is at the local/ municipal level. A greater challenge will be the monitoring and evaluation of the One Plan in ensuring that all role-players commit and deliver on what is expected in terms of agreed upon programme of action and delivery. The role of the private sector, community-based stakeholders, traditional leadership, and formations is key in ensuring that the One Plan is grounded and implemented with the people for the people.

Annexure 1

COMPARATIVE STATISTICS FOR THE PERIODS APRIL - JUNE 2021, JULY - SEPTEMBER 2021 AND OCTOBER - DECEMBER 2021 COMPARED TO THE PREVIOUS YEAR.												
CRIME	APRIL - JUNE 2020	APRIL - JUNE 2021	CASE DIFF	% DIFF	JULY - SEPTEMBER 2020	JULY - SEPTEMBER 2021	CASE DIFF	% DIFF	OCTOBER - DECEMBER 2020	OCTOBER - DECEMBER 2021	CASE DIFF	% CHANGE
CONTACT CRIMES												
Murder	25	53	28		54	61	7		82	73	-9	
Sexual offences	175	236	61	34,9%	130	282	152	116,9%	310	280	-30	-9,7%
Attempted murder	24	55	31		50	54	4		63	73	10	
Assault with the intent to inflict grievous bodily harm	436	699	263	60,3%	633	706	73	11,5%	1023	940	-83	-8,1%
Common assault	662	941	279	42,1%	840	996	156	18,6%	1302	1171	-131	-10,1%
Common robbery	96	192	96	100,0%	136	182	46	33,8%	198	172	-26	-13,1%
Robbery with aggravating circumstances	228	361	133	58,3%	440	390	-50	-11,4%	421	425	4	1,0%
Contact Crime	1646	2537	891	54,1%	2354	2671	317	13,5%	3399	3134	-265	-7,8%
SEXUAL OFFENCES												
Rape	133	174	41	30,8%	149	202	53	35,6%	228	210	-18	-7,9%
Sexual Assault	26	41	15		37	55	18		55	53	-2	
Contact Sexual Offences	6	6	0		9	12	3		14	9	-5	
Attempted sexual offences	10	15	5		6	13	7		13	8	-5	
Sexual offences	175	236	61	34,9%	130	282	152	116,9%	310	280	-30	-9,7%
CONTACT-RELATED CRIMES												
Arson	9	7	-2		11	12	1		14	12	-2	
Malicious damage to property	322	468	146	45,3%	424	525	101	23,8%	567	583	16	2,8%
Contact-related crime	331	475	144	43,5%	435	537	102	23,4%	581	595	14	2,4%
PROPERTY-RELATED CRIMES												
Burglary at non-residential premises	332	272	-60	-18,1%	287	235	-52	-18,1%	284	271	-13	-4,6%
Burglary at residential premises	575	722	147	25,6%	672	803	131	19,5%	794	833	39	4,9%
Theft of motor vehicle and motorcycle	37	72	35		72	58	-14		85	62	-23	
Theft out of or from motor vehicle	284	333	49	17,3%	346	354	8	2,3%	413	418	5	1,2%
Stock-Theft	137	160	23	16,8%	120	162	42	35,0%	146	157	11	7,5%
Property-related crime	1365	1559	194	14,2%	1497	1612	115	7,7%	1722	1741	19	1,1%
OTHER SERIOUS CRIMES												
Shoplifting	259	283	24	9,3%	349	294	-55	-15,8%	296	297	1	0,3%
Commercial crime	347	511	164	47,3%	432	523	91	21,1%	488	600	112	23,0%
All theft not mentioned elsewhere	711	1039	328	46,1%	970	1153	183	18,9%	1189	1185	-4	-0,3%
Other serious crime	1317	1833	516	39,2%	1751	1970	219	12,5%	1973	2082	109	5,5%
TOTAL FOR ALL 17 COMMUNITY REPORTED CRIMES												
17 Community Reported Serious Crime	4659	6404	1745	37,5%	6037	6790	753	12,5%	7675	7552	-123	-1,6%

COMPARATIVE STATISTICS FOR THE PERIODS APRIL - JUNE 2021, JULY - SEPTEMBER 2021 AND OCTOBER - DECEMBER 2021 COMPARED TO THE PREVIOUS YEAR.												
CRIME	APRIL - JUNE 2020	APRIL - JUNE 2021	CASE DIFF	% DIFF	JULY - SEPTEMBER 2020	JULY - SEPTEMBER 2021	CASE DIFF	% DIFF	OCTOBER - DECEMBER 2020	OCTOBER - DECEMBER 2021	CASE DIFF	% CHANGE
CONTACT CRIMES												
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY												
Carjacking	6	17	11		36	25	-11		27	28	1	
Truck hijacking	0	3	3		2	3	1		4	1	-3	
Robbery of cash in transit	0	0	0		1	1	0		0	1	1	
Bank Robbery	0	0	0		0	0	0		0	0	0	
Robbery at residential premises	35	50	15		62	57	-5		69	79	10	
Robbery at non-residential premises	41	61	20		84	57	-27		57	62	5	
TRIO Crime (Carjacking, house and business robbery)	82	128	46	56,1%	182	139	-43	-23,6%	153	169	16	10,5%
CRIMES DEPENDENT ON POLICE ACTION FOR DETECTION												
Drug-Related Crime	269	329	60	22,3%	365	414	49	13,4%	426	441	15	3,5%
Driving under the influence of alcohol or drugs	65	122	57	87,7%	91	84	-7		217	228	11	5,1%
Illegal possession of firearms and ammunition	18	26	8		24	20	-4		25	32	7	28,0%
Sexual offences detected as a result of police action	30	79	49		111	93	-18	-16,2%	86	138	52	60,5%
Crime detected as a result of police action	382	556	174	45,5%	520	611	91	17,5%	754	839	85	11,3%
OTHER CRIME MONITORED												
Kidnapping	11	25	14		23	20	-3		25	17	-8	
Abduction	1	1	0		1	4	3		5	2	-3	
Neglect and ill-treatment of children	9	15	6		5	15	10		19	23	4	
Culpable homicide	11	40	29		33	27	-6		53	40	-13	
Crimen injuria	108	121	13	12,0%	126	130	4	3,2%	171	164	-7	-4,1%
Public violence	13	67	54		4	8	4		4	7	3	