



MANGAUNG

AT THE HEART OF IT ALL

“Towards a city that is globally safe and attractive to live, work and invest in”



REVIEWED INTEGRATED DEVELOPMENT PLAN

2025/2026

Prepared by office of the City Manager
IDP and OPM office



Table of Contents

Table of Contents	1
Abbreviations	8
Glossary	10
Foreword by Executive Mayor	11
Preface by City Manager	13
Chapter 1: Assessing the Integrated Development Planning Process	15
Chapter 2: Annual Reviews of Integrated Development Planning	21
Chapter 3: Outcome-led planning	24
3.1 Legislative requirements for the development of IDP.....	24
3.1.1 The Constitution of the Republic of South Africa	24
3.1.2 The White Paper on Local Government.....	24
3.1.3 Water Services Act, Act 108 of 1997	24
3.1.4 Local Government: Municipal Structures Act, No 117 of 1998	25
3.1.5 Local Government: Municipal Demarcation Act, No 27 of 1998	26
3.1.6 The Municipal Systems Act, No 32 of 2000	27
3.1.7 Local Government: Municipal Finance Management Act, No 56 of 2003.....	27
3.1.8 Local Government: Municipal Property Rates Act, No 6 of 2004.....	27
3.1.9 Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013	27
3.1.10 Municipal Property Rates Amendment, No 29 of 2014	28
3.1.11 Division of Revenue Act, No 5 of 2022	29
3.2 Policy Framework for the IDP	29
3.2.1 Medium Term Development Plan (MTDP)	29
3.2.2 National Development Plan (NDP).....	31
3.2.3 Free State Growth and Development Strategy (FSGDS)	31
3.2.4 Sustainable Development Goals	32
3.2.5 mSCOA (Municipal Standard Chart of Accounts)	35
3.2.6 Circular 88 (Municipal Circular on Rationalisation Planning and Reporting Requirements) .	40
3.3 Mangaung IDP Strategic Development Objectives	40
3.4 City's Vision	41
3.5 The State of Development in Mangaung – Social Analysis.....	46
3.5.1 Introduction.....	46

3.5.2	Demographic Analysis.....	43
Chapter 4: Integrated Planning Across Metro Departments		54
4.1	Key Performance Area: Basic Service Delivery	54
4.1.1	Electricity	54
4.1.2	Community Services	56
4.1.3	Roads and Storm Water	63
4.1.4	Water and Sanitation Services	68
4.1.5	Human Settlement.....	74
4.2	Key Performance Area: Local Economic Development	90
4.2.1	Alignment and Linkages with National and Provincial Policy Objectives	90
4.2.2	MMM Economy Performance Analysis	99
4.3.	Key Performance Area: Financial Viability	112
4.3.1	Existence of a financial plan.....	112
4.3.2	Financial policies reviewed.....	113
4.3.3	Auditor General's Findings	114
4.3.4	Financial Management: Objectives	115
4.3.5	Financial Management: Sector Plans	115
4.3.6	Free Basic Services	115
4.4	Key Performance Area: Good Governance and Public Participation	116
4.4.1	Office of the City Manager.....	116
4.4.2	Corporate Services.....	119
4.5	Key Performance Area: Institutional Development and Organisational Transformation	135
4.5.1	Environment and Climate Change Issues	135
4.5.2	Spatial Development Framework	152
Chapter 5: Planning Intergovernmentally		175
5.1	Intergovernmental Relations Perspective.....	175
5.2	The enhanced District Development Model/ One Plan	175
5.3	Walking the talk in realizing tangible change and development.....	176
Chapter 6: Planning with the Public		195
Chapter 7: Strategy Led Budgeting		199
Chapter 8: Projects and Programmes (Includes draft SDBIP).....		206
8.1	Centlec.....	207

8.2	Community Services.....	210
8.3	Finance Department.....	221
8.4	Public Safety and Security.....	226
8.5	Corporate Services.....	230
8.6	Planning and Human Settlement.....	236
8.7	Economic and Rural Development.....	244
8.8	Roads & Stormwater.....	249
8.9	Water and Sanitation	252
8.10	Office of the City Manager and Project Management Office.....	2526
Chapter 9: Monitoring and Reporting.....		260
9.1	Integrated Development Planning.....	262
9.2	Organisational Performance Management.....	262
9.2.1	Audit Committee.....	263
9.2.2	Oversight Committee.....	263
9.2.3	Internal audit.....	263
9.2.4	Executive Mayor and Mayoral Committee (MAYCO).....	263
9.2.5	Council and Section 79 Committees	263
9.2.6	Community	263
9.3	Monitoring and Evaluation including Circular 88 Indicators and Technical Indicators Descriptions: Addendum 6 of 30 December 2024.....	264
Appendix 1 Community Aspirations 2025/2026.....		265
Appendix 2 Community Aspirations 2024/2025.....		334

List of Tables

Table: 3.1	Powers and Functions of the Municipality and Entity	25
Table: 3.2	Alignment of SDGs, NDP, MTDP, FSGDS and MMM Strategic Objectives	33
Table:3.3	mSCOA Implementation Status.....	35
Table: 3.4	Full mSCOA Roadmap with Priority Matrix	36
Table: 3.5	Roadmap proposed: Module Prioritisation.....	39
Table:3.6	IDP Objectives Linked with Strategic Risks	41
Table:3.7	Population, Households, Service Provision Analysis	44
Table 3.8:	Disability and Sex by Disability status	48
Table 3.9:	Tenure status by Population group of the head of household.....	50
Table 4.1:	Road Class	64
Table 4.2:	Roads - Current Replacement Cost - 2022 Rates	65
Table 4.3:	Depreciated Replacement Cost - 2022 Rates	66
Table 4.4:	Identified Strategic Influence on Water Balance: Year-on-Year Projection .	70
Table 4.5:	Total Theoretical Number of Valves within MMM	72
Table 4.6:	Current level of services, demands and backlogs	74
Table 4.7:	HS Progress on Hillside View; Vista Park Ext. 2 and Vista Park Ext. 3.....	76
Table 4.11	Projects MTREF budget allocation	96
Table 4.12:	Existing Projects to diversify the Mangaung economy	96
Table 4.13:	Stages and Elements of the Investment Opportunity Evaluation Process.	104
Table 4.14:	Investment Attraction Readiness Goals.....	105
Table 4.15:	Free Basic Services provided by the municipality and entity	115
Table 4.16:	Mangaung top 10 Strategic Risks.....	118
Table 4.17:	Total Staff Complement	129
Table 4.18:	Transport Objectives and Measures.....	173
Table 5.1:	Department of Education.....	178
Table 5.2:	Department of Arts and Culture.....	182

Table 5.3	Department of Health	183
Table 5.4:	Department of Human Settlement	188
Table 5.5	Public Works and Infrastructure	193
Table 5.6	Department of Land Reform and Rural Development.....	194

List of Figures

Figure 3.1:	Mangaung Metropolitan Municipality Spatial reflection	42
Figure 3.2:	Sex Distribution	46
Figure 3.3:	Sex and Age Distribution	47
Figure 3.4:	Population Group	47
Figure 3.5:	Attendance at an educational institutions.....	48
Figure 3.6:	Highest level of Education (20+years)	49
Figure 3.7:	Dwelling Type	50
Figure 3.8:	Access to piped water	51
Figure 3.9:	Main Toilet facilities	51
Figure 3.10:	Refuse Disposal	52
Figure 3.11:	Energy for cooking	52
Figure 3.12:	Energy for lighting	53
Figure 4.1:	Percentage Road Class per Area.....	64
Figure 4.2:	Percentage Road Type per Area.....	64
Figure 4.3:	Formation Condition Distribution Excluding Unpaved Roads	65
Figure 4.4:	Proposed Bulk Water Supply Intervention Programmes and Projects (December 2021).....	71
Figure 4.5:	System input volume and non-Revenue water	72
Figure 4.6:	Water Source.....	73
Figure 4.7:	Sanitation provision	74
Figure 4.8:	Mangaung Population trend	90
Figure 4.9:	Economic Profile MMM	102
Figure 4.10:	Gross Value Added by broad economic sector MMM.....	103
Figure 4.11:	Functional regions delineated	107
Figure 4.12:	AH & FPSU Catchment area.....	109
Figure 4.13:	Agri-Park Model Catchment area in Mangaung.....	110
Figure 4.14:	Mangaung Council Structure.....	120
Figure 4.15:	Mangaung Organisational Structure	127
Figure 4.16:	Topography 1	135
Figure 4.17:	Topography 2	136

Figure 4.18:	Geology	137
Figure 4.19:	Land Types, Soil, and Clay	139
Figure 4.20:	Land Types, Soil, and Clay	140
Figure 4.21:	Land Cover.....	143
Figure 4.22:	Land cover: Urban Change	144
Figure 4.23:	Land Cover Change – Change in Natural Areas	144
Figure 4.24:	Reflection of Mining Authorisations.....	146
Figure 4.25:	Biodiversity priority areas vs Mining.....	146
Figure 4.26:	Vegetation types in Mangaung.....	151
Figure 4.27:	Mangaung Metropolitan Municipality ward boundaries 2021.....	153
Figure 4.28:	Spatial structure and movement network of MMM.....	154
Figure 4.29:	Mangaung metropolitan municipality spatial vision/concept.....	155
Figure 4.30:	Composite Metropolitan SDF for MMM.....	159
Figure 4.31:	Priority Housing Development Areas in Bloemfontein.....	162
Figure 4.32:	Bloemfontein Composite SDF.....	163
Figure 4.33:	Composite SDF for Botshabelo and Thaba Nchu.....	166
Figure 4.35:	Development proposals for Soutpan/Ikgomotseng.....	167
Figure 4.36:	Dewetsdorp/Morojaneng development proposals.....	169
Figure 4.37:	Wepener/Qibing development proposals.....	171
Figure 4.38:	Development proposals for Van Stadensrus/Thapelong.....	172
Figure 6.1:	Analysis of the 2025/2026 Community Submissions	196
Figure 6.2:	Existing 2024/2025 Community Aspirations Analysis	197
Figure 9.1:	Planning and Reporting Circle.....	261

Abbreviations

4IR	Fourth Industrial Revolution
AGSA	Auditor-General of South Africa
AR	Annual Report
CNDPF	Comprehensive National Development Planning Framework
CPA	Central Planning Agency
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBE	Department of Basic Education
DCoG	Department of Cooperative Governance
DDM	District Development Model
DPCG	Development Partners Coordination Group
DPE	Department of Public Enterprises
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DWYPD	Department of Women, Youth and Persons with Disabilities
EDMS	Electronic Document Management System
ETP	Economic Transformation Programme
FBS	Free Basic Services
GL	General Ledger
GIS	Geographic Information System
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Relations Framework Act
ISUPG	Informal Settlement Upgrading Plan Grant
LIMS	Laboratory Information Management System
MAF	Management Accountability Framework
MEC	Member of Executive Council
M&E	Monitoring and Evaluation
MFMA	Municipal Finance Management Act
MINECOFIN	Ministry of Finance and Economic Planning
MoU	Memorandum of Understanding
MRRS	Management, Resources and Results Structures
MSA	Municipal System Act
MSCOA	Municipal Standard Charts of Accounts
MTREF	Medium Term Revenue Expenditure Framework
MTDP	Medium Term Development Plan
NDP	National Development Plan

NEPF	National Evaluation Policy Framework
NPC	National Planning Commission
NPDF	National Planning Development Framework
NPF	National Planning Framework
NSDF	National Spatial Development Framework
NSDP	National Spatial Development Perspective
NT	National Treasury
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
SASQAF	South African Statistical Quality Assessment Framework
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implement Plan
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SLA	Service Level Agreement
SOE	State Owen Enterprise
SOI	Statement of Intent
SPLUMA	Spatial Planning and Land Use Management Act
SP	Strategic Plan
ToC	Theory of Change
USDG	Urban Settlement Development Grant
UIFW	Unauthorised Irregular Fruitless and Wasteful Expenditure
UN	United Nations

Glossary

Access: The potential or ability that someone has to make use of, contribute to or benefit from something.

Accountability: Being responsible for what you do and able to give a satisfactory reason for what you do.

Analysis: A detailed examination of anything complex in order to understand its nature or to determine its essential features: a thorough study.

Boundaries: Something that marks a limit, of behaviour, space or ideas.

Capacity: Skills and resources available to do something.

Collaboration: Working together to achieve a shared objective or objectives.

Complexity: A system of many parts that cannot be separated from one another, each influencing others in multiple ways.

Consensus: Group decision making.

Consultation: Exchanging views and opinions to understand a concept or idea better.

Feedback: Return of information about a result or output.

Impact: Change as a result of action.

Inequality: Differences in status and power in groups or societies.

Institutionalize: Embed within an organization.

Integration: Combining into a whole.

Integrity: Having strong moral or ethical principles and adhering to them.

Participation: Taking part in, being included in.

Partnership: A relationship where emphasis is placed on equality and cooperation, and where partners are equal in importance and share responsibilities and decision-making power.

Principles: A basic idea that explains how something should work.

Resilience: The ability to recover readily from setbacks and the development of skills to manage future disruptive or damaging experiences.

Sustainability: Lasting, continuing over time.

Systemic: Entrenched in a system, affecting all smaller parts of the whole.

Urban Safety: To promote and work towards a place in which there is less need for security measures.

Vulnerable: Exposed, easily hurt.

Foreword by Executive Mayor

The year 2025 marks a pivotal moment for South Africa, and Africa in particular, in terms of international diplomatic relations. Our country is the first African state to host the G20 Presidency. This does not only allow us space to advocate the interest of Africans on the global stage but to improve good governance as we can offer other states what we do not have. And this binds all the spheres of government in South Africa.

As for Mangaung Metropolitan Municipality, our current financial recovery trajectory is undoubtedly positive, with undisputable evidence of overcoming previous tensions between the political and administrative interphase and instability. The people of Mangaung have recently witnessed how the municipal council and its committees' sittings convening regularly. Historic instability did not only impact negatively on effective service delivery but hurt the local economic development and growth.

In improving effective oversight, we aligned the annual work plans of our municipal public account committee (MPAC) with the framework designed by the National Treasury and COGTA which provides normative guidelines for the MPACs.

Our success in the stabilisation of governance positioned us for financial recovery and attraction of potential investors in the local economy. Subsequently, we managed to host a successful economic investment summit in February 2025 to attract many investors to our city.

The investment summit gives effect to the Medium -Term Development Plan (2024-2029) which proposes strategic priorities including: inclusive growth and job creation; reduce poverty and tackle the high cost of living and build a capable, ethical & developmental state.

We are setting ourselves ready to improve the value for money in all capacity-building investments across all directorates. We wait in eager expectation for the envisaged local reform, especially with regard to the funding model as promised as pronounced by the State President during the State of Nation Address, 2025.

Areas of great concern involves institutional capacity to cascade all community needs encapsulated in the IDP into performance indicators, especially in terms funding. In this context, it is imperative to reemphasise the fact that the IDP targets set for a period five years, are reviewed annually.

Since the review in question relates more to performance management, monitoring and evaluation, the role of the oversight and monitoring institutions is highly commended and encouraged. This includes the vital watchdog of the media and the public in particular.

Thus 2025/2026 IDP, in the main, seeks to address the following challenges facing the City:

- Prioritise institutional capacity towards improved service delivery and financial health of the city;
- Improving road maintenance of public roads, major economic roads and roads leading to social facilities through a comprehensive integrated transport plan;
- Prioritisation of spatial development projects including the development of integrated and sustainable human settlements in accordance with the catalytic land development programme;
- Provision for equitable and inclusive access to land, and ownership;
- Economic and rural development.

For the financial year 2023/2024 the City received a qualified audit opinion. We could have attained a more improved audit opinion if we developed mastery in dealing with the issues of overtime. Despite this, we are making significant strides in terms of critical areas GRAP 17. We hope to eliminate this error in the next financial year.

We are also faced with numerous challenges impacting effective service delivery, including poor infrastructure stemming from ageing or poor maintenance of roads, underground water pipes, draining system, buildings, and budgetary constraints.

We are also banking on community involvement and the expertise, training and research offered by the institutions of higher learning in Mangaung. Accordingly, we envision the role of these institutions to be critical in all IDP processes, with a particular focus on the existing MOUs underpinning our partnerships.

Our vision is to be a globally safe and attractive municipality to work, invest, and live in. And this will come to pass if we apply ourselves diligently in the just cause of a better life for all in Mangaung.

We are saving no strength in maintaining the beauty and cleanliness of the public places, streets and the CBD in pursuit of this vision. This cleanliness endeavours must cascade from here right down to the ward level to involve every citizen of Mangaung.

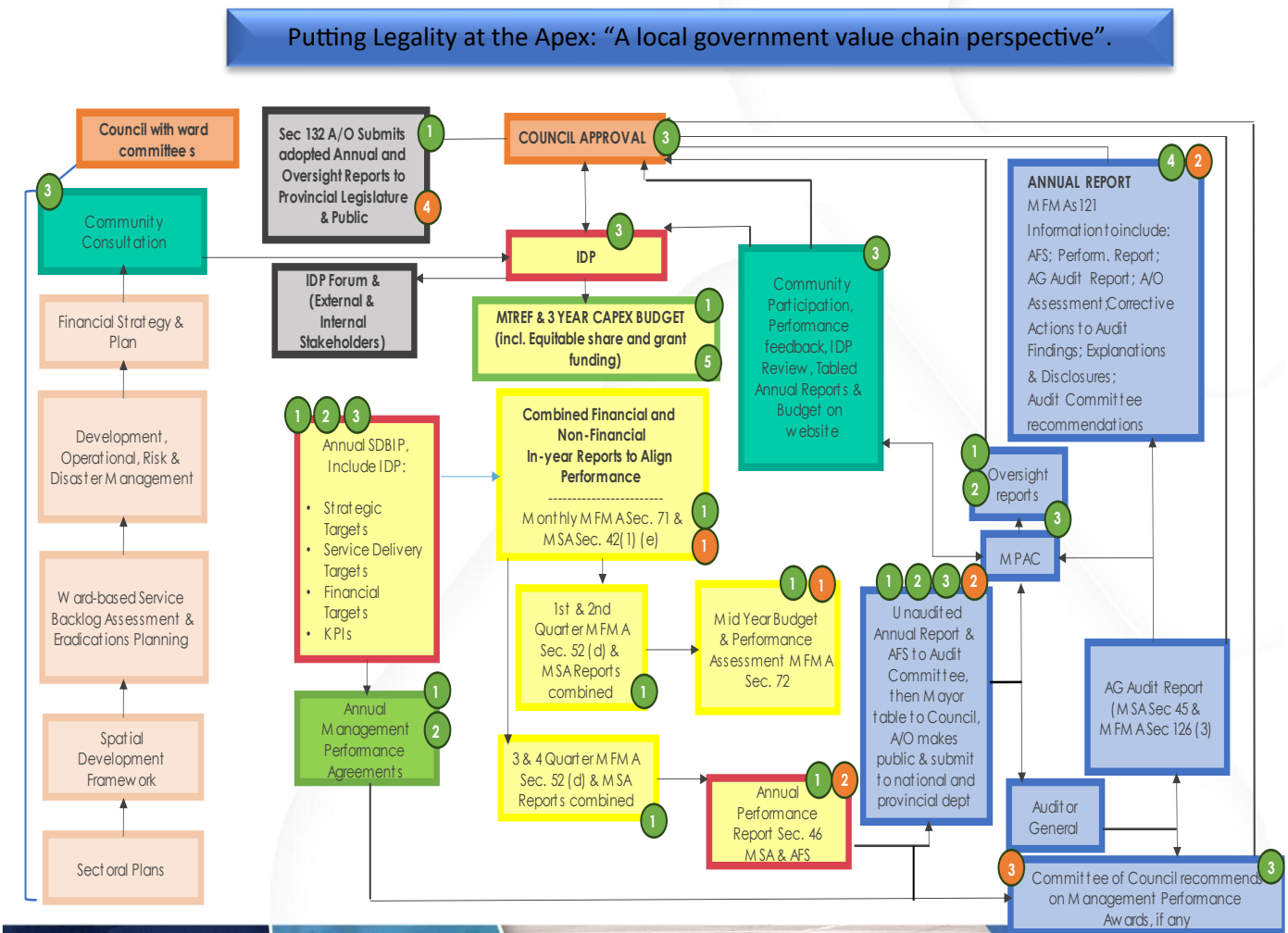
This IDP therefore contains our plans on how we will restore Mangaung to its former glory as undisputed model of good governance. The current review was conducted in accordance with the IDP and Budget Process Plan as approved by the Council in terms of the provisions of Municipal Finance Management Act.

With the resilience and commitment demonstrated by the councillors and the administration, we will surely finish this term stronger than when we started.

Cllr. Gregory Nthatisi
Executive Mayor

Preface by City Manager

The understanding of the developmental needs of communities and implementation of the programs associated with their needs and desires remains the focal point of the Mangaung Metropolitan Municipality. Importantly, the city is strengthening ability to clearly understand legality and interpretation of the roles and expectation from all the three spheres of government. This is done to further strengthen the relations and expedite the implementation of community’s needs and aspirations. The diagram on local government value chain indicated hereunder serves as a measure which we will follow during this financial year.



The increased number of the population of the city as an outcome of the 2022 Census by Statistic South Africa demonstrated that the city has attracted numbers of people seeking employment and job opportunities and improved livelihoods. This on the other side, means that the city ought to increase its capacity to meet the needs of such communities with the limited resources it possesses. Both the political and administrative management of the city commits to the principles of inclusion, building relationship, communication keeping the conversation alive.

This revised strategic plan has contextualized changes which necessitated the process of review as articulated in various pieces of legislation. Chapter two of this blue print will succinctly illustrate such change to the reader with summarized chapters and amendments within five phases of IDP. This will ensure that council remains committed in achieving its pre-determined objectives. The focus is in realising a synergy between the five (5) phases of integrated development planning and the priority areas espoused in the guidelines applicable to the Metropolitan municipalities and aligned to **IDP Strategic Development Objectives**.

Sello More
City Manager

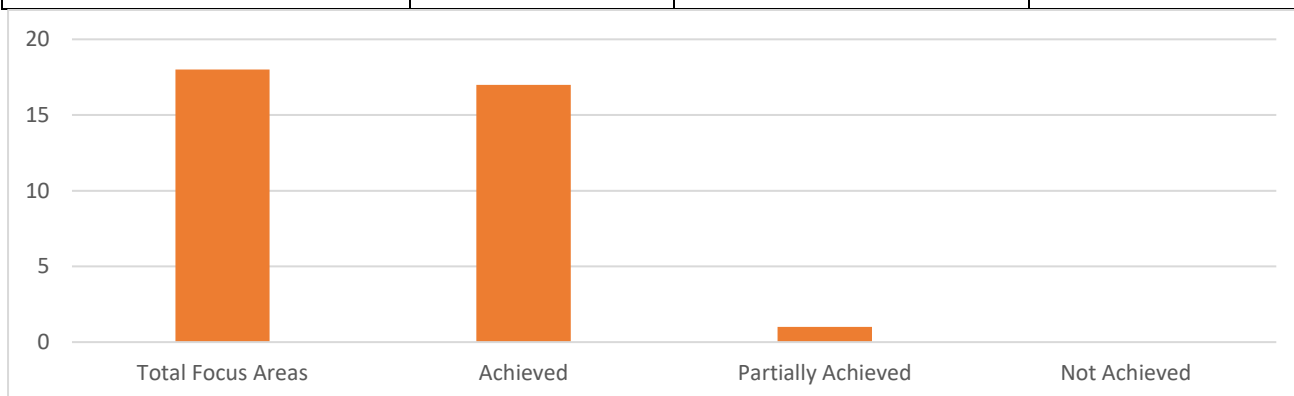
Chapter 1: Assessing the Integrated Development Planning Process

An obligation by the Executive Mayor, as contained in various pieces of legislation and found expression in the IDP and Budget process plan of the Mangaung Metropolitan Municipality has determined a need to develop this strategic plan. Importantly, the Executive mayor is entrusted with coordinating the planning and monitoring the implementation of IDP as well as the Budget of the city. As part of the oversight in the city and as articulated in the prescripts and guidelines for a legally compliant IDP, this reviewed strategic plan for 2025/2026 implementation period, considered the assessment done by the provincial COGTA and National Treasury on 07 May 2025 and 12 – 13 May 2025. A succinct outcome of the session facilitated and championed by COGTA, Treasury and other departments is presented hereunder:

ASSESSMENT OUTCOMES OF INTERGRATED DEVELOPMENT PLAN 2025/2026

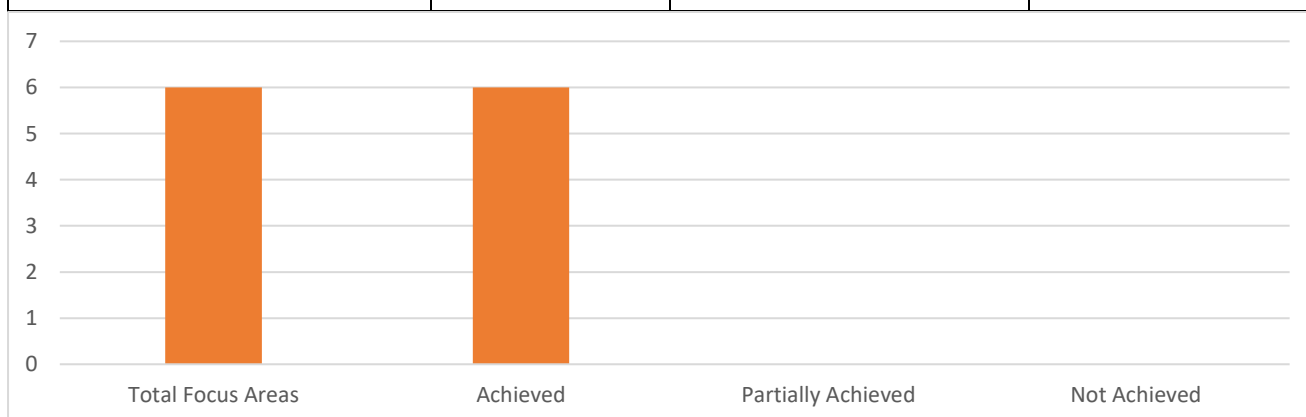
1. Legally Compliant IDP

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
18	17	1	0



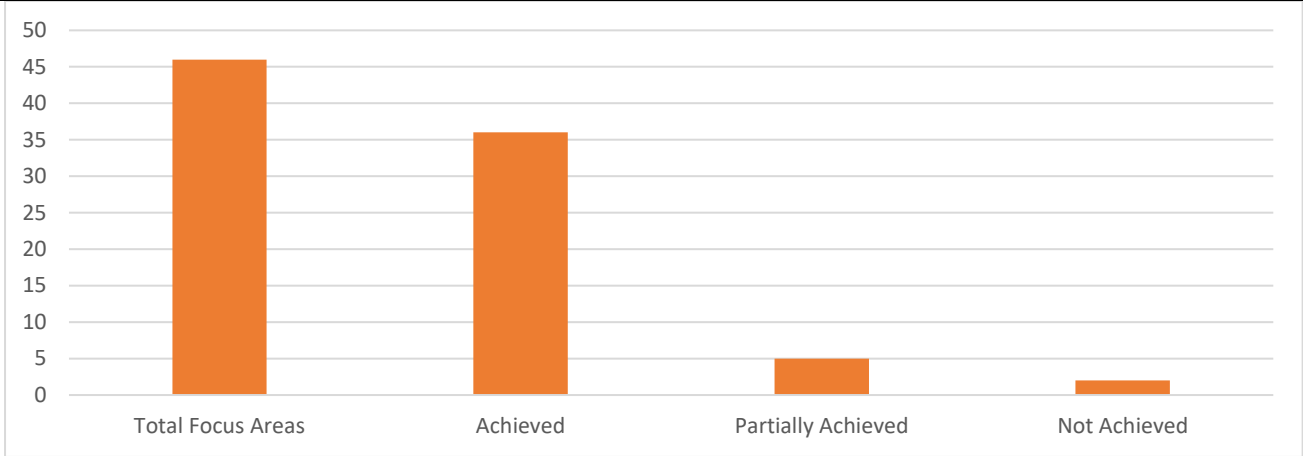
2. Alignment with National and Provincial Priorities

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
6	6	0	0



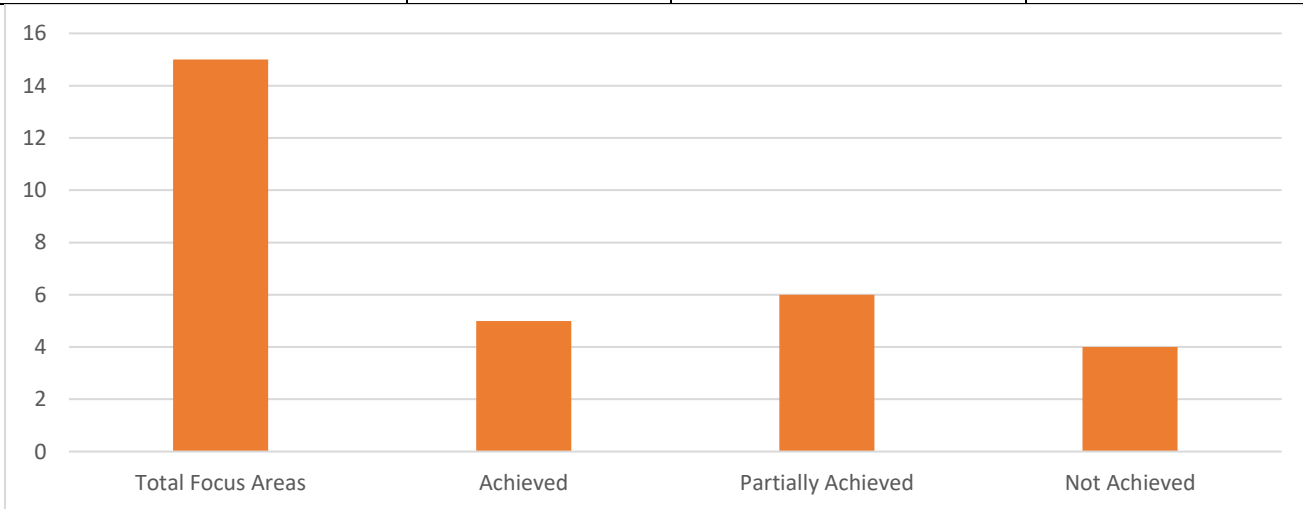
3. Spatial Development Framework

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
46 including 3 that is not applicable for assessing	36	5	2



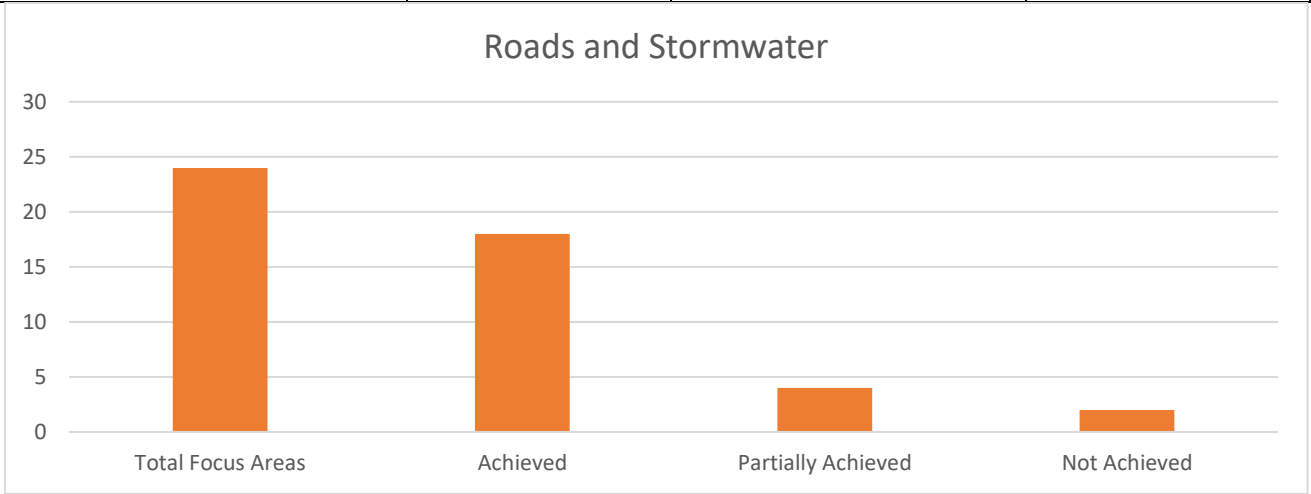
4. Water and Sanitation

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
15	5	6	4



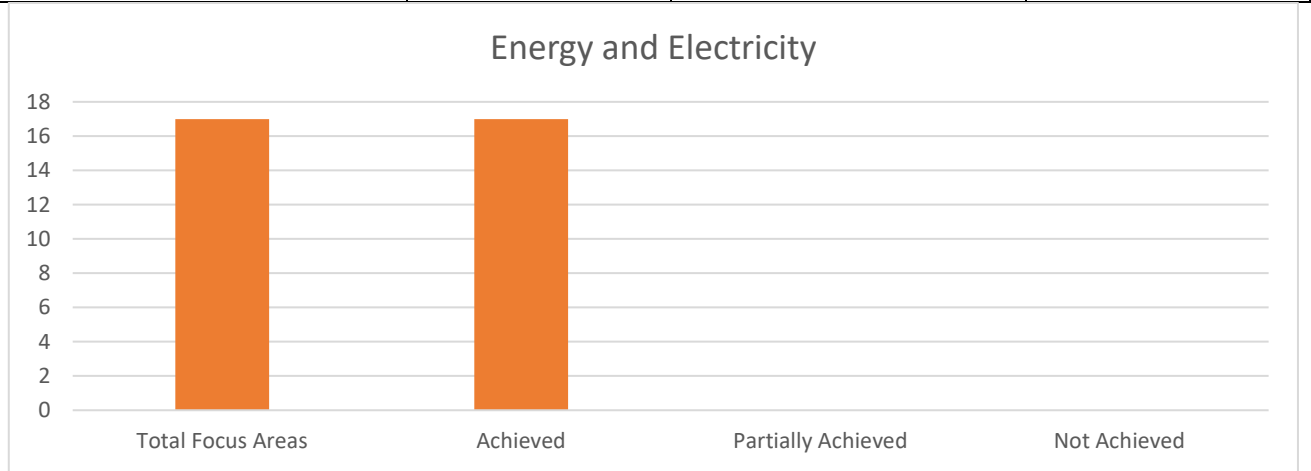
5. Roads and Stormwater

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
24	18	4	2



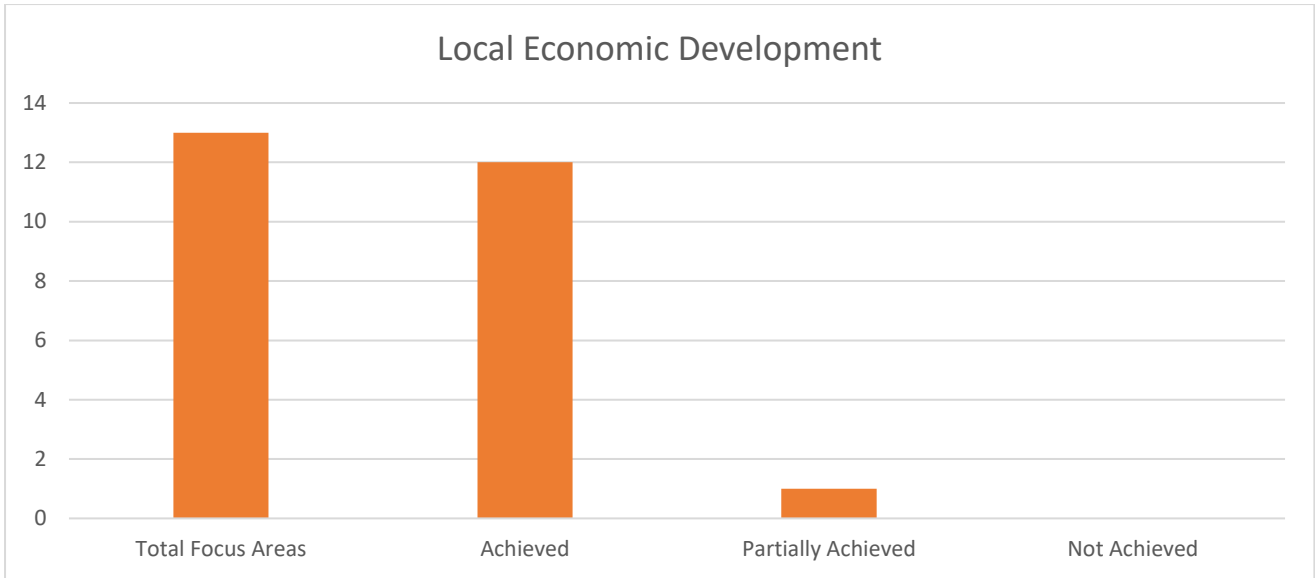
6. Energy and Electricity

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
17	17	0	0



7. Local Economic Development

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
13	12	1	0



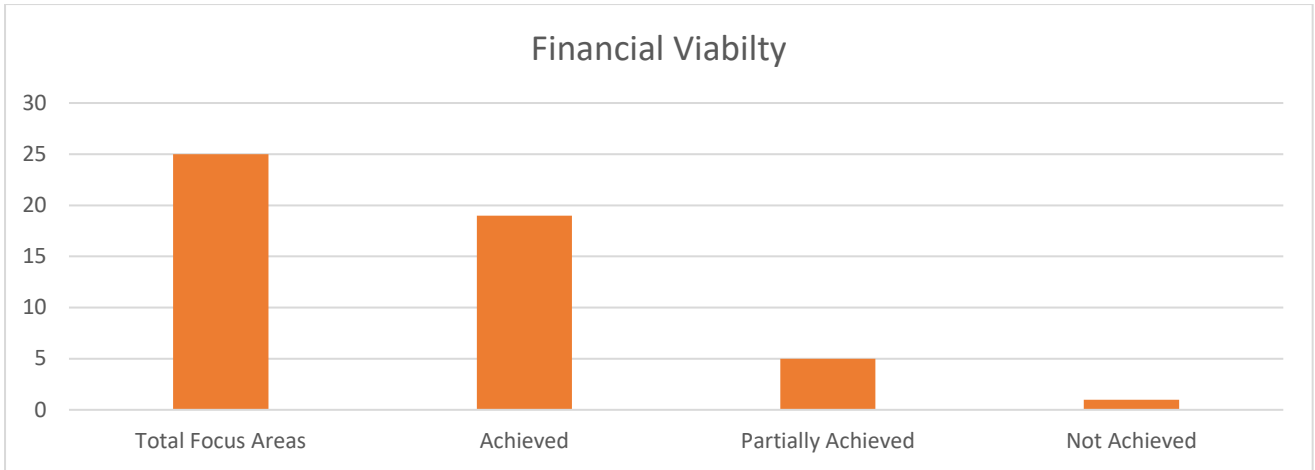
8. Good Governance

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
2	2	0	0



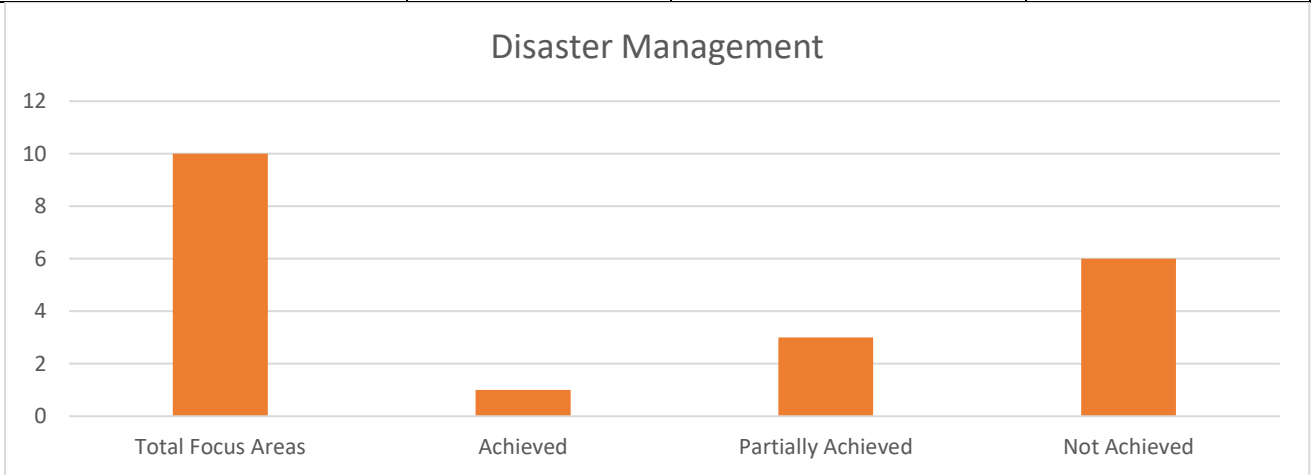
9. Financial Viability

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
25	19	5	1



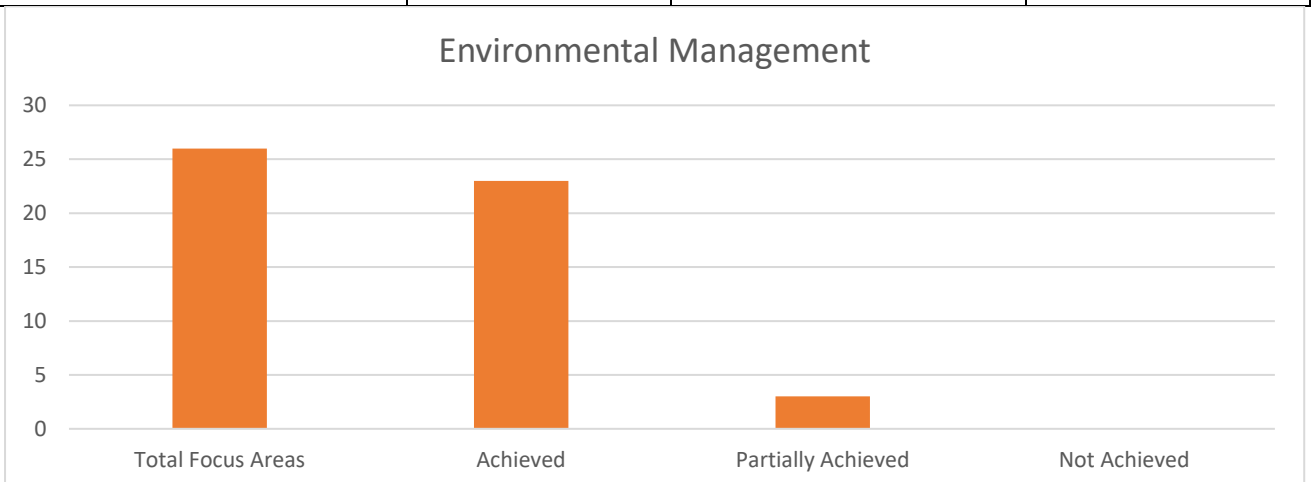
10. Disaster Management

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
10	1	3	6



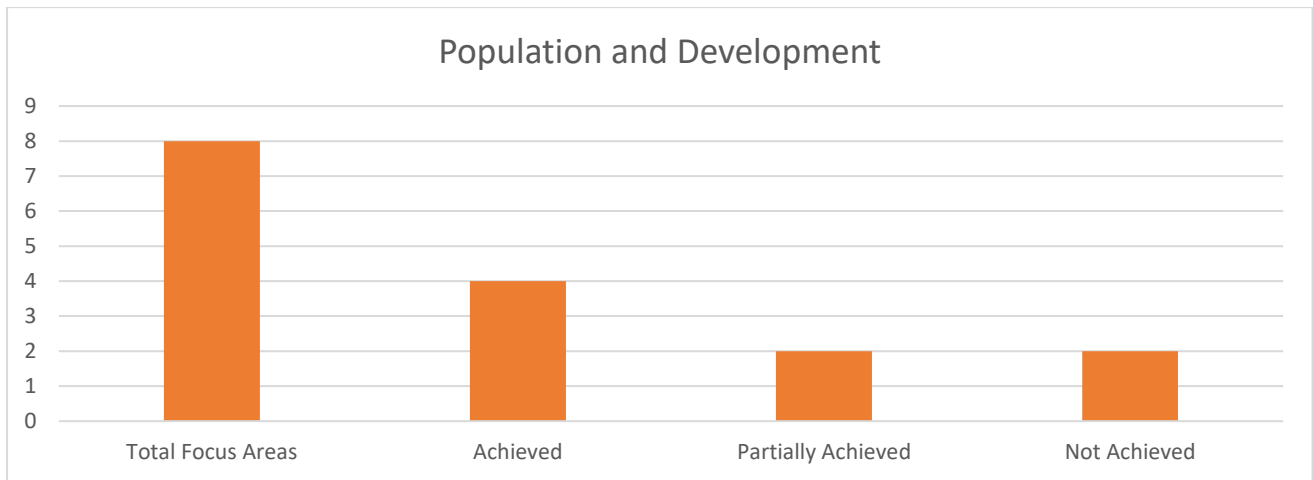
11. Environmental Management

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
26	23	3	0



12. Population and Development

Total Focus Areas	Achieved	Partially Achieved	Not Achieved
8	4	2	2



Lastly, please note that 2 departments were not assessed, namely: Rural Development and Social Services.

Chapter 2: Annual Reviews of Integrated Development Planning

A development-focused approach to planning is a holistic approach to transforming Mangaung communities and realize the IDP Strategic Development Objectives (which will be indicated later in this chapter). Equally, Integrated implementation which is the implementation of this IDP, programme, project or service in a coordinated manner within or across spheres or sectors is important to realize these Strategic Development Objectives. More on this important phenomenon of Intergovernmental Relations will be discussed in Chapter 5 of this document.

It is important to note that the process of compiling a reviewed integrated development plan of the city is on an annual basis and is necessitated by prescriptive adherence, in particular to section 34 of the Municipal Systems Act which states that:

A municipal council must review its integrated development plan-

- (i) annually in accordance with an assessment of its performance measurements in terms of section 41; and
- (ii) to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process

The process of monitoring the progress will continue using MFMA sections 52 and 72 reports, as well as the emerging needs by the communities. As such, a re-prioritisation process has been done in meeting the needs of communities post the implementation, monitoring and evaluation processes. Section 32 of the Municipal Systems Act provides details on this process. Lastly, the below diagram shows the timelines on the annual reviews.



Given the discussions above, the below table provides the reader with summarized chapters and amendments within five phases of IDP.

1 Preparation Phase

Chapters	Observations necessitating amendments	Progress
1. Assessing the integrated development planning process	There were gaps identified in the strategic document during the assessment by both National Treasury and COGTA	Incorporated new inputs and made improvements as required by the assessors. i.e., new and revised sectoral plans in place.
2. Annual Reviews of integrated development planning	The review is done in line with the requirements of Municipal System Act, Section 34 (a) (i) (ii). i.e., Chapter 1 above necessitated the review post assessments.	Incorporated measure that will assist in realizing chapter 1 above and other chapters and to curb some of the findings of AGSA in the previous financial year.
3. Outcome-led planning	<ol style="list-style-type: none"> 1. The coming to-an-end of the MTSF and its 7 priorities 2. Consideration of SONA and SOPA 3. Assessment of the council priorities 4. Status on the importance of Municipal Standard Chart of Accounts 	<ol style="list-style-type: none"> 1. Incorporated the new MTDP and its 3 priorities 2. Incorporated SONA and SOPA priorities 3. Incorporate steering committee inputs 4. Progress on the implementation of mSCOA is provided in detail.
5. Planning inter-governmentally	The implementation period of some of the projects have lapsed as per the Annual Performance Plans (APP) of other spheres of government.	Progress update of existing projects and inclusion of new projects as received from sector departments
6. Planning with the public	There are some aspirations and needs completed by the city and new ones have been received.	Additional Inputs received from different stakeholders and aspirations per wards have been included in the draft.

2 Strategy phase

Chapters	Observations necessitating amendments	Progress
4. Integrated planning within Metro Departments	Assessment of sectoral plans and new developments	Incorporation of revised and new Sectoral Plans to meet current developments.
7. Planning and strategy-led budgeting	<ol style="list-style-type: none"> 1. Progress on the performance of the budget and adjustment budget. 2. Policy directive or Circulars on the requirement of MTREF 	Incorporate new MTREF budget and priorities

3 Strategy phase

Chapters	Observations necessitating amendments	Progress
8. Prioritizing programmes and projects in integrated development planning	Progress made on the implementation of the budget on set of indicators and targets	Incorporated the additional programmes and projects as per the allocations of the MTREF budget.

4 Integration phase

Chapters	Observations necessitating amendments	Progress
5. Planning inter-governmentally	The implementation period of some of the projects have lapsed as per the Annual Performance Plans (APP) of other spheres of government.	Progress update of existing projects and inclusion of new projects as received from sector departments

8. Prioritizing programmes and projects in integrated development planning	Progress made on the implementation of the budget on set of indicators and targets	Incorporation of additional programmes and projects as per the allocation of the MTREF budget.
--	--	--

5 Approval phase

Chapters	Observations necessitating amendments	Progress
9. Monitoring and reporting on implementation	Observation of the Annual Report and audit outcomes	Incorporates corrective actions to accelerate performance and required audit action plans.

The above will ensure that council remains committed in achieving its pre-determined objectives. The focus is realising a synergy between the five (5) phases of integrated development planning and the priority areas espoused in the guidelines applicable to the Metropolitan municipalities and aligned to **IDP Strategic Development Objectives**:

- **Spatial Transformation**: Implement and integrated and targeted strategy that transforms the spatial and economic legacy of Mangaung.
- **Economic Growth**: Boost economic development by strengthening organisational performance
- **Service Delivery Improvement**: Strengthen service delivery as a priority for economic growth
- **Financial Health Improvement**: Implement a financial recovery plan that rebuilds financial Strength
- **Organisational Strength**: Strengthen the organisation – the heart of it all

Management Comments and Corrective Actions on matters raised by the Auditor General

During the audit process by the auditor General, matters were identified and as such the details thereof will be provided on the municipal consolidated audit action plan. Furthermore, since the introduction of the Financial Management Capability Maturity Model (FMCMM) by National Treasury, which requires the municipality to develop its action plan using the module, the municipality is able to address most of the findings raised by the AGSA. This action plan will provide feedback on the progress made regarding the implementation of the Audit Action Plan as developed in response to the municipal's audit and management reports. Moreover, to provide feedback on the current control environment and corrective measures implemented during the 2023-24 financial year.

The audit action plan is developed, implemented strongly and monitored with the involvement of all departments, internal audit, office of the Auditor-General, Audit and Risk Committee. Furthermore, the progress on the audit action plan will be reported to the Executive Management Team (EMT) on a weekly basis, as a standing item. The findings from the Auditor General's reports are tracked and followed up to confirm corrective action by Management is in place. Internal Audit and the compliance unit is continuously following up on unresolved findings to verify that root causes are addressed by Management, thus preventing recurrence of the control deficiency.

Chapter 3: Outcome-led planning

3.1 Legislative requirements for the development of IDP

3.1.1 The Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa outlines South Africa's approach to local government. Sections 152 and 153, empowers the local sphere of government to be in charge of the development process in municipalities, and notably also the planning for the municipal area. The constitutional mandate gives a clear indication of the intended purposes of municipalities:

- a) To ensure sustainable provision of services;
- b) To promote social and economic development;
- c) To promote a safe and healthy environment;
- d) To give priority to the basic needs of communities; and
- e) To encourage involvement of communities.

3.1.2 The White Paper on Local Government

The White Paper on Local Government gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”. Critically, the White Paper on Local Government envisions a developmental local government and articulates instruments such as planning, local economic development and performance management system that should be harnessed to achieve the highlighted developmental outcome.

3.1.3 Water Services Act, Act 108 of 1997

Given that the city is classified as a Water Services Authorities, this Act provided a basis for planning. The Act provides that every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services. The Act enjoins a water service authority to develop a Water Services Development Plan (WSDP) that should contain the following information at a minimum:

- 1) The physical attributes of the Metro
- 2) The size and distribution of the Metro's Population
- 3) Clear time frames for implementation of targets
- 4) Information relating to existing industrial water use in the Metro
- 5) Existing water services in the Metro
- 6) Future provision of water for industrial use and the disposal of industrial affluent
- 7) Water services institutions that are assisting the Metro in the provision of water; and
- 8) Operation, maintenance, repair and replacement of existing and future infrastructure

3.1.4 Local Government: Municipal Structures Act, No 117 of 1998

This Act provides the types of municipalities that may be established within each category; to provide for an appropriate *division of functions and powers between* categories of municipalities; to regulate the internal systems, structures and office-bearers of municipalities and finally to provide for appropriate electoral systems. Below are the powers and function of the City as well as its entity (CENTLEC):

Table: 3.1 Powers and Functions of the Municipality and Entity

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	Yes	No
Building regulations	Yes	No
Childcare facilities	Yes	No
Electricity and gas reticulation	No	Yes (Centlec)
Firefighting services	Yes	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	No
Municipal health services	Yes	No
Municipal public transport	Yes	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Stormwater management systems in built-up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes	No
Beaches and amusement facilities	No	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Yes	No
Cleansing	Yes	No
Control of public nuisances	Yes	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	No	No
Fencing and fences	No	No
Licensing of dogs	No	No
Licensing and control of undertakings that sell food to the public	Yes	No
Local amenities	Yes	No
Local sport facilities	Yes	No

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Markets	Yes	No
Municipal abattoirs	Yes	No
Municipal parks and recreation	Yes	No
Municipal roads	Yes	No
Noise pollution	Yes	No
Pounds	Yes	No
Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	No	Yes (Centlec)
Traffic and parking	Yes	No

Critically, the Act provides for the establishment of ward committees that will be assisting Council and elected representatives in deepening local democracy and facilitating the meaningful participation of communities in local governance.

The Act elaborates institutional arrangements such as Section 79 and Section 80 committees for provision of oversight and ensuring that municipal administration account to Council and *invariably*, to communities.

3.1.5 Local Government: Municipal Demarcation Act, No 27 of 1998

The Local Government: Municipal Demarcation Act, Act 27 of 1998, provides a legal framework for defining and implementing a post-transitional system of local government. The Act provides for the criteria and procedures for the determination of municipal boundaries by an independent authority; which in this case is the Municipal Demarcation Board. The Board thus far has recommended that the former Mangaung Local Municipality be upgraded to a Category “A” Municipality with the incorporation of the former Motheo District Municipality. On the 3rd August 2016 the Board again recommended that the Metro also incorporate the former Naledi Local Municipality as well as the towns of Soutpan/lkgomotseng.

During 2019/2020 the board in the Provincial gazette No 77, notice 110 gazetted the delimitation of ward for several municipalities and Mangaung was part of those that its Wards were delimited by the MDB. This entails the division of the whole geographic area of a municipality into smaller geographic areas, called wards. Schedule 1 of the Structures Act, 1998 provides for certain procedures and criteria to which the MDB must comply with.

3.1.6 The Municipal Systems Act, No 32 of 2000

The Act provides for the development of core municipal processes planning (IDP); monitoring (PMS) and budgeting that are critical for the attainment of developmental local government. It interlinks the sequential process of consultation (Chapter 4), Planning (Chapter 5) and Performance Reporting (Chapter 6).

Section 25 (1) of the Municipal Systems Act stipulates that “*Each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality*”. The Act dictates that the plan should: link, integrate and co-ordinate plans and should take into account proposals for the development of the municipality. In addition, the plan should align the resources and capacity of the municipality with the implementation of the plan. Moreover, the plan must form the policy framework and general basis on which annual budgets must be based. Furthermore, the plan should be compatible with national and provincial development planning requirements binding on the municipality in terms of legislation.

3.1.7 Local Government: Municipal Finance Management Act, No 56 of 2003

This Act aims to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government. It sets out the procedures for efficient and effective management of all revenue, expenditure, assets and liabilities. It establishes the duties and responsibilities of officials in charge of finances. The Act aims to secure transparency, accountability and sound financial management in local government.

3.1.8 Local Government: Municipal Property Rates Act, No 6 of 2004

The Act is aimed at ushering uniform rating system of property in the Republic of South Africa. It further regulates the power of a municipality to impose rates on property; to exclude certain properties from rating in the national interest; to make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for fair and equitable valuation methods of properties; to make provision for an objections and appeals process; to amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities; to amend or repeal certain legislation.

3.1.9 Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013

SPLUMA has the following objectives:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management in the Republic,

- Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- Provide for development principles and norms and standards;
- Provide for the sustainable and efficient use of land;
- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems

Critically, the Act prescribes development principles and norms and standards to inform land use management and development. Importantly, the Act outlines envisaged inter-governmental support to be provided to municipalities in implementing the Act. The Act provides a guide on the preparation and content of municipal Spatial Development Framework and Land Use Management Scheme. Furthermore, it provides for the following:

- Establishment and composition of Municipal Planning Tribunal (MPT), term of office of members of Municipal Planning Tribunals;
- Disqualification from membership of Municipal Planning Tribunals;
- Processes to be followed in approving land development applications; and
- Provide for related land development matters such as internal appeals and development applications affecting national interests.

3.1.10 Municipal Property Rates Amendment, No 29 of 2014

The aim of the amendment of the Local Government: Municipal Property Rates Act, 2004, is manifold:

- to provide for the amendment and insertion of certain definitions;
- to delete the provisions dealing with district management areas;
- to provide that a rates policy must determine criteria for not only the increase but also for the decrease of rates;
- to delete the provisions of section 3(4) and to provide for a rates policy to give effect to the regulations promulgated in terms of section 19(1)(b);
- to provide that by-laws giving effect to the rates policy must be adopted and published in terms of the Municipal Systems Act; and
- to provide for the determination of categories of property in respect of which rates may be levied and to provide for a municipality to apply to the Minister for authorisation to sub-categorise property categories where it can show good cause to do so.

3.1.11 Division of Revenue Act, No 5 of 2022

The objects of this Act are —

(a) as required by section 214(1) of the Constitution, to provide for —

- (i) the equitable division of revenue raised nationally among the three spheres of government;
- (ii) the determination of each province's equitable share of the provincial share of that revenue; and
- (iii) other allocations to provinces, local government or municipalities from the national government's share of that revenue and conditions on which those allocations are made;

(b) to promote predictability and certainty in respect of all allocations to provinces and municipalities, in order that provinces and municipalities may plan their budgets over a multi-year period and thereby promote better coordination between policy, planning and budgeting; and

(c) to promote transparency and accountability in the resource allocation process, by ensuring that all allocations, except Schedule 6 allocations, are reflected on the budgets of provinces and municipalities and the expenditure of conditional allocations is reported on by the receiving provincial departments and municipalities.

3.2 Policy Framework for the IDP

3.2.1 Medium Term Development Plan (MTDP)

The transitional outcome of the Medium-Term Strategic Framework 2019 – 2024 (MTSF 2019 – 2024) to the Medium Term Development Plan (MTDP) outlines the fundamental principles and priorities agreed to by the members of the government of National Unity (GNU). The manifestation of an implementation plan for the NDP Vision 2030 and for the implementation of the electoral mandate of the seventh administration of government continues to be national strategic focus. Thus, will continue to align to the goals and objectives of the National Development Plan.

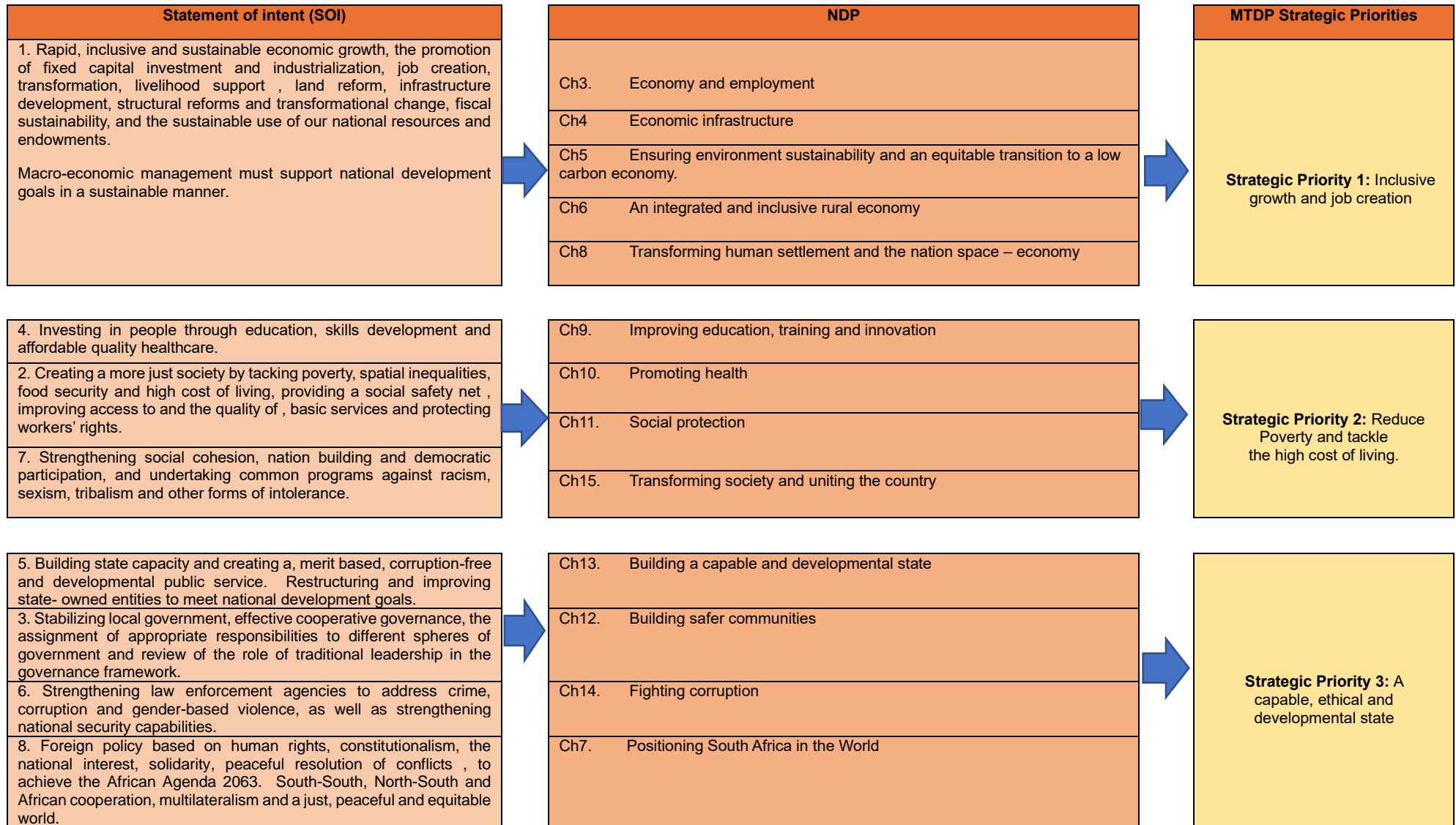
The MTDP will have a greater emphasis on the development outcomes and be framed as an economic plan to address the existing socio-economic challenges. The MTDP 2024-2029 replaces the then 2019-2024 seven electoral priorities adopted by the sixth administration to three strategic priority areas, *viz*:

Priority 1: Inclusive economic growth and job creation

Priority 2: Reduce poverty and tackle the high cost of living

Priority 3: A capable, ethical and developmental state

Aligning the SOI, NDP & the MTD Strategic Priorities



3.2.2 National Development Plan (NDP)

The South African Government, through the Presidency, has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes the following strategies to address the above goals:

- 1) Creating jobs and improving livelihoods
- 2) Expanding infrastructure
- 3) Transition to a low-carbon economy
- 4) Transforming urban and rural spaces
- 5) Improving education and training
- 6) Providing quality health care
- 7) Fighting corruption and enhancing accountability
- 8) Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality and there is also a special focus on the promotion of gender equity and addressing the pressing needs of youth.

3.2.3 Free State Growth and Development Strategy (FSGDS)

The provincial government of Free State has developed a Free State Growth and Development Strategy (FSGDS) Free State Vision 2030. The FSGDS is the fundamental policy framework for the Free State Provincial Government. It is the embodiment of the broad strategic policy goals and objectives of the province in line with national policy objectives. The Strategy addresses key and most fundamental issues of development spanning the social, economic and political environment. It constantly takes into account annual provincial priorities and sets broad targets in terms of provincial economic growth and development, service delivery and public service transformation.

The Strategy has identified six priority areas of intervention by the province, namely:

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

Importantly, the FSGDS identifies drivers, strategies and measurable performance targets (five year, ten year, fifteen year and twenty year targets) to ensure that there is performance in relation to the identified six priority

areas. Equally, Mangaung Metro should align its Growth and Development Strategy and the five-year development plans with those of the provincial government of Free State.

3.2.4 Sustainable Development Goals

The sustainable development goals (SDGs) are universal set of goals, targets and indicators that the United Nations' member states are expected to use to frame their agendas and political policies over a period of 15 years. The SDGs follow and expand on the millennium development goals (MDGs), which were agreed by governments in 2001 and expired in 2015. These goals were concluded on 25 September 2015. On 1 January 2016, the world officially began with the implementation of the 2030 Agenda for Sustainable Development Goals (SDGs).

These are therefore a Post 2015 Development Agenda (successor to the Millennium Development Goals). It is spearheaded by the United Nations, through a deliberative process involving its 193 Member States, as well as global civil societies. This transformative plan of action is based on 17 Sustainable Development Goals to address urgent global challenges over a longer period. South Africa as a member state is also obliged to implement same.

These 17 goals with 169 targets and 230 indicators cover a broad range of sustainable development issues. It is important to note that out of these 169 identified targets a total number of 110 targets directly affects the sphere of local government. Therefore, Mangaung is expected to contribute to achieving these targets. These includes ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests.

3.2.4.1 Domestication of the Sustainable Development Goals.

Since these goals were developed at a global level, it is important to domesticate them. This implies selection and modification of those that are relevant and peculiar to our country, province and finally our Municipality.

Goal 1 – End poverty in all its forms everywhere.

Goal 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3 – Ensure healthy lives and promote well-being for all at all ages.

Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning

Goal 5 – Achieve gender equality and empower all women and girls

Goal 6 – Ensure availability and sustainable management of water and sanitation for all.

Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10 – Reduce income inequality within and among countries.

Goal 11 – Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12 – Ensure sustainable consumption and production patterns.

Goal 13 – Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy.

Goal 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

[The goal is however not applicable to MMM]

Goal 15 – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Table: 3.2 Alignment of SDGs, NDP, MTDP, FSGDS and MMM Strategic Objectives

Sustainable Development Goals (SDGs)	National Development Plan (2030)	MTDP	FSGDS	MMM IDP Strategic Development Objectives
Goal 8: Decent Work and Economic Growth Goal 9: Industry , Innovation and Infrastructure Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life below Water Goal 15: Life on Land	<ul style="list-style-type: none"> Ch3. Economy and employment. Ch4. Economic Infrastructure. Ch5. Ensuring sustainability and an equitable transition to a low-carbon economy. Ch6. An integrated and inclusive rural economy. Ch8. Transforming human settlements and the national space economy. 	Strategic Priority 1: Inclusive growth and job creation	FSGDS Priority 1: Inclusive Economic Growth and Sustainable Job Creation FSGDS Priority 4: Sustainable rural development	Goal 1: Economic Growth

Sustainable Development Goals (SDGs)	National Development Plan (2030)	MTDP	FSGDS	MMM IDP Strategic Development Objectives
Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Well-being Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation Goal 7: Affordable and Clean Energy Goal 10: Reducing Inequality Goal 11: Sustainable Cities and Communities	<ul style="list-style-type: none"> • Ch9. Improving education, training and innovation. • Ch10. Promoting health. • Ch11. Social protection. • Ch15 Transforming society 	Strategic Priority 2: Reduce poverty and tackle high cost of living.	FSGDS Priority 2: Education, Innovation and Skill Development FSGDS Priority 3: Improved Quality of Life	Goal 2: Spatial Transformation Goal 3: Service Delivery Improvements
Goal 16: Peace, Justice and Strong Institutions Goal 17: Partnerships for the Goals	<ul style="list-style-type: none"> • Ch13. Building a capable and developmental state. • Ch12,. Building safer communities. • Ch14. Fighting corruption. • Ch7. Positioning South Africa in the world. 	Strategic Priority 3 : A capable, ethical and developmental state.	FSGDS Priority 5 Efficient administration and good governance FSGDS Priority 6 : Building Social Cohesion	Goal 4: Financial Health Improvement Goal 5: Organisational Strength

3.2.5 mSCOA (Municipal Standard Chart of Accounts)

mSCOA is an acronym for a Municipal Standard Chart of Accounts which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government Regulations, 2014. The “M” in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/National Standard Chart of Accounts. It aims to standardize how all Municipalities classify their financial data, i.e. it introduces a standardized classification of a Chart of Accounts (General Ledger) across all municipalities. The introduction of a Standard Chart of Accounts for municipalities (mSCOA), amongst others:

- (a) Foster transparency; accountability and overall governance in the daily; monthly and yearly activities of municipalities;
- (b) Facilitate the standardization of all 278 different municipals ‘charts of accounts’ (COA);
- (c) Improve the quality of municipal information that is compromised, i.e. it will introduce a uniform classification of revenue and expenditure items;
- (d) Enhance monitoring and oversight by Councils, DCoG, Treasuries and legislatures that is made possible through the comparability of information across Municipalities, i.e. Benchmarking, standards and measures

Mangaung Metropolitan Municipality is currently on SOLAR Core-Financial, which is in the process of upgrading to SOLAR ERP and be stacked with additional modules to achieve the ideal of an Integrated Financial Information System Management (ERP) as regulated in terms of mSCOA Regulation and guided in the mSCOA Circulars issued and published by National Treasury.

The Municipal Regulations on a Standard Chart of Accounts, 2014 (mSCOA), requires a significant change in municipal business processes. Consequently, mSCOA implementation involves system conversion and/ or re-implementation with all the typical risks associated with any system conversion or implementation. Implementing mSCOA requires organisational change across the municipality since not only financial and budget-orientated practitioners are involved. A common misconception among municipalities and other stakeholders relates to the fact that mSCOA Regulation is perceived to be a finance reform only, a dangerous assumption.

Table:3.3 mSCOA Implementation Status

Module	Status	Action Plan
Core – Financials		
1. Third party modules	In operation/Critical	Identify all third-party modules, discuss with main vendor on integration, review contracts, evaluate costs of integration vs costs of acquiring vendor supplied module. Implementation, testing and roll out.
2. SOLAR ERP	Deployed	Municipality to approve the financial proposal, and project kick-of takes

Module	Status	Action Plan
		place, followed by installation, training and support
3. General ledger	100%	Require additional module for preparation of Financial Statements.
4. Billing	100%	Fully functional – no qualifications on billing and receivables from AGSA .
5. Procurement Lifecycle (SCM, Bidding Utility, Contracts Management and Project Accounting)	0%	Module is available, includes contracts management. Needed to prevent UIFW and contract management related audit findings that led to “unqualified with findings.
6. Enterprise Assets Management (Assets Life cycle BP)	Available not fully integrated with GL	Not in use, part of the functionality that will be made available to the municipality after the upgrade to SOLAR ERP. The system integrates with SCM and contracts management and GL – system generated journals with supporting documents becomes much easier and these are generated and resides within the system
7. Inventory and Stores	100%	Available and in use. The municipality has no stores, as such, completes direct purchases and delivery to the user
8. Human Resources and payroll	3 rd party, two systems for each with no integration	Municipality is using third party software for HR and Payroll. Review current SLA and replace the system to achieve the principle of one system, one vendor, one agreement, seamless integration made simple by one login. Seamless integration is one of the fundamental principles of mSCOA.
9. Financial Statements	Caseware not integrated to GL	Module available,
10. Audit management	0%	Module available,
11. Performance Management	0% or Third Party	Module available,
12. Electronic Data and Records Management	Available	Module available,

Table: 3.4 Full mSCOA Roadmap with Priority Matrix

Business Process	Status	Comments	Priority
Third party modules	In operation/Critical	Identify all third-party modules, discuss with main vendor on integration, review contracts, evaluate costs of integration vs costs of acquiring vendor supplied module. Implementation, testing and roll out	High
1. SOLAR upgrade	In progress	The municipality has received the Financial	Upgrade of SOLAR is priority for the municipality. The

Business Process	Status	Comments	Priority
		Proposal for the upgrade. NT recent circular 126 requires that an ICT Due Diligence be done before an upgrade or procurement of a system or additional modules can be approved. Due diligence was conducted on-site in May 2024 by NT. The due diligence on a high level confirms that the municipality complies with Revenue, Expenditure and HR and Payroll Modules available.	advantage of this upgrade is additional modules available at no additional costs such as TRU, Budget Management, PLC, Treasury Management and Financial Assets which are entry level package. The municipality will therefore have 6 of the 7 components of a core-financial system.
2. Supply Chain Management	New addition to the existing contract (Venus/SOLAR) agreement 0% progress	Lifecycle procurement is one of the 7 main components of the core-financial, as such, immediately after the upgrade, SCM Module will become the next highest priority	Municipalities are expected to comply with the requirement of a complete core-financial, and prioritising SCM over other modules is desirable for not only mSCOA compliance but to ensure procurement complies with the relevant legislative requirements.
3. Corporate Governance	25% Only EDMS, Internal Audit available No IDP, SDBIP and PMS system No Indigent Register System	Various systems are in use to achieve the requirements of this business process.	Performance management and consequence management system Document Management system (available and licensed but not in use) Indigent Household register and FBS Monitoring required
4. Municipal Budgets, Planning and Modelling	0%	Module available but not in use by the municipality	Arrange training and support
5. Financial Accounting	100%	Part of the GL	Arrange training and support
6. Costing and reporting	0%	Module optional	
7. Project Accounting	0%	Part of SCM Module	Priority Module to have a complete core-financial
8. Treasury and cash management	Part of existing functionality GL bank reconciliation and cash book	Module available as part of the core-financial	Arrange training and support
9. Grant management	Part of existing functionality GL bank reconciliation and cash book	Module available as part of the core-financial	Arrange training and support

Business Process	Status	Comments	Priority
10. Full asset lifecycle management and maintenance management	0%	Module available	Arrange demonstration
11. Real Estate and resources management	0%	Not yet available	To be develop
12. Human Resources and payroll	Third Party	Available	Review the SLA with intention to obtain system
13. Customer care, credit control and debt collection	100%	Not yet available	Arrange demonstration
14. Indigent Households registration, verification and monitoring	0%	Not yet available	Arrange demonstration and acquire. Acquisition urgent in the current financial year (resolve audit issues of prior years)
15. Valuation Roll Management	0%	Module available	Arrange demonstration Module critical for complete and equitable billing and long-term sustainability of the municipality
16. Land Use and Building Control	0%	Module available	Arrange demonstration Module critical for complete and equitable billing and long-term sustainability of the municipality Module integrates with valuation and billing with GIS powered engine
17. Billing	100%	Available	Available and in use, but not GIS powered

3.2.5.1 Module Prioritisation

Taking into consideration the aspirations of clean audit, transparent governance, progressive leadership, internal capacitation, and based on the auditor general report, the following are highlighted:

“Though the municipality received an Unqualified Audit with findings, the following issues are critical and informs the stacking of the existing SOLAR ERP with additional modules under the same contract”:

- Repeat audit findings (non-compliance with audit action plan)
- Non-compliance with legislation
- Misstatements in the AFS
- UIFW
- Expenditure management

- SCM
- HR
- SCM
- Incredible in year reporting
- Document Management System
- Contract Management
- Consequence Management (from performance management)
- Valuation

Table: 3.5 Roadmap proposed: Module Prioritisation

Module	Costs Estimates	Date Of Implementation	Comments
1. Version upgrade to have licensed access to other modules that are part of the current package	R0	1 December 2024	Proposal being considered by the municipality
2. Conversion of Asset Register for the purposes of implementing Financial Assets Module that comes standard with SOLAR	R400 000	1 April 2025	Modules available on SOLAR must be fully adopted. It will therefore be necessary to prepare data for migration into SOLAR and balance accordingly
3. Financial Statements Application that integrates with the GL	R100 000	31 March 2025	The module will assist the municipality in reducing consultancy fees in the medium to long term, building internal capacity and preparing the financial statements internally. Three months is required to migrate the audited annual financial statements of 2022/23, perform audit corrections, transfer opening balances in GL and financial statements of 2023/24 It will further minimise misstatements of the financial statements leading to a finding in the audit report
4. SCM and Contracts Management Module	R2,5 m	1 July 2025	Module is part of the 7 main components of the core-financial system. It covers project accounting, expenditure and contracts management (3 business processes in one module)
5. LIMS and valuations	R100 000 for integration of existing ESRI	1 July 2025	Serves as a baseline for billing and valuation. Drives the TP and BC activities. Municipality will

Module	Costs Estimates	Date Of Implementation	Comments
	developed modules		derive all its revenues without delay through integrated BP between TP, Building and Valuation
6. Valuations	R1.5 m	1 July 2026	Serves as a baseline for billing, Rates must be levied in an equitable manner and the valuation roll must be managed properly with all additions and zonings as approved
7. Performance management	R1.5 million	1 July 2025	
8. Document Management	R0	Re-Training	To be arranged by CTO
9. Indigent Management solution	R1.5m	1 April 2025	System is critical due to the eligibility testing, process, documents, verification and monitoring of consumption and FBS allocation

3.2.6 Circular 88 (Municipal Circular on Rationalisation Planning and Reporting Requirements)

This circular provides guidance and assistance to metropolitan municipalities on the preparation of statutory planning and reporting documents required for Medium Term Revenue and Expenditure Framework (MTREF). It should be read in conjunction with the MFMA Circular No. 13 issued on 31 January 2005 and MFMA Circular No. 63 issued on 26 September 2012. The circular aims to support the alignment of planning and reporting instruments for a prescribed set of municipal performance indicators. The Municipal Systems Act (MSA) and the MFMA require alignment between planning and reporting instruments such as the Integrated Development Plan (IDP), the Service Delivery and Budget Implementation Plan (SDBIP) and the Annual Report. Lastly the circular is amended annually. This strategic document has considered addendum 6 of 30 December 2024.

3.3 Mangaung IDP Strategic Development Objectives

Accordingly, outcome led planning means planning from backwards in considering the outcome that needs to be achieved. It starts with identifying the outcomes that need to be achieved to improve the lives of people/communities, and then working back the results-chain to determine what outputs will ensure the outcomes are achieved, what activities are required, and what resources are needed.

In realising this priority, the city is having (5) IDP strategic development objectives as underlined and bolded below:

- Spatial Transformation: Implement and integrated and targeted strategy that transforms the spatial and economic legacy of Mangaung.
- Economic Growth: Boost economic development by strengthening organisational performance
- Service Delivery Improvement: Strengthen service delivery as a priority for economic growth
- Financial Health Improvement: Implement a financial recovery plan that rebuilds financial Strength
- Organisational Strength: Strengthen the organisation – the heart of it all

3.4 City's Vision

Section 26 of the Municipal Systems Act states that “An IDP must reflect the municipal council’s vision for the long-term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs. The city’s vision is:

“Towards a city that is globally safe and attractive to live, work and invest in”

Furthermore, the above IDP objectives on paragraph 3.3 have been linked to the city’s strategic risks to enable early warning on the city’s planning, implementation and monitoring that might need mitigation to achieve its objectives. Table 3.1 below is the linkage:

Table:3.6 IDP Objectives Linked with Strategic Risks

IDP Objectives	Overall Strategic Risks	Mitigation Strategies to be implemented in addition to the existing controls
1. Spatial Transformation	1.1 Illegal building activities, illegal land uses and illegal outdoor advertising.	1.1.1 Appointment of 7 building inspectors including one senior building inspector. 1.1.2 Collaboration with the Public Safety Directorate to enforce compliance. 1.1.3 Implementation of electronic building plans submissions as well as inspections. 1.1.4 Collaboration with legal services to improve the notices and fines according to the regulations.
	1.2 Road infrastructure collapse	1.2.1 Intensify resealing and rehabilitation programme. 1.2.2 Implement City's Infrastructure Delivery and Management System. 1.2.3 Fund and implement preventative road maintenance plan.

IDP Objectives	Overall Strategic Risks	Mitigation Strategies to be implemented in addition to the existing controls
		1.2.4 Development of By-Laws dealing with traffic flow restrictions.
	1.3 Contamination of water source	1.3.1 Put controls and avail resources to ensure that spillages are addressed within 24hours as per Circular 88. 1.3.2 Request from external institutions to conduct tests on our raw water sources.
	1.4 Climate change, drought, floods, adverse weather conditions.	1.4.1 Awareness and education program. 1.4.2 Climate Change Action Plan Framework to be finalized and submitted to Council. 1.4.3 Intensify water conservation and water demand management programmes through appropriating adequate budget. 1.4.4 Collaboration with Corporate Services, Finance, SALGA and DWS to finalize the bulk supply service level agreement between MMM and Vaal Central Water Board. 1.4.5 Source funding and implement water reuse project. 1.4.6 Refurbishment and maintenance of existing infrastructure. 1.4.7 Implement preventative maintenance plans (Master Plan and Storm Water Management Plan). 1.4.8 Collaboration with Communications to create awareness to the communities. 1.4.9 Recommending of cleaning the dams and streams to Technical Services. 1.4.10 Awareness and Education of communities.
	1.5 Perpetual segregation	1.5.1 Annual pro-active planning (prioritising catalytic projects).
	1.6 Pollution	1.6.1 Amend waste by-laws to align with the National Waste Act. 1.6.2 Continuous relations with other spheres of government.

IDP Objectives	Overall Strategic Risks	Mitigation Strategies to be implemented in addition to the existing controls
2. Economic Growth	2.1 Inconducive environment to retain and attract investments	2.1.1 Hosting of MMM Investment Summit.
3. Service Delivery Improvement	3.1 Contracting/ Reduction in resources	3.1.1 Plan on improvement in the utilization of the grants.
	3.2 Informal settlement sprawl	3.2.1 Engagements and collaboration with Planning, Human Settlements and Law Enforcement.
	3.3 Spread of infectious diseases	3.3.1 Request for operational budget.
	3.4 Inaccessibility of available cemetery land	3.4.1 Continue to provide inputs on the budget process. 3.4.2 Development of alternative access road.
	3.5 Degradation of the environment	3.5.1 Continuous relationships with external stakeholders and other spheres of government.
	3.6 Inoperative Zoo	3.6.1 Application of permits for other animals. 3.6.2 Coordination with other spheres of government on compliance matters. 3.6.3 Provide inputs on the budget process.
	3.7 Public disorder	3.7.1 Resuscitation of the CCTV Control Centre and street surveillance cameras. 3.7.2 Investigation of all site surveillance systems in the Metro.
	3.8 Uncoordinated disaster risk reduction and response activities	3.8.1 Request the budget for the Risk Management Disaster Information Management System.
	3.9 Fire emergencies	3.9.1 Request funding for the opening of the Southern Mangaung Fire Station (including equipment and human resources).
4. Financial Health Improvement	4.1 Financial sustainability due to rising costs of	4.1.1 Review, adopt and implementation of the Long term financial strategy.

IDP Objectives	Overall Strategic Risks	Mitigation Strategies to be implemented in addition to the existing controls
	services against declining affordability of citizens	4.1.2 Implementation of the Financial Recovery Plan (Finance Pillar).
	4.2 Prolonged stay in cabinet intervention	4.2.1 Implementation of the Financial Recovery Plan (Finance Pillar).
	4.3 High unemployment rate	4.3.1 Hosting of MMM Investment Summit. 4.3.2 Formalizing partnerships with Corporates and Chambers (MOU/A).
5. Organizational Strength	5.1 Poor /weakened administration	5.1.1 Quarterly review performance of Senior Managers in accordance with the requirements of Municipal Planning and Performance Management Regulations. 5.1.2 Review and approval of delegations of responsibilities both political and administrative.
	5.2 Change in legislation	5.2.1 Training of officials on changes in legislation. 5.2.2 Approval and implementation of the knowledge management business plan.
	5.3 Ineffective and compromised public participation	5.3.1 Establishment (a well representation of communities) and training of Ward Councillors and Committees. 5.3.2 Quarterly meetings on IGR programs (DDM).
	5.4 Technological and governance failure	5.4.1 Alignment of the ICT strategic plan with municipal objectives . 5.4.2 Testing of ICT security monitoring tools. 5.4.3 Deployment of connectivity throughout the municipal offices and a telephonic system. 5.4.4 Establish ICT disaster recovery site for the municipality. 5.4.5 Automation of business processes.
	5.5 Corporate Governance Failure	5.5.1 Skills audit. 5.5.2 Finalization of the micro structure review.

IDP Objectives	Overall Strategic Risks	Mitigation Strategies to be implemented in addition to the existing controls
	5.6 Litigations	5.6.1 Presentation at EMT on compliance with court orders. 5.6.2 Monitoring of the litigation register.
	5.7 Occupational health diseases	5.7.1 Appointment of an occupational health practitioner and a psychologist. 5.7.2 Seek legal advice on refusal of vaccination by employees (introduction of disclaimer form). 5.7.3 Issuing out of certificates for those employees who have completed their course.

In order to achieve the set objectives taking into consideration the risks the City faces; controls have been put in place to mitigate these risks. These controls include but not limited to the following:

- Applicable laws and regulations
- Policies and By-Laws
- Implementation of the Financial Recovery Plan
- Implementation of Standard Operating Procedures
- Public participation and engagements with other stakeholders
- Creation of employment through participation in EPWP, PEP and other initiatives
- Implementation of Informal Settlements Upgrading Strategy
- Alignment of Economic Development with National Economic and Rural Development Policy Framework
- Continued capacitation of Councillors, Officials and Community
- Continued support by National and Provincial Departments as well as SALGA.

Moreover, in meeting the said vision on paragraph 3.2, the city will achieve this by:

- *Providing democratic and accountable government for local communities;*
- *Ensuring the provision of services to city's communities in a sustainable manner;*
- *Promoting social and economic development to the residents of the Mangaung;*
- *Promoting safe and healthy environment; and*
- *Encouraging the involvement of communities and community organisations in the matters of local government*

For the purpose of simplicity, the above city's vision and mission statements are seen as the fundamental strategic outcomes and can clearly be described in this mode:

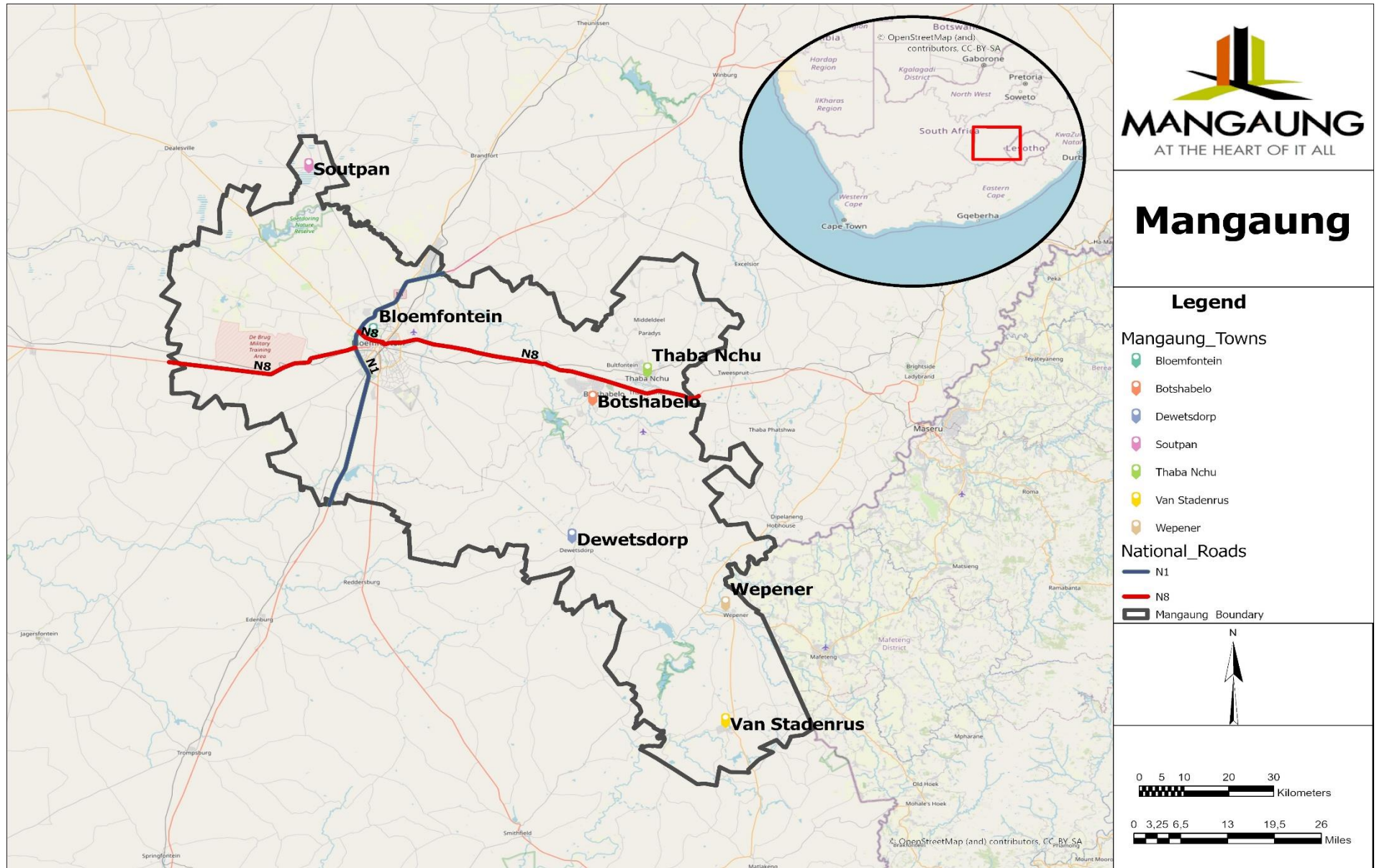
<u>Strategic Outcome</u>	<u>Strategic Outcome Goal Description</u>
To provide democratic and accountable government for local communities.	With this, the municipality will be effectively, professionally and ethically governed, administratively efficient, financially sound management improved, prudently positioned, transparency and accountability.
To ensure the provision of services to communities in a sustainable manner.	Decent living conditions and high standard of the provision of right and high quality of services will be pursued by the city. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting.
To promote social and economic development.	The city will enable environment for local economic and rural development to stimulate competitive, inclusive and sustainable
To promote a safe and healthy environment	There will be absolute reductions in the total volume of waste disposal from households to landfill creating safe, healthy and economically sustainable areas
To encourage the involvement of communities and community organisations in the matters of local government.	Regular engagements with communities by political office bearers, effective governance structures will be pursuit for maximum accountability to the residents.

3.5 The State of Development in Mangaung – Social Analysis

3.5.1 Introduction

Post the outcomes of the census 2022 conducted by Stats SA, Mangaung Metropolitan Municipality's area is still measured at 9 886 km² and the city is centrally located within the Free State and is accessible via National infrastructure 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 in the east and with the Northern Cape in the west via Bloemfontein).

Figure 3.1: Mangaung Metropolitan Municipality Spatial reflection



The following towns as shown in Figure 3.1 are integrated as follows:

Bloemfontein is one of the largest city in South Africa and the capital of the Free State Province and was founded in 1846. The serves as the administrative headquarters of the province. It also represents the economic hub of the local economy. The area is also serviced by an east/west and north/south railway line and a national airport.

Botshabelo is located 55km to the east of Bloemfontein and represents the largest single township development in the Free State. Botshabelo was established in 1979 and was intended to provide the much-needed labour in Bloemfontein without the inconvenience of having labour at the employers' doorstep.

Thaba Nchu is situated 12km further to the east of Botshabelo and used to be part of the Bophuthatswana "Bantustan". As a result, it exhibits a large area of rural settlements on former trusts lands.

Soutpan/ Ikgomotseng is a small town that was established due to the existence of salt in the immediate surroundings of the town. The town is 52 km away from the town of Bultfontein to the north and 38 km away from Bloemfontein to the south. The area is known for the Florisbad anthropological area and also the Soetdoring Nature Reserve. Ikgomotseng is 5 km to the east of Soutpan and can almost be seen as a center on its own.

Dewetsdorp lies 75km south-east of Bloemfontein on the R702. The town of Dewetsdorp is part of the Battlefields Route. One attraction is the British War Graves and Monument. The town has a beautiful nine-hole golf course and is also the home of the Osram Total Car Rally.
















Wepener was founded in 1867 on the banks of Jammersbergspruit, a tributary of the Caledon River. The Caledon Nature Reserve is about 15km south of Wepener on the R702. The Caledon River flows through the reserve, and the Welbedacht Dam is located in the southern region of the reserve. Also, of interest is the Louw Wepener Memorial statue, Thaba Bosiu Memorial stone and Jammerbergdrif Battlefield site. The sandstone street of Jammersberg Bridge over the Caledon River has been declared a national monument.

Van Stadensrus is located 30km from Wepener on the R702 and is one of the frontier towns on the border of South Africa and Lesotho. It is in close proximity to the Egmont and Van Stadensrus Dams, and is on the Anglo-Boer War Route

3.5.2 Demographic Analysis

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

Table:3.7 Population, Households, Service Provision Analysis

Name	2022	2011	Increased or Declined
Total population	811 431	775 184	
Population growth rate 0.4			
Young children (0-14 years)	25,1%	27,1%	
Working age population (15-64 years)	68,2%	67,6%	
Elderly (65+ years)	6,7%	5,4%	
Dependency ratio	46,7	48,0	
Sex ratio	90,6	93,9	
No schooling (20+ years)	3,0%	4,5%	
Higher education (20+ years)	13,3%	13,5%	
Number of households	229 426	240 700	
Average household size	3,5	3,2	
Formal dwellings	90,1%	83,8%	
Flush toilets connected to sewerage	71,0%	63,5%	
Weekly refuse disposal service	59,1%	77,8%	
Access to piped water in the dwelling	47,3%	45,5%	
Electricity for lighting	95,5%	91,4%	

Source: Statistic South Africa Census 2022, 2011.

Figure 3.2: Income and Expenditure Survey 2023

Average annual household consumption expenditure by sex of household head for Mangaung Metropolitan, 2023			Percentage distribution of annual household income by sex of household head for Mangaung Metropolitan, 2023		Household per capita income shares for Mangaung Metropolitan, 2023	
Sex	Expenditure	Income	Sex	Income	Income Shares	Percent (%)
Male average	132 554	208 792	Male	69,6	Bottom-40%	9,6
Female average	101 484	121 783	Female	30,4	Middle-50%	49,6
Overall average Male + Female	119 245	171 522	Total	100,0	Top-10%	40,8

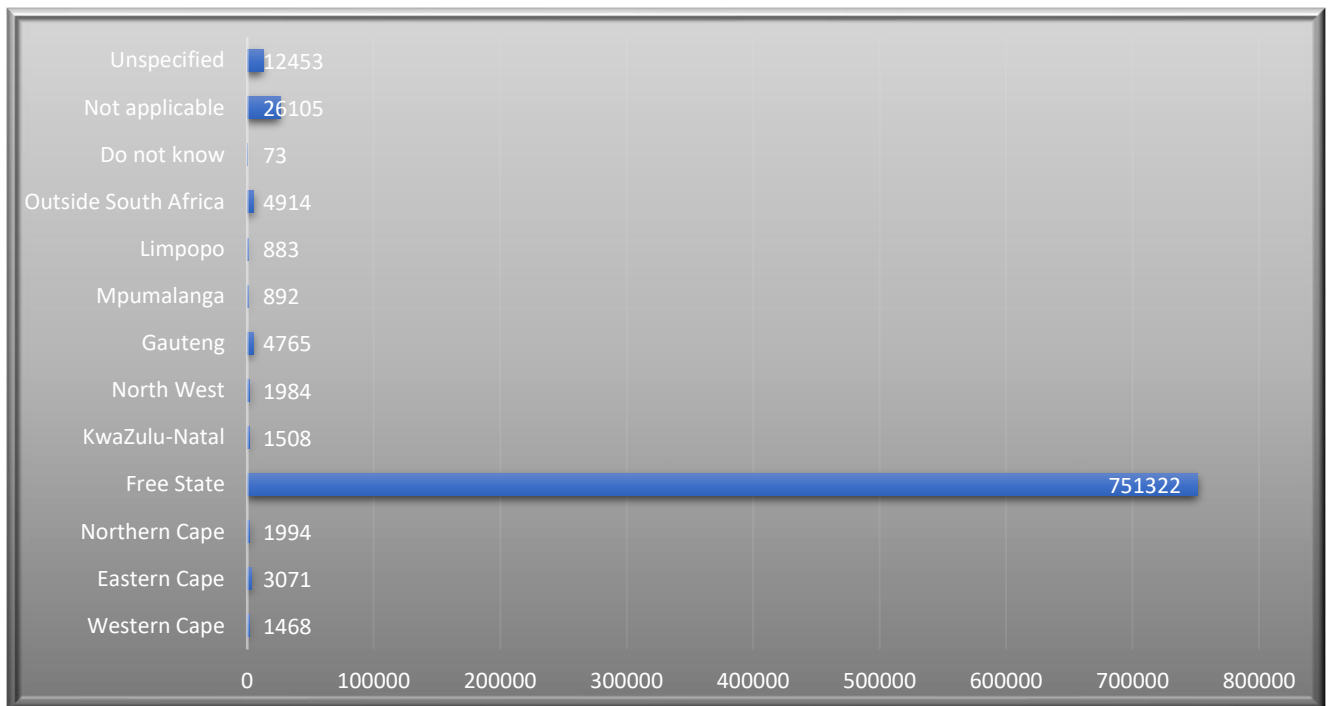
Average annual household consumption expenditure by sex of household head for Mangaung Metropolitan by division expenditure, 2023				Average annual household consumption expenditure for Mangaung Metropolitan by division expenditure, 2023		
Division Expenditure	Male	Female	Total	Division Expenditure	Average	Percent (%)
Food and nonalcoholic beverages	23 520	22 193	22 951	Food and nonalcoholic beverages	22 951	19,2
Alcoholic beverages, tobacco and narcotics	4 138	1 911	3 184	Alcoholic beverages, tobacco and narcotics	3 184	2,7
Clothing and footwear	5 769	5 986	5 862	Clothing and footwear	5 862	4,9
Housing, water, electricity, gas and other fuels	39 451	34 229	37 214	Housing, water, electricity, gas and other fuels	37 214	31,2
Furnishings, household equipment and routine household maintenance	4 471	3 417	4 019	Furnishings, household equipment and routine household maintenance	4 019	3,4
Health	1 897	947	1 490	Health	1 490	1,2
Transport	18 756	7 959	14 131	Transport	14 131	11,9
Information and communication	5 505	4 714	5 166	Information and communication	5 166	4,3
Recreation, sport and culture	2 249	1 834	2 071	Recreation, sport and culture	2 071	1,7
Education services	3 690	3 656	3 675	Education services	3 675	3,1
Restaurants and accommodation services	1 999	2 085	2 036	Restaurants and accommodation services	2 036	1,7
Insurance and financial services	15 921	9 370	13 115	Insurance and financial services	13 115	11,0
Personal care, social protection and miscellaneous goods	5 190	3 181	4 329	Personal care, social protection and miscellaneous goods	4 329	3,6
Total	132 554	101 484	119 245	Total	119 245	100,0

Source: Statistic South Africa, IE Survey 2023.

3.5.2.1 Population Distribution Age and Sex

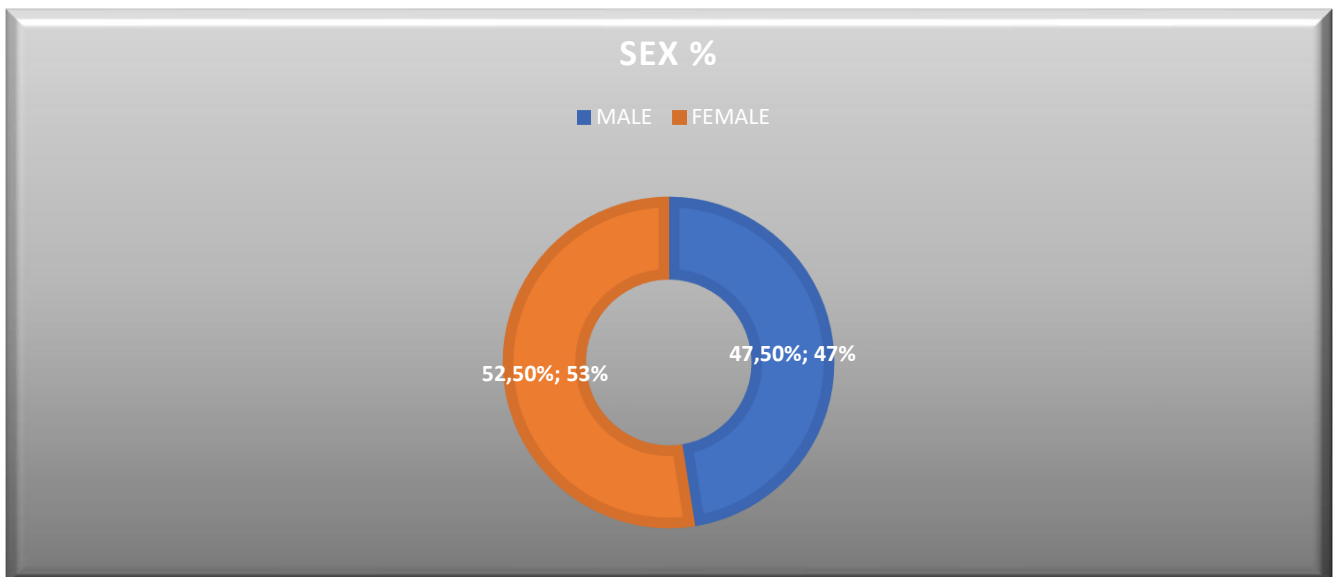
Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income. Based on the table above, below are graphs to assist the reader to interpret the figures for 2022 Census outcome. Moreover, the population growth rate is at 0.4 according to census 2022. The below figure 3.3 illustrate the migration pattern due to opportunities, job seekers from neighbouring provinces, cities, towns and others countries. However, this still poses both opportunities and challenges for the city's economy.

Figure 3.3: Migration



Source: Statistic South Africa, Census 2022.

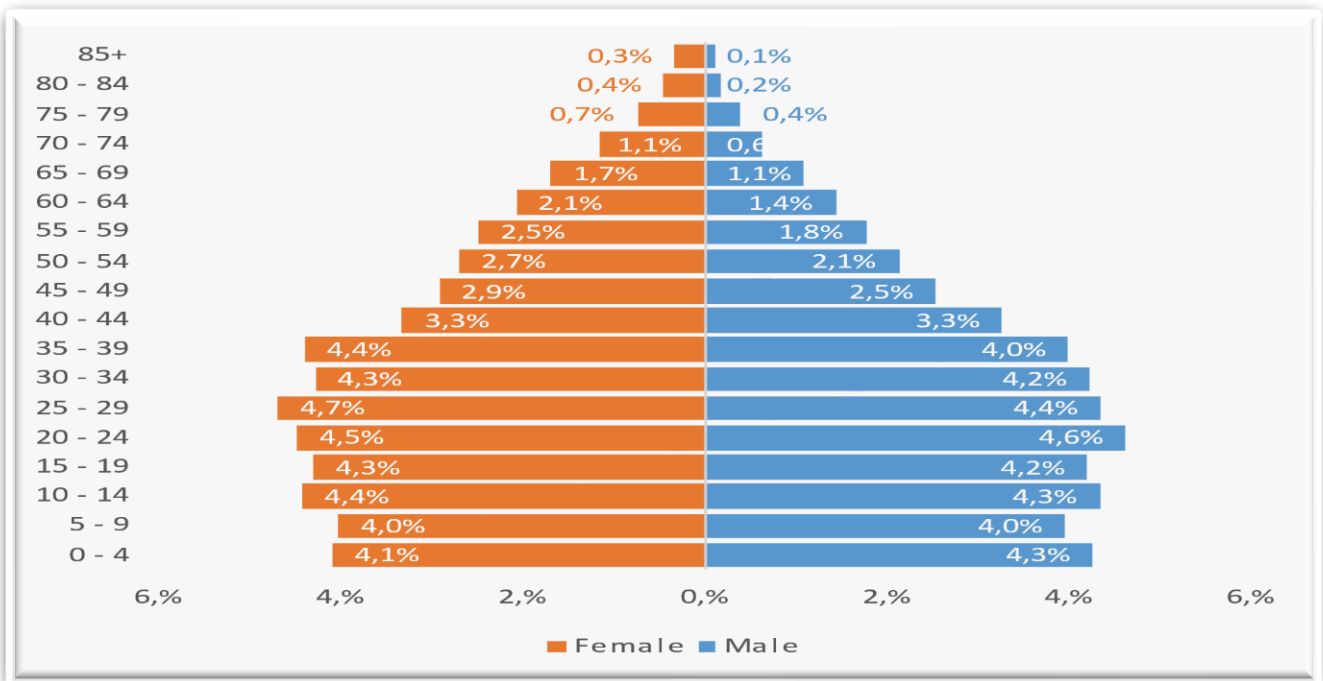
Figure 3.4: Sex Distribution



Source: Statistic South Africa, Census 2022.

Figure 3.4 provides the population distribution between male and female which shows that the female population is more when compared to that of the male.

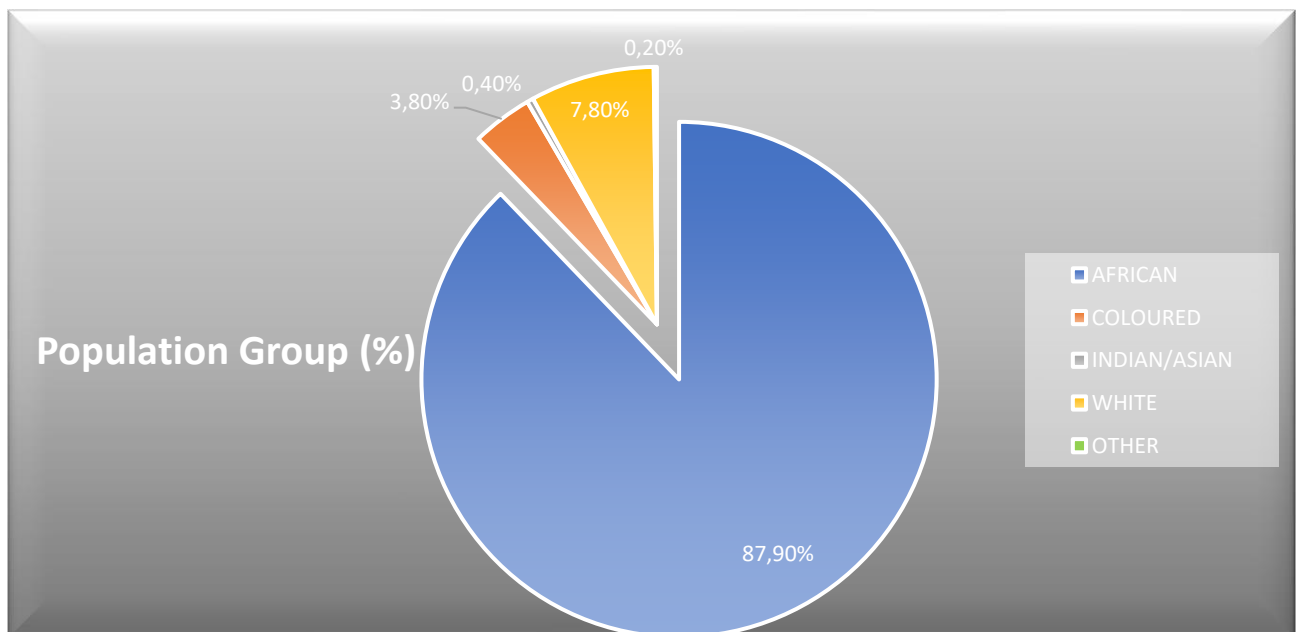
Figure 3.5: Sex and Age Distribution



Source: Statistic South Africa, Census 2022.

Figure 3.5 above provides sex and age distribution between male and female which demonstrate that the female population is more when compared to that of the male between the all the age categories .

Figure 3.6: Population Group



Source: Statistic South Africa, Census 2022.

Figure 3.6 above provides for population group which demonstrate that the black African population is more, followed by white and coloured when compared to other categories.

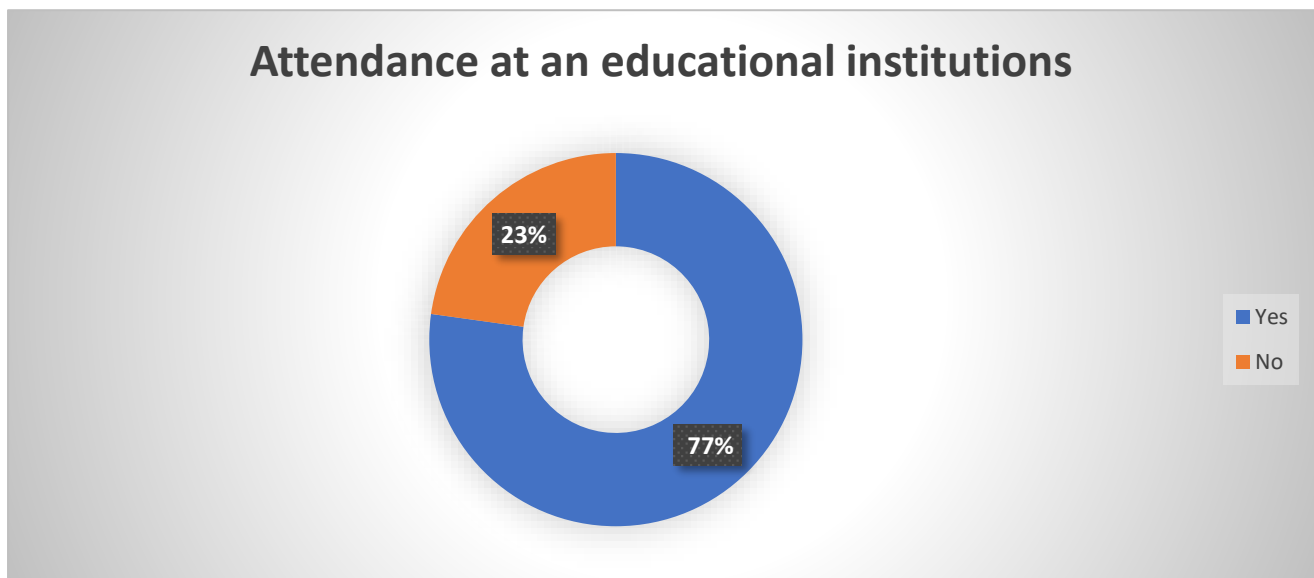
Table 3.8: Disability and Sex by Disability status

	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Seeing							
Male	300069	32280	5921	285	251	44860	2147
Female	310609	56885	11360	315	176	43950	2326
Total	610678	89165	17280	599	426	88810	4473
Hearing							
Male	327503	9226	1670	196	208	44860	2149
Female	363521	13181	2269	207	165	43950	2327
Total	691024	22407	3939	403	372	88810	4476
Communication							
Male	333375	4025	871	346	184	44860	2151
Female	373763	4399	761	262	154	43950	2331
Total	707137	8425	1632	608	338	88810	4482
Walking							
Male	328619	7049	2269	675	190	44860	2151
Female	360708	13372	4296	801	160	43950	2334
Total	689326	20421	6565	1476	349	88810	4484
Remembering							
Male	327407	8837	2050	247	259	44860	2152
Female	360116	15197	3617	222	180	43950	2338
Total	687523	24034	5667	469	439	88810	4490
Self-care							
Male	333425	3434	1031	705	205	44860	2152
Female	372470	4671	1260	759	168	43950	2342
Total	705895	8105	2291	1464	372	88810	4494

Source: Statistic South Africa, Census 2022.

3.5.2.2 Education Level Distribution

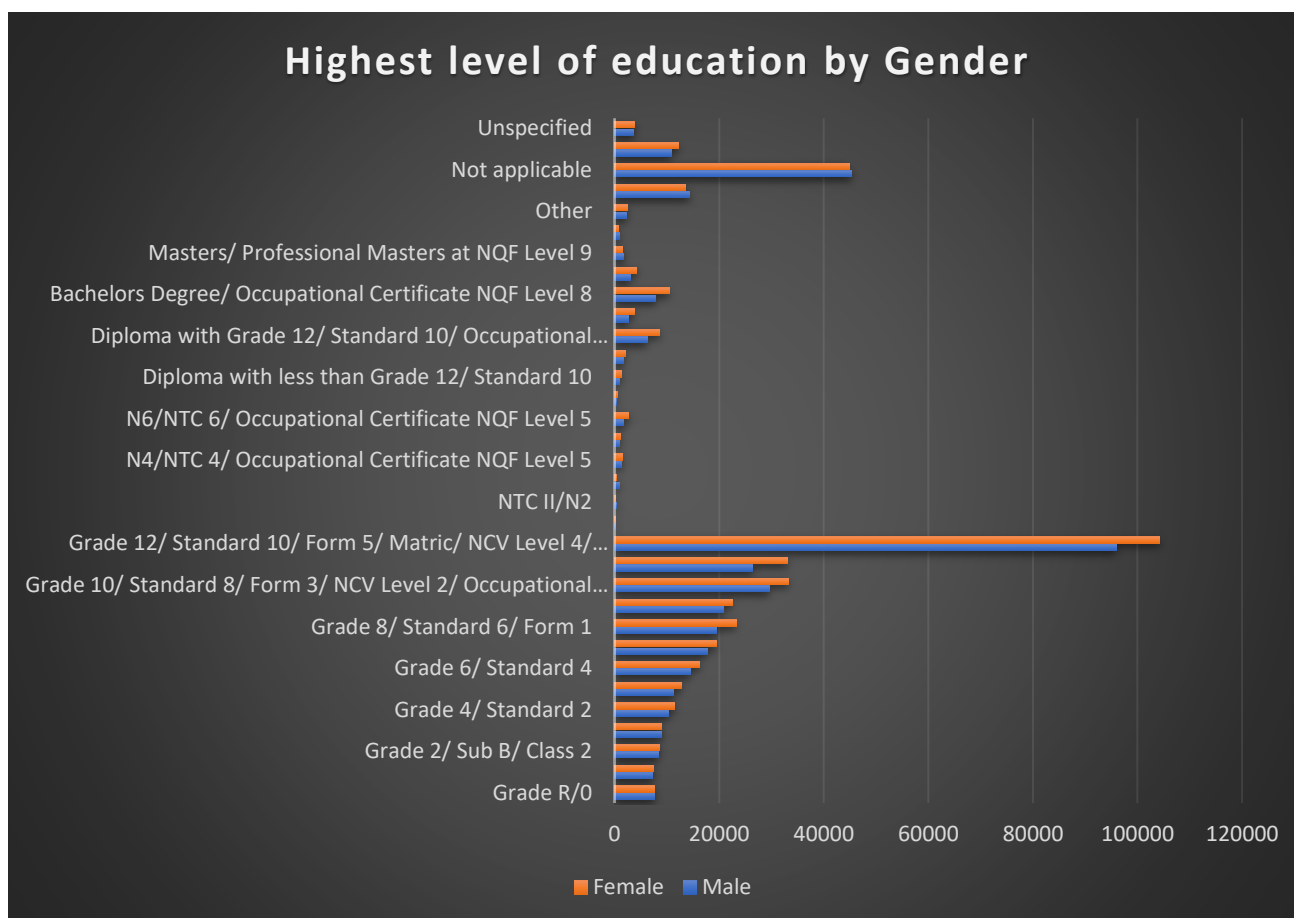
Figure 3.7: Attendance at an educational institutions (5 – 24 years)



Source: Statistic South Africa, Census 2022.

Figure 3.7 provides percentage of educational attendance between the age of 5 – 24 years. The figure shows that 77% is attending school while 23% is not.

Figure 3.8: Highest level of Education by Gender



Source: Statistic South Africa, Census 2022.

Figure 3.8 above provide details of highest level of education by gender, which indicates on average 425 620 females have better education level than males at 385 812.

3.5.2.3 Households Living Condition

The below figures depict the provision of services within the municipality in respect of all 51 wards.

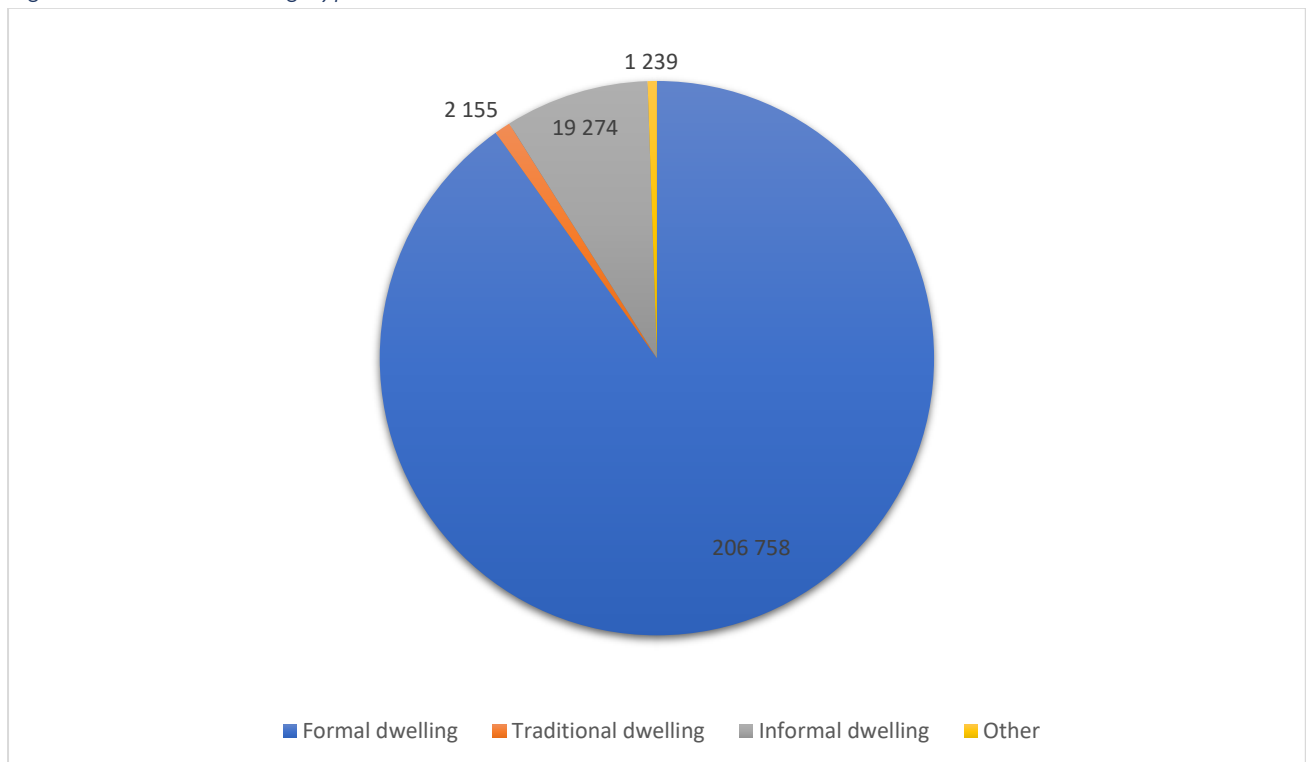
- Tenure status by Population group of the head of household
- Dwelling Type
- Access to piped water
- Main toilet facilities
- Refuse disposal
- Energy for cooking and Lighting.

Table 3.9: Tenure status by Population group of the head of household

	Black African	Coloured	Indian or Asian	White	Other	Total
Rented from private individual	24156	1569	346	2302	293	28666
Rented from other (including municipality and social housing)	4765	305	40	256	30	5396
Owned but not yet paid off	6695	640	38	2455	59	9887
Owned and fully paid off	95393	3144	88	4067	105	102795
Occupied rent-free	47411	1392	51	287	44	49185
Other	4561	144	5	68	4	4781
Do not know	933	69	4	72	2	1080
Unspecified	12965	3487	1770	9399	14	27635

Source: Statistic South Africa, Census 2022.

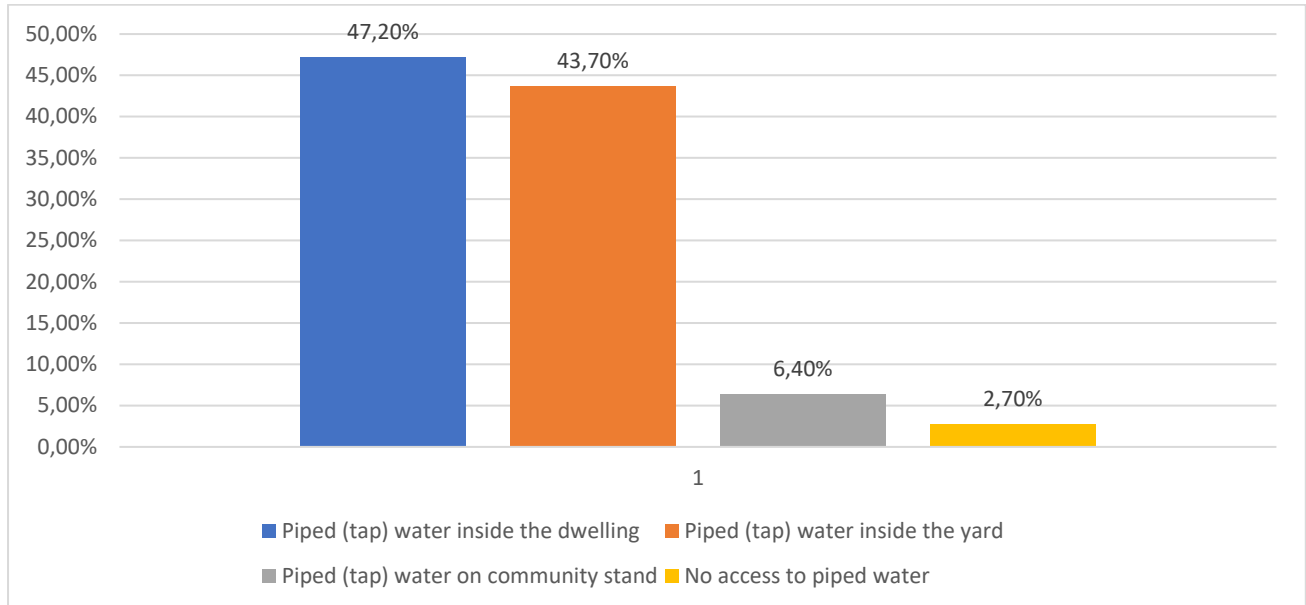
Figure 3.9: Dwelling Type



Source: Statistic South Africa, Census 2022.

Figure 3.9 provides that almost 90% of dwellings in Mangaung are formal households.

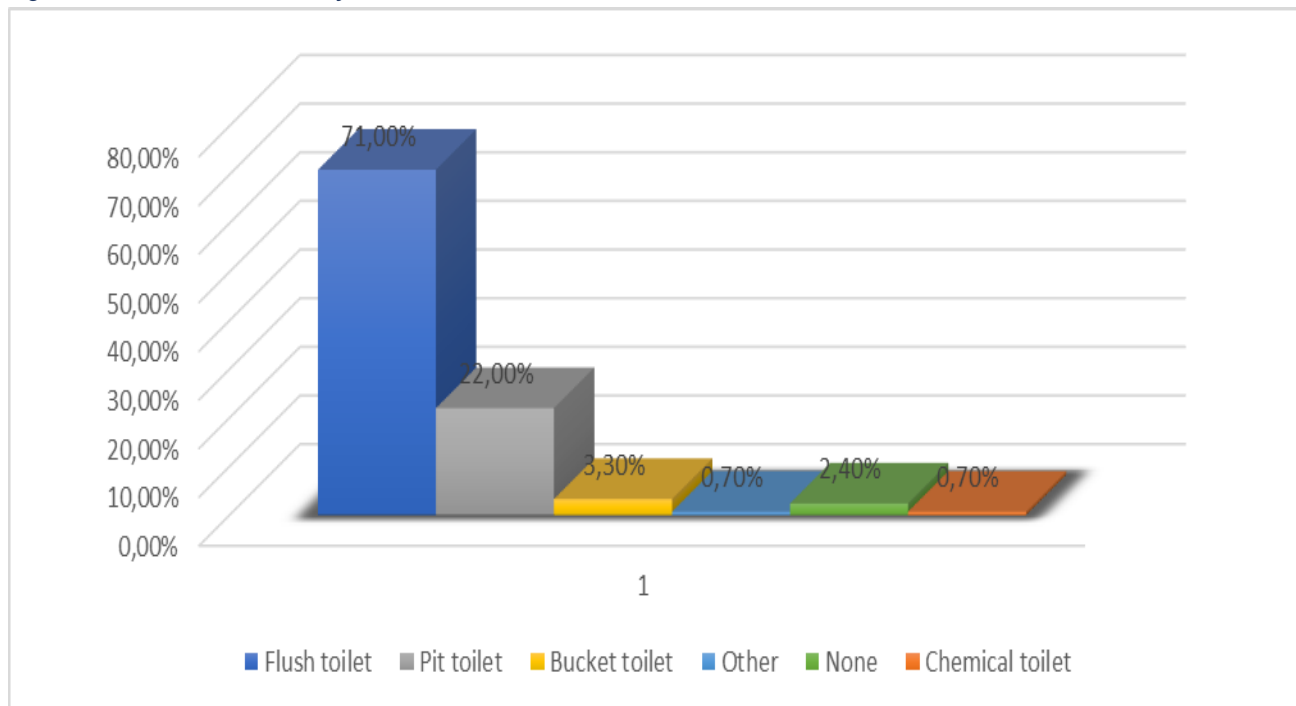
Figure 3.10: Access to piped water



Source: Statistic South Africa, Census 2022.

Figure 3.10 shows that 47% and 44% have access to piped water inside dwellings and yards respectively. Moreover, a backlog of around 9.1% should be prioritised.

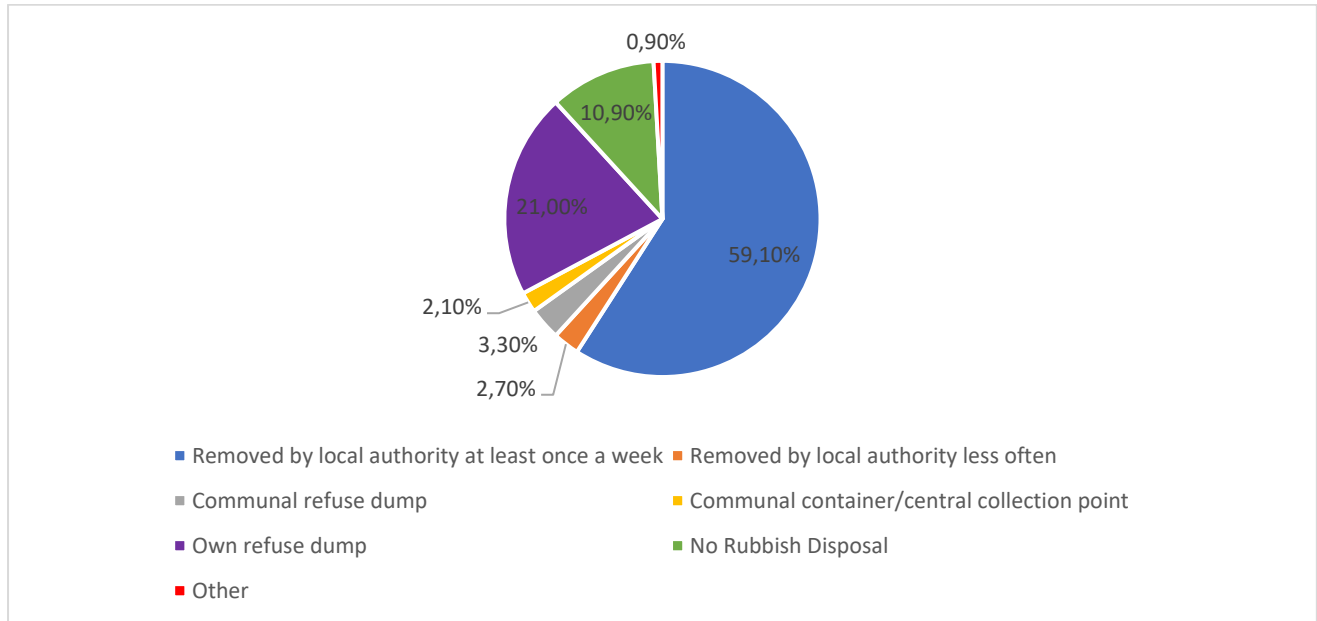
Figure 3.11: Main Toilet facilities



Source: Statistic South Africa, Census 2022.

Figure 3.11 provides 71% of the population have access to proper water borne sanitation, with a backlog of almost 29% that should be prioritised.

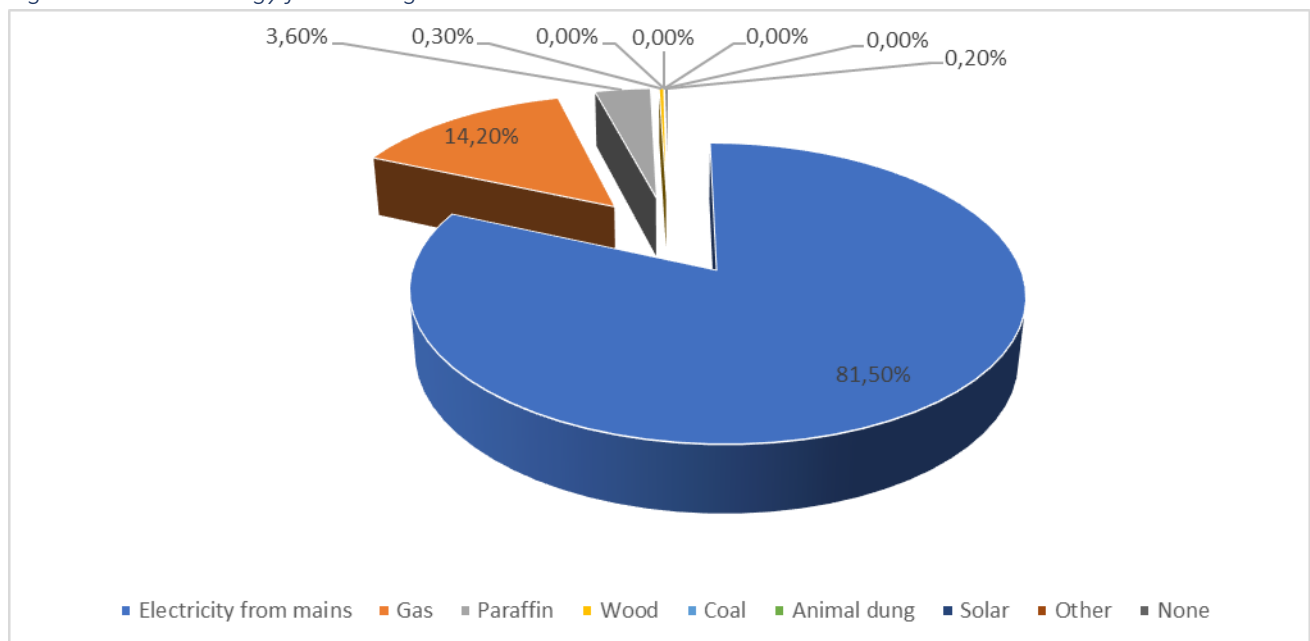
Figure 3.12: Refuse Disposal



Source: Statistic South Africa, Census 2022.

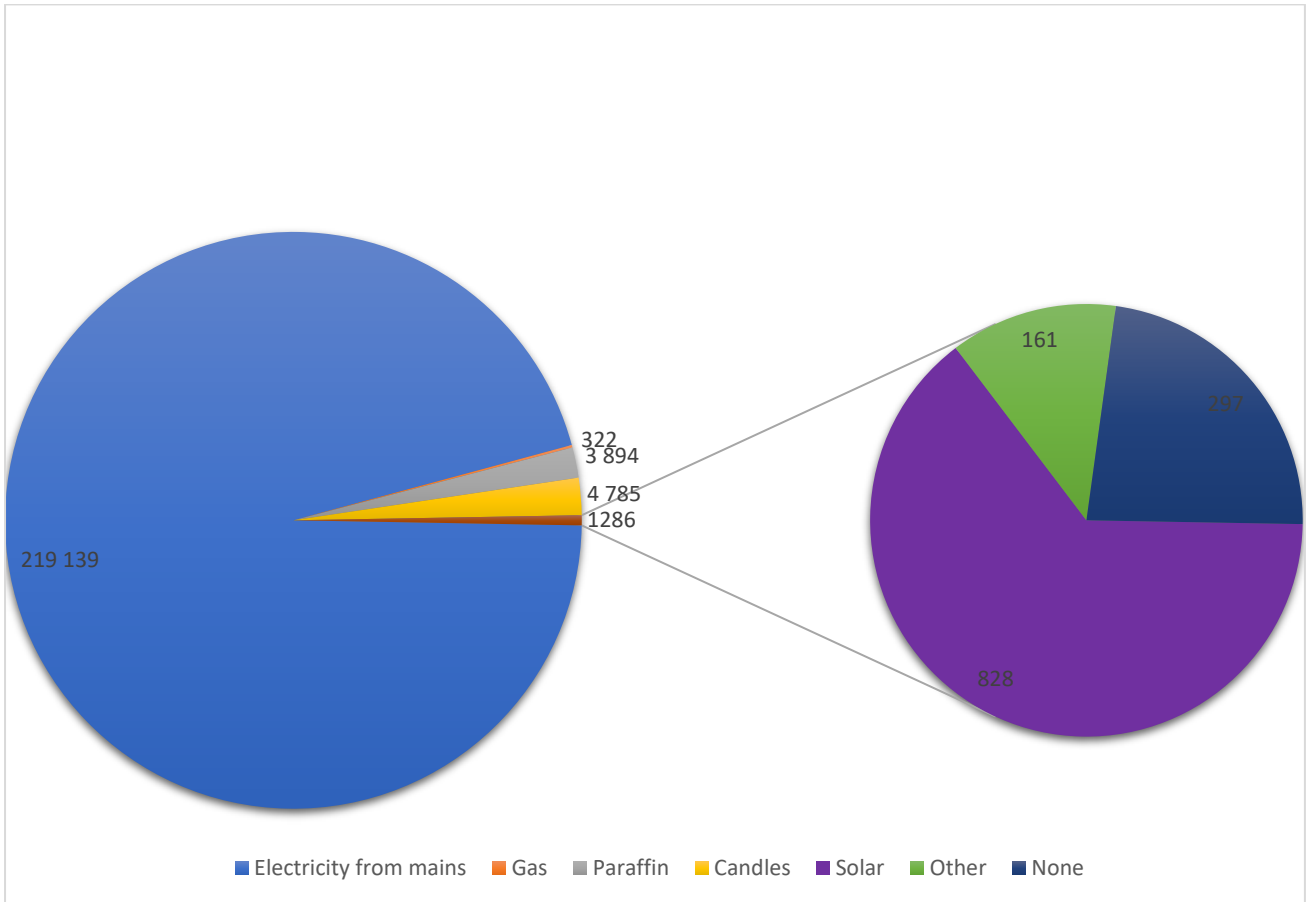
Figure 3.12 below provide details in regards to challenges of waste removal which indicates that almost 41% of household are not receiving the removal as prescribed by the law and the city should improve measures to correct this important function.

Figure 3.13: Energy for cooking



Source: Statistic South Africa, Census 2022.

Figure 3.14: Energy for lighting



Source: Statistic South Africa, Census 2022.

Figure 3.13 and 3.14 provides that almost 80 – 95% of the population have access to electricity and the city is still continue to improve on this function.

Chapter 4: Integrated Planning Across Metro Departments

4.1 Key Performance Area: Basic Service Delivery

4.1.1 Electricity

CENTLEC is a municipal entity responsible for overseeing all aspects of electricity and energy services throughout the Metro's seven (7) towns. Its primary mission is to ensure that a reliable and efficient electricity distribution system drives the city's socio-economic development whilst enhancing the overall quality of life for its residents. To achieve this, CENTLEC implements a comprehensive strategy that includes expanding electrification projects, installing and maintaining public lighting, conducting regular maintenance, and refurbishing essential equipment. Additionally, CENTLEC plays a key role in supporting urban development initiatives by aligning its projects with the Spatial Development Framework. This ensures that all efforts are in compliance with the Spatial Planning and Land Use Management Act, ultimately meeting and surpassing the Metro's service delivery mandate.

In response, CENTLEC has recognised the necessity of repurposing its power station and expanding into alternative renewable energy initiatives to lessen the reliance on Eskom. To support this transformative approach, a comprehensive Energy Assessment was carried out. This assessment not only guided the development of the Metro's Energy Plan but also served as a clear indicator of the commitment to diversify and secure the City's energy supply. As a result of these efforts, the following milestones have been achieved:

- Feasibility study on proposed sites for solar farm and,
- Energy tariff studies.

In alignment with the national drive towards cost reflective tariffs, CENTLEC is currently finalizing its Cost of Supply Study as required by NERSA. This study will enable the entity to develop and implement tariffs that accurately reflect the true cost of electricity provision while ensuring sustainable service delivery to our communities. The completion of this study will position CENTLEC to better manage its financial sustainability while maintaining affordability for its consumers.

The Spatial Development Framework informs the strategic intervention for improving access to electricity and other forms of energy. Electrification programme is implemented for the provision of basic services as part of the Company's mandate. It should be noted that CENTLEC obtains information from Spatial Planning Office and Human Settlement (Metro). List of formal and informal settlements received from Spatial Planning Office include the following amongst others:

- Klipfontein (Phomolong),
- Matlharantlheng,

- Rodenbeck,
- Khayelitsha Phase 5
- Caleb Motshabi
- Gaba Square-Van Stadensrus,
- Kanana C-Wepener,
- S Section-Botshabelo,
- L Section-Botshabelo,
- K Section-Botshabelo,
- F Section-Botshabelo,
- T Section-Botshabelo,
- E Section-Botshabelo,
- And others that are regarded as infills development within the boundaries of the Metro.

Proclaimed and registered areas listed below were provided with household connections during the 2024/2025 financial year. The following is a list of electrified settlements:

- Phomolong Ph 1 & 2
- Botshabelo L
- Wepener
- Khayelitsha

Proclaimed and registered areas listed below were provided with public lighting and streetlights during the 2024/2025 financial year.

- L Section Botshabelo
- R Section Botshabelo
- U Section-Botshabelo
- Khayelitsha
- Klipfontein (Phomolong),
- Matlharantlheng,
- Rodenbeck,
- Van Stadensrus,
- Kanana C-Wepener,
- Thaba-Nchu,
- Soutpan-Ikgomotseng,
- Dewetsdorp
- And other areas within the Metro where public lighting is needed.

Dedicated grants will be earmarked to ensure the effective rollout and expanded access to the electricity grid. In light of this, CENTLEC is committed to pursuing additional grant opportunities to finance the comprehensive

upgrading and reinforcement of the current grid infrastructure, which is essential to support the ongoing developments within municipal boundaries.

Moreover, CENTLEC will investigate the potential for integrating alternative, non-grid energy sources with the main grid. This integration is aimed at efficiently balancing overall energy demand and supply across the region. It is important to note, however, that progress in upgrading and strengthening the electrical infrastructure has been hindered by funding constraints, leading to delays in these critical projects.

An estimated investment of approximately R3 billion is required to develop and implement green energy sources. This investment will empower the Entity, in collaboration with Mangaung Metro Municipality, to make significant strides towards achieving net zero carbon emissions. In alignment with the guidelines specified in NRS 047, the Entity is mandated to conduct comprehensive network analyses, carry out regular inspections, and implement targeted maintenance and refurbishment activities. These efforts are essential to enhancing the quality of service throughout CENTLEC's supply area. Additionally, all maintenance and refurbishment plans are subjected to an annual review and approval process to ensure they remain effective and aligned with the latest operational standards.

4.1.2 Community Services

Community Services is one of the diverse directorates in the Municipality. It is also responsible for the promotion of literacy in communities through ensuring access to library material, marketing of the library services and offering library outreach programmes to communities. The plight of vulnerable groups such as children living in the streets. People with disabilities, the elderly, youth, and children are of importance to the Directorate. Poverty alleviation through community projects and the promotion of arts and cultural programmes are focus areas. The entity is further responsible for Environmental health, Sports and Recreation, Solid Waste Management, Landfill Management and Parks, and Cemeteries.

4.1.2.1 Developmental Issues on Social Services

Developmental issues	City's response	Progress to date
<i>How does the municipality provide special social development needs to vulnerable population such as Older Persons and Persons with Disability? e.g. needs a day care and residential care</i>	The City's Social Development unit conduct regular inspections of Old Age Homes, Disability centres, youth centres, orphanage homes and child headed households.	The Community Development Division does regular monitoring and inspection of Old Age Homes, Disability centres, youth centres, orphanage homes and child headed households. This is done in collaboration with The Department of Social Development as they are the custodians of the shelters The purpose of inspections is to ensure that the shelters cater to the needs of

Developmental issues	City's response	Progress to date
<p><i>What does the municipality do with vulnerable child population such as orphans, abused and neglected children and children in need of care and protection?</i></p>	<p>The city support and monitor the NGOs that work with orphans and vulnerable children and refer homeless children to the Provincial department of Social Development.</p>	<p>the vulnerable groups and that their social grants are utilized accordingly.</p> <p>Community development</p> <ul style="list-style-type: none"> - The division liaise with its counterparts at the Department of Social Development to give relief to the NGOs and CBOs. <p>Do constant follow up 'n referrals to ensure that the processes follow through.</p> <p>A meeting was organised with external stakeholder (SARS ,Provincial Social Development ,COGTA and IDT) to empower NGO`s.</p>
<p><i>What does the municipality do to prevent substance abuse? What does the municipality do to support victims of substance abuse and dependency?</i></p>	<p>The city must establish a Local Drug Action Committee in collaboration with Office of Executive Mayor, NGOs and Rehabilitation centers and will continue to monitor and provide support to Rehabilitation centers</p>	<p>The Office of the Executive Mayor is in the process of establishing Local Drug Action Campaign in partnership with NGOs and other role players such as SAPS, Social Development, Justice etc. A committee will be chaired by the office of the MMC on behalf of the City.</p> <p>The Item was presented at the Study Group in 2024 and the HOD was then advised to present the item at the EMT and then to Section 80 and mayoral committee meeting No progress is recorded to date regarding the establishment of the Local Drug Action Committee</p> <p>The sole purpose of this committee is to:</p> <ul style="list-style-type: none"> - Work closely with COGTA rehabilitation centres to fight against GBV

Developmental issues	City's response	Progress to date
<i>How are Persons with Disabilities who needs a day care and residential care supported?</i>	The city provides support to centres for people living with disabilities.	The city liaises with The Department of Social Development to ensure that disability centres comply with regulations and that the centres cater for the needs of the people living with disabilities. The Department of Social Development as they are the custodians of the shelters.
<i>How does the municipality support the NGOs (in particular CBOs)?</i>	The city facilitates and support the development of poverty alleviation projects, assist upcoming NGO and CBO with drafting of business plans and seeking of financial support from financial institutions. Aid and support in registration processes with Social Development and other key stakeholders.	Community Development The clothing bank is functional and sub directorate solely rely on the donation of second-hand clothes from employees and general community members.
<i>What does the municipality do to support impoverished and vulnerable communities, households and individuals to reduce impact of poverty?</i>	The city has established: A Partnership with SASSA and RED Cross and Meals on Wheels to assist communities in establishing poverty alleviation projects.	The division supports communities by providing food parcels, and clothes received from the clothing bank. The clothes assist as a temporary relief while the division seek proper/permanent assistance. Community Development Liaise with Depart of Agriculture to give support to emerging farmers establishment of food gardens to promote food security.
<i>What does the municipality do to specifically empower women development? What are community projects or activities that are designed specifically for women?</i>	The city through multiple partnerships assists women in establishing poverty alleviation projects and help them in drafting of business plans and link them with Financial Institutions to apply for funding.	The city facilitates and supports the development of poverty alleviation projects with relevant provincial government departments – e.g., agriculture department

4.1.2.2 Gender and Diversity Management

The department of Education collaborating with Mangaung is in the process to support schools on the issues of gender and diversity within the Mangaung Metro. This awareness will assist to curb the high rate of GVB as report to SAPS.

The city has a draft Integrated Waste Management Plan and the review process on the plan is in progress. Moreover, all seven landfill sites are operational with enough airspace for some years to come except the Northern landfill site that has limited airspace although there is currently a challenge of the management of all the landfills due to lack of availability of appropriate machinery and skilled personnel. The Department of Forestry, Fisheries and Environment has appointed an Implementing agent to assist in managing the Southern Landfill site. This will also assist in transferring skills to the personnel at this landfill site. Currently the Metro is in discussion with DFFE / Infrastructure SA to develop a proposal for a resource centre (Regional Waste) site for Mangaung Metro.

Various other initiatives have also been submitted for the Metro to align its waste management practices with the National Waste Management Strategy 2020.

The following projects are in the process of development for consideration by DFFE in the metro:

Chemicals and Waste Management	Appointment of a suitable qualified service provider(s) for the development, construction and maintenance of a composting facility in mangaung metro municipality for a 36 month period
Chemicals and Waste Management	Establishment of four sustainable plastic recycling facilities & buy back centres as well as the provision of equipment and fencing in mangaung in support of operation phakisa: chemicals and waste economy, under the separation of waste at source initiative for a 24 month period
Chemicals and Waste Management	Separation at source in estates within the Mangaung Metro municipal area for a 24 month period

- Supply of refuse receptacles (wheelie bins) and specialised compaction trucks for storage and collection of household waste in Mangaung Metro Municipality
- Appointment of a service provider for operation, maintenance and management of all the landfill sites in Mangaung Metropolitan municipality for a period of three (03) years

The annual assessment report was completed and presented a status quo of all seven landfills sites:

- Northern Landfill site
- Southern Landfill site
- Botshabelo Landfill site
- Van Stadensrus Landfill
- Wepener Landfill
- Dewetsdorp Landfill

- Soutpan/Ikgomotseng Landfill

Various other submissions to support Waste and Fleet Management in the Metro has also been concluded and feedback are awaited. Main focus areas is as follows:

- Fencing – Southern Landfill Site: A Service Provider have been appointed and started on the 6 January 2025. Completion date estimate 31 March 2025.
- Maintenance and procurement of service delivery Fleet
- Installation of 2 x weigh bridges (N/S) landfill sites: A deviation letter has been prepared for the appointment of a Sole agent to repair the weighbridges at the Northern, Southern and Botshabelo landfill site. No new installations.
- Resource Facility (Regional Landfill Site): Department of Planning and Development will assist with identifying land for the Development of a Regional Landfill site.

Furthermore, six (6) of the seven (7) landfill sites have been licensed and the Wepener landfill site is awaiting a record of Decision from the Department of Forestry, Fisheries and Environment (DFFE) for the finalization of the licensing process. Additionally, only Northern landfill site that the expected year of closer is nearer 2025. The process to rehabilitate and close this site will be followed in terms of the legislation

The objective of solid waste management, a sub-directorate within community services directorate in Mangaung Metro, is to have a clean, attractive, and well-kept environment in Mangaung Metro Municipality, by ensuring effective solid waste management services to its communities. Effective solid waste management systems contribute to enhanced environmental quality by protecting the water courses, ground water and prevent illegal dumping and littering.

The level of services is that according to the schedule, waste is supposed to be collected once a week but due to a number of challenges including vehicle and human resources shortages sometimes waste is collected once in two weeks in some areas.

Solid waste management sub directorate in Mangaung Metro should effect the following waste management strategies:

- Collecting waste according to the waste collection schedule
- Identifying illegal dumps and develop a cleanup programme.
- Arrange and conduct sessions of awareness and Education campaigns.
- Placement of refuse bins in metro CBDs.
- Ensuring compliance to municipal by-laws by issuing notices to identified offenders.
- Upgrading and refurbishing the landfill sites

The city is currently servicing about 97% of known informal settlements that have access to refuse removal. As part of improved level of services, capacitating of communities within the Metro's area of jurisdiction, the city will establish and capacitate waste recycling initiatives in all areas by means of the Municipal Infrastructure Support Agency (MISA) which will be project managing a once-off Presidential Employment Stimulus project on Innovative Waste Management on behalf of the President's office. Twenty - five municipalities across the country including the Mangaung Metro have been selected as beneficiaries of the project. One of the purposes of the project is to provide efficient waste management through practical measures to reduce, reuse and recycle waste at local level boasting circular economy. Furthermore, there is a MISA project that has commenced and created employment within the Regions/Towns of Mangaung Metropolitan Municipality.

Increased community awareness and education on solid waste management and environmental effects and integration of informal sector in waste collection and recycling are some of the outcomes anticipated. Promotional material has been developed in co – operation between CCBSA and FOHESA. The city will continue to harness these processes to improve the level of development within the city .

The revision of the current By- laws is in process and will support the Metro in actively addressing illegal dumping and environmental transgressions that hamper the current service.

Following key areas are also currently in process or finalised to support the functions of the Department:

		PROBLEM STATEMENT	ACTIONS	OUTPUT
Waste and Fleet(Solid Waste Management)	Waste / Fleet Management(Solid waste management) Ensure effective solid waste management services to communities within Mangaung. Ensure proper maintenance and availability of fleet to deliver services to the Metro	... Non availability of vehicles to render effective waste collection services	- Prepare Ministerial submission to NT for support - Include request for allocation in 2025/2026 budget. Full lease agreement of fleet to be effected soon(by fleet management)	- Identification of key areas for support - Fencing South Remove, not relevant for collections) - Vehicle Maintenance and procurement - Weighbridge's N/S Remove, not relevant for collections) - Capital budget submitted
		Poor communication to public relating to Waste collection services relating to current resource challenges	Develop daily schedule for circulation to Councillors and public through social media platforms Standard waste collection schedule in place. Communication groups (WhatsApp) were created and are currently used.	- Daily schedule development and standardisation - Established communication groups Communication groups (WhatsApp) were created and are currently used

		PROBLEM STATEMENT	ACTIONS	OUTPUT
		No complaints register for monitoring illegal dumping complaints and actions	Develop complaints register	Developed complaints register, maintained and reported on
		No SOP for Fuel purchases / Licence payments	Development of a step-by-step guide to ensure payments in time so as to limit fuel shortages and fruitless expenditure	- Developed step by step guide for Fuel Developed step by step guide for Licences
		No Vehicle Tracking system	- Prepare specification - Submit for approval	- Signed TOR
		No access to RT Tender	- Prepare submission in consultation with AHOD: Engineering	- Identification of participation areas - Application forms completed and submitted
		Delaying payments to service providers (Landfills / Trade)	- Weekly reports to CFO - Follow up to project managers involved	Payments to service providers within stipulated times
		Resource Facility (Regional Waste site)	Identification of land. Design and Planning of the facility.	Land identified by Planning Directorate in. Obtaining the land.
		Project Proposals External (24 months) - DFFE - Separation at Source - Buy back and recycling facilities (Estimate Total budget: 32 Mil)	- Prepare project application - Procurement plan - Development of TOR's - Initiation forms to be completed	- TOR's developed and submitted to SCM DFFE
		No Fleet Maintenance Plan	- Development of FM plan - Draft plan to Section 80	Approved Fleet Maintenance Plan
		No linkages with private sector to form partnerships around Waste Management	- Identification of possible partners - Establish partnership details - Link partnerships with NWMS 2020 objectives	Conclusion of Partnerships with Private Sector Entities
		No identified vehicle disposal list available	Finalisation of disposal list and submission to Finance	Vehicle Disposal List
		Need for review of By-Law	Internal review of By - Laws, Legal Review and Public participation	- Draft document developed - Legal review completed - Public participation

		PROBLEM STATEMENT	ACTIONS	OUTPUT
				completed - Promulgation

4.1.3 Roads and Storm Water

Roads

The Road Asset Management Plan has been developed using the results of the Municipal-wide Road inventory update and inspections to obtain an initial indication of the budget and programme required to maintain the Metro's road networks. The council approved the Road asset Management Plan report as part of the IDP sector plans. The Road Asset Management Plan has been prepared with due consideration of:

- (i) The extent, condition and usage of the road network.
- (ii) Road User Requirements in terms of road roughness, condition and functional class of the roads.
- (iii) Existing Practices in the Metro
- (iv) Current contract prices
- (v) Estimates of long-term road needs
- (vi) First draft Budget Prognoses which envisages long term consistent budgets.

Status of Public Transport

Status of public roads, major economic roads and roads leading to social facilities would be addressed comprehensively in a Comprehensive Integrated Transport Plan.

Road Inventory

In summary, the Metro contains a total of 3831 km of roads of which 2265 km are unpaved. Around 80% of the roads are Class 5 Access roads with the balance being Class 4 Collectors with a few Classes 1, 2 and 3 roads. The road inventory has been divided between eight geographic areas to obtain an indication of the relative needs of each area, many which have only recently been incorporated into the Metro. The road classification is summarised in the tables and figures below:

Table 4.1: Road Class

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

The table shows that there are 3831 km of road in Mangaung with roughly 85% of these roads are Class 5 roads (access roads) with approximately 10% being Class 4 (collectors).

Figure 4.1: Percentage Road Class per Area

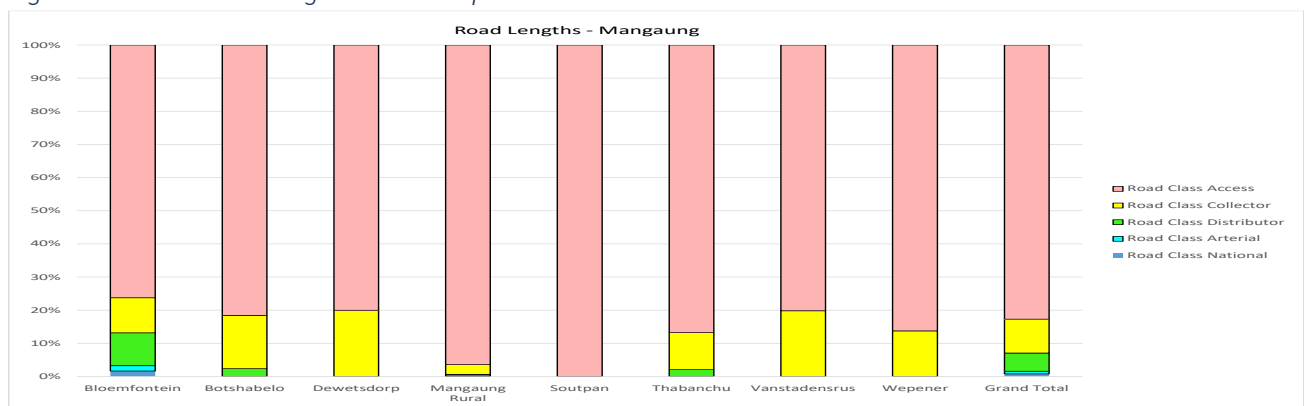
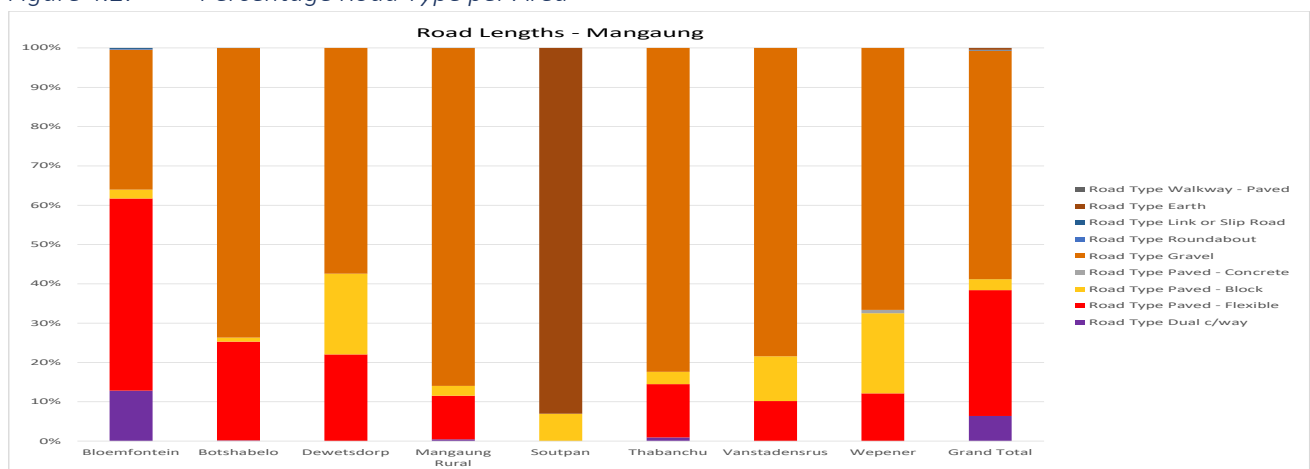


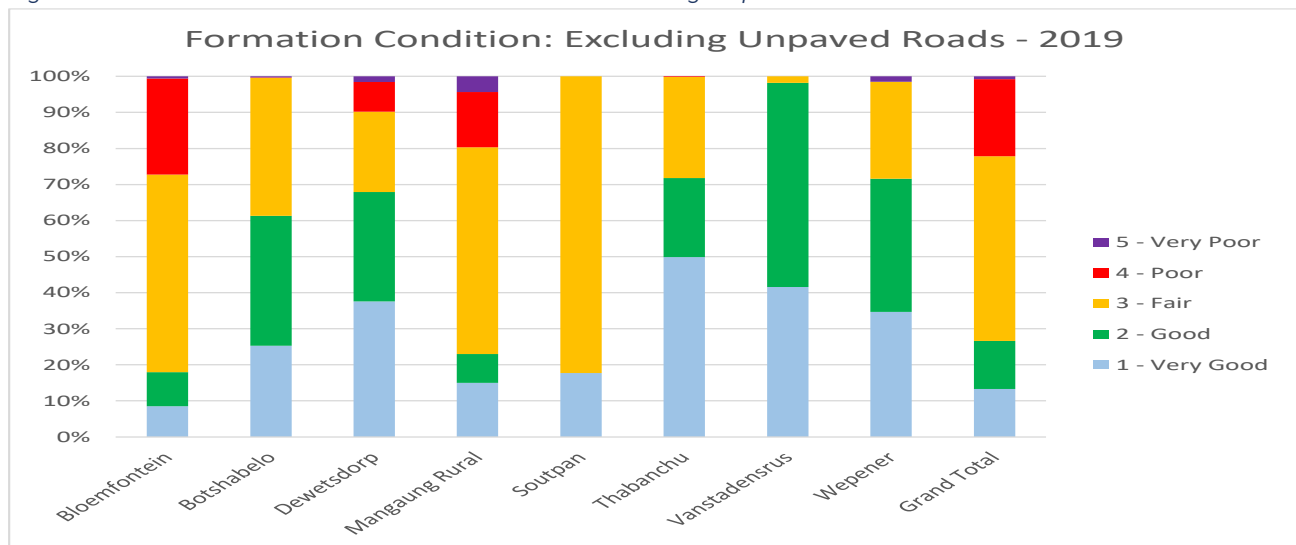
Figure 4.2: Percentage Road Type per Area



Road Conditions

Road conditions, of sealed network, are generally poor across most of the areas with 90% of the bituminous road surfacing needing urgent attention to prevent moisture ingress and extend the life of the underlying pavements. Rehabilitation backlogs are also substantial with 35% of the pavements layers in a very poor condition.

Figure 4.3: Formation Condition Distribution Excluding Unpaved Roads



Asset Values

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 or the replacement cost.

Table 4.2: Roads - Current Replacement Cost - 2022 Rates

Municipality	Road Current Replacement Cost (CRC R1000s)			Total
	Formation	Pavement	Surfacing	
Bloemfontein	R2 067 920.27	R2 535 636.95	R910 767.55	R5 514 324.76
Botshabelo	R472 833.24	R317 830.26	R118 164.04	R908 827.54
Dewetsdorp	R47 939.71	R41 504.88	R9 084.79	R98 529.37
Mangaung Rural	R442 746.53	R179 636.06	R58 013.96	R680 396.55
Soutpan	R5 650.25	R1 913.21	R0.00	R7 563.46
Thabanchu	R279 406.74	R134 171.36	R41 615.36	R455 193.46
Vanstadensrus	R13 681.81	R6 895.85	R1 298.42	R21 876.09
Wepener	R47 906.28	R35 886.45	R6 272.46	R90 065.19
Grand Total	R3 378 084.84	R3 253 475.01	R1 145 216.58	R7 776 776.43

Using straight line depreciation, based on the deduct-value condition indices, an indication of the depreciated replacement cost (DRC) of the road network was determined:

Table 4.3: Depreciated Replacement Cost - 2022 Rates

Municipality	Road Depreciated Replacement Cost (DRC R1000s)			Total
	Formation	Pavement	Surfacing	
Bloemfontein	R1 047 545.05	R957 431.82	R257 110.07	R2 262 086.94
Botshabelo	R219 252.74	R177 155.85	R56 034.30	R452 442.89
Dewetsdorp	R25 277.80	R23 146.40	R3 452.53	R51 876.74
Mangaung Rural	R153 650.19	R76 045.49	R21 851.18	R251 546.86
Soutpan	R2 074.27	R1 060.98	R0.00	R3 135.24
Thabanchu	R132 327.54	R83 619.23	R18 798.12	R234 744.89
Vanstadensrus	R5 867.02	R4 002.74	R551.54	R10 421.30
Wepener	R23 104.74	R20 654.38	R2 730.28	R46 489.40
Grand Total	R1 609 099.34	R1 343 116.90	R360 528.01	R3 312 744.25

Issues and Risks

The major issues and risks identified at this stage are: The total road maintenance need estimated from asset values is around R194 million per year while current expenditure is only a fraction of this. Much of the road surfacing is old and dry. Rejuvenation and resealing projects to the value of R 416 million have been identified for the short term while the long-term periodic maintenance need is only around R168 million per year.

If long-term maintenance budget is made available as a maintenance budget, resurfacing projects can be attended to in 2 to 3 years to avoid the roads deteriorating to the point where road conditions become a danger to road users and the costs associated with reconstruction, instead of surface maintenance, will have to be borne. Rehabilitation and reconstruction projects totalling almost R1.7 Billion have been identified. This reflects the generally poor condition of the road pavements, and the cost of this work could possibly be reduced through patching and resurfacing.

There is a high risk of giving too much attention to the roads in very poor condition to the detriment of maintaining surfacing on road network in a fair condition and resulting in a poor allocation of resources.

There are many kms of unpaved roads and the roads that require paving over the next 10 years need to be identified and attended to without compromising maintenance of existing paved roads.

Road Asset Management System

The Metro wide RRAMS system has been implemented to assist in managing the road network. This system will be improved using the information and systems supplied as part of this initiative.

Policy

The Metro is in the process of developing a Road Asset Management Policy.

Objectives

The objectives of this Plan are:

- to try and extend the lives of the paved roads to minimise the rehabilitation need
- to rehabilitate roads where required
- to ensure road standards are commensurate with the functional class of the road.

Road Maintenance Operations

Current road maintenance operations are identifying problems and repairing them as appropriate, but budgets need to be brought in line with the needs to sustain and improve the road network.

Road Upgrading

Upgrading of gravel roads to paved is required that can proceed over time in a prioritised manner once the deterioration of paved roads has been addressed. Where available, MIG funding can be obtained to upgrade roads.

Resourcing

The Metro has reasonable institutional resources but budgets for road maintenance fall far short of the long-term need required to sustain the road network. Pavement resurfacing is always considered to be the highest priority for paved roads as this prevents moisture ingress into the pavement with associated moisture accelerated distress. The estimated long-term annual need for the municipality based on current replacement cost is of the order of R194 million while the long-term annual resurfacing need (10%) is of the order of R112 million.

However, 90% of the road network's surfacing is in a poor condition and it needs to be attended to over time as a priority to try and apprehend further deterioration of the pavements with the associated much higher rehabilitation cost. Therefore, it is suggested that rejuvenation of the roads be tackled as soon as possible to extend the life of the network surfacing. This can be followed with repairs and resurfacing of the poorer areas and finally major patching and rehabilitation where required.

Continuous Improvement

The outputs of the RAMS as well as the current maintenance practices will be continuously evaluated by the Metro to ensure value for money and cost-effectiveness.

Stormwater

The stormwater asset management is being developed. The city does not have service levels in relation to the stormwater service. Upgrading of roads is always coupled with construction of stormwater infrastructure. The requirements for developments are that a peak runoff must be reduced to pre-development levels before being released. The level of service for constructed services has emanated from design standards as follow:

- Major Stormwater System

LAND USE	DESIGN FLOOD RECURRENCE INTERVAL
RESIDENTIAL	50 years
INSTITUTIONAL	50 years
GENERAL COMMERCIAL AND INDUSTRIAL	50 years
HIGH VALUE CENTRAL BUSINESS DISTRICTS	50 to 100 years

- Minor Stormwater Systems

LAND USE	DESIGN FLOOD RECURRENCE INTERVAL
RESIDENTIAL	5 years
INSTITUTIONAL	5 years
GENERAL COMMERCIAL AND INDUSTRIAL	5 years
HIGH VALUE CENTRAL BUSINESS DISTRICTS	5 to 10 years

The Maintenance of stormwater infrastructure is undertaken in a responsive manner as per complaints, and the principle on which stormwater management is based on are as follow:

- The need to protect the health, welfare and safety of the public and to protect properties from flood hazards by safely routing and discharging stormwater.
- The opportunity to conserve water and make it available for public beneficial use.
- The need to strive for sustainable environment while pursuing economic development.
- The desire to provide optimum methods of controlling runoff in such a manner that the main beneficiaries pay in accordance with their potential benefits.

Currently, maintenance is undertaken on responsive basis. Planned maintenance, corrective maintenance, and preventative maintenance.

4.1.4 Water and Sanitation Services

The Water Services sector is expected to play a greater role in water conservation and water demand management in the future. This will be necessary due to the expected growth in water demand in this sector.

Water demand is likely to increase at a high rate because of a combination of population growth, the increased proportion of the population that will have access to water services (as the current backlog is addressed), the expected improvement in the standard of living that will result in greater per capita water consumption as well as the urbanisation phenomena. The Strategic Framework for Water Services (DWS, 2003) recognises the role of WCDM in ensuring sustainable service delivery. The Mangaung Metropolitan Municipality is both the Water Services Authority and Water Service Provider and therefore obliged to fulfill its mandate of providing access to safe and reliable portable water to its consumers.

The Water Services Authority (WSA) is tasked with the preparation of a formal Water Services Development Plan (WSDP) that contains information on the physical attributes of the area, the socio-economic attributes, existing infrastructure and water use, and provides a long-term water services plan with a five-year implementation plan.

The Integrated Development Plan (IDP) office requires for an update to the Water Conservation Demand Management Strategy to be adopted annually. To this end, MMM: Technical Services: Water Conservation Demand Management has developed an update to the Water Conservation Demand Management Strategy for the Financial Year 2025/26. The annual update for the 2025/26 Financial Year is contained as part of this report.

The main objectives of the WCDM Strategy Update is as follows:

- To prepare a WCDM Strategy based on a revised holistic NRW target of 25% to be achieved within a 10-year period;
- To report on the past few years' water balance performance and associated WCDM Strategy related progress achieved;
- To identify and define practical projects which MMM can implement in order to reach the NRW target;
- To assign high-level cost estimates to identified projects;
- To assign water balance parameters in terms of water savings to identified projects; and
- To develop a high-level project implementation plan based on MMM's current needs.

Historic Water Balance

The remainder of the strategic drivers have been balanced in support of achieving this target. The strategy has thus been developed focused on two main water balance and strategic drivers and all identified strategies fall within either of these groups as follows:

1. Reducing System Input Volume (SIV) or Demand;
2. Increasing Billed Authorised Consumption (BAC).

The combination of both reducing the SIV while simultaneously increasing the BAC will contribute towards a reduced NRW. Forthwith strategies will be categorised according to these water balance drivers while the secondary parameter has been applied in defining the strategy.

Anticipated water savings have been linked to each identified strategy and detailed in the remainder of the report. According to the proposed implementation programme for each identified strategy, the anticipated water saving and potential effect on the water balance has been modelled over a ten year period in order to develop the strategies which will work together in reaching the combined NRW target.

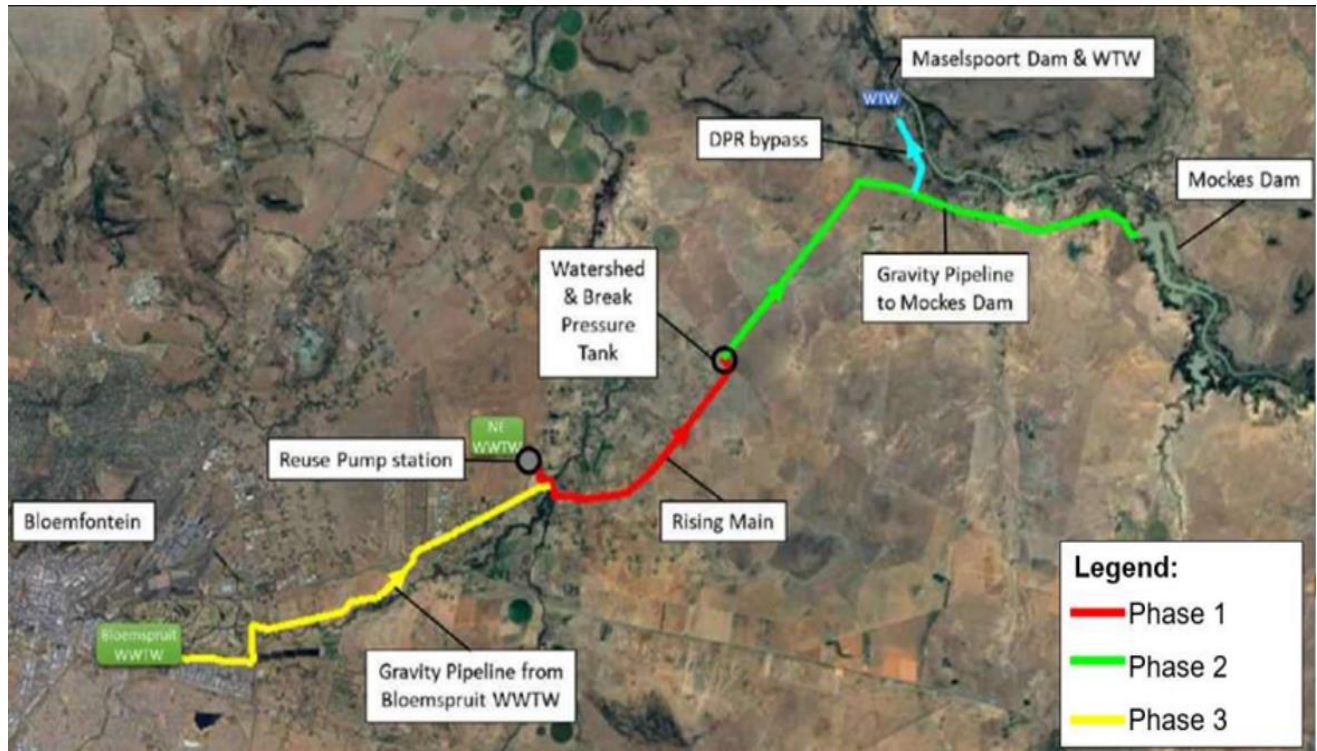
Table 4.4: Identified Strategic Influence on Water Balance: Year-on-Year Projection

Identified Strategic Influence on Water Balance: Year-on-Year Projection		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
SIV Component	SIV: Demand Projections ¹	94 166 564	93 836 548	93 388 568	92 950 167	92 521 440	92 102 484	91 693 397	91 294 279	90 905 227	91 990 986
	SIV Reduction	-1 386 330	-2 371 830	-3 028 830	-3 028 830	-3 028 830	-3 028 830	-3 028 830	-3 028 830	-3 028 830	-3 028 830
	Strategy SIV1	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136	-1 382 136
	Strategy SIV2	0	-985 500	-1 642 500	-1 642 500	-1 642 500	-1 642 500	-1 642 500	-1 642 500	-1 642 500	-1 642 500
	Strategy SIV 3	0	0	0	0	0	0	0	0	0	0
	Strategy SIV4	-4 194	-4 194	-4 194	-4 194	-4 194	-4 194	-4 194	-4 194	-4 194	-4 194
	Total SIV (Sub-Total)	92 780 233	91 464 718	90 359 738	89 921 336	89 492 610	89 073 654	88 664 567	88 265 448	87 876 397	88 962 156
	Total Water Loss Reduction (Direct Impact SIV)	-6 634 619	-6 883 094	-7 137 873	-7 965 714	-7 356 134	-7 655 186	-7 593 270	-7 883 169	-8 178 853	-8 848 157
	Real Loss Reduction	-6 634 619	-6 880 979	-7 135 758	-7 427 680	-6 818 100	-7 058 675	-6 812 010	-7 101 909	-7 397 593	-7 662 504
	Strategy RL1	-2 165 180	-2 405 756	-2 646 331	-2 886 907	-3 127 482	-3 368 058	-3 608 633	-3 849 209	-4 089 784	-4 330 360
	Strategy RL2	-3 629 145	-3 629 145	-3 629 145	-3 629 145	-2 721 859	-2 721 859	-2 177 487	-2 177 487	-2 177 487	-2 177 487
	Strategy RL3	-292 000	-292 000	-292 000	-292 000	-292 000	-292 000	-292 000	-292 000	-292 000	-292 000
	Strategy RL4	0	-5 784	-12 688	-12 688	-18 472	-18 472	-24 257	-24 257	-30 041	-30 041
	Strategy RL5	-496 948	-496 948	-496 948	-496 948	-496 948	-496 948	-496 948	-496 948	-496 948	-496 948
	Strategy RL6	-51 346	-51 346	-51 346	-102 693	-154 039	-154 039	-205 385	-254 709	-304 033	-328 369
	Strategy RL7	0	0	-7 300	-7 300	-7 300	-7 300	-7 300	-7 300	-7 300	-7 300
	Apparent Loss Reduction	0	-2 116	-2 116	-538 035	-538 035	-596 511	-781 260	-781 260	-781 260	-1 185 652
	Strategy AL1	0	-2 116	-2 116	-2 116	-2 116	-2 116	-2 116	-2 116	-2 116	-2 116
	Strategy AL2	0	0	0	-365 265	-365 265	-423 741	-608 490	-608 490	-608 490	-1 012 882
	Strategy AL3	0	0	0	-170 655	-170 655	-170 655	-170 655	-170 655	-170 655	-170 655
Total SIV (Total)	86 145 615	84 581 624	83 221 865	81 955 622	82 136 475	81 418 468	81 071 297	80 382 279	79 697 544	80 113 999	
Billed Consumption Component	Total Increase in BMC	0	273 213	570 448	1 385 845	1 660 430	1 756 680	2 401 128	3 022 670	3 210 104	3 831 646
	Increase in BMC	0	273 213	570 448	1 385 845	1 660 430	1 756 680	2 401 128	3 022 670	3 210 104	3 831 646
	Strategy BMC1	0	254 259	508 518	1 054 239	1 299 053	1 299 053	1 920 596	2 542 138	2 542 138	3 163 681
	Strategy BMC2	0	0	22 905	22 905	45 809	45 809	68 714	68 714	91 618	91 618
	Strategy BMC3	0	0	0	35 308	35 308	35 308	35 308	35 308	35 308	35 308
	Strategy BMC4	0	18 954	39 026	273 394	280 260	376 510	376 510	376 510	541 040	541 040
	Total BMC (Based on 2023/24 Base Year)	33 415 791	33 689 004	34 259 453	35 645 298	37 305 728	39 062 408	41 463 536	44 486 206	47 696 310	51 527 956

Predicted Water Savings or Return on Investment

In order to determine a high-level return on investment, the potential demand which is currently not being billed and collected due to metering errors need to be calculated. The assumed meter error is calculated for the varying meter ages and the assumed % meter error for the different installation periods.

Figure 4.4: Proposed Water Re-Use Project Phasing



Valve Audit and Valve Replacement Programme

Leak repair processes have been monitored in MMM for a period 26 July 2024 to 25 February 2025 using the MMM developed application, MANleaks. The application records the origin of leak enabling a distinction between network and specifically valve leaks. In addition to this the Contractor is required to capture and measure the physical leak in order to obtain an indication of the magnitude of typical valve leaks as encountered for this limited period.

In order to establish a more accurate cost estimate for the identified programme, the outcome of this ad-hoc valve audit programme was reduced to percentages and applied to the total theoretical number of valves within MMM to establish a cost estimate linked to the anticipated number of valves requiring a combination of valve refurbishment-, replacement or -chamber refurbishment or installation based on these indicative percentages encountered as part of this ad-hoc valve audit programme.

Figure 4.5: Indicative Percentage of Valves for Replacement or Refurbishment

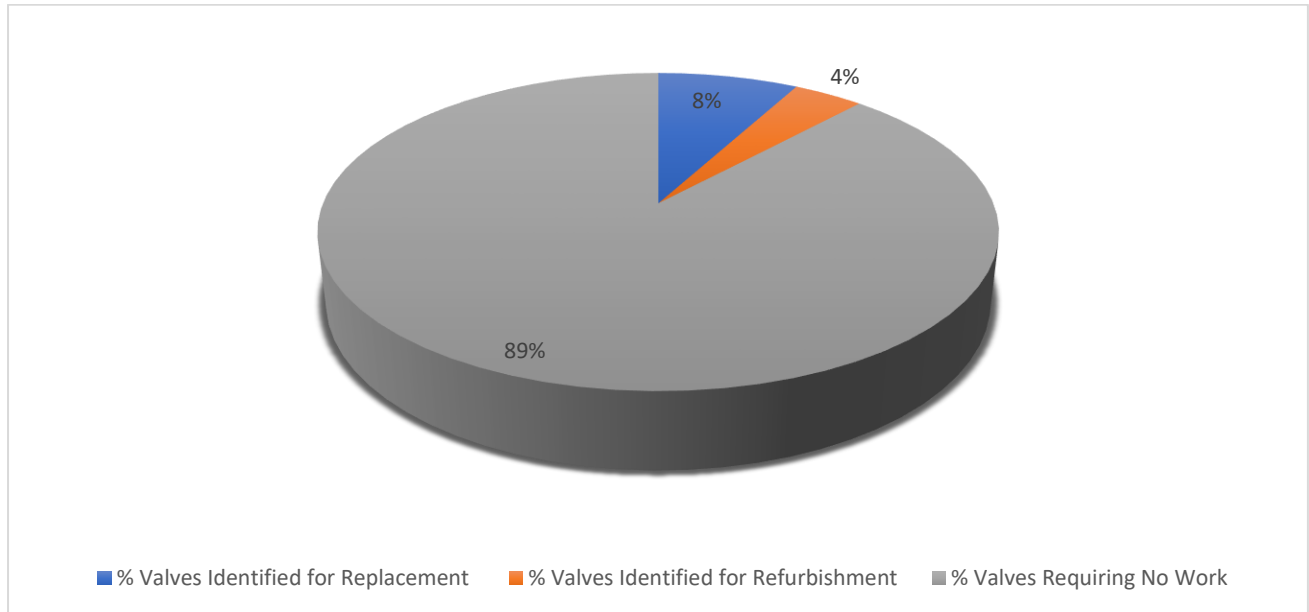


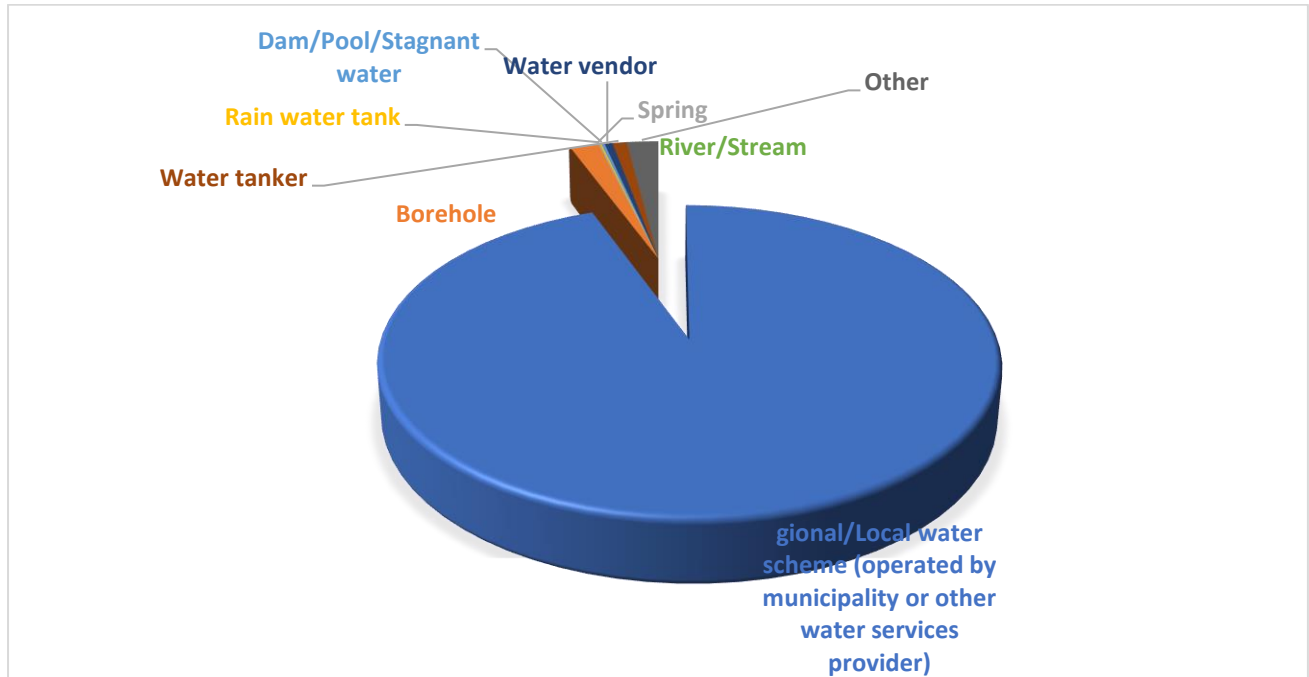
Table 4.5: Total Theoretical Number of Valves within MMM

Area	Total Number of Valves									Total
	<80mm	80mm	100mm	150mm	200mm	250mm	300mm	>300mm	Unknown Diameter	
Bloemfontein	2183	898	2456	1247	200	198	152	344	40	7718
Botshabelo	160	27	2436	520	142	146	25	165	86	3707
Thaba Nchu	1503	42	42	132	30	19	1	30	5	1804
Soutpan	0	0	0	0	0	0	0	0	0	0
Dewetsdorp	0	0	1	5	1	0	0	0	0	7
Wepener	0	0	0	0	1	0	0	0	8	9
Vanstadensrus	4	0	3	0	0	0	0	0	2	9
Total	3850	967	4938	1904	374	363	178	539	141	13254

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

- Replacement of fire hydrants and water meters
- Metering of unmetered sites
- Refurbishment of water supply system
- Pressure management system

Figure 4.6: Water Source



Source: Stats SA

Sanitation

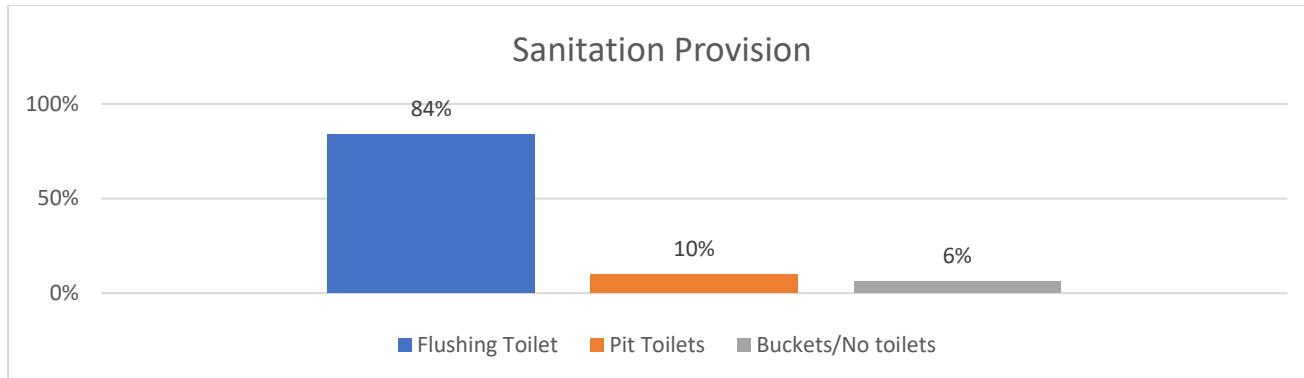
MMM has 12 Wastewater Treatment Works where 84% of households is estimated to have access to sanitation facilities above RDP standard (VIP toilet and higher). An additional 10% have pit toilets without ventilation and 6% have bucket toilets/no facilities. The backlogs in this regard are most prominent 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 52 615 and the sewer backlogs per region:

- Bloemfontein = 15 812
- Botshabelo = 21 549
- Thaba Nchu = 13 677
- Wepener = 169
- Dewetsdorp = 307
- Soutpan = Estimated at 1103 (Masterplan in process)
- Van Standensrus = 0 (Most peri urban erven not connected to sewer network currently serviced by septic tanks)

The city has a current spare capacity of 8.5 ML to support its main programmes such as VIP and Bucket Eradication Programme and Catalyst Development Programme. 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.

Figure 4.7: Sanitation provision



Source: Stats SA

Table 4.6: Current level of services, demands and backlogs

SERVICE		
	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.
Stormwater	69 Km	0

4.1.5 Human Settlement

The housing vision of MMM is supported by five (5) key development objectives including amongst others *spatial transformation* as key to the integrated built environment of the City. This is intended to be achieved through the following strategic objectives:

- Poverty eradication, rural and economic development, and job creation - through the prioritization of upgrading of informal settlements and economic nodes.
- Spatial development and the built environment – through the Catalytic Land Development Programme.
- Basic service delivery – inclusive and equitable access to basic services.
- Integrated Human Settlements – by developing settlements that have access to socio-economic amenities, a mix of different land-uses and the provision of different housing typologies.

Towards Integrated and Sustainable Human Settlements in Mangaung by 2030

Mangaung Metropolitan Municipality approach towards the development of human settlements is based on three fundamental pillars: namely, the human settlements development logic, the mixed development delivery vehicle and the informal settlements upgrading strategy. The Municipality has adopted a mixed development approach in all its catalytic projects programme. Key components of this delivery vehicle is Residential, Recreational, Retail, Industrial and Community amenities; acronym as RRRIC Strategy.

This Strategy places a big emphasis on the need for the City to undertake spatial development projects in such a manner as to overcome conditions that reflects apartheid spatial distortions. Overcoming development challenges of this nature requires strategies that offered multiple and focused outcomes. Among the instruments to address its development challenges and achieves Outcome 8, the City identified several strategic land parcels for the implementation of the Catalytic Programme to create integrated human settlements. In addition, the City has considered the sale of residential sites to government employees, the implementation of Financial Linked Individual Subsidy Programme, the development of Community Residential Units and Social Housing as part of the strategies to reduce housing backlog and create sustainable human settlements.

Human Settlement Development Programmes on Catalytic Land

The Development of Integrated and Sustainable Human Settlements through the Catalytic Land Development programme is aimed at transforming spatial housing patterns in the Municipality, by creating more inclusive, denser, mixed-use urban areas while striving for a more functional housing market that adequately responds to both supply and demand for all levels of affordability and need. This departs from a narrow focus on housing alone to a more holistic view of human settlements.

Thus, the strategy prioritizes more inclusive communities with access to various other amenities such as schools, clinics, sporting facilities and business opportunities. The strategy seeks to attend to the multiple human settlement challenges to which the National Development Plan refers. Underpinning this approach is an effort to facilitate social integration, urban efficiencies, and cohesion by providing a mix of land use options in the same space/vicinity to create a precinct. Similarly, the proximity of key amenities such as retail facilities and industry eliminate transport costs for residents and consumers whilst creating job opportunities around residential settlements.

Catalytic Land Development projects are funded mainly through a combination of funding streams: private, debt, the urban settlements development grant and the human settlements development grant. The City identified strategic land parcels to implement catalytic projects to: compact and densify the city; promote social cohesion; promote urban efficiencies as well as to restructure the apartheid space distortions. To this end, the City upgraded and continue to upgrade bulk-infrastructure as a priority. Below are strategic land parcels for the implementation of the catalytic programme as identified:

- 1) Hillside View
- 2) Vista Park Extension 2
- 3) Vista Park Extension 3
- 4) Brandkop 702
- 5) Cecilia Park
- 6) Brandkop Racetrack
- 7) Airport Development Node
- 8) Estoire Development
- 9) Caleb Motshabi
- 10) Lourierpark
- 11) Thaba Nchu- Botshabelo Development Node

Progress

The first three land parcels, *namely; Hillside View, Vista Park Ext. 2 and Vista Park Ext. 3* have already been allocated to Private Developers as turn-key developments. The overall progress is show below on table 4.7:

Table 4.7: HS Progress on Hillside View; Vista Park Ext. 2 and Vista Park Ext. 3

Projects	Status	Progress & outstanding Issues
Hillside View	<ul style="list-style-type: none"> • Service Level Agreement for the installation of electrical services concluded/signed. • Township processes have been concluded. • Civil Engineering services being installed. • Developer is on site and construction underway. • 600 BNG houses completed. • 25 of the 50 houses for Military Veteran houses are completed. • 19 Land Restitution cases & houses completed. • 402 Social Housing units completed and fully occupied. 	<p>Outstanding issues:</p> <ul style="list-style-type: none"> • Finalisation of three traffic intersections. • Upgrading of OR Tambo Road. • Provision of public transport facilities along DM Selemela Road. • Regularization on the management of the 839 Social Housing Units currently in progress as per recommendations of the legal opinion.
Vista Park Ext. 2	<ul style="list-style-type: none"> • Contracts documents have been signed. • Traffic Impact Assessment has been approved 	<p>Outstanding issues</p> <ul style="list-style-type: none"> • Replacement of the realignment of bulk water and sewer pipes project which were damaged during the installation of the stormwater drain system.

Projects	Status	Progress & outstanding Issues
	<ul style="list-style-type: none"> • Township Establishment has been submitted. • Construction of the Bulk sewer along the Vereeniging Road project has been inspected for practical completion. Snag list is being attended to. • Realignment of bulk water and sewer pipes project started in June 2018 has been completed. 	
Vista Park Ext. 3	<ul style="list-style-type: none"> • Installation of civil internal services in Ext 257 has been completed. Completion certificates have been issued. • Construction of 30 MILVETS has been completed • Proclamation of the Township Establishment has been approved. 	<p>Outstanding issues</p> <ul style="list-style-type: none"> • Bulk water leakage issues to be finalized. • The Provincial Department of Human Settlements is currently finalising the list of MILVTES beneficiaries to enable Centlec to electrify the houses.

Upgrading of informal settlements programme

Many cities in the world and in South Africa are facing the challenges of informal settlements. The influx to the settlements is due to unemployment and poverty in rural areas, surrounding towns and perceived job opportunities in urban areas and the low living expenses of an informal settlement. There is also an element of natural growth decreasing the household size. The immigrants prefer living in informal settlements where they can live very cheaply and still receive the minimum of services - and so informal settlements mushroom. This influx inevitably puts pressure on the municipalities to provide formal housing and services to a greater number of people.

The National Development Plan is advocating for the upgrading of informal settlements to provide adequate housing to the households living in informal settlements. The government of South Africa is committed to the vision of incrementally upgrading the informal settlements and providing basic services to the households.

Backlog

In Mangaung Metro Municipality, the total housing backlog is standing at 70 467 according to registered households in the National Housing Needs Register (updated September 2024) and there are 57 informal

settlements which are home to an estimated 38 630 households. The Metro has adopted a municipal wide approach to the upgrading of the informal settlements wherein all the settlements have access to municipal utility services such as solid waste removal, access to water (individual and communal); 88% have access to electricity; and the roll-out of basic services is underway.

Since 2016, Mangaung has upgraded sixteen (16) informal settlements with a total of 9 485 households which have been upgraded to phase 3 of the programme i.e. provision of individual household connections of water and sanitation; Of the sixteen (16) informal settlements, two (2) are partially upgraded and have been connected with household water connections ONLY benefitting 5 261 households. The Metro is currently in the process of upgrading a further sixteen (17) settlements to phase 3 by providing individual water and sanitation connection to benefit 14 653 households and two (2) through the provision of interim services such as communal taps to 4 046 households. The below table 4.8 provide progress and status of informal settlements in the Metro:

Table 4.8: Progress and status of informal settlements

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
Matlharantlheng Water and Sewer - Instal Water and Sewer (3108 U)	ISUPG	R5 850 900	R8 256 890	Additional communal water taps provided. Detail designs submitted for approval to appoint Contractor from panel by July.
Seroalo Ext 26 – installation of water reticulation	ISUPG	R1 089 120	R0	Designs are approved. Contractor to be appointed from the panel
Klipfontein water connections	ISUPG	R540 000	R6 505 000	Layout to be finalised to deal with areas with underground water
Sonderwater Ph2 (80) & Chris Hani 28747 (50 U) - water and sewer reticulation	ISUPG	R2 500 000	R14 000 000	Designs to be completed by July to appoint contractor in August 2025
F/Dom Sq 37321 Zuma and Marikana (117 U)	ISUPG	R0	R0	Contractor is on site to complete outstanding works

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
Mkhonto Erf 32109 and Saliva water and sewer	ISUPG	R14 940 942	R0	Contractor has been appointed to start with construction
Bloemside 9 &10- Instal W&S Retic	ISUPG	R1 250 000	R16 500 000	Designs are approved.
Bloemside 7 – water reticulation	ISUPG	R10 500 000	R15 500 000	Consultant to be appointed for water. Bulk water project is under construction.
Soutpan Ikgomotseng - Install water and sewer (93 U)	ISUPG	R150 000	R0	Contractor is on site for construction
Thaba Nchu Ext 27 and Ratau water and sewer	ISUPG	R31 778 273	R6 000 000	Contractor is appointed for construction
Botsh Sec R - Install Water (1799 U)	ISUPG	R32 500 000	R4 000 000	Contractor is appointed for construction
Dewetsdorp Ext 8 water and sewer	ISUPG	R3 500 500		Contractor is on site for construction
Tambo Square/ Kgateloeppele2 and Namibia ZCC - Instal Water and Sewer	ISUPG	R1 500 000	R0	Contractor to be appointed in April 2025 for construction
Acquisition Of Land for Informal Settlements Relocations	ISUPG	R0	R25 000 000	Funds are redirected to other informal settlements projects due to possible donation of land from the National Department of Agriculture, Land Reform, and Rural Development
Botshb Sec D - Install Sewer Retic (100u)	ISUPG	R980 000	R12 505 500	Designs are approved. Resolve the dispute

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
				with Engineer to appoint contractor
Botshb Sec M - Install Sewer Retic (100u)	ISUPG	R1 005 000	R9 500 000	Designs are approved. Resolve the dispute with Engineer to appoint contractor
Ratau Hlambaza Water and Sewer - Alt System (114 U)	ISUPG	R1 530 333	R0	Detailed designs approved. Contractor to be appointed from panel
Alternative sewer solutions to informal settlements	ISUPG	R3 500 000	R10 000 000	Bid to be re advertised to appoint Service Provider for units that can later be retrofitted to the bulk network planned for future upgrading.
Section T instal of sewer	ISUPG			Project is completed
Section C water and sewer	ISUPG	R784 193	R0	Detailed designs submitted for approval to appoint contractor
Section N instal water and sewer	ISUPG	R23 497 843	R2 265 980	Designs approved. Contractor to be appointed from panel
Section E1905 water and sewer	USDG	R1 658 600	R0	Detailed designs submitted for approval to appoint contractor from the panel
Turflaagte ZCC/ Naturena	ISUPG	R2 000 000	R4 000 000	Consultant to be appointed for designs and appoint contractor from the panel in August 2025
Dewetsdorp Ext 7 water	ISUPG	R6 500 000	R9 650 000	Consultant to be appointed for designs and appoint Contractor

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
				from the panel in September 2025
Freedom ZCC/ Winkie Direko/ Rocklands Bobo Square	ISUPG	R12 033 517	R1 055 000	Designs are at approval stage and contractor will be appointed from the panel in May 2025
Section G&H water and sewer	USDG	R14 009 280	R2 632 300	Contractor has been appointed for construction
Bloemside 4510 & Fleurdal water and sewer	USDG	R1 500 000	R0	There are delays in construction due to relocation of soccer field
Bloemside 4510 & Fleurdal roads and stormwater	USDG	R2 000 000	R1 850 000	Consultant and Contractor to be appointed in the new financial year
Lourierpark water and sewer	USDG	R22 800 687	R12 000 000	Consultant appointed for design review
Soutpan water and sewer	USDG	R1 450 000		Consultant to be appointed for designs and appointment of contractor
TOTAL		R201 349 188	R161 220 670	

Despite progress made in the upgrading of informal settlements, land invasions continue, with the Metro experiencing sporadic invasions in early 2024. These land invasions occurred in Bloemfontein, Botshabelo and Thaba-Nchu and less in other regions. The number of settlements and impacted households has yet to be collated and verified. As a result, the Metro will prioritise the assessment and categorisation of these settlements and the type of rudimentary services required to make them habitable whilst conceptualising and packaging them for upgrading. This will be coupled with the review of the current and existing informal settlements upgrading strategy which was adopted in 2013.

One of the obstacles in the upgrading of informal settlements is the lack of bulk capacity, particularly for sanitation, in the Thaba-Nchu and Botshabelo regions. While waiting for bulk infrastructure construction, the

Metro will be exploring alternative sanitation solutions to meet families' basic sanitation demands. This will ensure ongoing access to adequate sanitation, which can be converted to conventional waterborne sanitation when bulk infrastructure is installed. Another issue in the upgrading process is that there are significant backlogs in basic services, making it impossible to prioritise informal settlements. The Metro will approach this problem by ensuring that the projects related to basic services provision are properly coordinated in old township areas and informal settlements.

The recent land invasions in Thaba-Nchu, Botshabelo, and Bloemfontein have engendered mistrust between the Metro and the communities, as some citizens who registered on the National Housing Needs Register now fear being displaced in the queue by land invaders. Consequently, it is imperative for the Metro to expedite the construction of land parcels for the systematic provision of suitable housing. This underscores the necessity of accelerating the Catalytic Land Development Programme with the aim of developing additional land parcels to enhance the provision of housing opportunities. The Metro is currently developing the following land parcels to provide housing for residents within the Metro area:

- Farm Ext 2727 with estimate of 3 600 erven
- Botshabelo Section K with estimate of 1 988 erven
- Portion 3 of Selosesha with estimate of 1 085 erven
- Remainder of Botshabelo Farm 826 with estimate of 2050 erven
- Morojoaneng ext with estimate of 905 erven
- Lourierpark Phase 1 with estimate of 400 erven to be provided with basic services
- Lourierpark Phase 2 with estimate of 1986 erven

The Metro is working with the HDA in the development and updating of the Informal Settlements Upgrading Strategy and the settlements plans. This will assist the Metro to have a coordinated and integrated approach when upgrading the informal settlements within the Metro. All new informal settlements will be enumerated and evaluated beginning in the 2025/26 financial year to facilitate the planning and programming of their upgrading process.

Land Development and Property Management

The acquisition, development, and disposal of land settlements should be guided by the City's development agenda of Sustainable Human Settlements and should be heartened by 5 (five) cornerstones embracing Sustainable Human Settlements. Amongst the broader objectives of Sustainable Human Settlements, the most important for this purpose remain compacting and densifying the City for improved efficiency, expanding the City's economic base and the promotion of mixed land use development focusing primarily but not exclusively on City rejuvenation aimed at providing sustainable business mixed with urban rental accommodation to cater for different property needs.

Land development involves sustainable conversion of land from natural habitat to urban built environment. It involves orderly planning, with emphasis to the provision of services, social and community amenities, protection of cultural and heritage resources, creation of economic opportunities in the local communities supported by a sound transportation infrastructure and system, without forgetting the protection of the environment. Sustainable development encompasses wise physical development that will ensure economic growth, provision of minimum standards of public health, provision of basic infrastructure and amenities, access to recreational facilities and again, the protection of environment. We need to strive to achieve this and order to succeed the following becomes important:

- Reviewing the process leading to approval of submissions by Council; the process is compromised and not uniform anymore.
 - ✓ *Items that must be considered for approval by Council to unlock land development and economic growth are taking too long to reach Council for a decision. This negative phenomenon must be exterminated as it thwarts investment and denies the City the opportunity to grow the local economy and to expand its revenue base for financial sustainability. To address this situation, Council commits itself to approve the disposal of surplus land and property in line with section 14 of the Municipal Finance Management Act 56 of 2003 read in conjunction the Local Government: Supply Chain Management Regulations 2005, the Local Government : Municipal Asset Transfer Regulations 2008, the Mangaung Municipality Supply Chain Management Policy and the Mangaung Municipality Policy on the Disposal of Municipality's Immovable Properties every quarter and for as long as such land and property is available.*

- Taking immediate legal action against all the habitual defaulters; evict them and robustly implement the lessor's hypothec.
 - ✓ *Tenants of commercial and sundry properties who are habitual defaulters must be dealt with decisively as many of them are always in default not because of unaffordability but as a result of an attitude of entitlement.*

- Delegating approvals of the short-term leases to the City Manager in line with regulation 34(4) of the Municipal Asset Transfer Regulation 2008, subject to quarterly reporting to Council for noting.
 - ✓ *Short term leases if not considered and approved immediately when there is a vacancy in any of the properties of Council leads a difficult risk to mitigate. Possible vandalism of the property when standing empty for too long.*
 - ✓ *Creates difficulties when there is a need for eviction in line with contract management (non-payment of rental and breach of contract in general).*

- *Council commits itself to ensure the speedy approval of applications for the long-term leasing of municipal land and property, and in line with regulation 34(4) of the Local Government: Municipal Asset Transfer Regulations 2008 to delegate its power to consider and approve applications for the leasing of municipal land and property if the applications involve land or property that has a value not exceeding R10 Million and the proposed lease agreement is for short term . Short term for this purpose shall mean*

3 years as contemplated in the definition of the Local Government: Municipal Asset Transfer Regulations 2008 but not excluding 9 year 11 months or a lease for a period of less than 10 as used in legal practice and in the real estate sector and as per the definition in the Deeds Registries Act 47 of 1937 and the Formalities Formalities of Leases of Land act 18 of 1969 ; whereas long term shall mean a period of 10 years or more.

- **Prioritizing funding for the installation of services on all the land development initiatives for mixed development and sell newly developed sites to expand your revenue base.**
 - ✓ *Revenue enhancement needed to subsidize poor areas.*
 - ✓ *Socio economic growth.*
 - ✓ *Social transformation*
 - ✓ *Compacting the City*
 - ✓ *Densification*
 - ✓ *Service Efficiency*
 - ✓ *Core municipal responsibility is to provide services and facilitate development; It is not to keep undeveloped land. Council commit itself to consider and prioritize service delivery in general but also support the budget that caters for the vigorous installation of Bulk Infrastructure to unlock both private and government driven land development projects and in particular the remaining portions of land which formed part of the Seven Land Parcels and the Development Nodes(Botshabelo and Thaba Nchu Development Node or Sepane) and the Airport Node.*

- **Prioritizing funding for the installation of services on all the industrial sites in Hamilton and Bloemindustria.**
 - ✓ *Industrialization is key in unlocking job opportunities.*
 - ✓ *This is important because this is revenue that is needed to subsidize poor areas.*
 - ✓ *Land development is needed for socio economic growth.*
 - ✓ *Core municipal responsibility is to provide services and facilitate development; It is not to keep undeveloped land. Council commits itself to support initiatives to apply and access state funding in a form of available grants to install Bulk Services in these areas and in cases where the development will not involve private sector investment, also grants for the installation of Internal Services.*

- **Availing and selling all serviced sites in formalized areas for development**
 - ✓ *Revenue enhancement/Growth.*
 - ✓ *Job Creation.*
 - ✓ *Economic Growth.*
 - ✓ *Social Stability*
 - ✓ *Resilient Communities*
 - ✓ *Enhanced Aesthetic View*

- **Avoiding unnecessary moratoriums on land release/sale**
 - ✓ *It frustrates and stifles development*

- ✓ *It repels investors*
 - ✓ *Leads to loss of job opportunities*
 - ✓ *Leads economic stagnation*
- Acquiring more land and properties for forward land development planning and relocation of informal settlements located on uninhabitable land, including urban buildings for alternative accommodation and emergency housing.
- ✓ *Orderly planning*
 - ✓ *Curbing urban sprawl*
 - ✓ *Planned infrastructure development.*
 - ✓ *Eradication of Informal Settlements*
 - ✓ *Sustainable Human Settlements*
 - ✓ *Alternative accommodation*
 - ✓ *Emergency accommodation*

Service Delivery (Access to Land and Ownership)

One of the objectives of Mangaung Metro Municipality is to ensure equitable and inclusive access to land and basic services. The Metro has been in the drive to accelerate the allocation of land and security of tenure through registration of title deeds and incremental tenure by issuing PTOs to the previously disadvantaged to achieve the improvement of quality of life as per Outcome 8. Since 2016, Mangaung has made substantial progress towards improving the lives of its residents as per table 4.9 below:

Table 4.9: Site Allocations and Relocations

	Settlements name	No. of households	Status
Sites for Allocation	<ul style="list-style-type: none"> ➤ Botshabelo (Section R extension) ➤ Soutpan Ikgomotseng ➤ Wepener 	<ul style="list-style-type: none"> 2430 households 93 households 398 households 	<ul style="list-style-type: none"> ➤ 2430 sites allocated to beneficiaries except for 10 that are not habitable. PTO's have been issued. Electrification has been completed ➤ Verification of beneficiaries will be conducted to update the data ➤ All the sites have been allocated to households and electricity is 99% completed ➤ 500 sites have been allocated and PTO's issued.

	Settlements name	No. of households	Status
	➤ Botshabelo Section L1124 &2441	500 households	➤ Currently busy with verifications to update information for the purpose of electrification project planned ➤ 1124 L Section received waterborne toilets however, the link sewer is currently being resolved
	➤ Section M	91 households	➤ Title deeds has been issued ➤ Settlement received waterborne toilets however, the link sewer is currently being resolved
	➤ Section U and Section N	13 households 7 households	➤ All the households have been allocated and verified
	➤ Bultfontein 5 x15	361 households	➤ All sites allocated except for those in dongas and flood line. PTO's have been issued to households
	➤ Moroka Ext 27 & 40	374 households	➤ All sites have been allocated and electricity is being installed to all households allocated
	➤ Serwalo	238 households	➤ All sites have been allocated and have been provided with electricity with household water connections expected to start in May 2025
	➤ Khayelitsha	2100 households	➤ 1500 households have been provided with water. There are more households than the existing erven, affecting the implementation of the water project
	➤ Mathlaranthle ng	3005 households	➤ Sites allocated and electrified except for those with hiccups of invasion here and there (Masakaneng)
	➤ Dewetsdorp x8 (Morojaneng)	496 households	➤ All have been allocated but some people have not taken occupation yet (to be issued with final warning)

	Settlements name	No. of households	Status
	<ul style="list-style-type: none"> ➤ Turflaagte 2 (erf 53820) ➤ Turflaagte 2 (erven 39701 & 39702) ➤ Section L211 and 212 	<p>400 households</p> <p>27 households</p> <p>322 erven but only 272 allocated as the church occupied 50 erven</p>	<ul style="list-style-type: none"> ➤ All 67 sites allocated to beneficiaries; some have been issued with PTO's ➤ All 27 sites allocated to beneficiaries ➤ Allocations of site ➤ 272 households have been electrified and has to be provided with communal water and alternative sanitation
	Caleb Motshabi	+/-600 Households	<ul style="list-style-type: none"> ➤ Electrification for 500 households is under construction for completion by June 2025
	Section F Ext.3 (N8 Park)	2040 erven and households allocated	
Areas to be relocated due to floodlines, servitudes, cemetery sites and shortage of sites	<ul style="list-style-type: none"> ➤ Farm Klipfontein on wet land ➤ Tambo Square ➤ Rankie Square (remainder) ➤ Thabo Mbeki (remainder) ➤ Sekhupi Square 	<p>+100 households</p> <p>98 households</p> <p>5 households</p> <p>38 households</p> <p>38 households</p>	<ul style="list-style-type: none"> ➤ To be relocated. ➤ Only 17 h/h will be accommodated, and the rest will be relocated to Farm Klipfontein. ➤ 6 households have been relocated to Turflaagte erf 34222 the others refused ➤ 23 households have been accommodated and 15 households to be relocated. ➤ 38 Household were relocated to Maditlhabela (phase 6)

	Settlements name	No. of households	Status
	➤ Omega	08 households	➤ 08 Household were relocated to Phase 6 (Madihlhabela)
	➤ Khayelitsha	18 households	➤ To be relocated
	➤ Holy trinity church	45 households	➤ To be relocated
	➤ Freedom Square Ext 2 (remainder)	117 households	➤ 54 families relocated to Turflaagte erf 32399 and the remaining were relocated to Turflaagte 53820
	➤ Heidedal (Gatvol)	109 households	➤ To be relocated
	➤ Winkie Square	107 households	➤ To be relocated
	➤ Winkie Square	23 households	➤ To be relocated
	➤ Lusaka	+ - 3000 households	➤ Relocation of the 23 households underway
	➤ Mkhondo		➤ 111 allocated at Mkhonto, the remaining 22 will be relocated to Farm Klipfontein
	➤ Cancer	20households	➤ To be relocated
	➤ Hostel Hall	50 Households	➤ To be relocated
	➤ Hostel 1	20 Households	➤ To be relocated
	➤ Kgatelopele	100 Households	➤ To be relocated
Challenges / Recommendations	Challenges		Recommendations
	➤ Land Invasion continues unabated, and this destruct the Metro from implementing its development objectives.		➤ Continuous and improved anti-land invasion programme to reduce the risk of increasing invasion.

	Settlements name	No. of households	Status
			<ul style="list-style-type: none"> ➤ There are many foreign nationals in the informal settlements, that we need assistance with, and relevant provincial departments need to intervene in dealing with the crisis.
			<ul style="list-style-type: none"> ➤ The Metro to continuously engage with the responsible Departments and authorities to assist and guide to deal with the problem

Table 4.10: Security of Tenure

Financial year	Title deeds Issued	Title Deeds Transferred	PTO
2017-2018	2191	463	1063
2018-2019	716	619	2732
2019-2020	437	1363	2194
2020-2021	12	1283	545
2022-2023	340	206	941
2023-2024	2082	0	947
TOTALS	5778	3934	8422

Brandwag Social Housing Development

- Council took a decision to make the Brandwag municipal rental stock available for Social Housing development
- Development consists of 1051 units to be delivered in three phases.
 - Phase One – 402 rental housing units: Completed
 - Phase Two – 495 rental housing units: Completed
 - Phase Three – 154 rental housing units: illegally occupied and couldn't be refurbished
- SHI placed under administration and SHRA in charge of property management
- ALCARI Consulting is appointed by SHRA to administer the affairs of FRESHCO
- The Metro, in conjunction with SHRA, NHFC, and the Provincial Department of Human Settlements, has initiated the first phase of regularising the current occupants of the Brandwag Social Housing Project flats to eliminate the illegal landlords who have usurped the project. The objective is to execute and finalise all phases of the project and to transfer it to an accredited Social Housing Institution with substantial experience in effectively managing a social housing project.

4.2 Key Performance Area: Local Economic Development

4.2.1 Alignment and Linkages with National and Provincial Policy Objectives

In terms of section 152(c) of the Constitution Act of South Africa, local government is tasked with the responsibility of promoting social and economic development. Furthermore, the National Framework for Local Economic Development considers LED as an intrinsic lever for advancing inclusive economic growth as envisaged in the National Development Plan (NDP) to eliminate poverty, reduce inequality, raise employment levels and the overall quality of life of the citizens.

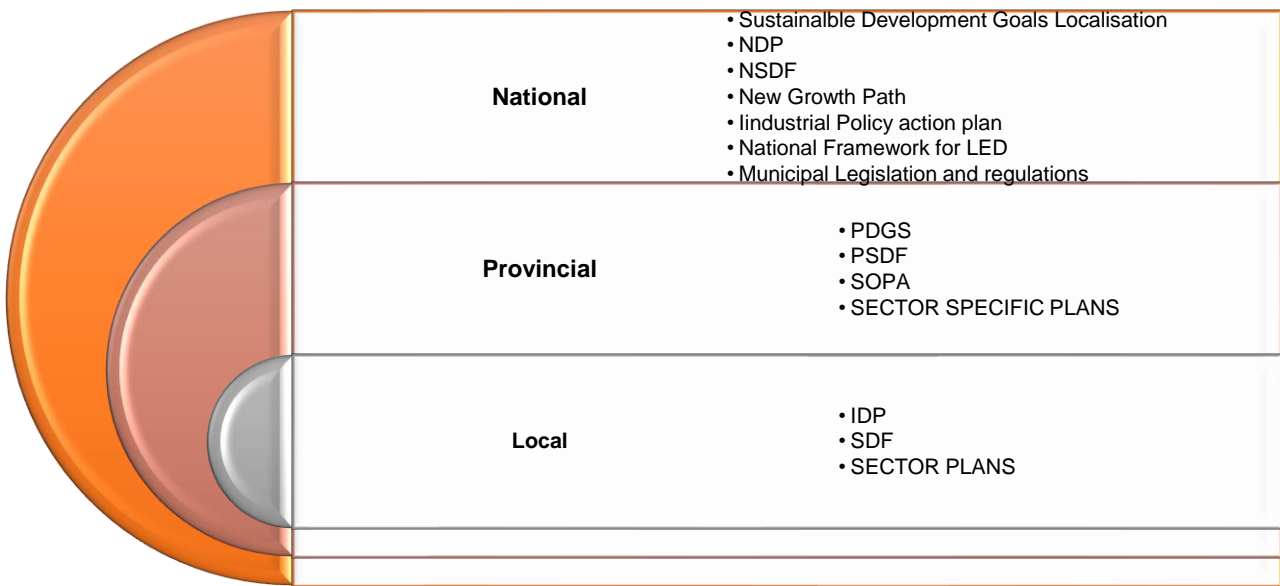
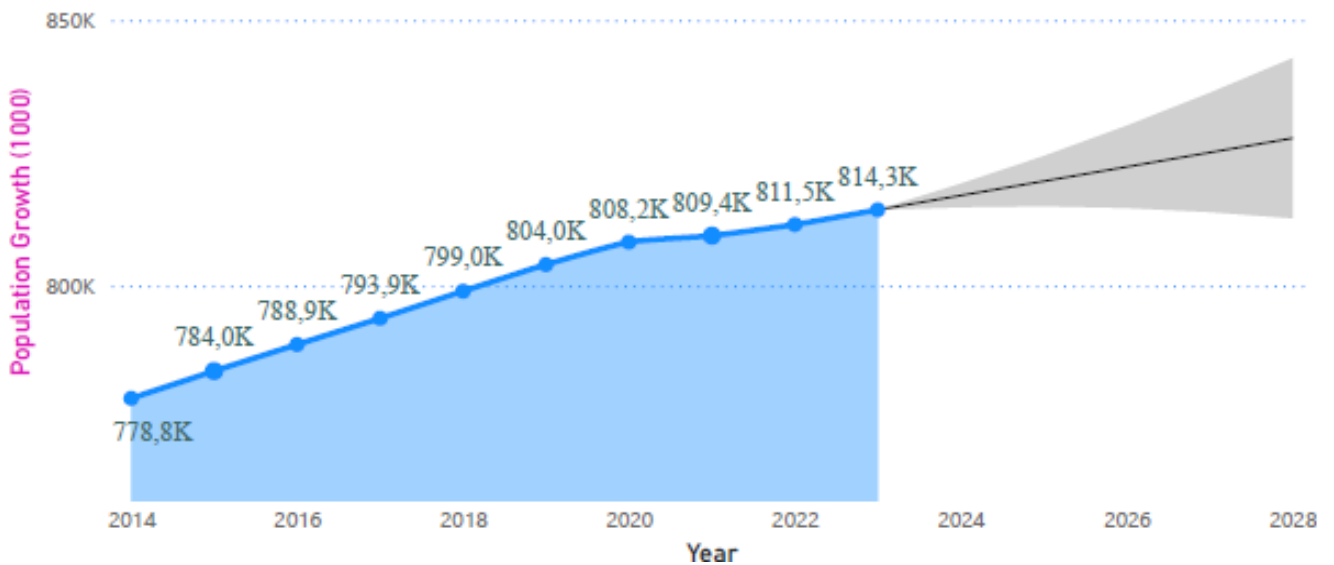
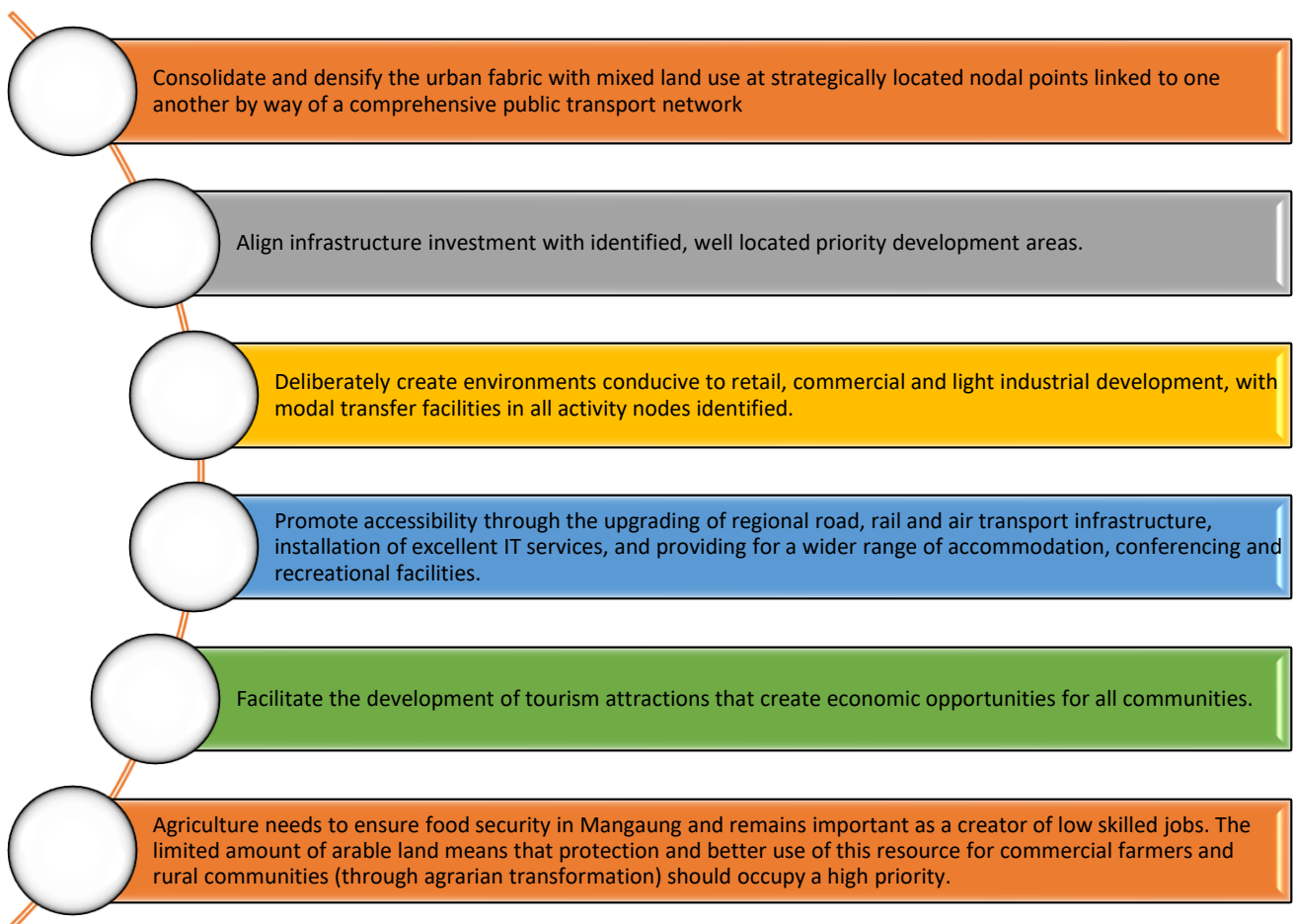


Figure 4.8 Mangaung Population trend



Source: Quantec . Mangaung Population trend (2023)

Spatial Efficiency/Economic Viability:



MMM serves as the largest contributor to the province's GDP and boasts a reasonably diverse economy.

Free State is one of the smaller provinces in South Africa, ranked eighth according to the Census 2022 results. The total population of the province has increased by 8.0%, from 2,7 million people in Census 2011 to almost 2,9 million people in the 2022 Census. The total population increment during this period is about 219,000 people in the province. This was the lowest population change among all provinces.

- Mangaung makes up 27.37% of the Free State population with a number totalling to 811 431 people in the metro

The Council of Mangaung Metro Municipality approved a new Economic Development Strategy and Investment Plan on the 31st May 2024.

It is behind this backdrop that the **vision** of this economic development strategy is :

“ To create a prosperous, inclusive, and sustainable economy that provides opportunities for all its residents and businesses.”

The **mission** of the strategy is:

“ To facilitate economic growth and transformation through effective planning, coordination, implementation, monitoring, and evaluation of economic development initiatives.”

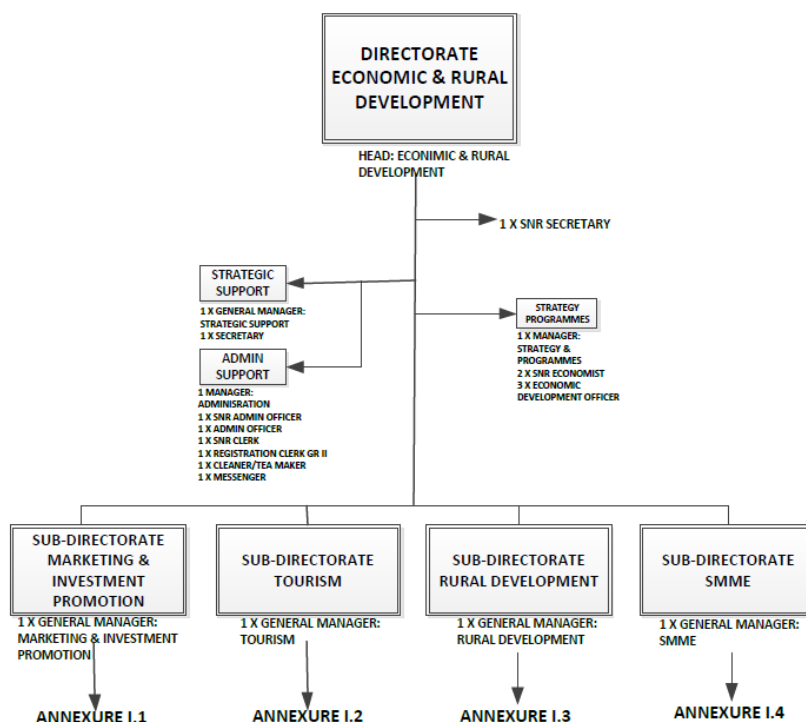
The strategy has six strategic objectives that are aligned with the national and provincial frameworks, as well as the Mangaung Integrated Development Plan (IDP) are:

- (a) Enhancing social development and human capital**
- (b) Promoting inclusive economic growth and transformation**
- (c) Ensuring sustainable infrastructure and service delivery**
- (d) Protecting and enhancing the environment**
- (e) Strengthening governance and institutional capacity**
- (f) Fostering social cohesion and public participation**

Approved Structure of Economic and Rural Development Department

The current organogram of Economic and Rural Development Department comprises of a Head of Department (HOD) as the senior manager reporting directly to the Municipal Manager. The Office of the HOD: ERD is further comprised of strategic support, administration support and strategy programmes.

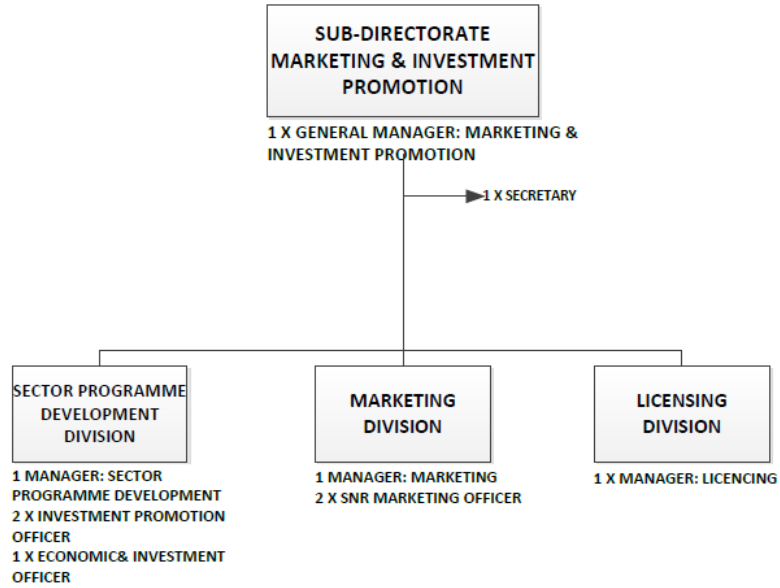
Approved Organisational Structure: DIRECTORATE ECONOMIC AND RURAL DEVELOPMENT



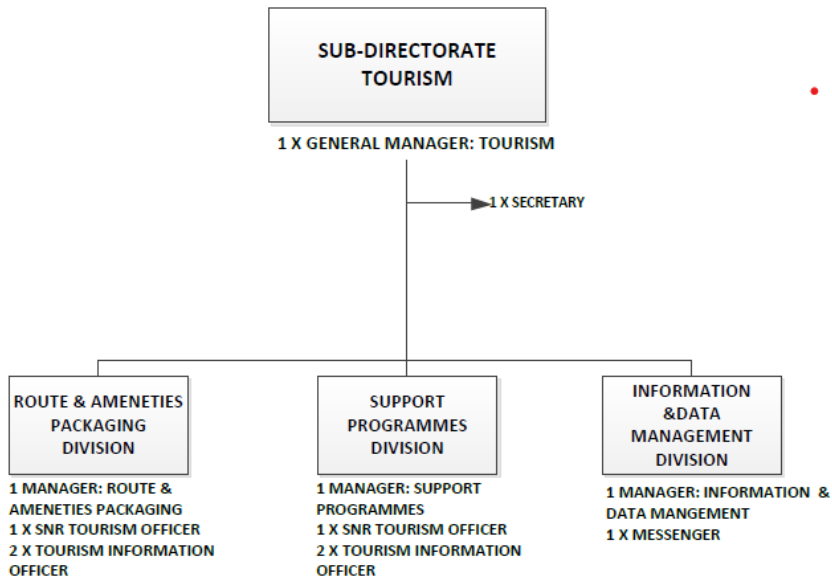
Below the HOD: ERD, there are four sub-directorates that headed by General Managers and they cover the following functional areas:

- Tourism
- SMME
- Rural Development
- Marketing and Investment Promotion

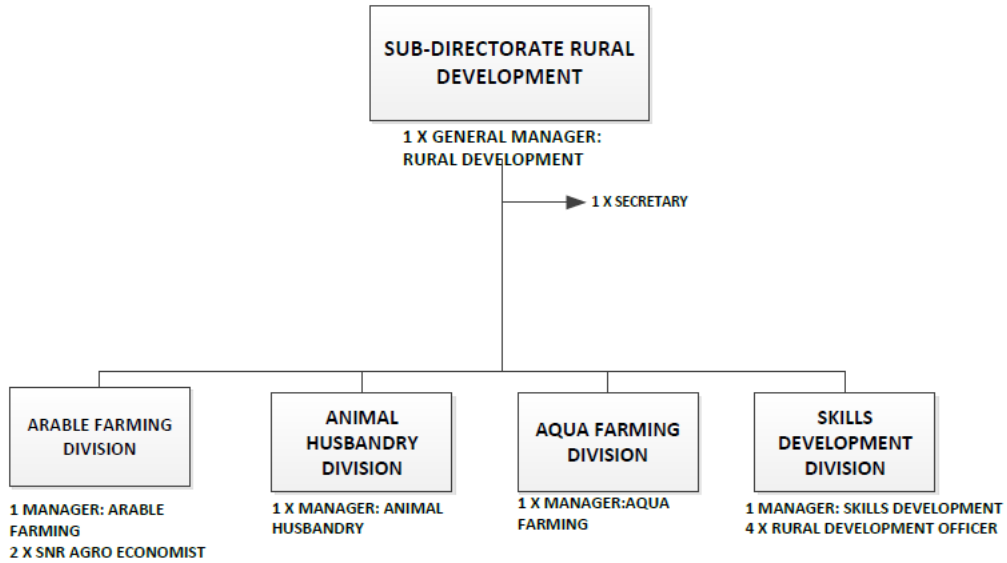
SUB- DIRECTORATE MARKETING & INVESTMENT PROMOTION



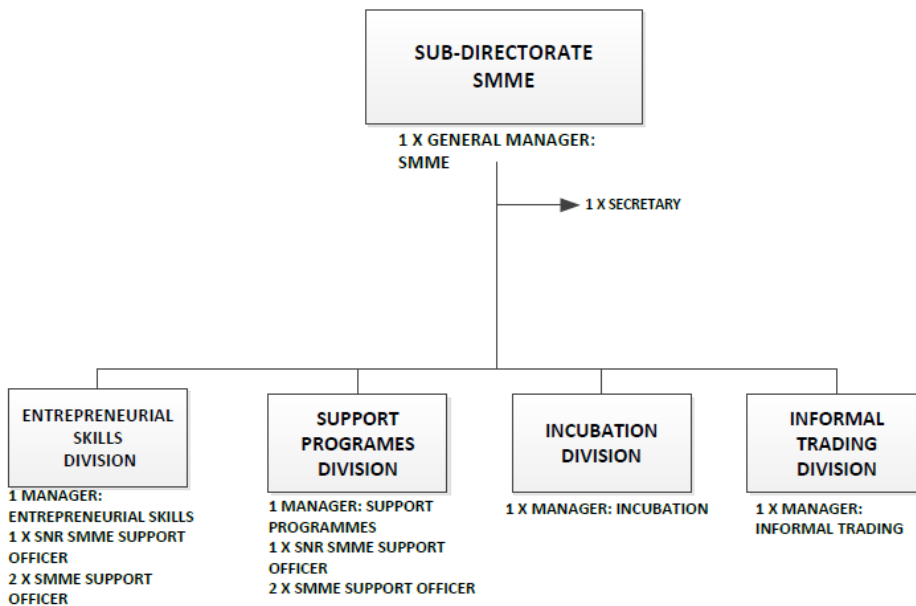
SUB-DIRECTORATE TOURISM



SUB-DIRECTORATE RURAL DEVELOPMENT



SUB-DIRECTORATE SMME



Programme and Projects MTREF Budget Allocation

The following table illustrates the MTRF budget allocation for capital projects of economic and development:

Table 4.11 Projects MTREF budget allocation

Source of Funding	Project Name	Ward	2025/26	2026/27	2027/28
OWN FUNDS	NAVAL HILL ENTRANCE GATE DESIGN UPGRADE	20	14 000 000	7 000 000	0
OWN FUNDS	FENCING OF FARMS AND COMMONAGES	27	1 950 000	2 500 000	3 000 000
OWN FUNDS	GROUNDWATER AUGMENT(BOREHOLE WINDMILLS)	27	1 750 000	2 000 000	2 500 000
OWN FUNDS	HAWKING STALLS BOTSHABELO ^L	31	10 000 000	15 000 000	15 000 000
OWN FUNDS	FICHART STREET MARKET	19	1 000 000	0	0
OWN FUNDS	THABA NCHU CONTAINER PARK	35	1 000 000	0	0
OWN FUNDS	BLOEMFONTEIN SPRUIT MARKET	19	1 000 000	0	0
Total ERD			R 35 700 000	R 29 500 000	R 22 500 000

The total capital budget outlay for ERD is **R 55 570 000.00** over the three year MTREF (2025/26).

Spatial restructuring for economic development

The municipality

Table 4.12: Existing Projects to diversify the Mangaung economy

Economic Development Project	Project Progress
Spatial Development	<p>The National Spatial Development Framework has identified Mangaung as one of the national urban nodes and part of the Agri enterprise and small-scale farming regions.</p> <p>Mangaung is burdened with the legacy of spatial and economic inequality. The Metro consists of several former black areas including Botshabelo and Thaba Nchu which are spatially dislocated from Bloemfontein, the economic hub, and have higher concentrations of poverty and unemployment.</p> <p>The rural settlements that exist to the north and south of Thaba Nchu and many of those in municipalities bordering Mangaung are significantly</p>

Economic Project	Development	Project Progress
		<p>dependent on Bloemfontein to provide social, infrastructure and economic support services to the inhabitants of these areas. The dispersed nature of the Metro means there is frequent travel and high transportation costs involved to access services.</p> <p>The Mangaung Metropolitan Integrated Public Transport Network (IPTN) seeks to integrate Botshabelo and Thaba Nchu through several development initiatives. This will restrict further development of Thaba Nchu to the east and encourage development of Thaba Nchu to the west. As part of a major intervention to stimulate economic development in the eastern parts of Bloemfontein, the proposed Airport Development Node has been identified as a key secondary node to be developed.</p>
<p>Ecological Potential and Biodiversity</p>		<p>The topography of Mangaung Metropolitan Municipality is relatively flat with altitudes varying between 1220m to 2120m above sea level. Mangaung is located partly in the Nama Karoo and the Grasslands Biome. The Nama Karoo biome is more to the west with less rainfall compared to grassland biome towards the east. This area is characterised by lime soil with most of the land suitable for grazing.</p> <p>The eastern part is dominated by Grasslands Biome. Here, frost, fire and grazing maintain the grass dominance and inhibit the establishment of trees. Two types of grass plants are common here: sweet grasses and sour grasses. Sweet grasses have lower fibre content; maintain nutrients in the leaves during winter, and as a result palatable to stock. Sour grasses are the opposite of the sweet grasses and have higher fibre content, withdraw nutrients during winter and become unpalatable to stock.</p> <p>The Grassland Biome is good for dairy, beef and wool production. Grass plants tolerate grazing, fire and mowing. Overgrazing increases creeping grasses. Maize crop thrives in Grassland Biome. Sorghum, wheat and sunflowers are farmed on a smaller scale</p> <p>The Metro has a semi-arid climate with most precipitation occurring during summer, while snow sometimes occurs on the mountains in the east. Frost is also common during cold winter nights. According to the SA Weather Service, the average temperatures during summer range between 13°C and 31°C, and during winter between -3°C and 18°C.</p>

Economic Project	Development	Project Progress
		<p>According to the Mangaung Rural Development Plan, the area is relatively water scarce and Mangaung is increasingly experiencing bulk water shortages. Access to boreholes is a crucial factor when considering agricultural activities taking place. The yield from boreholes in the west ranges between 360 – 2 000 litres/hour, whilst the eastern part delivers higher yields ranging between 7 200 – 18 000 litres/hour.</p>
Economic Projects		<p>The City has identified catalytic projects which are deemed to have potential to make a significant impact on ensuring real economic growth, not only in the City, but also in the surrounding towns and rural areas. These include:</p> <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; and • Caleb Motshabi Informal Settlement Upgrading
Mangaung Airport Node		<p>Mangaung Airport Node is centred around the airport and corridor seeks to provide the local and larger Bloemfontein area with new residential housing opportunities of low, medium and high density, townhouses, tertiary school hostels and hotel rooms housing opportunities. The project is estimated to cost R 10,3 billion, providing 5 800 potential job opportunities and 33 000 housing opportunities have been identified.</p> <p>The project further intends to provide a mix use of land which includes offices, general business, retail, showrooms, conference facilities, a hospital and clinics, places of worship, crèches, primary, secondary, and tertiary facilities, government buildings, open green and protected green space. The development will also rehabilitate the surrounding environment which is currently in a very environmental deteriorating state.</p>
Thaba Nchu Agri-Park		<p>There are potential linkages between agriculture and manufacturing through agro-processing that have been identified. Opportunities are now being created in the agro-industrial sector. The Thaba Nchu Agri-Park is one of the most important catalytic projects that will impact positively on the</p>

Economic Project	Development	Project Progress
		<p>Metropolitan area and beyond. A Master Agri-Park Business Plan for Thaba Nchu has already been conducted during 2016 and some components of the Agri-Park are already functioning.</p> <p>The agri-park site is located within the Thaba Nchu industrial area which has the availability of infrastructure and warehouses. The site was also chosen due to its proximity to the N8, for access to markets and suppliers. The warehouses are severely degraded and underused, although it is envisaged that upgrading these facilities will ignite the re-use of the industrial sector within Thaba Nchu, while also reducing building costs for the agri-businesses envisaged for the Agri-Hub.</p> <p>The area is also close to rural communities that will ultimately need to benefit from the Agri-Hub initiative. The Agri-Parks initiative is part of the DRDLR's strategic objective to establish Agri-Parks in all of South Africa's District Municipalities that will kick start the Rural Economic Transformation for these rural regions. The establishment of the Mangaung Agri Park (including an Agri Hub, three Farmer Production Support Units, Farmer Training Facilities and a Rural- Urban Marketing Centre) is an important initiative towards achieving agrarian transformation in this area.</p>
Technical Services		<p>Technical Services (bulk and reticulation) maintenance and expansion programmes need to be aligned to land use development programmes focussing on new developments (greenfields) and upgrading/ maintaining services and eradicating backlogs in existing areas (brownfields).</p> <p>The Mangaung MM should also incrementally promote the establishment of the Smart City Concept which focusses on utilising Information and Communication Technology (ICT) to advance economic development, safety and security, governance, environmental management, transport etc.</p>

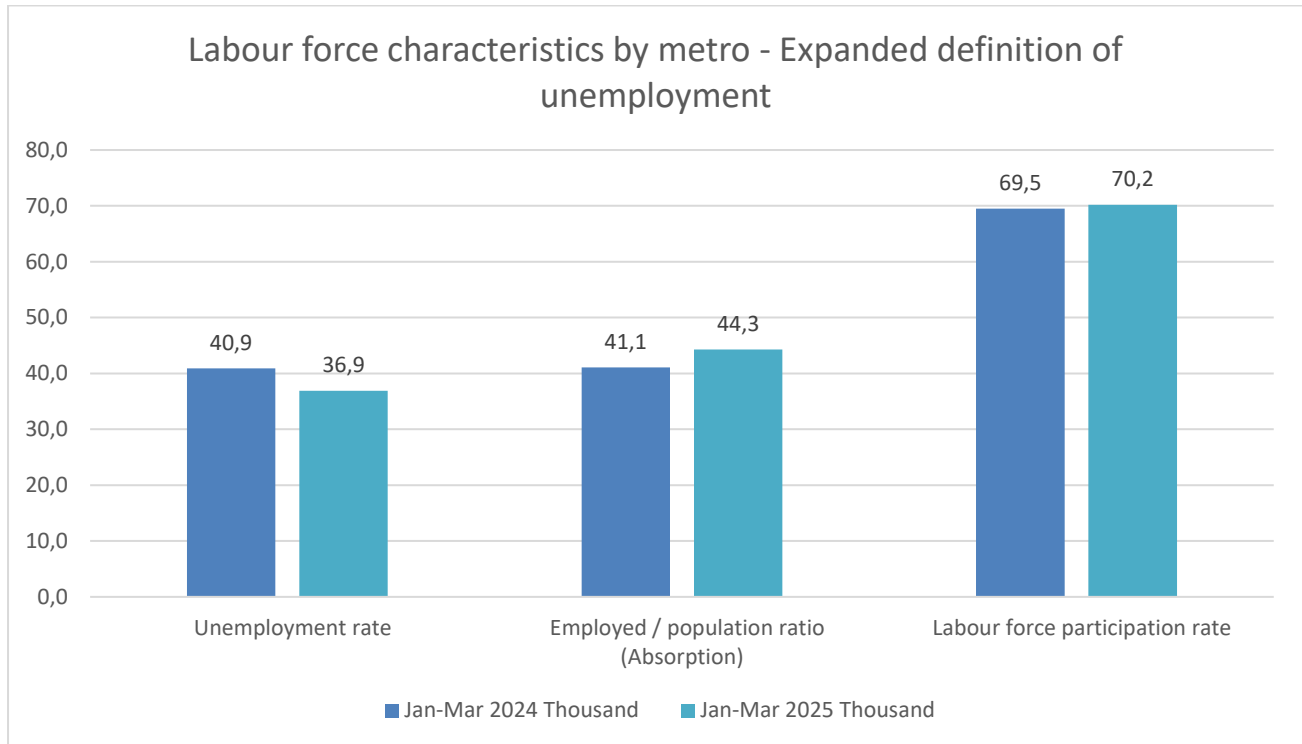
Source: DDM, 2024

4.2.2 MMM Economy Performance Analysis

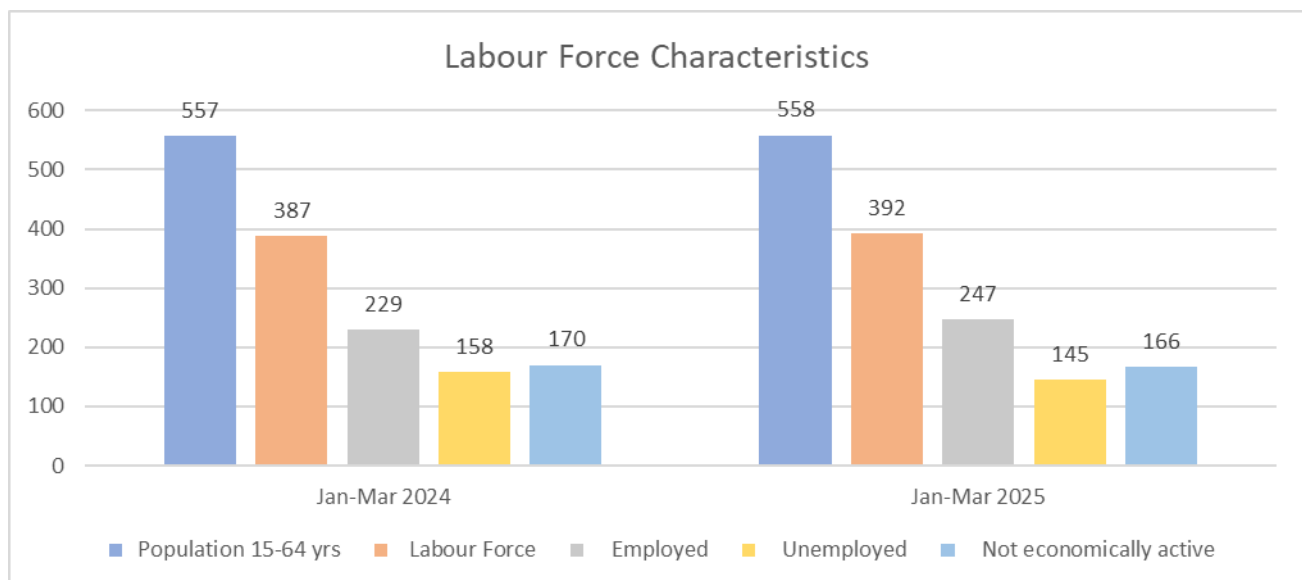
Mangaung has a diverse and resilient economy, with strong sectors such as finance, trade, manufacturing, government, education, creative arts, and mining. The municipality contributes on average close to 40 % to the provincial GDP and 2% to the national GDP. Mangaung also faces high levels of poverty, unemployment, inequality, and social ills.

4.2.2.1 Employment and Income Inequality

Mangaung also faces high levels of poverty, unemployment, inequality, and social ills. The unemployment rate is 36.9% as of March 2025 which indicate a slight decrease when compared to 40.9% of March 2024.



Source: Stats SA – Quarterly Labour Force Survey



Source: Stats SA – Quarterly Labour Force Survey

The Gini coefficient, which measures income inequality, is 0.62 (2022 figures), which is higher than the national average of 0.58. The municipality also experiences adverse rates of crime, violence, substance abuse, teenage pregnancy, HIV/AIDS, and TB.

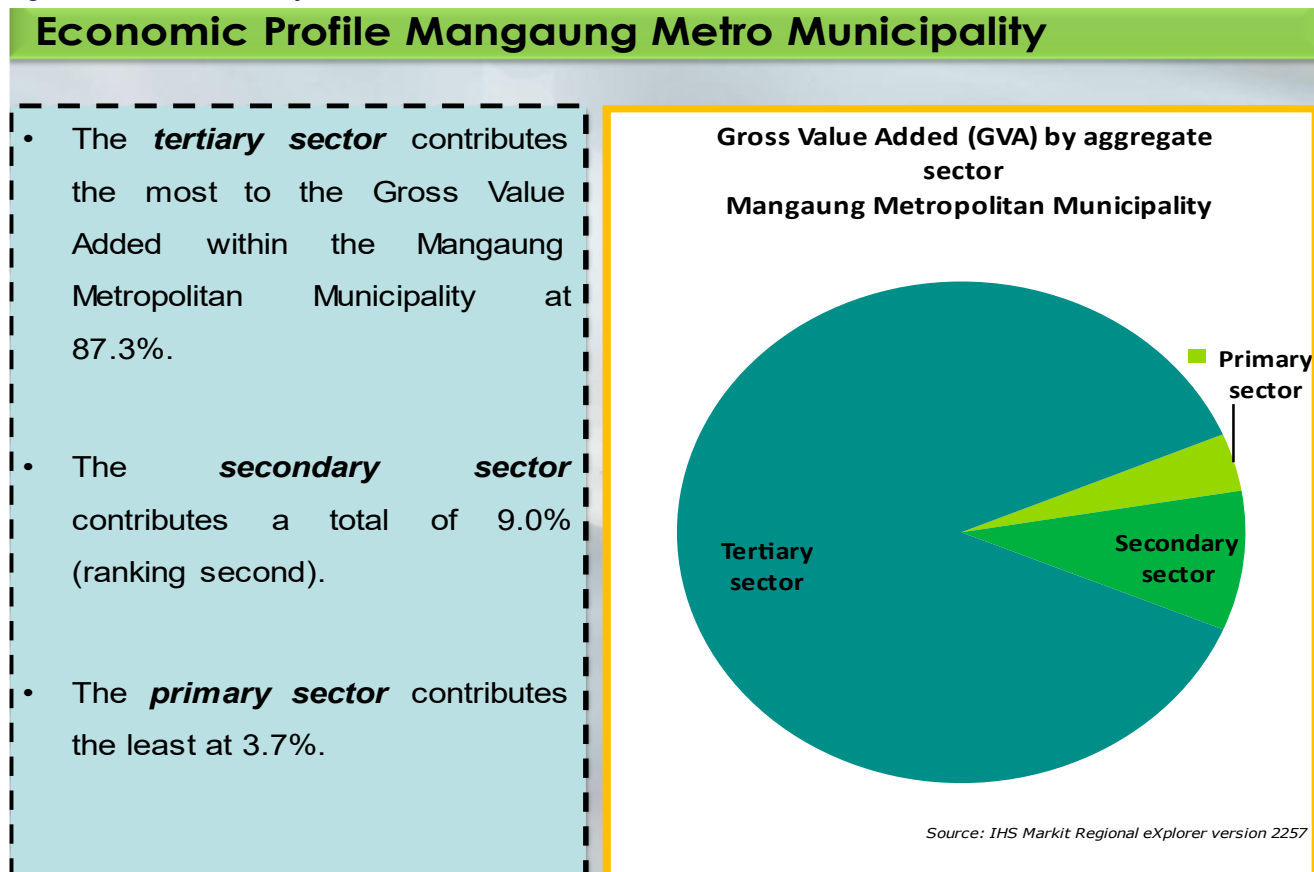
The Mangaung Metro has been characterised as a dual economy because of its rural and urban economic set up. It is important to recognize this rural-urban interdependency and the need for a more comprehensive, integrated approach to rural and urban economic development. Encouraging the rural-urban linkages will result in the development of whole space economies. The Metro has historically and continues to benefit from mining, manufacturing and agricultural activities, with the contribution towards Gross Regional Domestic Product (“GRDP”) declining, and a more recent shift towards financial, business and trade service sectors. The Metro is also an important administrative centre, hosting most of the government departments and the seat of the Provincial Government.

4.2.2.2 Mangaung Economic Performance

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 COVID-19. 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.

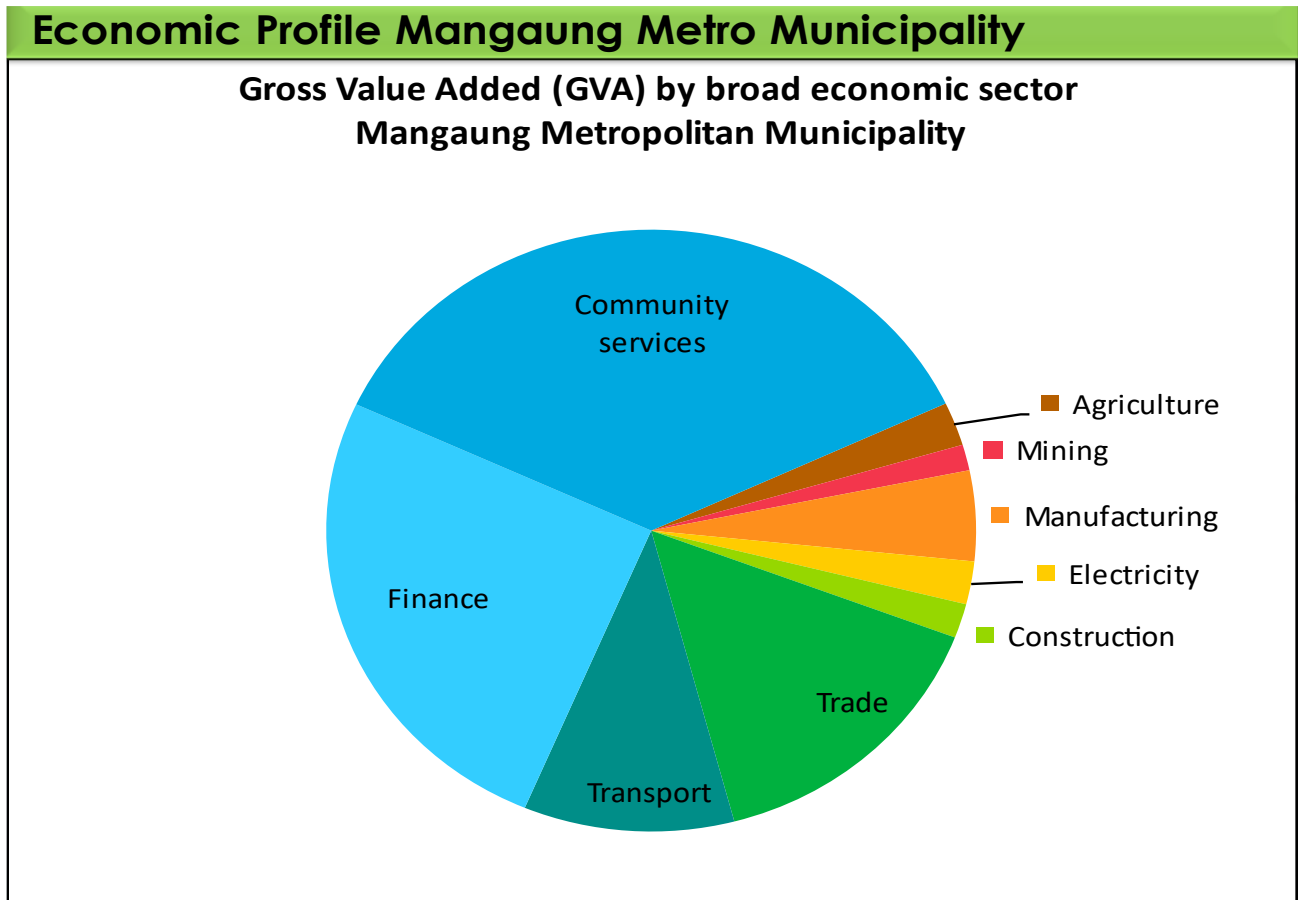
Poor infrastructure such as ICT, and service delivery, along with water and electricity cuts render the Metro an unattractive environment private sector investment to improve local economic development and the GVA. Even though the Metro has a competitive advantage in the community services sector and agricultural, lack of private sector investment coupled with a shortage of skilled workers stifles economic growth. In terms of employment, the Mangaung Metropolitan Municipality holds an estimated 270,389 workers (job opportunities) of which about 13,051 (5%) are in the Primary Sector, 36,511 (14%) in the Secondary Sector and 220,826 (82%) in the Tertiary Sector.

Figure 4.9: Economic Profile MMM



Community services, trade, and agriculture are the main contributors to the GVA. Electricity and manufacturing contribute the least. Community Services (29%) and Trade (22%) are the largest contributors to employment, followed by Finance (14%) and Households (12%). Construction (7%) and Manufacturing (6%) are the largest contributors in the Secondary Sector while Agriculture contributes about 3% of all job opportunities in the Metropolitan area. The estimated unemployment rate (2018) stands at approximately 27,1% which is about 1,8 percentage points higher than the 25,3% recorded in 2011. The Mangaung Metropolitan Municipality unemployment rate is in line with the national average but slightly less than the average for Free State Province.

Figure 4.10: Gross Value Added by broad economic sector MMM



4.2.2.3 Investment Strategy

To conduct a successful investment strategy, we must look at two major components:

- Investments coming from within the resources of the local economy;
- Investments coming from outside the local economy (FDI).

Over the years, Foreign Direct Investment (FDI) has been the search for the philosopher’s stone for so many municipalities in South Africa and abroad. Economic development departments and agencies were - still are? - evaluated on their capacity to “attract” this big foreign company that will invest a huge amount of money, sustain several local suppliers, will be environmentally friendly, create an abundance of new, well-paid, interesting jobs, will actively participate in the community’s social and cultural environment and stay forever.

In real life, no foreign investor – nor any domestic one, for that matter – can really fulfill all these criteria. FDI is, at best, ONE of the many components that should be part of the economic developers’ tool box to enhance the economic landscape of a region.

Business Criteria To Choose The Sectors Of Excellence In An Attraction Strategy

In order to recommend in which sectors Mangaung must direct its investment attraction efforts, one must consider the following criteria:

Locally:

1. The actual positioning of the sector in the local and regional economy;
2. The strength of a given sector;
3. The expected growth;
4. The contribution of the sector to the diversification of the economic base;
5. The potential links of the sector to the actual economic structure;
6. The availability of training facilities to adequately support the future growth.

Outside the area:

1. The investment patterns on the major national and international players in the sector;
2. The geographical movement of the specific industry.

Investment Attraction

Description: Increasing outside investment in Mangaung serves to both develop a more robust commercial tax base, while increasing local job opportunities. Business attraction efforts should be focused on business types/industries that fit gaps in service/product levels of the local economy.

Goals:

- 1) Become more "Investment Ready."
- 2) Increase business development presence.
- 3) Grow Mangaung 's commercial sector.

Table 4.13: Stages and Elements of the Investment Opportunity Evaluation Process

Stages and Elements of the Investment Opportunity Evaluation Process		
Identify	Assess	Develop and operate
<p>Ascertain if market meets minimum criteria for business model.</p> <p><u>General:</u></p> <ul style="list-style-type: none"> • Market-area population, income and demographics • Economic stability • Political stability • Availability of labour 	<p>Due diligence on project feasibility given local conditions/requirements.</p> <ul style="list-style-type: none"> • Competition • Clarity of public-sector requirements • Responsiveness of approval authorities 	<p>Design, construction, pre-opening activities and ongoing operations.</p> <ul style="list-style-type: none"> • Cost of land and construction • Transportation linkages/access

Stages and Elements of the Investment Opportunity Evaluation Process		
Identify	Assess	Develop and operate
<ul style="list-style-type: none"> Operating costs Tax regime Infrastructure including transportation 	<ul style="list-style-type: none"> Fairness of legislative regime Time requirements Access to/cost of financing 	<ul style="list-style-type: none"> Project-specific design issues Operating characteristics unique to individual businesses

Public-sector policies, legislation and attitude towards investment can affect the outcome of each evaluation stage.

Table 4.14: Investment Attraction Readiness Goals

GOAL 1: BECOME MORE 'INVESTMENT READY'			
Action	Timeline	Deliverables	Outcome(s)
1. Complete investment ready checklist.	Q2 – 2025/26	Hardcopy review of current state of investment readiness for the city.	Results will provide direction for becoming investment ready.
2. Develop local investment incentive policy.	Q3-Q4 – 2025/26	Hardcopy of investment incentive policy, with examples from around the country and best-case examples internationally	Results will provide direction and framework for updating local business incentive policy.
3. Create updated and tailored new business investment profile by industry / sector.	Q3 – 2025/26	Hard copy and digital marketing materials based on feedback from stakeholders, and research through a key sector analysis.	To be utilized during meetings, tradeshows and for new lead generation.
GOAL 2: INCREASE BUSINESS DEVELOPMENT PRESENCE			
Action	Timeline	Deliverables	Outcome(s)
1. Attend 2 tradeshows, geared towards investment attraction	Annually	Opportunities include Tourism Indaba, National Investment Summit or Trade shows	Provides direct opportunities for lead generation and relationship development.

2. Attend 2 networking events	Annually	Opportunities through professional memberships: Chambers of Commerce, as well as through outside events.	Provides direct opportunities for lead generation and relationship development.
3. Set meetings with the Department of Trade, Industry and Competition	Q1 – 2025/26	Set meeting to discuss opportunities, potential areas for collaboration and to establish a better relationship with key decision makers at the dtic .	Increase the potential for larger opportunities in and around Mangaung.
4. Establish ongoing contact with Invest South Africa	Bi-Annually	Meet regularly with contacts from InvestSA to review new/existing investment attraction leads, progress and troubleshooting investment facilitation issues.	Relationship development; Increase likelihood of significant local and FDI in Mangaung market.

GOAL 3: GROW MANGAUNG 'S COMMERCIAL BUSINESS SECTOR

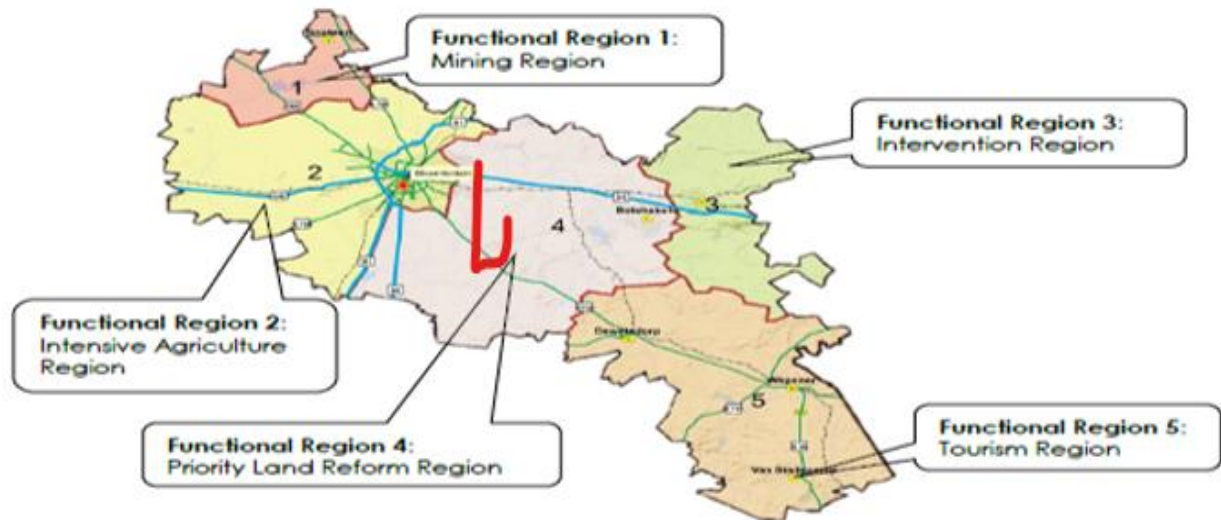
Action	Timeline	Deliverables	Outcome(s)
1. Perform sector analysis	Q1 - Q3 2025/26	A hardcopy set of recommendations for potential industries and types to pursue for the Mangaung economy.	Results will provide direction for generating new leads, target businesses to pursue.
2. Review developer goals, commercial land availability	Q1 - Q3 2025/26	Key meeting will provide updated information on land logistics (availability, size, pricing etc.) and developer intentions and goals.	Results will provide direction for generating new leads and information for marketing materials.
3. Pursue 3 - 5 new leads.	Annually	Leads will be a combination of incoming and outgoing, reported monthly at the management committee.	Nurtured leads provided with timely, updated and relevant market related

			information to drive investment opportunity.
--	--	--	--

4.2.2.4 Rural Development

The city successfully completed the development strategy which gives directives and necessary guidance to determine the demarcation and purpose of functional regions. More specifically, the unique features identified within a specific region determined the functionality and main focus of that region. The Map below indicates the delineation of Mangaung into five broad functional regions. These regions are based on the natural resource, potential and characteristics of each area. The functional regions delineated are outline in figure 4.11 below

Figure 4.11: functional regions delineated



Below are the commodity regions identified per functional region:

- Functional Region 1: Soutpan and surrounds - Mining Region.
- Functional Region 2: Bloemfontein and surround – Intensive farming Region
- Functional Region 3: Thaba-Nchu- Catalytic Intervention Region
- Functional Region 4: Botshabelo and surrounds: Priority Land Reform Region.
- Functional Region 5: Wepener and Dewetsdorp, Van Stadensrus and surrounds -Tourism Region

The projects below focus mainly on:

- Pig Farming Unit
- Fencing of Farms and Commonages
- Municipal Pound – Botshabelo
- Ground water Augmentation (Boreholes & Windmill)
- Agro-Processing (Agri-park)

Additionally, the below projects are proposed from DRDP as included and spatially indicated as part of the Rural Development Implementation Plan for the MMM:

Focus Region	Existing projects	Proposed projects	Functional Region- Evident
Functional Region 1	Wool & Red Meat	Protein, poultry, and Vegetables mixed	Meats (Beef, Mutton, Game)
Functional Region 2	Poultry	Mixed	Mixed
Functional Region 3	n/a	Mixed	Mixed
Functional Region 4	n/a	Mixed	Mixed
Functional Region 5	n/a	Mixed	Mixed

Moreover, the Agri-Hub located at Thaba Nchu is regarded as one of the primary strategy directives that will spark a change in the agricultural sector and result in a progressive economy. The Agri-Hub is regarded as the main cluster of agro-processing and related activities. This will be the focus of where the agricultural produce will go to and be further processed. However, it is envisaged that the anchor agri-businesses will create spin-off opportunities that will develop the whole area and act as a catalyst to empower the local communities by creating job opportunities and skills development. The Agri-Hub will comprise various zones whereby the different functions within the hub will be identified, and includes a Production Zone, Retail Zone, Agro-Processing Zone, Research and Industrial Zone, Logistic Zone and finally an Aquaculture Zone. It has previously been agreed that the top three commodities that would be processed at the Hub would be Red Meat, Wool Sheep and Vegetables. Although these would be the first commodities evaluated in order to get the Agri-Hub development underway, it is not envisaged to be the only ones developed.

As seen in the previous sub-section, there are a number of viable, high scoring commodities on the commodity score sheet. As such, it is foreseen and anticipated that cross cutting functions and synergies will start to form between the different commodities and related functions. These will then establish an integrated and strong agro-processing sector within the area where the Agri-Hub operates as catalyst for the agricultural sector. The Agri-Hub has the potential to penetrate the export market. The Agri-Hub will be supported directly by at least three Farmer Production Support Units (FPSU's) located at Sediba, Woodbridge and Botshabelo.

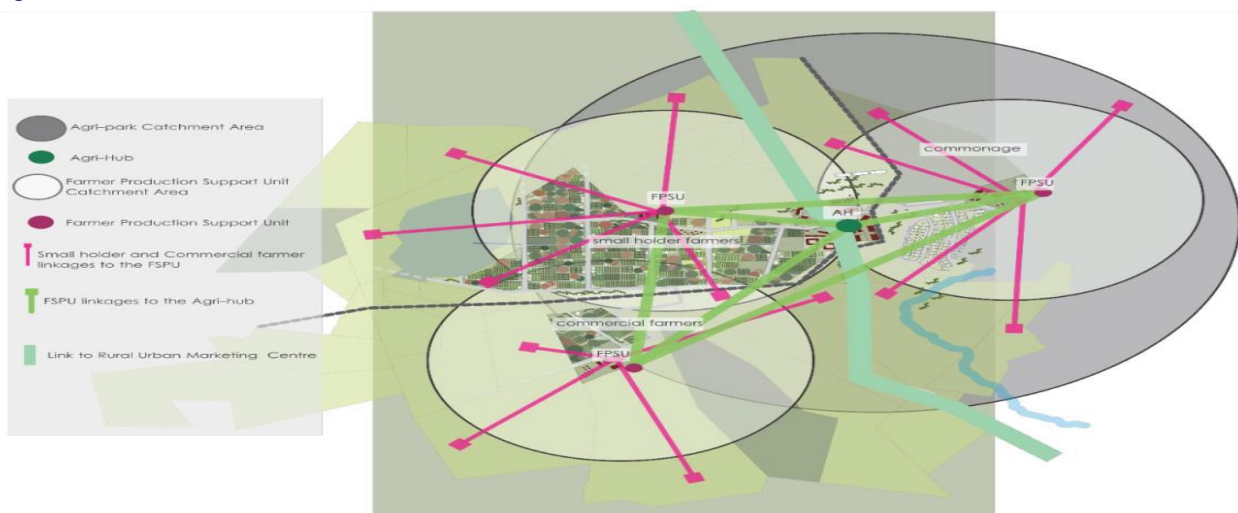
Farmer Production Support Units (FPSUs) play a supporting role to the main Agri-Hub, where most of the Agro-processing activities within the value chain take place. These include but are not limited to:

- Agricultural input supply control, in terms of quality, quantity and timeous deployment of inputs.
- Extension support and training, using the private sector, provincial departments of agriculture, universities, agricultural graduates, and the National Rural Youth Service Corps (NARYSEC) working in a symbiotic relationship with farmers;
- Mechanisation support (tractor driving, ploughing, spraying, harvesting, etc.);
- Machinery, servicing workshop facilities;

- Local logistics support, which could entail the delivery of farming inputs, transportation post-harvest, transportation to local markets;
- Primary produce and stock collection and weighing.
- Sorting, local storage and packaging of produce for local markets;
- Processing for local markets (small scale mills, etc.);
- Auction facilities for local markets;
- Provide Market information on commodity prices (ICT);
- Small Business Development and Training centre. Farmers wanting services and support from the FPSU will register with the FPSU of their choice. There are currently three FPSU's located near the Thaba Nchu Agri-Hub, namely at Sediba, Woodbridge and Botshabelo.

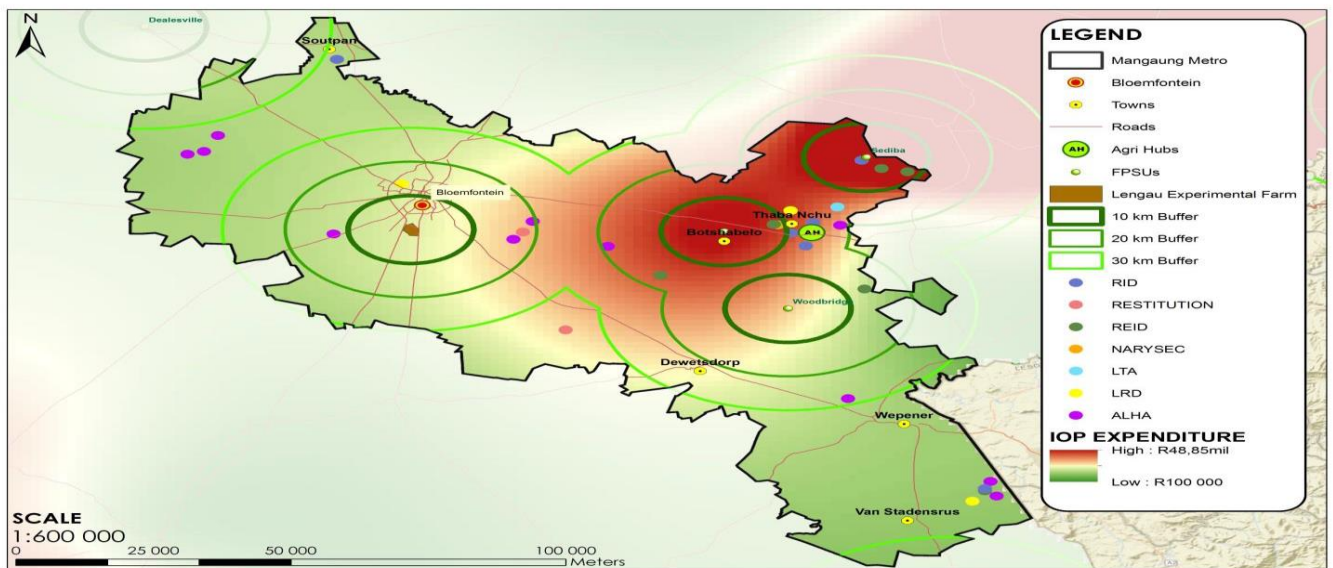
The figure 4.12 and 4.13 below illustrates the Agri-Park Concept and the catchment areas of the AH & FPSU's with the actual coverage of these sites in the MMM.

Figure 4.12: AH & FPSU Catchment area



Source: Agri-Park Business Plan (2016:22)

Figure 4.13: Agri-Park Model Catchment area in Mangaung



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

Supporting Settlement Areas (urban centres, rural towns and villages), form the backbone of the rural landscape, as they provide sustenance to the entire rural community in the form of social facilities and services infrastructure. The specific needs and priorities related to the provision and maintenance of infrastructure and facilities are communicated on a regular basis through the IDP process and were also recently confirmed as part of the RDP extended community participation programme.

In order for the relevant settlement areas to continue providing much needed services support to the rural communities, it is important to implement strategies which are aimed at optimal functioning of service centres. Urban Centres and Rural Towns Urban Centres and Rural Towns refer to all formalised settlements with an urban character and include Bloemfontein, Botshabelo, Thaba Nchu, Soutpan, Dewetsdorp, Wepener and Van Stadensrus.

The Central Business Districts (CBD's) of most of the smaller towns still serve as the central meeting place for economic and business purposes, but most of which showing clear signs of decline. Strategies to rejuvenate these spaces are thus critical to ensure survival of these towns.

There is an alignment between the RDP and SDF and the city has taken steps to prioritise previously excluded rural areas as per Section 12(1), (h) of SPLUMA into the SDF:

- Municipal Land Use Planning By-Law outlines status of the Municipal Spatial Development framework
- The Tribunal or any other authority required or mandated to make a decision on a land development application in terms of this By-law or any other law relating to land development , may not make a decision which is inconsistent with the municipal spatial planning framework .

- Subject to section 42 of the Act , a Tribunal or any other authority required or mandated to make a decision on a land development application , may depart from the provisions of a municipal spatial development framework only if site specific circumstances justify a departure from the provisions of such municipal spatial development framework and such departure does not materially change the municipal spatial development framework.
- If the departure materially changes the municipal spatial development framework , the Municipality shall in terms of section 11 of this By- law amend the municipal spatial development development framework in so in so far as it relates to the depature only , in such form as the municipality may determine without necessarily amendind the full municipal spatial development framework , prior to taking a decision which constitutes a depature from the municipal spatial development framework

Lastly, the rural space of the municipal area is addressed in the SDF (SPLUMA 2(1)) as indicated at beginning of this document on demographics.

4.2.2.5 Tourism Development

Promotion of the tourism and hospitality sector in Mangaung provides the opportunity to unlock several opportunities for economic development in the city. Tourists stimulate an economy by spending in a wide range of sectors, including accommodation, food, transport, clothing, and many other goods and services, thereby boosting trade and stimulating capital investment.

From a socio-economic perspective, tourism empowers women, the youth and marginalized people, amongst others. It supports the development of new businesses, enables the creation of employment opportunities, and provides an added incentive for community revitalisation. In addition, it aids in protecting a region's unique heritage, culture and environmental assets.

The tourism and hospitality sector should be viewed as a holistic system that cuts across various economic sectors. Further, it influences and is influenced by the community, economic activity, and the environment. The tourism and hospitality sector is, therefore, more than a group of products and services provided to tourists.

The ultimate impact of the MMM Economic Development Strategy aims:

- To facilitate economic transformation
- To develop an inclusive rural economy and township development
- To develop balanced and integrated urban and rural areas
- To enhance spatial sustainability and resilience
- To prompt investment attraction
- To facilitate opportunities for research and innovation

The positive effects that the tourism and hospitality sector has on rural economic development can be summarised as follows:

- Stimulating the creation and growth of new enterprises.

- Stimulating the development of new infrastructure and transport services.
- Upskilling the labour force by creating incentives for rural people to develop customer service skills.
- Providing incentives and funds to manage natural, cultural and historical resources in a more sustainable manner.

4.2.2.6 *Economic Contribution of the tourism sector in Mangaung*

The tourism sector in Mangaung is one of the key economic sectors in the metro, as it contributes to the gross value added (GVA), employment, income and output of the city. According to a web search, the tourism sector contributed about 6.4% to the metro's GVA in 2019, and employed about 5.8% of the total workforce¹. The tourism sector is mainly driven by community services (33%), which include the provincial government headquarters, three tertiary institutions, healthcare and other facilities. The metro is also the judicial capital of South Africa.

The tourism sector in Mangaung provides opportunities for economic development and investment attraction, as it can create productive and inclusive jobs, grow innovative firms, finance the conservation of natural and cultural assets, and increase economic empowerment. The tourism sector can also create a unique and attractive identity for the city, which can enhance its competitive edge as a destination for business and investment. The tourism sector can also promote local products and services, which can increase the demand and supply of goods and services in the city.

The Mangaung Metropolitan Municipality Tourism Information Office has a comprehensive database ranging from Women in Tourism , Kasi Amakhaya Homebased accomodation, MACUFE Accomodation, Restaurants, Tour Guides, Tour Operators, Airlines , Buses, Taxis , Travel Agents, Hotels ,Lodges , Bed and Breafast Accomodation, Hostels and Backpckers, Tourist Attractions (private and government owned) Tourism SMME databases.

4.3. Key Performance Area: Financial Viability

4.3.1 Existence of a financial plan

The Municipal Planning and Performance Management regulations provides the contents for IDP's. Accordingly, a financial plan reflected in a municipality's integrated development plan must at least:

Statement	Available / Not Available
(a) Include the budget projection required by section 26 (h) of the Act;	Available
(b) Indicate the financial resources that are available for capital project developments and operational expenditure; and	Available
(c) Include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy ma Revenue raising strategies;	Available

<ul style="list-style-type: none"> (i) Revenue raising strategies; (ii) Asset management strategies; (iii) Financial management strategies; (iv) Capital financing strategies; (v) Operational financing strategies; and (vi) Strategies that would enhance cost-effectiveness. 	
---	--

4.3.2 Financial policies reviewed

NAME OF THE POLICY	REVIEWS SUMMARY	DATE OF DRAFT TO BE NOTED BY COUNCIL	DATE OF FINAL APPROVAL
<i>Supply Chain Management Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Cost containment policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Virement policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Travel and Subsistence Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Skills Development Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Study Assistance Scheme</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Overtime Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Debt Write Off Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Credit Control and Debt Collection Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Indigent Management Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025

<i>Principles and Policy on writing off of Irrecoverable Debt</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Property rates policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Investment Incentive Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Cash and Investment Management Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Assets Management Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Expenditure Management Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Policy on the Identification and Prevention of UIFW</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025
<i>Tariff Policy</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Policy on In-kind grants and donations</i>	Provided – public participation Review process for 2025/2026	28 March 2025	31 May 2025
<i>Payments Policy</i>	Provided – internal policy Review process for 2025/2026	28 March 2025	31 May 2025

4.3.3 Auditor General’s Findings

The city and its entity Centlec have during the Audit period for 2023/2024 financial year, received Qualified Audit Opinion from the Auditor General. The details of the opinion will form part of the Audit Action Plan which is (annexure L) in this strategic document.

The municipality uses the following Financial Management Systems

Name	Functions/ Module
Solar	Financial Systems, Billing, Procurement, Payments, etc
Routemaster	Meter Reading
Cashdrawer	Cash Management

HardCAT	Asset Management
Payday	Payroll

4.3.4 Financial Management: Objectives

Finance Directorate has developed, reviewed and adopted policies as well as relevant procedures; and are currently being implemented.

4.3.5 Financial Management: Sector Plans

Overview of strategic interventions relating to revenue collection and expenditure is reflected under chapter Six of Finance Services in the IDP as directly aligned to national and provincial blueprint documents. Furthermore, the city has made progress on the financial recovery plan as follows:

Financial Challenges	Progress to date for 2025/2026
<i>A funded budget</i>	<ul style="list-style-type: none"> A funded budget and adjustment budget have been tabled and approved in May 2024 and February 2025 respectively.
<i>Capital budget procurement plan not in place</i>	<ul style="list-style-type: none"> Procurement plans are in place.
<i>Cash management is poor and cash balances are too low</i>	<ul style="list-style-type: none"> Grants are ringfenced and debt collection committee have been established to increase collection.
<i>Irregular, unauthorised, fruitless and wasteful expenditure</i>	<ul style="list-style-type: none"> UIFW until 2020/21 have been sent to MPAC for investigation. Reports have been sent to council on new UIFW identified. All remaining UIFW will be prepared and sent to MPAC as soon as possible.
<i>Review outsourcing contracts with a view to reducing costs and improving effectiveness</i>	<ul style="list-style-type: none"> Cost containment policy have been approved by council and the Macrostructure have been approved by council with a view of investigating insourcing more work.

4.3.6 Free Basic Services

The city is committed to assist its communities by providing Free Basic Services to households that cannot afford to pay for services and are classified as Indigents.

Table 4.15: Free Basic Services provided by the municipality and entity

Free Basic Services	Indigent Support/Subsidy	Indigents Household
Electricity	50 kWh	73 587
Water	6 Kilolitres	73 587
Sewerage	Full Subsidy	73 587
Refuse Removal	Full Subsidy	73 587

Property Rates	Full Subsidy	73 587
----------------	--------------	--------

4.4 Key Performance Area: Good Governance and Public Participation

4.4.1 Office of the City Manager

4.4.1.1 IDP and OPM

The Municipal Systems Act states that municipalities must exercise their executive and legislative authority within the constitutional system of co-operative government. It further places an obligation on provincial and national spheres of government to exercise their executive and legislative authority in a manner that does not compromise or impede a municipality's ability or right to exercise its executive and legislative authority.

For these reasons, the law requires that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government.

To realize the above, the city had engaged various sector departments and institutions on an alignment and cooperation with provincial and state-owned enterprises, the engagements were held as follows:

- Public Participation via Print Media and Councillors Submissions: 01 September 2024 – 28 February 2025
- National Treasury Mid Term visit: 17 – 18 February 2025
- National and Provincial Departments Engagements: COGTA provincial IDP Managers Forums on (27 – 28 November 2024)
- IDP and Budget Steering Committee: 17 February 2025 and 18 March 2025
- Physical Public Participation meetings: 15 – 25 April 2025 (including comments 28 March – 02 May 2025)

4.4.1.2 Internal Audit

During the the period under review, the Internal Audit Unit of the Municipality will continue to provide internal audit services in relation to the evaluation of the Municipality's internal controls, risk management and governance processes; and provide recommendations to improve the control environment, risk management and governance processes of the city. The Unit will continue to advise the Accounting Officer and report to the Audit and Performance Committee on the implementation of the internal audit plan and matters relating to:

- (i) internal audit;
- (ii) internal controls;
- (iii) accounting procedures and practices;
- (iv) risk and risk management;
- (v) performance management;

(vi) loss control; and

(vii) compliance with MFMA, the annual Division of Revenue Act and any other applicable legislation; and perform such other duties as may be assigned to it by the accounting officer.

The Unit will continue to work in collaboration with both the Risk Management and Anti-Fraud Units to strengthen the Municipality's efforts to manage risks and combat fraud and corruption.

Audit and Performance Committee

The Municipality's Audit and Performance Committee continues to perform its legislative functions as outlined under, section 166(2) of the Municipal Finance Management Act (MFMA). In terms of this section of the law, the Committee will continue to;

(a) advise the municipal council, the political office-bearers, the accounting officer, and the management staff of the municipality on matters relating to:

(i) internal financial control and internal audits.

(ii) risk management.

(iii) accounting policies.

(iv) the adequacy, reliability and accuracy of financial reporting and information.

(v) performance management.

(vi) effective governance.

(vii) compliance with MFMA, the annual Division of Revenue Act and any other applicable legislation.

(viii) performance evaluation; and

(ix) any other issues referred to it by the municipality.

(b) review the annual financial statements to provide the council of the municipality with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.

(c) respond to the council on any issues raised by the Auditor-General in the audit report.

(d) carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and

(e) perform such other functions as may be prescribed by Council.

4.4.1.3 Risk Management

Mangaung Metropolitan Municipality operates in an environment that is complex and dynamic like any other organization. Its for that reason that the municipality seeks to identify, understand and manage the threats and opportunities involved in service delivery as well as those associated with municipal plans and strategies. Risk

Management is a very valuable support to good governance and plays a pivotal role towards achievement of municipal objectives through providing assurance that the risks are identified and actively managed. The Municipality furthermore acknowledge that the achievement of the municipal objectives depends largely on the implementation of programmes and projects that are designed to withstand any operation turbulences.

In terms of MFMA Act 56 of 2003, section 62(1)(c)(i) “the Accounting Officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control”. The roles and responsibilities for the implementation of Risk Management in the public service are contained in the National Treasury’s Local Government Risk Management Framework.

The Municipality has established a Risk Management Committee. This Committee consists of external members only and the Heads of Departments are standing invitees. Furthermore, General Managers responsible for Internal Audit, Information Technology, Legal Services and Risk Champions from Directorates are invited to the meetings. The Municipal Council approved a Risk Management Policy and this Policy intends to promote a risk management culture within the Municipality and improve risk transparency to all stakeholders.

The following are Mangaung’s top 10 strategic risks (compared IRMSA and Global risk reports) with that have been identified, the Heads of Departments are tasked with the responsibilities of ensuring that these risks are reduced to be within tolerable levels:

Table 4.16: Mangaung top 10 Strategic Risks

Mangaung	IRMSA Risk Report	Global Risks Report
<i>1. Financial sustainability due to rising costs of services against declining affordability of citizens</i>	1. Cyber, security, AI and digitalization	1. Misinformation and disinformation
<i>2. Informal settlement sprawl</i>	2. Rule of law (crime, governance failures)	2. Extreme weather events
<i>3. Road infrastructure collapse</i>	3. Economic (global, national)	3. Societal polarization
<i>4. Illegal building activities and illegal land uses</i>	4. Social security, inequality	4. Cyber insecurity
<i>5. High unemployment rate</i>	5. Politics, national policy, geopolitics	5. Interstate armed conflict
<i>6. Climate change</i>	6. Infrastructure	6. Lack of economic opportunity
<i>7. Inconducive environment to retain and attract investments</i>	7. Skills, education	7. Inflation
<i>8. Contamination of the water source</i>	8. Climate change	8. Involuntary migration
<i>9. Technological and governance failure</i>	9. Functional state	9. Economic downturn

10. Pollution

10. Water	10. Pollution

Mitigation strategies have been developed to address and minimize the impact of these risks on the City's objectives. There are initiatives being implemented in order to improve risk management processes across the Municipality with the objective being the achievement of the desired maturity levels in the next 3 to 5 years.

4.4.2 Corporate Services

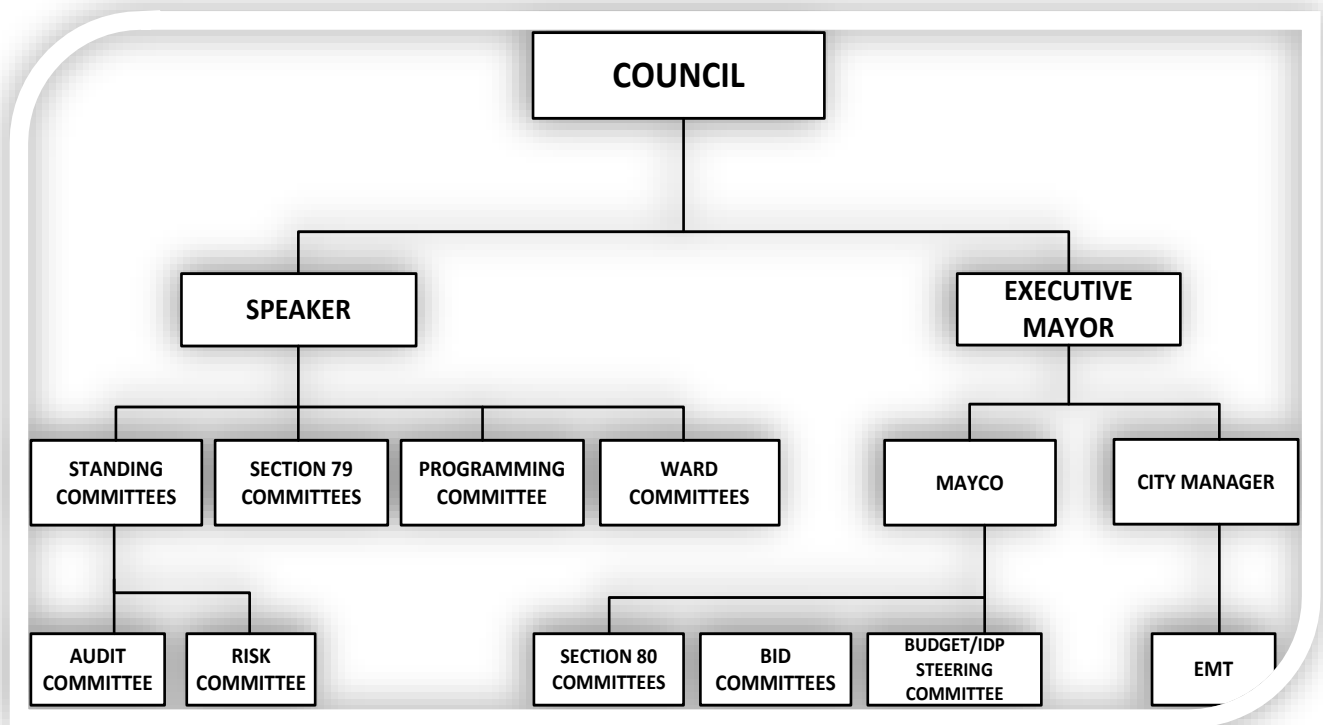
Governance and Management Structures

The Governance Structure

The city's governance structure remains intact. It continues to serve cities purpose and advance the fundamental goals of ensuring a caring but strong and vibrant democratic institution that serves to promote and support a consultative, participatory and responsive local government. The Mangaung Council is constituted by 101 elected public representatives of which 51 are ward representatives and 50 represent their political parties on a proportional basis.

It (the Mangaung Metropolitan Municipality) is a Mayoral Executive combined with Ward Participatory System. All major policy and administrative decisions are presented, resolved and implemented after the approval of Council. The following political governance structure continues to define the governance arrangements as adopted by Council.

Figure 4.14: Mangaung Council Structure



As depicted on the figure 4.14 above, the council has various structures that assist with the monitoring and acting a crucial oversight role over both governance and the administration of the municipality and amongst those are:

- Standing Committee;
- Section 79 Committee;
- Programming Committee; (the Council does not have this Committee)
- Ward Committees;
- Audit Committee (external people);
- Risk Management Committee (external people) ;(falls under the Office of the City Manager and reports directly to Section 80 and Mayco)
- Section 80 Committee;
- Bid Committees;
- Budget and IDP Steering Committee; and
- Executive Management Team (EMT)

The political structure (Governance) of the Municipality is, therefore, composed of the following political principals:

1. Executive Mayor;

2. Deputy Executive Mayor;
3. Speaker; and
4. Council Whip.

The following are Mayoral Committees Portfolios:

- a) IDP and Performance Management
- b) Corporate Services;
- c) Finance;
- d) Planning and Human Settlement;
- e) Economic Development;
- f) Community Services;
- g) Public Safety and Transport;
- h) Technical Services;
- i) Agriculture and Rural Development;
- j) Waste and Fleet Management;

Public Participation Strategy and Plan

The Municipal Council adopts the Delegations of Powers Policy at least once in five years cycle term, which must happen three months into the new Council term. The current delegations regarding the Public Participation process, delegates the office of the Speaker of Council to champion public participation processes. The reason for this is that the ward Councillors and ward committee governance and support is found in the office of the Speaker, and it is quite easier to conduct public participation with the assistance and participation of ward Councillors and ward committees. Mangaung has been conducting election of ward committees across the 51 wards throughout the length and breadth of the city.

Standing Rules and Orders Review Process

The review of the Standing Rules and Orders is part of the phase of review of policies and By-laws. The new chairperson of the Rules Committee is currently crafting a program of review of the Standing Rules and Orders. Once the program is complete it will be submitted to the committee for comments and inputs. The Standing Rules and Orders is a By-law of the Municipality and will therefore only have force and effect once promulgated by being published in the Government Gazette.

Schedule 7 of the Structures Act , Code of Conduct for Councilors sets out principles and standards of conduct, respect, dignity, equality and integrity for Councillors in performing their functions and in their relationship with each other, Council employees and the public.

Each Directorate/ Sub-directorate should develop Standard Operating Procedures (SOP) to ensure effective and efficient execution of functions. For instance, Legal Services has developed SOPs for Contract and Performance Management, Litigation and By-laws. These SOPs are workshopped by Legal Services in order to assist other directorates/ sub-directorates in understanding the procedures to comply when requesting assistance from legal services, turnaround times, impacts of non- adherence etc. These SOPs are meant to be binding on the employees of MMM only and not to be used by third parties etc.

Section 69 of the Systems Act provides that the Code of Conduct contained in Schedule 2 of the Systems Act applies to every staff member of a municipality and further states that the Code of Conduct must be provided to all staff members and communicated to local community. Section 17 (2) A of the Systems Act provides that the municipality must establish appropriate mechanisms, processes, and procedures to enable the local community to participate in the affairs of the municipality. In order to be current, the Code of Conduct must be reviewed to be in line with legislation. The Collective Agreement on Disciplinary Procedures further regulates disciplinary procedure for employees.

All Councillors of the Municipality must sign the Declaration of Interests of Councillors. This ensures that Councillors comply with the prescripts of the law and execute their functions in an ethical and legally compliant manner.

Code of Conduct I.T.O s54 of the MSA 32/2000

The primary objective of the Code of Conduct is to establish a culture of ethics, integrity, and accountability, guided by the Batho Pele principles to deliver municipal services that are responsive, transparent, fair, and excellent.

MMM has right at the inception, ensured full compliance in terms of s54 of the MSA 32/2000 for all her Cllrs serving the current administration and all of these Cllrs have appropriately signed the applicable Code of Conduct.

The purpose of the signing of the Oath of Office is meant for both aspects namely, allegiance to the Constitution and again adopting ethical leadership during office term. The second aspect is that all Councillors sign the declaration of interest forms. This form is intended in establishing whether Councillors have any business interest while serving as public representatives. Failure to complete these forms gravitates towards non-compliance to the oath of office.

Delegations of Powers Policy I.T.O s59 of the MSA 32/2000

The IDP is interconnected to the Delegations of Powers Policy, in the following aspects, namely;

The governance structures of the municipality are as per the Structures Act, and their roles and responsibility dove-tailed in line with the Systems Act, chapter 6 of the Act prescribes that the municipality must develop and approve the delegations of powers policy. These delegations of powers policy are in line with the approved governance structures and moreover also in line with the approved macro structure. The development and approval of the IDP is aligned to the approved budgets and macro structures. The principle “structure follows’ strategy is obligatory” and fully adhered to.

Council shall review and adopts and shall maintain the current Delegations of powers Policy as sufficient for the current administration.

Governance and Management Objectives

Council appreciates the fact that particular concerns and/or questions have been raised of her Governance Model in the past essentially seeking to understand if it continues to respond fairly well to the City’s quest to deliver quality services in a cost-effective manner and whether time has not come for a significant departure from the current system of a combined Model of Governance to a fundamentally new and different system of separation of powers between Governance (Legislature) and the Executive.

The current system of a combined Model of Governance will continue in the current period and no comprehensive report with clear advice on current as well as future Governance Model including a detailed (Cost Benefits Analysis) shall be unveiled by the current administration.

The primary objectives underpinning our governance, service delivery and institutional transformation which is also consistent with the spirit and purport of relevant statutes remain that of prioritizing systematic actions, programmes and/or interventions appropriately to capacitate and strengthen both our Audit and Risk Managements Committees appropriately to execute their oversight role and to date more than satisfactory progress is already being witnessed in this regard.

Whereas it was always the strategic intent of MMM Council & Committees including the administration in the direction of the SMART CITY Concept & Principles and generally setting the City firmly enroute towards the Fourth Industrial Revolution and whereas we aimed at launching our project with the hosting of the Inaugural 4IR Colloquium in June 2019 which event was superseded by the event of the same nature hosted by the FS Provincial Govt, we are satisfied with a steady progress we continue to witness.

Mangaung Metropolitan Municipality faces increasing pressure to deliver high-quality ICT services while managing limited resources and inadequate budget. With technology rapidly evolving, the greatest challenge is maintaining a modern and efficient ICT environment for the city. The team is often involved in managing a complex array of legacy systems, diverse applications and fragmented ICT operations that is complex to coordinate and optimize.

The three (3) year ICT Strategic Plan and Implementation Roadmap will provide a structured approach to modernization, covering Mungaung Metropolitan Municipality strategic objectives to avoid misaligned implementation efforts. The aligned ICT and Mungaung Metropolitan Municipality objectives will assist with a well a structured projects coordination and ICT value delivery; ensuring optimized operations; stakeholder engagement through MSCOA implementation roadmap; sustainable digital innovation and long-term benefit realization (ROI).

The ICT Strategic Plan and Implementation roadmap is designed to help metro modernize its operations, integrate emerging technologies, and drive efficiency across Mungaung Metropolitan Municipality. As the metro navigate the increasing digital demands, having a structured strategic approach will ensure long-term success while minimizing the risks associated with the very transformation.

Below are Strategic Focus Areas for the implementation as identified:

Strategic Focus Area	Business Objectives and Goals	ICT Objectives and Goals	Outcome
1. ICT Governance	Align ICT with organisational goals to ensure compliance, manage risks and optimize resources.	Outline ICT governance processes to effectively support and drive the metro's IDP programmes, create value and enhance the metro's performance.	a) Develop ICT policies & frameworks for council approval b) Establish and convene ICT Steering Committee and ICT Operations Committee to improve oversight & accountability.
2. Technology Adoption, Integration and Optimization	Improve digitalisation by introducing reliable technologies and solutions that improve productivity, operations, reduce duplication efforts, reduce costs, track projects, and communicate seamlessly.	Implement seamless digital platforms that enhance customer experience, facilitates collaborative interactions to improve customer satisfaction, productivity and operations.	Interface AI; IoT capabilities; implement cloud first solutions; converged infrastructure (e.g., Broadband & VoIP); integrate fragmented system to enhance collaboration; Disaster Recovery as A Service (DRAAS); optimise the use of Document Management System (DMS) to improve record keeping.
3. Data Management and Analytics	Increase productivity and efficiency to make data-driven decision making.	Implement data analytics capabilities to gain insights into service delivery challenges.	Translate Mungaung Metropolitan Municipality structured and unstructured data to provide insights into service delivery and financial management performance including performance monitoring & evaluation of the metro.

Strategic Focus Area	Business Objectives and Goals	ICT Objectives and Goals	Outcome
4. Customer Experience and Engagement	Enhance customer experience and satisfaction to enable citizens to access services and communicate seamlessly.	Implement secure and user-friendly web platforms and mobile applications to meet citizens' demands to improve customer satisfaction.	Create seamless digital channels by building an eco-system of: a) e-services for self-service b) digital contact centre c) enhance Margaung Metropolitan Municipality website into a SMART Website d) introduce electronic payment-method to pay for different services.
5. Digital Operations and Processes	Streamline business processes to encourage a holistic approach to alignment.	Optimizing business processes through digital solutions, including automation and workflow digitization.	a) MSCOA project implementation b) ITSM implementation to enhance service management, ICT controls and Operations.
6. Cybersecurity and Risk Management	Address digital security challenges for Margaung Metropolitan Municipality and manage possible/inherent technological risks.	Implement robust cybersecurity measures and security toolsets.	a) Implement Identity & Access Management b) Intelligent Threat Detection and Prevention solution c) Data Leak Prevention d) POPI Act measures compliance.
7. Digital Talent and Culture Shift	Manage the digital transformation of Margaung Metropolitan Municipality workforce.	Develop the new work models that support conducive environment for digitalisation and culture shift.	a) Upskilling & reskilling of ICT staff b) Digital literacy programmes c) Proper coordination of ICT project, alignment to business, collaborative efforts, innovative & customer centric team.
8. Monitoring and Measuring Digital Success	Develop performance KPIs to track digital success.	Track digital transformation progress; systems integration as well as continuous improvement plan.	a) Track digital project value add/creation b) Benefit realisation c) Customer satisfaction feedback.

Macro Organisational Design

The current administration of the Municipality was founded on ten Directorates which have since been reconfigured into eight in compliance with Chapter 02 of the Local Government: Municipal Staff Regulations.

These Directorates have been configured as follows:

- ✓ City Manager;
- ✓ Chief Financial Officer;
- ✓ Head: Technical Services;
- ✓ Head: Planning, and Human Settlement;
- ✓ Head: Community Services;
- ✓ Head: Corporate Services;
- ✓ Head: Economic and Rural Development
- ✓ Head: Public Safety and Security
- ✓ Head: Project Management Office: (Office of the City Manager)

This macro-organisational design holds better promise to hold in the context of our spatially vast Metro, urgent priority has now shifted on the achievement of full integration of systems and staff including the equitable appointment of the available resources both human and capital so that the people can experience the same level of service standard the City has to offer.

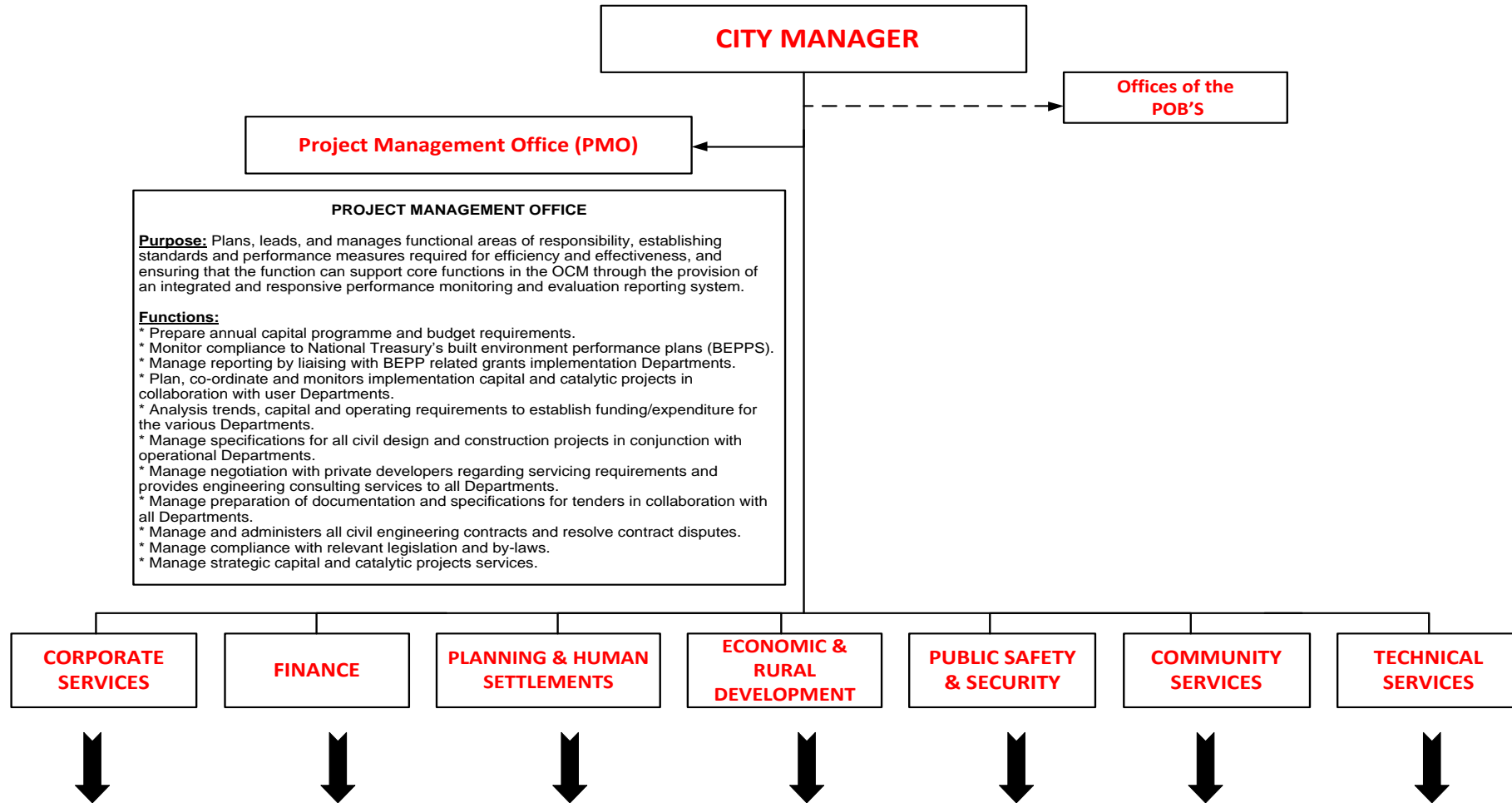
The City will in consultation with its social partners, intensify its effort urgently to achieve / secure the type of micro configuration management that allows for greater efficiency and effectiveness, aligns fully with the Local Government: Municipal Staff Regulations and ensures the realisation of the noble goals encapsulated in our reviewed IDP.

In this context, significant progress was made by the administration towards the finalisation of the new Macro as well as Micro Organisational structures of the Metro which advances a strong sense of functional clustering that allows for even more greater coherence and dedicated focus through the grouping together of related services and the assignment of one functionary as accountable thereto, i.e. shared and trading services etc.

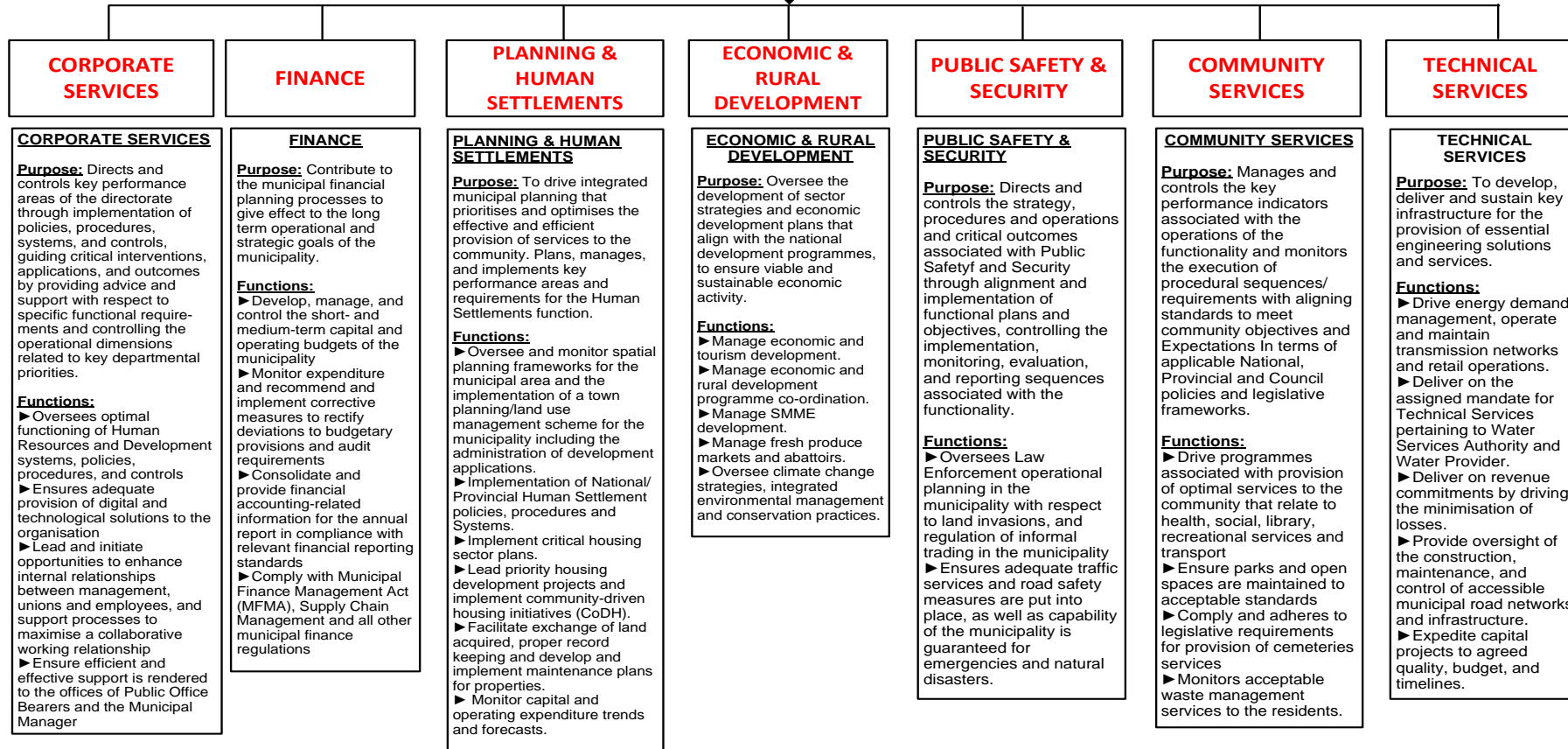
The figure below provides a schematic representation of the attainment of the Macro Organisational Structure for Mangaung Metropolitan Municipality and commits to the meeting of the timeframe for the implementation of the Local Government Municipal Staff Regulations in this regard.

Figure 4.15: Mangaung Organisational Structure

Proposed Macro Structure: Mangaung Metropolitan Municipality



CITY MANAGER



Executive Management Team

The administration is headed by the City Manager as the Accounting Officer of the municipality supported by Heads of Department and Chief Financial Officer constituting the Executive Management Team (EMT). The EMT leads the City's drive to achieve its strategic objectives for each year as outlined in the IDP and further translated into the SDBIP of the City. The day-to-day management of the municipality it's carried out by staff under the direction of the City Manager and Heads of Departments. As well depicted in the Macro Organisational Structure above, the administration is made up of the following Departments headed by members of the Executive Management Team:

- ✓ City Manager;
- ✓ Chief Financial Officer;
- ✓ Head: Technical Services;
- ✓ Head: Planning, and Human Settlement;
- ✓ Head: Community Services;
- ✓ Head: Corporate Services;
- ✓ Head: Economic and Rural Development
- ✓ Head: Public Safety and Security
- ✓ Head: Project Management Office (Office of the City Manager)

The above – mentioned Executive Management Team meets monthly to deal with strategic matters while delegating appropriately on pertinent service delivery matters. This entails implementing the IDP, SDBIP and ensuring timeous reporting to Council on actual achievements. EMT also keep staff abreast on Council's direction and identifying gaps in service delivery where together with Council, they monitor progress on set goals and priorities.

Staff Establishment

MMM currently has a Total Staff Complement of 3 069 and our Vacancy Rate remains stubbornly high (at approximately 61,31%).

Table 4.17: Total Staff Complement

Directorate	Total Posts	Filled Posts	Vacant Posts	Vacancies as a % of total posts
Waste and Fleet Management	1086	602	484	44.57%
Strategic Projects and Service Delivery	140	77	63	45.00%
Community Services	1018	393	625	61.39%
Planning	259	93	166	64.09%

Office of the City Manager	257	142	115	44.75%
Human Settlements	263	109	154	58.56%
Financial Services	475	237	238	50.11%
Technical Services	1991	754	1237	62.13%
Economic & Rural Development	67	31	36	53.73%
Public Safety & Security	1705	262	1443	84.63%
Corporate Services	672	369	303	45.09%
Grand Totals	7933	3069	4864	61.31%

Council will in this period and in the true spirit of partnership with organised labour, still prioritise fundamental HR audits/assessments not only to ventilate essential Baseline HR Data but to inform institutional strategic manoeuvres. The search for availability of the right quantities of the right quality human capital with the benefit of technology in support of IDP objectives remains key priority and necessary outcome of the much-envisaged audits and/or assessments.

Individual Performance Management

The obligation for performance plans by officials below Senior Managers is an inherent requirement of the Performance Management & Development System as contained in the recently gazetted Local Government: Municipal Staff Regulations by the Minister COGTA which become effective from 1 July 2022.

To date, support has been solicited from SALGA and COGTA on best practices in terms of institutionalising Performance Management in MMM, for which clarity has been obtained on the following key areas:

- Review of performance management framework
- Development and cascading of performance management to staff below senior managers
- Alignment of IDP, SDBIP and Performance Plans

It is encouraging to note that through the insights gathered, MMM was able to emerge with an Individual Performance Management Policy Framework which is now approved by Council. For purposes of capacity building, a sizeable number of HR practitioners acquired the Local Government Sector Education and Training Authority (LGSETA).

For the ultimate roll-out of introducing Individual Performance Management at MMM the following activities are planned:

- Creation of institutional structures and allocation of the function within the HR functionality for the roll-out;
- Change Management intervention for purposes of stakeholder engagements with organised labour and staff; and
- Importantly, the extensive capacity-building of line managers and supervisors where performance is to be managed.

Local Labour Relations

The City recognises the need for partnerships and working together with its social partners in an effort to achieving the noble goal of sound employee relations and labour peace and to this end, shall prioritise sustained efforts to comply with Clause 11.8. 1 of the Main Collective Agreement which dictates that at every employer, a Local Labour Forum (LLF) shall be established with equal representation from the trade union and employer.

It is encouraging to note that our LLF is functional, with four (4) Councillors designated, eight (8) Management representatives and the other representatives coming from Organised Labour (SAMWU & IMATU). A key determinant and/or true measure of functionality in line with clause 11.8.1 of the Main Collective Agreement shall be its ability to honour the requirement not just to have an ordinary meetings once a month but its committees must also be able to function and dispense with a meaningful agenda.

In this period, the City shall prioritise mechanisms appropriately to ensure sustained % growth in reporting on compliance with both our primary statutes (Acts of Parliament) and secondary law (Collective Agreements). Quarterly reports shall, therefore, form the cornerstone of assessing our performance milestones in this regard.

Human Resources Management and Development Strategy

It remains the fundamental appreciation of the leadership of Council that the most important resource MMM has is our Human Capital (employees) whose collective dedication of energy, skills and competence in a disciplined way sits at the very HEART of Council's endeavors to deliver services of the right quality to the people of the City (Mangaung) at the right time.

Council has adopted a number of HR policies to ensure that our HR and Skills development efforts are aligned with strategic needs of the municipality and Municipal Staff Regulations as promulgated on the 20th of September 2021. The main focus in the current period is to move with speed in the initiation, formulation, development and implementation of the HR Strategy and Plan in full alignment with the

Local Government: Municipal Staff Regulation. This will assist in imparting critical and core knowledge, skills and attitudes of employees to maximize their job competency and productivity so as to achieve the strategic vision and mission of MMM.

The HR Strategy and Plan is a five (5) year plan that is linked to the IDP and reviewed annually to capture any change of focus and priorities as dictated by prevailing strategic imperatives and environmental conditions. It is, therefore, linked to the lifespan and focus of the IDP as a supporting tool. The Executive and Senior Management focus on the future and ideal state of Mangaung as encapsulated in the strategic vision and mission (IDP) and move backwards by determining the skills needed to reach that future state.

In compliance with the Municipal Staff Regulations (MSR), the municipality is conducting Organisational Skills Audit in all Directorates, to ultimately ensure Directorate's alignment to the IDP. The municipality reflects on the WSP and training needs analysis on an annual basis to ensure that employees' training and development needs are reviewed.

Employee Wellness Programme

The city's quest and/or zeal to become the "Employer of Choice" remains an all rounded, well thought through and well balanced one to pursue. In this context, Council prioritised and will continue to prioritise Employee Wellness Programme which entails a set of organized activities and systematic interventions, offered by MMM to primarily provide health education, identify modifiable health and psychosocial risks, and influence lifestyle changes to achieve optimum wellbeing of our most important resource (our valued Human Capital).

It remains MMM's firm belief that to maintain wellness, individuals need to follow a regimen of periodic health risk assessment and adopt behavioral changes that lead to a lower health risk of acquiring certain diseases and mental state. To achieve this, MMM will continue to prioritise deliberate actions towards health and psychosocial promotions and prevention interventions to enhance employee psychological, physical, spiritual, social, career, environment, and emotional wellbeing.

Key Elements of this Programme will entail:

- ✓ Organizational Profiling (Programme design based on particular needs or Division specific problem)
- ✓ Policy and Procedural Development for Programme accessibility and utilization
- ✓ Establishment and Facilitation of Interdepartmental and External Stakeholders Collaborations
- ✓ Management and Administration of the Programme (Staffing; Professional Consultation or Supervision; Professional Development and Record Keeping)

- ✓ Clinical Services (Critical Incident Management; Crisis Intervention; Case Management; Referral Short – term Intervention; Case Monitoring and Evaluation; Aftercare and Reintegration); and
- ✓ Non – Clinical Services (Organizational Consultation; Management and Supervisory Training Marketing; Proactive Services; Stakeholder Management; and Monitoring and Evaluation)

Gender Mainstreaming and EE

As appreciated by the United Nations' Agenda 2030 for Sustainable Development together with our National Development Plan (NDP) 2030, the Sustainable Development Goals (SDGs) also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. It is worth noting that of the 17 SDGs, SDG 5 “Gender equality and women’s empowerment” is central to achieving all the other Goals.

In the same vein, the NDP seeks to eliminate poverty and reduce inequality. The NDP noted that women make up a large percentage of the poor, particularly in rural areas. The Plan takes gender, along with race and geographic location into account, proposing a range of measures to advance gender equality.

It recommends that Public employment be expanded to provide work for the unemployed, with a specific focus women, youth and persons with disabilities; that transformation of the economy should involve the active participation and empowerment of women; that the social, cultural, religious and educational barriers to women entering the job market be prioritized; and that access to safe drinking water, electricity and quality early childhood education, for example, could free women from doing unpaid work and help them seek jobs.

For this reason, Mangaung Metropolitan Municipality, as member of the progressive Southern Africa and the globe, appreciate the reality that despite our unrelenting efforts to alter the status quo for the better, women still do not share equal status in society and that the spatial and organisational aspects.

Consequently, a gender – aware approach to urban development and its management needs to form the hall mark of leadership and governance to ensure that both women and men obtain equal access to and control over the resources and opportunities offered by the City. The city further perceive employment equity as a fundamental human right and a prerequisite for sustainable development in the labour force, implying that sustainable development can only be achieved when the needs and interests of men and women are fully recognised.

In the current period and consistent with the spirit and purport of relevant statutes, aggressively strive to meet these obligations by adopting and successfully implementing plans that heed the plight of women and the persons with disabilities.

The city is also committed to ensuring that skilled, technical, professional and managerial posts better reflect the make – up of the economically active populace of the region in respect of race, gender and disability. This we hope to achieve by ensuring that, in implementing *affirmative action* measures to achieve gender transformation in Mangaung Metro, the Senior Management will have *KPIs* reflecting female and persons with disabilities appointments.

Climate Surveys

The City remains steadfast in belief of the intrinsic value relationship between a happy employee, sound employee relations and labour peace, quality of services and happy resident and welcomes the sporadic surveys so far undertaken in line with Council priorities.

Council will in the current period, prioritise the appropriate appointment budget fully to realise the full – scale periodic Climate Survey to gauge the satisfaction levels of both employees as well as broader community and this way gain valuable and detailed feedback about their perceptions of how we appreciate and value their input and the quality of service rendered.

Facilities Management

The primary responsibility of a facilities management is to ensure that the systems of an environment work in harmony with one another. This role is vital since it prioritize the safety, comfort, sustainability, and productivity of the core and places where people work and spend most of their time, with the overriding goal to create the most welcoming environment for employees and boost the productivity and efficiency of the business as a whole.

The management of facilities includes making sure each element of a working environment is safe simply by meeting relevant regulatory mandates, conducting frequent maintenance, and reorganizing structural layouts. This comprehensive scope of services adds value and drives better quality.

Hard Services

Hard services are related to physical structures (the parts that can't easily be removed). The role of facilities management, in this case, is to reduce the risk of accidents and disasters, which could then result in hefty insurance costs.

- Building maintenance;
- Maintenance of HVAC systems;
- Energy management;
- Elevators and escalators;
- Lighting;

- Fire safety; and
- Plumbing and drainage.

Soft Services

Soft services are related to keeping the workplace comfortable and secure:

- housekeeping and custodial services;
- security measures;
- parking lot maintenance;
- waste disposal from the building;
- replenishing furniture and equipment;
- space management; and
- grounds maintenance.

4.5 Key Performance Area: Institutional Development and Organisational Transformation

4.5.1 Environment and Climate Change Issues

Environmental Input data for IDP: Topography, geology, soils and climate

Topography

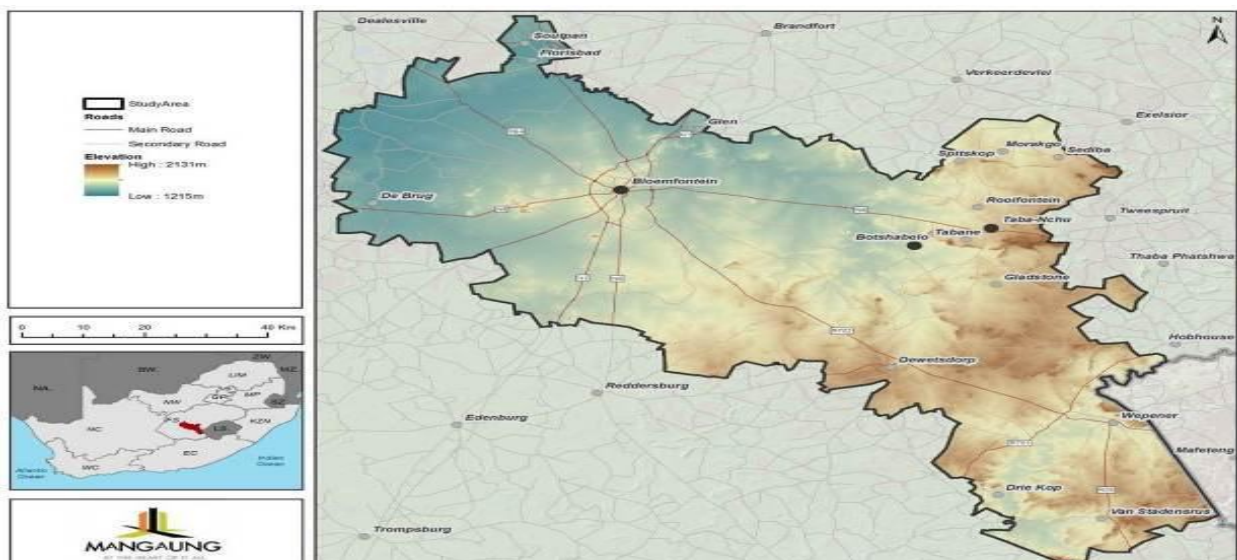


Figure 4.16: Topography 1

At data scale of 1:50 000, The Free State is situated on the flat boundless plains in the heart of South Africa, between 1 000 m and 1 500 m elevation. The north-western, western and southern parts of the province consist of plains, with pans as an important hydrological feature, while the north-eastern and

south-eastern parts are mountainous. The north-western part of the MMM area is generally flat and consists primarily of open plains, with occasional low hills (“koppies”) and a few pans scattered in the landscape. Such hills are found in the vicinity of, as well as to the west, south-west and northeast of Bloemfontein, while the pans occur in the extreme north-western part of the municipal area. Bloemfontein is located at an altitude of approximately 1 390 meters above sea level (masl) (Thoso, 2007), while the altitude of the plains in the north-western part of the municipality ranges from 1 215 to approximately 1400m above sea level (masl). Further to the east and south-east, these hills become more common and are associated with mountainous terrain in the vicinity of Thaba-Nchu, Dewetsdorp, Wepener and Van Stadensrus. The altitude in these areas ranges between 1 400 m above sea level to 2 130 (masl). The Thaba-Nchu Mountain, situated on the eastern border of the MMM area, is one of the highest points in the MLM at 2138 masl (Strategic Environmental Focus, 2006).

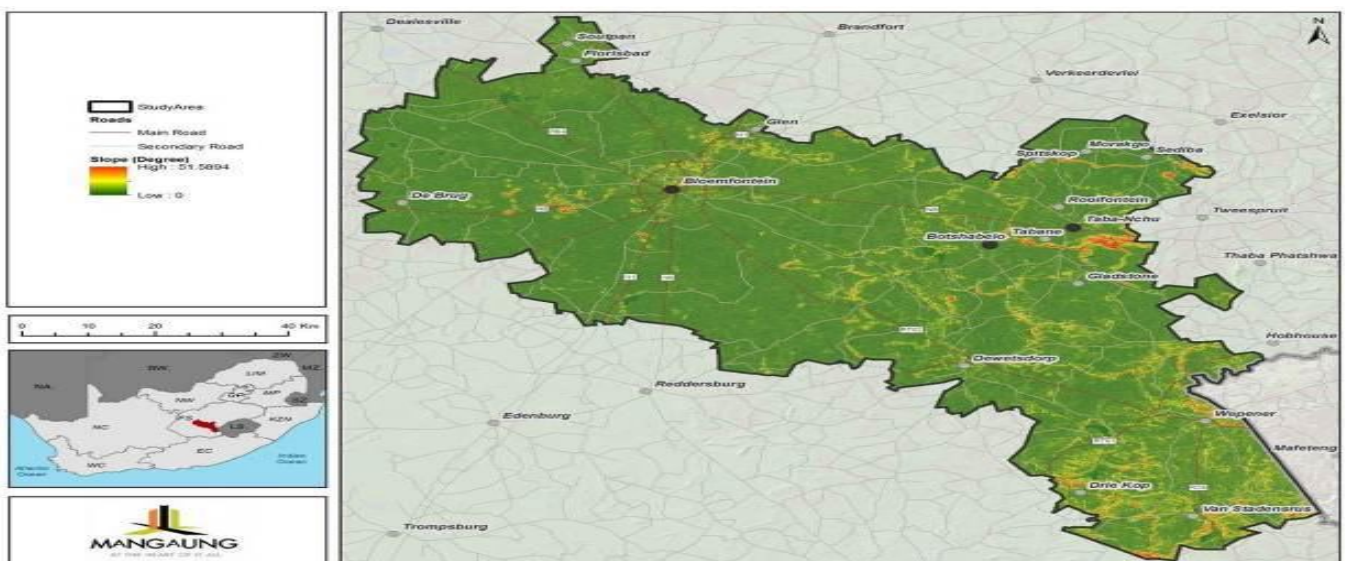


Figure 4.17: Topography 2

The lower lying Orange river valley clearly cuts through the south-eastern part of the MMM municipal area. The general lack of mountainous areas are also evident from the map indicating slope angles. The slopes in the majority of the MMM area is zero to low (green). Moderate slopes (yellow) are associated with the scattered low hills. In the vicinity of Bloemfontein, the steeper slopes are predominantly south east facing, with the more gentle back slopes facing south west or north east (Strategic Environmental Focus, 2006). Steep slopes (red) only occur in mountainous areas, primarily scattered through the eastern parts of the MMM area around Thaba-Nchu, Dewetsdorp, Wepener and Van Stadensrus, with a few scattered around and to the west of Bloemfontein.

Implications for sensitivity and relevance to the MMM EMF: Varying topography is recognized as one of the most powerful influences contributing to the high biodiversity of Southern Africa (Pfab, 2001). Ridges are characterized by high spatial heterogeneity, due to the range of differing aspects (north, south, east, west and variations thereof), slopes and altitudes, all resulting in differing soil (e.g. depth, moisture, temperature, drainage, nutrient content), light and hydrological conditions (Pfab, 2001). They are therefore often areas of high biodiversity that play an important role as biodiversity corridors. Steeper south-eastern

and southern slopes are cooler, receiving mainly morning sun and hence are wetter than the north facing slopes.

Implication: This is important for plant growth and erosion stability. Ridges are often also the most intact features in a transformed landscape, due to their inaccessibility. Valleys on the other hand also act as corridors for different species and are often associated with unique vegetation features. Slope is an important consideration in development. Due to their visual appeal, elevated and steep sided slopes are often sought after for development. In the southern hemisphere, north facing slopes are especially sought after for development, as they allow more light and heat to penetrate building structures. The slope of a site also strongly influences the type of construction, the required foundations and the overall cost of development. It is important that hills, ridges and valleys should be specifically considered when determining sensitivity for the MMM.

Geology

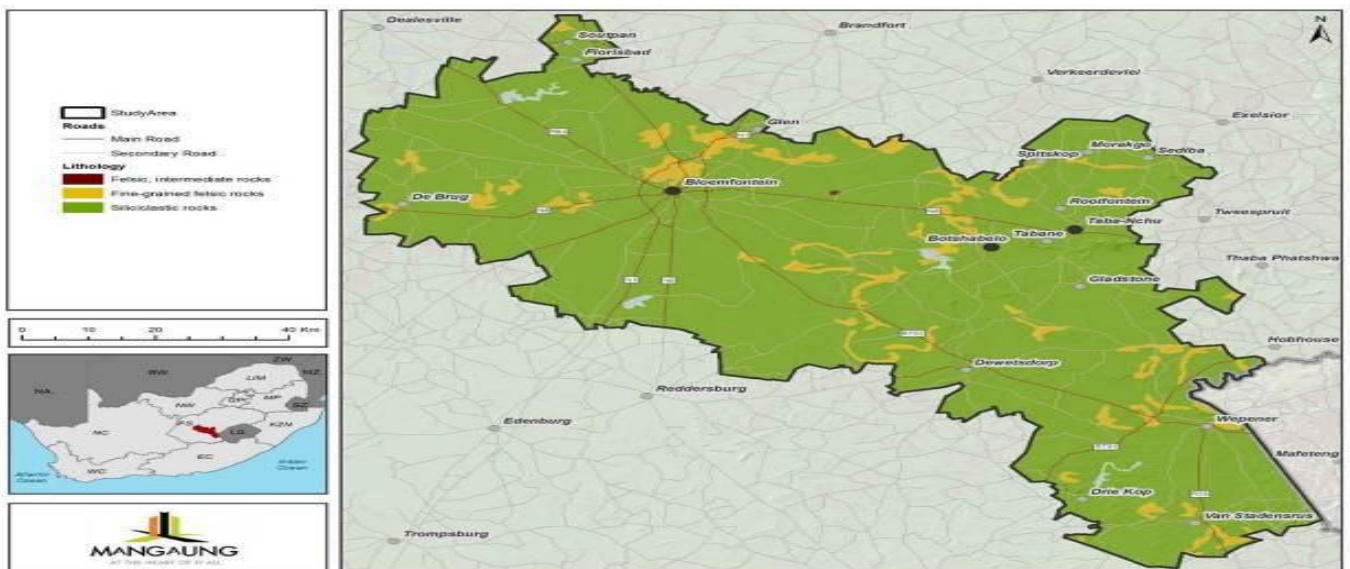


Figure 4.18: Geology

Geology data set as per Lithology context at a regional data scale of 1:250 000 outlines that the MMM area is covered by the Karoo Supergroup geology (Council for Geoscience, 2001). The geology consists primarily of siliciclastic sedimentary rocks, but also includes some felsic igneous rocks scattered in the landscape. Sedimentary siliciclastic rocks, including soft shales and very soft mudstones, are the dominant rock types in virtually all parts of the MMM area.

The shales of the Ecca Group, which are comprised of carbonaceous shale, dark bluish-green to grey massive shale, olive-green micaceous shale/mudstone, light green to greenish-grey shale, mudstone, siltstone and fine-grained sandstone, with a thickness that varies between 340–360 m, are primarily found in the north-western part of the MMM, to the west and north-west of Bloemfontein. The mudstones from

the Beaufort Group cover most of the remainder of the MMM area, from Bloemfontein eastwards to Thaba-Nchu and south-eastwards to Dewetsdorp, Wepener and Van Stadensrus.

These include sandstone, siltstone, grey to reddish mudstone, blue-green-grey shales and red to purple mudstone from the Adelaide Subgroup, up to 400 m thick, light coloured, feldspathic sandstone, as well as red, purple and green mudstone from the Tarkastad Subgroup, up to 900 m thick. A few small pockets of sandstone, another harder sedimentary siliciclastic rock, are found in the far eastern and southern parts of the area, around Thaba-Nchu, Wepener and Van Stadensrus. Only one small pocket of felsic intermediate granite rock (with 55 to 66 percent silica) is found between Bloemfontein and Botshabelo. Sedimentary (secondary) rocks are formed at or near the Earth's surface by the accumulation and consolidation or lithification of sediment or unconsolidated particles or grains of weathered rock.

The sediments are produced by the weathering and disintegration of mostly older volcanic rocks that are subsequently transported and deposited, usually in layered deposits. When the sediments are stuck together by compaction (where the weight of the layers squeezes them together into rock) and cementation (where minerals form around the layers and bind them together) they are no longer sediments, but become sedimentary rocks (Encyclopaedia Britannica online, 2016a). Clastic sedimentary rocks consist of clasts (fragments and smaller grains of rock, broken off other rocks by physical weathering) of varying particle size, ranging from clay-, silt-, and sand- to pebble-, cobble-, and boulder-sized materials.

These clasts are transported by gravity, mudflows, running water, glaciers and wind, and are eventually deposited in various settings (e.g., in desert dunes, on alluvial fans and in river deltas). Because the agents of transportation commonly sort out discrete particles by clast size, clastic sedimentary rocks are further subdivided on the basis of average clast diameter. Coarse pebbles, cobbles, and boulder-size gravels lithify to form conglomerate and breccia; sand becomes sandstone; and silt and clay form siltstone, claystone, mudstone, and shale (Encyclopaedia Britannica online, 2016a). Siliciclastic sedimentary rocks are composed of rock and mineral grains, where the majority of these fragments (more than 66%) are rich in silica. Numerous scattered intrusions of the fine-grained felsic dolerite rock occur throughout the MMM area.

The sedimentary geology has been intensively intruded by magmatic dolerite intrusive sills and dykes. The baked contact zones between the dolerite intrusion and the sedimentary host rock has led to the formation of fracture zones, which are the main sources of abstractable groundwater (GHT 2009, as quoted by DWAF, 2012). Igneous (primary) rocks are formed by the cooling and solidification of molten or partially molten magma or rock material below the Earth's surface. Because the magma is less dense than the surrounding solid rocks, it rises toward the surface. Rocks formed from the cooling and solidification of magma deep within the Earth's crust are distinct from those erupted at the surface.

Within the deep crust the temperatures and pressures are much higher than at its surface; consequently, the magma cools slowly and crystallizes completely, leaving no trace of the liquid magma in the intrusive

igneous rocks, but coarse mineral grain sizes, large enough to be visible to the naked eye. Magma that erupted at the surface on the other hand, is chilled so quickly that the individual minerals in the extrusive, igneous rocks formed at the Earth's surface, have little or no chance to grow. As a result, the rock is either composed of fine-grained minerals that can only be seen with the aid of a microscope or it contains no minerals at all (Encyclopaedia Britannica online, 2016b). Felsic igneous rocks are composed of feldspar and (more than 66%) silica minerals. In the western parts of the MMM area, the sedimentary geology is partially covered by wind-blown sand and surface limestone (Thoso, 2007).

Implication: Geological diversity is often an indicator of the diversity of fauna and flora that can be expected in an area (De Frey & Kamffer, 2006). Geological units can therefore be used to determine possible habitat types within an area, such as the presence of low hills and ridges that provide a different habitat than the surrounding grass plains. Geology is also an important determinant to soil type, groundwater availability and agricultural productivity.

Soil Structure

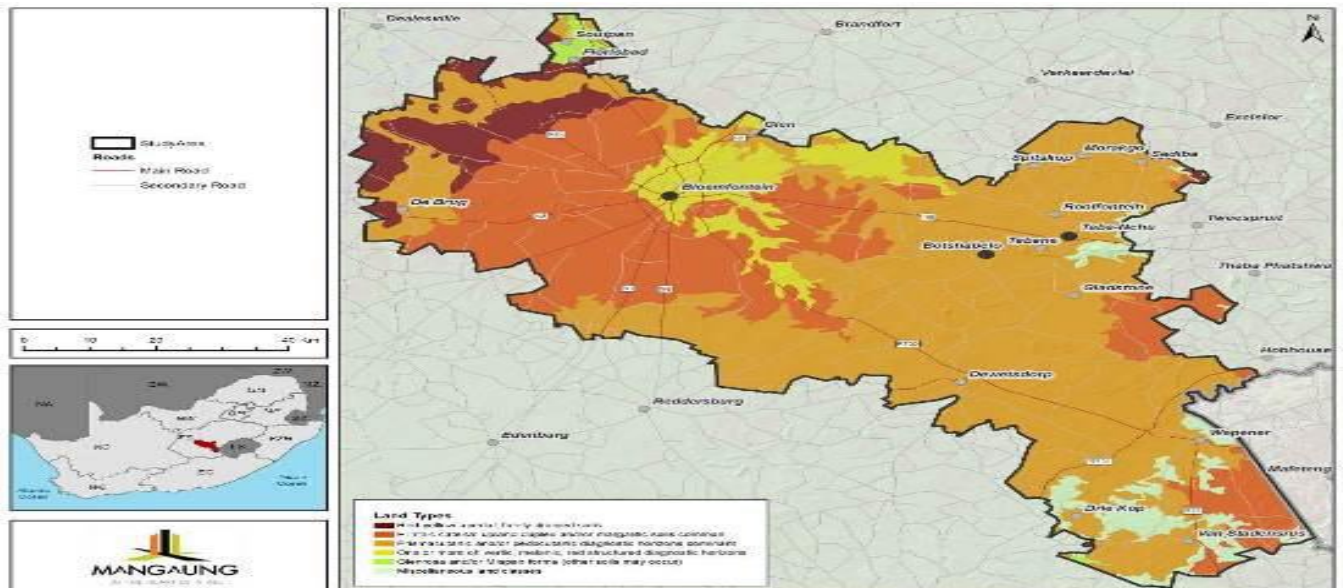


Figure 4.19: Land Types, Soil, and Clay

Soils are not randomly distributed in any landscape. The distribution of soils in the landscape is the result of the influence of five factors of soil formation, i.e. geology, climate, topography and the biological factor interacting with each other over thousands of years. The net result of these processes is expressed in the morphology of the specific kinds and sequence of horizons that occur in each soil profile in the landscape. All soils which have a specific sequence of diagnostic horizons are considered to belong to a particular soil form. The form is the broadest group in the South African classification system and each form is subdivided into a number of soil families (Hensley et al. 2006).

Soil information is difficult to obtain, especially at more refined levels of detail, often requiring substantial financial investment to obtain soil data. This is firstly, because soils and their properties, and consequently

their potential and limitations, change very substantially over short distances, and secondly because the skills and expertise necessary to accurately record, measure and map such changes are time and labour intensive (Patterson et al. 2015). The distribution of South Africa's general soils is mapped as land types at a scale of 1:250 000 (Land Type Survey Staff, 2004). A land type is a map unit with uniform macro-climate, typical terrain morphology, and a characteristic soil distribution pattern in the landscape. The many different land types have been arranged into groups, each characterised by a particular soil distribution pattern. A particular land type group therefore contains all land types that display similar soil distribution patterns (Hensley et al. 2006).

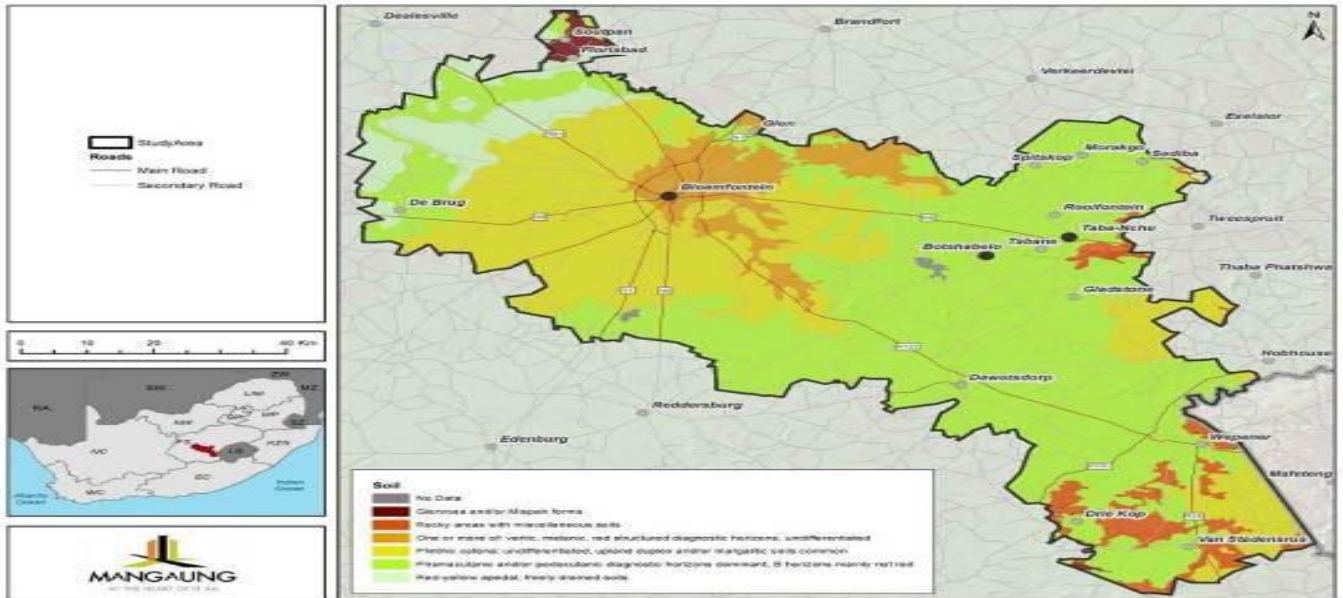


Figure 4.20: Land Types, Soil, and Clay

Land Types, Soil, Soil Depth (mm), and Clay % (A-horizon) at national data scale of 1:1 000 000 shows that in the Free State, the factors which have played a dominant role in soil formation are parent material (underlying geology) and climate. Their influence is clearly discernible in the distribution of the broad soil groups and in the characteristics of the different soils that occur in mapping units (Hensley et al. 2006). Sedimentary rocks of the Beaufort and Ecca Groups of the Karoo Supergroup underlie most of the Free State province and the MMM area. These rocks therefore serve as parent materials for most of the soils (Council for Geoscience, 2001). Many post-Karoo dolerite intrusions also occur in these areas.

The chemical composition of the sedimentary rocks of the Beaufort and Ecca Groups is homogeneous enough for them to have had a fairly uniform influence on soil formation. Existing variation has been homogenised by pedogenesis (Hensley et al. 2006). In the arid and semi-arid parts of the MMM area, the sedimentary rocks weather to form soils of the Valsrivier and Swartland Forms in upland positions, and soils of the Sterkspruit and Estcourt Forms in the lower parts of the landscape. These duplex soils all have coarse textured A horizons, with clearly defined transitions to strongly structured, clay rich prisma-cutanic and/or pedocutanic B horizons (Hensley et al. 2006).

They dominate in the broad band of land types, stretching from Van Stadensrus in the south, through Dewetsdorp to Thaba-Nchu, De Brug and Soutpan in the north. These land types also occupies the largest part of the MMM area (552 669 ha). In the arid southern Free State, these land types are dominated by soils of the non-red families in the south-east. These soils generally occupy foot slopes and valley bottoms, with rock and shallow soils of the Mispah Form on crests. In the central and northern areas, soils with melanic and vertic topsoils make up more than 10% of the landscape in these land types, with soils of the Sepane Form occurring in association with Valsrivier Form soils (Hensley et al. 2006). In the north-western parts of the MMM area, wind-blown sand has been deposited on the rocks of the Beaufort and Ecca Groups. These sands originate mainly from the Vaal River and its tributaries, having been blown out of the river over many centuries (Harmse (1963) and Piaget (1963), as quoted by Hensley et al. 2006), with drier climatic periods probably enhancing the process. Due to its provenance, the texture of the sand ranges from coarse near the river, to medium and fine further downwind to the south-east (Piaget (1963), as quoted by Hensley et al. 2006). The sand acts as parent material for the soil, giving rise to soils of a land type group characterised by red-yellow, apedal, freely drained soils. Sandy soils related to the land type group occurs in the north-western part of the MMM area (55 416 ha). In this land type group, Hutton Form soils occur in association with soils of the Kimberley and Plooyburg Forms. With an increase in rainfall, the red colour of the apedal B horizon grades to yellow-brown in a northerly direction, where soils of the Clovelly Form occur in association with soils of the Avalon Form. Although soils of the Molopo and Askham Forms occur sporadically, they are generally rare (Hensley et al. 2006).

The soils in a group of transitional land types are characterised by a sequence of soils (catena), grading from red through yellow to grey (bleached) soils down a slope, with a subsurface horizon of humus-poor mixtures of clay with quartz and other highly weathered minerals, where upland duplex and black turf soils are common. The colour sequence down the slope is ascribed to the stability of different iron minerals at increasing degrees of wetness. In the MMM area, these land types are found all around Bloemfontein (275 643 ha), except in the north-east. They also occur in the far eastern parts of the MMM area, to the east of Gladstone and to the east and south of Van Stadensrus. Land type groups characterised by black turf soils with marked swell-shrink properties and diagnostic vertic or melanic horizons are rare in the MMM area (64 410 ha). Small patches are scattered around Bloemfontein, as well as to the south and east of the city. This group of land types of the central Free State are associated with dolerite dykes, which are included in small patches of land types with soils of the Mispah Form. These patches are often too small to be recorded at the scale used in this analysis (Hensley et al. 2006). Land type groups characterised by shallow soils on rock are restricted to one small area in the north-western part of the MMM area around Soutpan and Florisbad, most probably associated with surface limestone (8 251 ha).

The last group of land types found in the MMM area, characterised by rocky areas with miscellaneous soil forms, such as Dundee and Oakleaf, typically occur in mountainous and valley bottom topographical positions. In the MMM area, these land types are confined to an area south-east of Thaba-Nchu, as well as the south-eastern parts around Wepener and Van Stadensrus (40 888 ha). Most of the soils in the MMM area are fairly shallow, with soil depths in more than half of the area varying between 0-300 mm.

In the north-western part of the MMM area, very shallow soils (0-100 mm) are found on rocks around Soutpan and Florisbad. Deeper soils (350-450 mm) only occur in area to the south and west of Bloemfontein on the red-yellow, apedal, freely drained soils and plinthic catenas, where uplands duplex and black turf soils are common. Soils with a similar depth (350-450 mm) are also found to the east of Dewetsdorp, on duplex soils in which prisma-cutanic and/or pedocutanic horizons are dominant. Similar soil depths (350-450 mm) are also found in the biggest portion of the south-eastern part of the MMM area, around Wepener and Van Stadensrus, on duplex soils in which prisma-cutanic and/or pedocutanic horizons are dominant, as well as plinthic catenas, where uplands duplex and black turf soils are common. The deepest soils with a depth of 550 mm are found on plinthic catenas in the south-east of the municipality, around Van Stadensrus. The soils in the larger part of the MMM area have a clay content in the A-horizon of less than 20%. Soils with the lowest and highest clay percentages in the A-horizon is found in the northwest of the MMM area, in the vicinity of Soutpan and De Brug. The freely drained red-yellow apedal soils along the area have a clay content of only 12% in the A-horizon, while the duplex soils in which prisma-cutanic and/or pedocutanic horizons are dominant, in the vicinity of the Modder River and its tributaries, have a clay content of 28% in the A-horizon. These differences between adjacent pockets of soil clearly illustrate the important effect of geology on the soils. Apart from the high clay content of the A-horizon of soils in the vicinity of the Modder River and its tributaries, the clay content of the A-horizon of soils in the north-eastern and southern parts of the MMM area generally a higher clay content of the A-horizon than those in the western and central parts of the MMM area.

Implication: The need for natural resources to be protected for sustainable use has resulted in an intense debate on soil quality among researchers worldwide during the past decade. Based on the functions of soils in any land-based ecosystem, it is generally accepted that soil quality describes its capacity to sustain biological productivity, maintain environmental quality, and promote plant, animal and human health, as defined by Doran and Parkin (1994). These functions are described in detail by Brady and Weil (1996), and can be summarised as follows: soil is the medium in which plants grow and obtain their water and nutrients; it plays an important part in the hydrological cycle; it is the medium in which organic waste is converted into beneficial humus, releasing valuable nutrients; it is the habitat of a vast range and number of living organisms; it is important as an engineering medium. Proper knowledge of soils and their distribution is therefore of utmost importance for the sustainable use of this important natural resource (Hensley et al., 2006). However, the scale of the general soils dataset and the fact that the dataset was derived from the land type dataset renders it unsuitable for further use in this study. It should be noted that the Department of Agriculture, Forestry and Fisheries (DAFF) is in the process of developing a higher resolution (1:50 000) national dataset, which should be considered when the MMM EMF is reviewed.

Land cover and Land cover changes

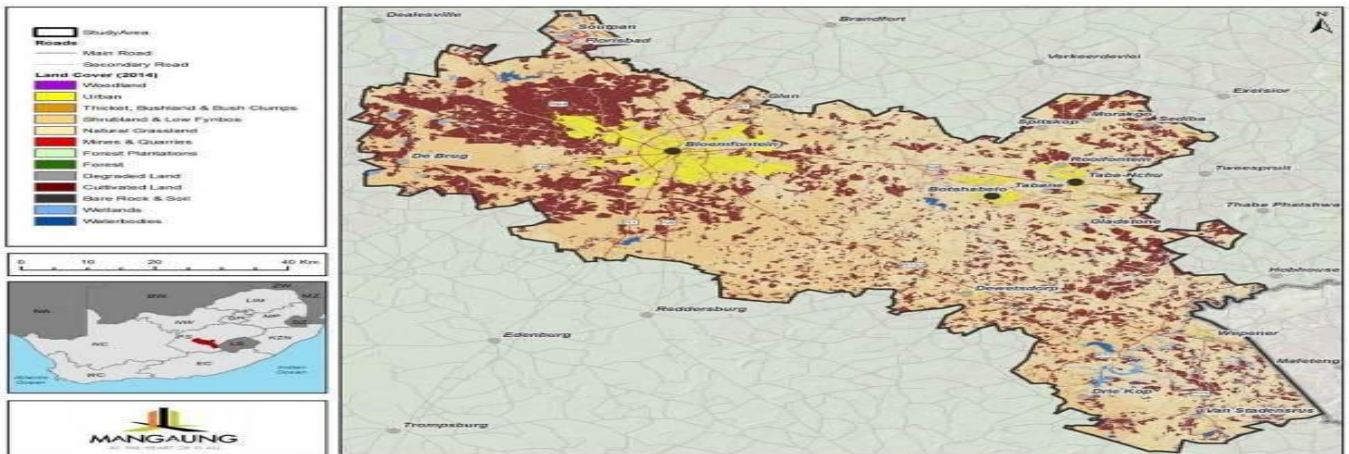


Figure 4.21: Land Cover

The MMM area is mostly covered by large sections natural grassland, shrubland and low fynbos that are fragmented by scattered portions of cultivated land. Large portions of consolidated cultivated land are located to the north-west and south-west of Bloemfontein. The areas in and around Bloemfontein, Botshabelo and Thaba-Nchu are dominated by urban related land uses which form the most prominent urban settlements in the study area. Mining and quarrying activities (mainly restricted to borrow pits and quarries) are limited to a few smaller settlements such as Soutpan and Wepener.

Land cover data indicates the extent to which the natural landscape has been transformed by activities such as agriculture, mining and residential development. It is important to understand that land cover and land use is not the same thing and differs in a number of ways. Land cover, however, indicates where natural habitat is still intact and will be crucial in the determination of the sensitivity of these areas for different activities. The land cover dataset can also be used to understand land cover change in the area and the tempo at which it changes. This information can be used to identify areas where conflicts between agriculture, mining, urban development and nature conservation might be expected in the future.

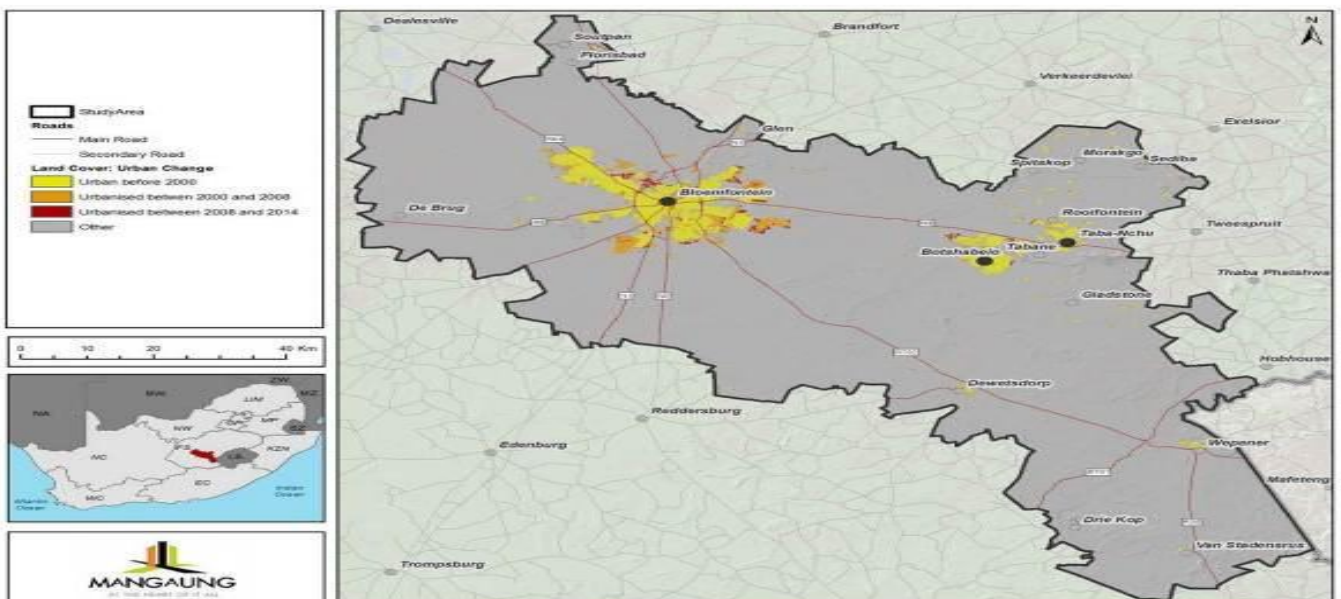


Figure 4.22: Land cover: Urban Change

Historically, urban areas have constantly been expanding since the year 2000 in South Africa. The city of Bloemfontein has expanded the most judging from the map above, especially with regard to the settlements to the east and south of the city. Although Botshabelo has also seen increased urban development it has expanded far less than Bloemfontein, while many of the smaller settlements showed almost no significant expansion since/from 2000. Bloemfontein seems to act as a magnet for development as people from surrounding settlements migrate there in search of work and improved quality of life.

Implication: Urban development is considered a pressure on the environment. From the map analysis, it is clear that the areas around Bloemfontein are likely to experience the most urban development pressure in the future. This information will assist in the identification of possible conflict areas between sensitive environments and development pressure when the SDF is reviewed.

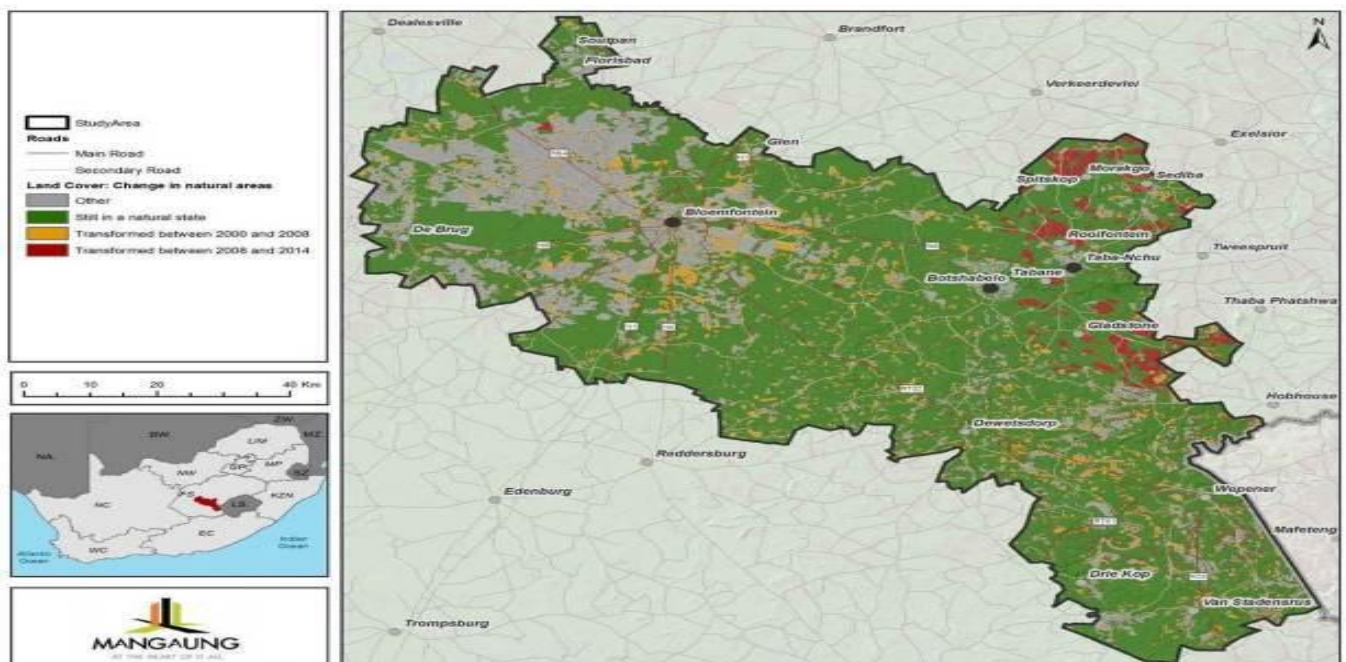


Figure 4.23: Land Cover Change – Change in Natural Areas

The natural or near-natural areas of the MMM have been lost to distinct types of transformation since the year 2000. Most of the areas lost in the period 2000 to 2014 could however be ascribed to agricultural activity, while the transformation adjacent to Bloemfontein could be ascribed to urban expansion. Similarly, the MMM area experienced a constant increase in agricultural activity (in the form of cultivation) since the year 2000. Although most of the study area experienced this increase in the period between 2000 and 2014, the data suggests that the eastern section of the study area (around Gladstone, Thaba-Nchu and Morakgo) experienced agricultural expansion in the period 2008 to 2014.

Implication: The transformation of natural areas goes hand in hand with loss of biodiversity. Understanding the rate and extent of this transformation is important to interpret the sensitivity of features such as

biodiversity and red data species habitat. Also, the transformation of virgin land for cultivation purposes is considered a pressure on the environment. It is clear that agricultural activities (in terms of cultivation) have continually increased. This information will assist in the identification of potential conflict areas between sensitive environments and agriculture related pressures.

Mineral deposits vs Mining

Historically, mining has played a crucial role in the economic development of South Africa. For many years, mining has assumed the status of key driver of the national economy (Rogerson, 2011). According to official data, the mining sector still accounts for 7.9% of South Africa’s GDP and employs approximately 3% of the country’s economically active population (Rogerson, 2011). Mining is the one type of activity that has the potential to damage or destroy the geological features of an area that is deemed to be of outstanding universal value.

- **Mining authorisations**

Mining and natural resource extraction and utilisation has provided the backbone to the South African economy. As natural resources are depleted and demand for these resources increases, the need for feasible reserves is rapidly expanding. Globally, South Africa has in the past proved to be one of the few options available for the prospecting for and supply of, natural resources. The sustainable utilisation of these natural resources is receiving greater attention and the legislation protecting the environment is becoming increasingly onerous.

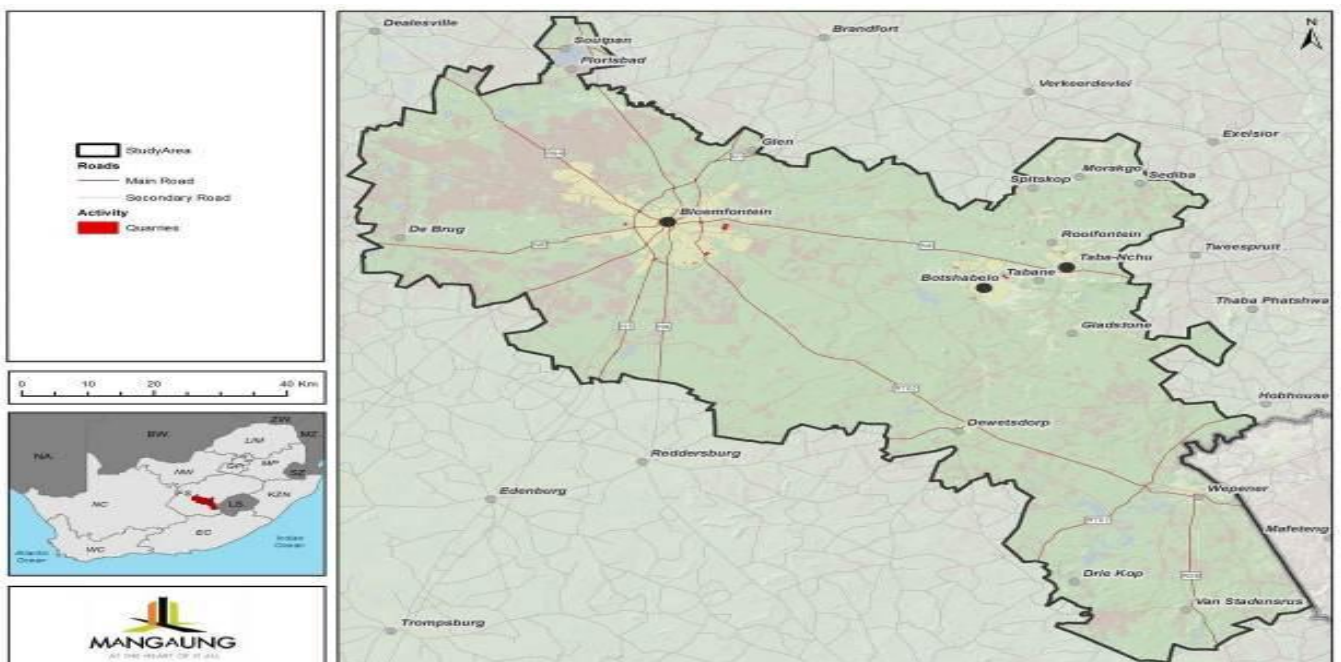


Figure 4.24: Reflection of Mining Authorisations

The environmental legislation in South Africa specifically requires that a mining right or mining permit is obtained prior to commencement with mining activities. As such, a limited number of mining permits had been granted in the MMM area around Bloemfontein and in the vicinity of Botshabelo.

Implication: Since mining in South Africa is the backbone of the country's economy, opportunities for growth in this sector will continuously be explored and the natural will bear the brunt where legislated protocols are not adhered to or policed. Therefore, areas with mining potential will have the potential of being developed and should be considered as conflict areas in the context of the MMM strategic planning like the IDP, EMF and SDF.

- **SANBI mining and biodiversity guidelines**

The Guideline provides a tool to facilitate the sustainable development of South Africa's mineral resources in a way that enables regulators, industry and practitioners to minimise the impact of mining on the country's biodiversity and ecosystem services. It interprets the best available biodiversity knowledge and science in terms of the implications and risks for mining in a practical and user-friendly guideline for integrating relevant biodiversity information into decision making. For this purpose it distinguishes between four categories of biodiversity priority areas, in relation to their importance from a biodiversity and ecosystem service point of view as well as the implications for mining in these areas. The Guideline provides explicit direction in terms of where mining-related impacts are legally prohibited, where biodiversity priority areas may present high risks for mining projects, and where biodiversity may limit the potential for mining.

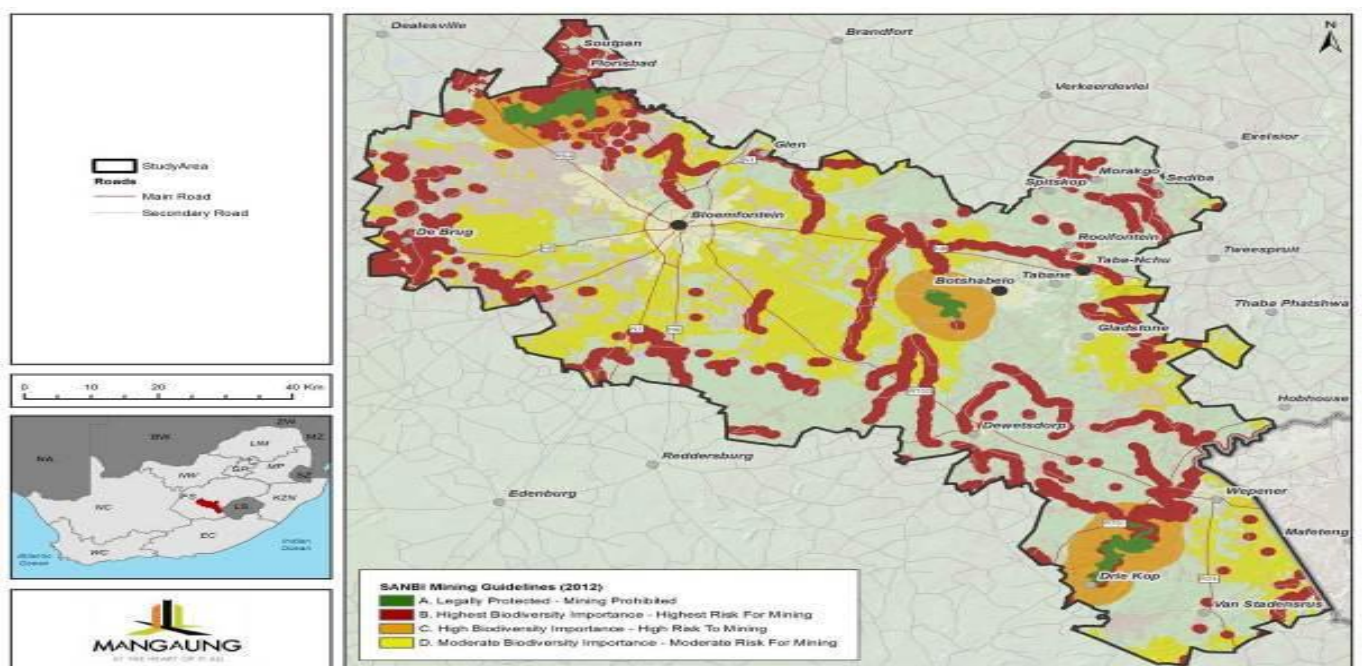


Figure 4.25: Biodiversity priority areas vs Mining

In the MMM area, there are three nature reserves that are legally protected and where mining is prohibited (Category A: Drie-Kop/Caledon; Rusfontein and Soetdoring Nature Reserves). Areas of highest biodiversity importance with highest risk for mining (Category B) occurs spread throughout the MMM area, primary related to river systems and pans. Areas of high biodiversity importance with a high risk for mining (Category C) occur as buffers around the three formally protected areas. Large parts of the remainder of the MMM area is of moderate biodiversity important with a moderate risk for mining (Category D), linked to their status as Critical Biodiversity Areas.

Implication: South Africa's mineral endowment implies that mining and the environment will continue to interact and need to walk this path together to achieve prosperity and sustainability. It is important to remember that without the integrity of the natural systems, there will be no sustained long-term economic growth or life. In the IDP, EMF and SDF, this information must be utilised to ensure that mineral resource development takes place in a way that supports an optimal growth path for MMM.

Climate change in MMM

South Africa acknowledges that addressing climate change issues is an integral part of achieving sustainable development. Firstly, the South African Constitution (Act 108 Of 1996) provides an overall legal framework for government responses to the challenges of climate change and related environmental problems; through promoting the protection of the environment for the benefit of present and future generations. The Constitution specifically promotes legislative measures that prevent pollution, ecological degradation, promote conservation, and secure sustainable development and use of natural resources, while promoting justifiable economic and social development.

The National Climate Change Response Policy highlighted the need for all government departments to review all policies, strategies, legislation, etc. within their jurisdiction to ensure full alignment with this policy. This alignment allows for more effective interaction between municipal, provincial and national government. It further ensures that there is alignment between national flagship programmes, provincial and municipal focus areas and plans such as Integrated Development Plans (IDP), enabling the municipal programmes to contribute to national targets.

In recognition of the *urgent* need to act now to reduce greenhouse gas (GHG) emissions and adapt to climate change impacts already being experienced, the Free State Province's Mangaung Metropolitan Municipality (MMM) recognises the need to contribute to both national and global efforts to reduce its carbon dioxide and other greenhouse gas (GHG) emissions, particularly with a longer-term view to mitigating the effects of climate change. Equally significant, the MMM also recognises the need to adapt to the impacts of the unavoidable climate changes occurring in both the shorter and longer term. Planning, preparedness, and innovation will therefore be required to maximise the MMM's adaptive capacity to this global threat. Taking action now will limit damages, loss of life, and costs over the coming decades and, if strategically well considered, will add to the MMM's national competitive edge into the future.

Importantly, the municipality has an Integrated Development Plan (IDP) that guides development and planning within the municipality. Furthermore, separate documents were also obtained from the departments outlining various initiatives undertaken to address climate change within the municipality. In terms of Climate Change Adaptation, it is noted that Mangaung is prone to a myriad of extreme climate events because of its geographic location. These events are classified under the three climate that are plausible to affect South Africa in the future due to climate change; namely extreme temperature, extreme rainfall and extreme weather. Mangaung suffers from all three. However, MMM has enhanced the municipality's capacity to adapt to extreme climate events, by preparing for disaster risk reduction and management (i.e. Disaster management plan in place, Early Warning Systems (EWS) available, Disaster Management Centre (DMC) and Research input from university and other research institutions) and the MMM Climate Change Adaptation and Mitigation Strategy, 2015 due for update.

A key outcome of the IDP relates to environmental management and climate change with a focus on energy efficiency and clean energy use. In Mangaung, grid-supplied electricity is considered to be the largest contributor to GHG emissions, followed by petrol and diesel use notably, the residential, commercial and transport sectors emerge as key users of energy that are responsible for most of the GHG emissions.

Under low mitigation, temperatures are projected to rise drastically, by 1-3 °C over the central South African interior for the period 2020-2050 relative to the baseline period. These increases are to be associated with increases in the number of very hot days, heat-wave days and high fire-danger days over South Africa. Key implications of these changes for Mangaung may include an increased risk for veld fires to occur in the grassland areas. The household demand for energy in summer is also plausible to increase, to satisfy an increased cooling need towards achieving human comfort within buildings. Under high mitigation, the amplitudes of the projected changes in temperature and extreme temperature events are somewhat less, but still significant. The changes can be projected from rainfall and related extreme events exhibit more uncertainty than the projected temperature changes.

Rainfall is one of the most important factors in agriculture as it determines the types of agricultural activities and suitability of the type of farming. Rainfall is also the factor to be most affected by climate change, posing a threat to the sector and livelihoods that depend on it. Rainfall further has a direct impact on the dependence of agriculture on water, resulting in high vulnerability. Approximately 60% of the country's water resources are channelled for irrigation, while all the other activities in support of agriculture consume at least 65% of water. Evaporative losses are a climatic factor influenced by the unreliable rainfall especially in arid and semi-arid conditions (DEA, 2013). Other climate related conditions that affect agriculture are related to temperature variations and these include heat waves, cold spells and crop evaporation (DEA, 2013). Rainfall variability further exacerbates agriculture, all affecting crop potential and yield.

In terms of social Vulnerability, the following wards highlighted are highly vulnerable: 12, 27, 31 – 34, 36 – 39, 41, 45, 46. The wards mainly located in the south – eastern corner of the municipality, in and around Botshabelo and Thaba-Nchu are vulnerable to poverty. These wards are characterised by high economic

dependency, poor access to transport, poor access to information and physiological factors. Some, and not all are also affected by high unemployment, poverty, and access to water. Of these wards, ward 27 emerges as one of the most highly vulnerable, showing high ranking in type of housing (informal settlements), poverty, unemployment, education, access to water and economic dependency.

MMM's Climate Change Mitigation Strategy provides the overarching approach that should be taken towards reducing GHG emissions that will support national and provincial strategic goals for mitigation and developmental growth. The first step in Mitigating climate change in Mangaung is for the Municipality to develop a **GHG Inventory** as this will provide the baseline of current GHG emissions levels for MMM and will be used in monitoring projects implementation progress. MMM must also consider creating M&E tools that consist of project assessment matrix that will assist the MMM to evaluate each current and planned project for climate responsiveness using adaptation and mitigation techniques mixed emission inventory techniques but leveraging on Energy use, mix & efficiency in the MMM – these are considerations towards the Just Transition Agenda in the country by the municipality.

Air Quality Management

The status of air quality in municipalities was characterised as acceptable, potentially poor, and poor. The location of the air quality monitoring stations was retrieved from the SAAQIS (DEA, 2014). The Mangaung Metropolitan Municipality presently has an air quality management plan and there are 3 air quality monitoring stations within the metropolitan municipality namely: Bayswater Clinic; Pelonomi Hospital and Kagisanong Community Centre (DEA, 2012a).

The pollutants measured by the stations according to DEA (2012b) and DEA (2014) include particles smaller than 10 µm (PM10); particles smaller than 2.5 µm (PM2.5); carbon monoxide (CO); sulphur dioxide (SO₂); oxides of nitrogen (NO_x), ozone (O₃) and lead (Pb). It was previously reported in the Free State Air Quality Management Plan (Free State Province, 2009) that 22 exceedances of the national ambient air quality standard of 120 µg/m³ occurred in 2008. The uncertainty of air quality information from the Mangaung Municipality is high, owing the currency of air quality information being low (DEA, 2012a) and the air quality monitoring stations not being calibrated (DEA, 2014). MMM is currently not reporting ambient air quality data to the South African Air Quality Information System (DEA, 2014).

While the linkages between climate change and air pollution remain under-researched, it can be expected that climate change, through the alteration of pollutants in ambient air, influenced by weather and anthropogenic emissions may influence respiratory health impacts (DEA, 2013b). Ozone and particulate matter are two pollutants requiring increased focus as they are related to climate change climatic factors, e.g. temperature, precipitation, clouds, atmospheric water vapour, wind speed and wind direction. All of these factors influence the levels of pollution, e.g. high temperatures and humidity could result in more pollutants in the atmosphere while high speed, clouds and precipitation could reduce air pollutants (DEA, 2013b). The following are informative of the AQ status quo in the municipality:

- The AQMP of the MMM is old and so is its infrastructure, a proposal has been submitted as part of the 2023/4 budget to improve the municipal AQ infrastructure.
- The infrastructure should receive the necessary re-modelling in the 2023/4 financial year along with performing a refreshed Air Emissions Inventory (AEI) of the municipality and fitting modelling of the AQMP linked to the Climate Change Action Plan (CCAP).
- The AEI will greatly assist in the governance of AQ in the municipality, more especially the Air Quality Licensing mandate of the municipality.
- An AQMP should be reviewed as well as it has come of age. The AQMP assist to describe the contemporary state of air quality in a municipality, how it has been changing over recent years and what could be done to ensure clean air quality in a region. AQMP is used to provide the operational/strategic goals and objectives for a municipality or region and recommends short - and long - term policies and controls to improve air quality.
- An AQMP sets a course of action that will attain air quality goals in a specified geographical area thus sets the prescribed process of setting the ambient AQ standards since responsibility of Air Quality Management (AQM) was shifted from national government to local authorities within the duty for public information and dissemination.

Focal Area: Biodiversity

Mangaung municipality fall under one biome (a large naturally occurring community of flora and fauna occupying a major habitat), which covers 100% of the municipality. The grassland which is one of the most threatened biomes in the country. Under the grassland biome, there are thirteen vegetation types found in the municipality as well as their size are highlighted in Figure below.

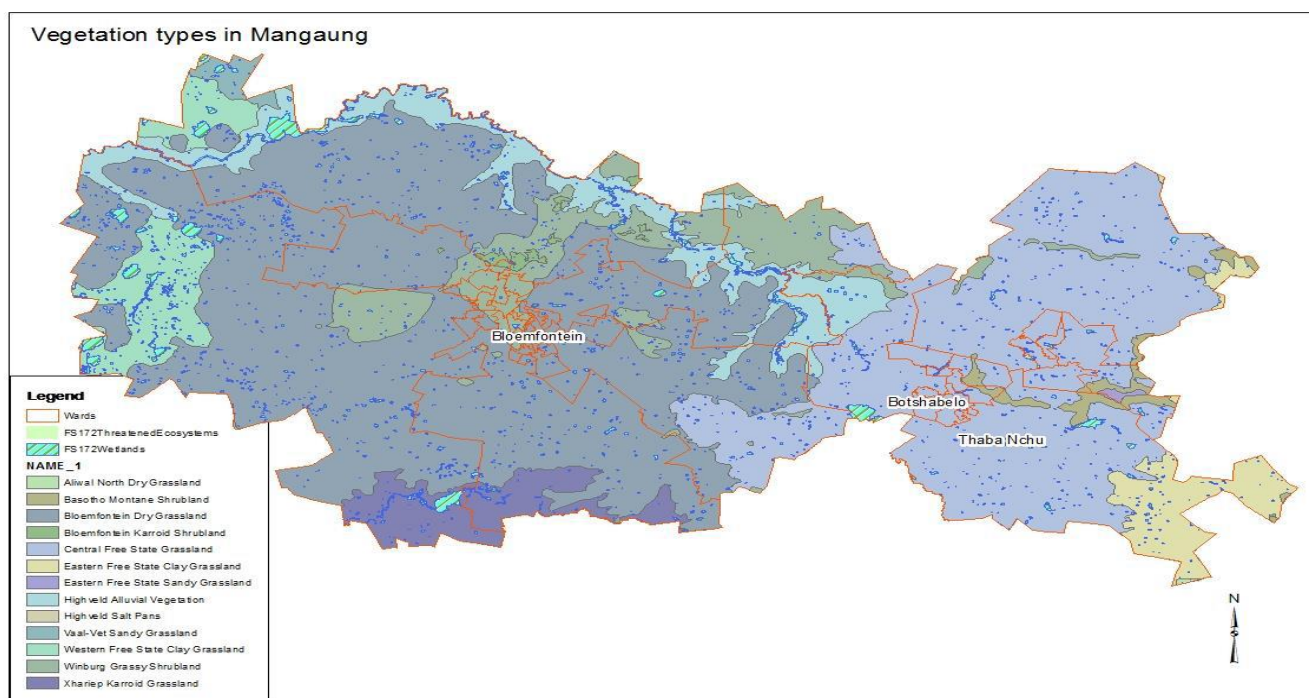


Figure 4.26: Vegetation types in Mangaung

Biodiversity has its own strengths and threats (*are still intact, or are losing vital aspects of their structure, function and composition upon which their capacity to provide ecosystem services relies*) in any ecosystem in the world, wherein they are classified as critically endangered (CR), endangered (EN), Vulnerable (VU) and less threatened (LT), with CR, EN and VU classified as threatened ecosystems to an extent, there's Least Vulnerable and areas with no natural habitat. There are Threatened Terrestrial Ecosystems (TTE) in MMM The cost of failing to protect and restore biodiversity vastly outweighs the investments needed.

There are five categories of threatened ecosystems, Critically Endangered, Endangered, Vulnerable, Least Vulnerable and areas with no natural habitat. Four of these threatened ecosystems are found in Mangaung with three of these regarded as important, endangered, vulnerable and least vulnerable. The Endangered ecosystem is found in the North-western part of the municipality, comprising of the Vaal Vet Sandy Grassland covering only 3% of the municipality. The two vulnerable ecosystems are noted as Bloemfontein dry grass, covering 22.7% and the Eastern Free State Clay grassland, occupying only 2.03% of the municipality thus Mangaung is considered to be a 100% grassland biome. Grassland is deemed to be one of the most vulnerable to land-use change and is rated as a second priority, meaning that grasslands are endangered but have low protection areas presented. As the most vulnerable biome, large proportion of this biome is susceptible to replacement by savannah and forest vegetation (DEA, Biodiversity, 2013).

In relation to Biodiversity's vulnerability to climate change, the grassland biome is highlighted as a high priority for protection, restoration, and research to guarantee adaptation under future climate conditions. Due to the high-altitude location of the biome and its susceptibility to warming impacts, substantial change and loss of habitat is projected for the grasslands (DEA, 2013a; Driver et al., 2011). Furthermore, the grassland biome faces threats from the encroachment of tree cover because of Carbon Dioxide (**CO₂**) fertilisation and longer growing periods in a locality (DEA, 2013a). The savanna biome, conversely, is projected to increase its geographic range, in some areas encroaching and replacing the grassland biome (Driver et al., 2011).

This projected increase in woody cover is expected to transfer or change the structures of some areas of the savanna biome towards woodland and forests, including invasion by alien species. The loss of the grassland biome is likely to have adverse impacts on ecosystem goods and services, such as water delivery from the highland catchments and grazing as well as adverse impacts on conservation and ecosystem delivery as well as ecosystem processes such as wildfires.

Based on the proportion of each ecosystem type that remains in good ecological condition, the terrestrial ecosystems in more than 50% of the MMM municipal area is under threat, with the status

indicated as either endangered or vulnerable. This is primarily due to due to irreversible loss of natural habitat, impacting on its structure, function and composition in ecosystems, primarily as a result of cultivation. Some of the terrestrial ecosystems within the MMM are protected in formal protected areas in nature reserves, albeit small.

Most ecosystems in the Mungaung, however, are poorly protected or not protected at all. This is reflected in the protection status of the terrestrial ecosystems, which are indicated as hardly protected, for the larger part of the MMM area, or poorly or not protected at all for the remaining parts of the MMM area. Several areas in the MMM area, where the biodiversity is unique, undisturbed and could potentially be protected for tourism purposes is already protected. In several areas, the natural scenery provides opportunities for biodiversity protection. Where such areas have not been disturbed by human activities, opportunities exist for wildlife-based tourism developments.

It is estimated that more than 50 per cent of global gross domestic product (GDP) is dependent on nature, biodiversity, and the services it supports. Data shows that investments in nature restoration add to the economic value for every effort invested in locally and that is thanks to the various ecosystem services that biodiversity provides but there are unmeasured damages to local biodiversity due to factors like climate change, urbanisation, urban sprawl, unemployment and so forth. Restoring ecosystems can increase resilience to storms, flooding and erosion with natural alternatives being cheaper than traditional hard engineering approaches such as dykes, dams, storm barriers and sea walls. Besides the benefits for health and the preservation of our livelihood, financing actions that conserve and restore nature also delivers economically by providing stable and long-term employment.

4.5.2 Spatial Development Framework

4.5.2.1. Spatial Development Vision

The overarching long-term Spatial Development Vision for the Mungaung Metropolitan Municipality Area is:

“To Be a Globally Safe, Attractive and Well Governed Municipality Where Growth is Spatially Just, Economically Viable and Environmentally Sustainable”.

4.5.2.2. Cadastral Base and Institutional Boundaries

The Mungaung Metropolitan Municipality covers an area of approximately 988,763 ha of land. The municipality is divided into 51 wards and comprises a total of 2,481 parent farms and 6,302 farm portions. Small Holdings total to about 3,171 units, while there are an estimated 209,467 individual erven within the municipal area (Refer to **Figure 4.27** below).

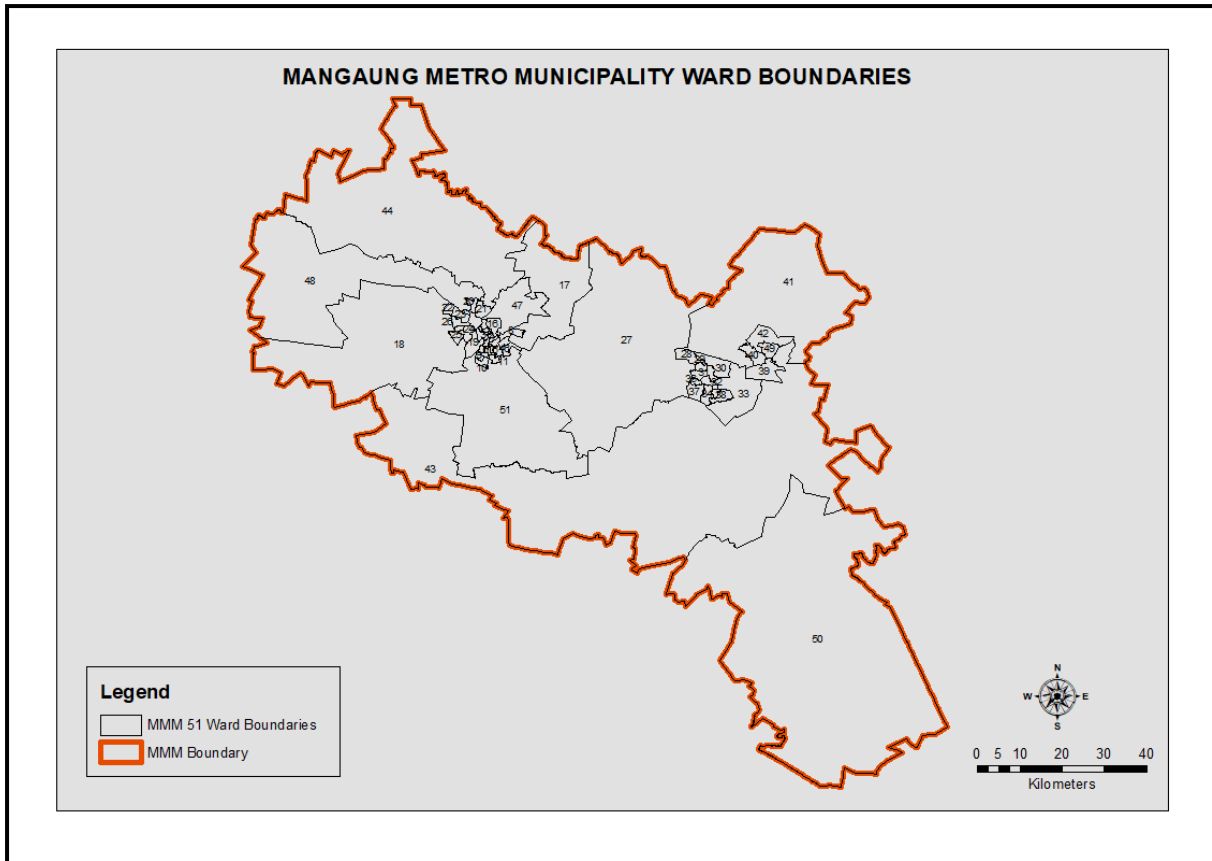


Figure 4.27: Mangaung Metropolitan Municipality ward boundaries 2021.

4.5.2.3. LAND OWNERSHIP

The majority part (81%) of all land in the Metropolitan area is under private ownership and/or undetermined. National and Provincial Government own approximately 155,971 ha of land which represent around 16% of the total area. Land under traditional authority leadership amounts to an estimated 82,064 ha, all of which is located in the north-eastern extents of Mangaung Metropolitan Municipality. The Mangaung Metropolitan Municipality owns an estimated 28,055 ha of land, the bulk of which is clustered around Bloemfontein and the Botshabelo-Thaba Nchu complex respectively. This represents about 3% of all land in the municipal area.

4.5.2.4. Municipal Land Use and Spatial Structure

4.5.2.4.1. Hierarchy and Functional Role of Settlements

The regional spatial structure, land use and movement network of the Mangaung Metropolitan Municipality is illustrated in **figure 4.28** (below). It comprises of three large urban centres: Bloemfontein, Botshabelo and Thaba Nchu, as well as four smaller urban centres, including Dewetsdorp, Wepener and Van Stadensrus to the south and Soutpan to the north.

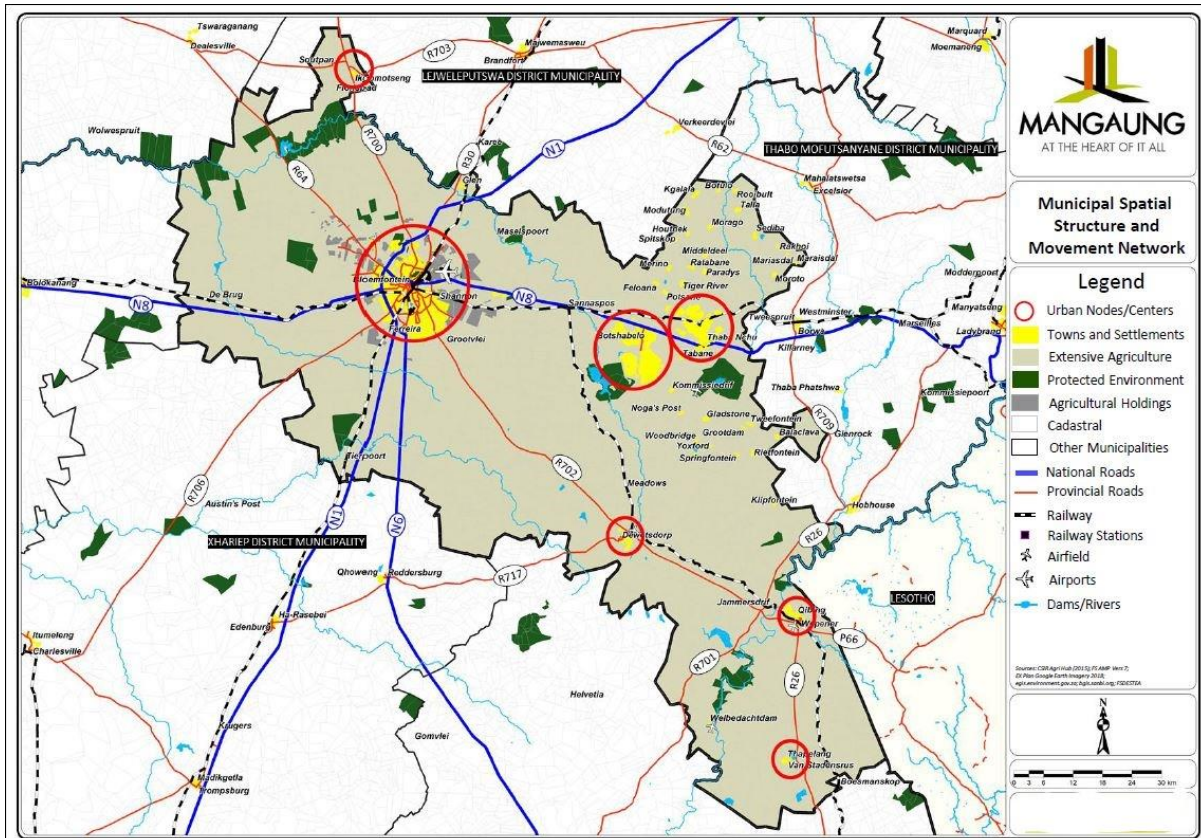


Figure 4.28: Spatial structure and movement network of MMM.

Bloemfontein is the **JUDICIAL CAPITAL** of South Africa and the capital of Free State Province – serving as the administrative headquarters of the province. It also represents the economic hub of the Metropolitan area and the province.

Botshabelo is located approximately 55 km to the east of Bloemfontein along route N8. It was established in 1978 as a decentralised township under the apartheid dispensation, and it is the largest single township development in the Free State Province.

Thaba Nchu is situated approximately 12 km further to the east of Botshabelo and used to be part of Bophuthatswana. As a result, it comprises the main town surrounded by about 37 rural villages located on trust land under traditional leadership.

Dewetsdorp/Morojaneng is located approximately 75 km to the south-east of Bloemfontein along Route R702 and serves as a central place to a well-established surrounding farming community.

Wepener/Qibing is located about 30 km further to the south-east of Dewetsdorp close to the Lesotho border, and more specifically the Van Rooyenshoek border post. Neither of the two towns provide any significant industrial or commercial services.

Van Stadensrus/Thapelong is significantly smaller than Dewetsdorp and Wepener and merely comprise a rural cluster of residential uses. It has no formal business area and is totally dependent on the surrounding regional agricultural activities.

Soutpan/Ikgomotseng is located about 38 km to the north of Bloemfontein along Route R700. It is a small settlement which established because of the (salt) mining activity in the area. The area is also known for the Florisbad Anthropological Centre and the Soetdoring Nature Reserve.

The rural areas of Mangaung are characterized by extensive commercial farming in the west and central and south-eastern parts. The north-eastern areas are characterised by a large concentration of subsistence farming around the rural villages north and south of Thaba Nchu.

4.5.2.5 Spatial Concept

The main objective of the Mangaung Metropolitan Municipality is to achieve a balance between development and the environment and to ensure that growth is spatially just, economically viable and environmentally sustainable. The proposed Spatial Development Concept is graphically illustrated on **Figure 4.29** (below) and is based on the following six Objectives:

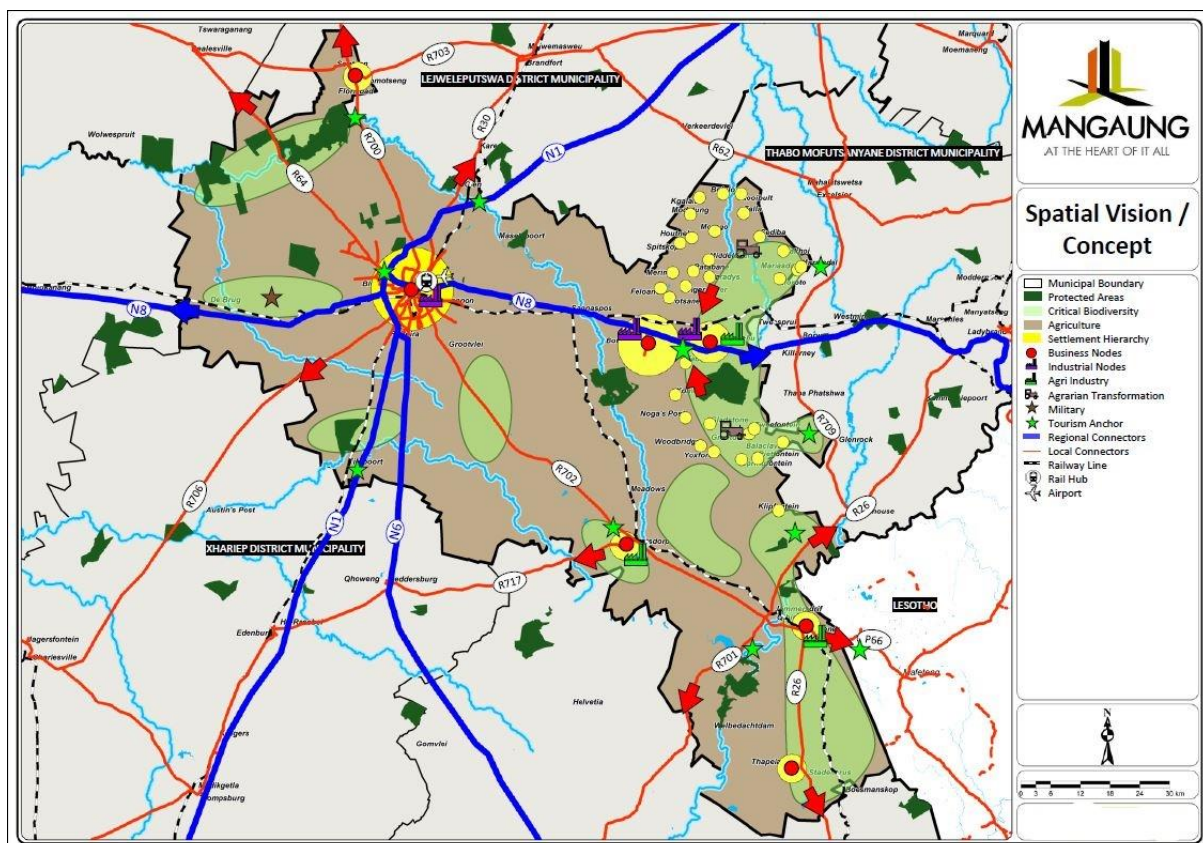


Figure 4.29: Mangaung metropolitan municipality spatial vision/concept.

Objective 1: Facilitate the protection and sustainable management of the natural environmental resources.

The natural environmental resources of the Mangaung MM are fundamental to future economic development in the area as two key economic sectors to the municipality (tourism and agriculture) are both resource-based. Hence it would be important to protect and conserve all important terrestrial, aquatic and high biodiversity habitats in the MMM. This would require the containment of urban sprawl and efficient management of rural development in accordance with a coherent set of development guidelines.

Objective 2: Direct and align investment and growth to capacity, resources and opportunity in relation to a nodal settlement hierarchy.

Settlement development should be directed and consolidated (spatial targeting) in a number of functional nodes of which Bloemfontein is the highest order. Secondary nodes of significance include areas such as Botshabelo and Thaba Nchu while Soutpan, Dewetsdorp, Wepener and Van Stadensrus act as lower order central places serving surrounding rural areas with agriculture as the primary economic base.

Development in the rural settlements to the north and south of Thaba Nchu should be limited and rather be consolidated around one or two priority settlements (Paradys and Gladstone) earmarked for basic service delivery to the surrounding clusters of rural settlements.

Within each of the nodes/ settlements noted above, specific areas need to be identified to promote physical, social and economic integration (Spatial Transformation) by way of an intervention strategy which is based on a Theory of Change to be applied in the specific area. The Priority Development Areas should be the focus for dedicated, intergovernmental investment via an Inter-Governmental Project Pipeline.

Objective 3: Optimise regional connectivity and mobility as well as local access and accessibility via a comprehensive movement network

Regional connectivity and mobility are provided by route N1, N8 and N6 which link the Metropolitan area to a number of important towns and cities in the South African context. Route N1 acts as a link to the Gauteng City Region to the north and City of Cape Town to the south. Route N8 links the MMM to Kimberley to the west and Maseru (Lesotho) to the east (and indirectly to route N3 to Durban). Route N6 links Mangaung to three major harbour cities to the south-east: East London, Port Elizabeth and Mossel Bay.

The regional routes provide linkages to major destinations in surrounding regions. At local level access and connectivity should be enhanced in order to ensure optimal utilisation of economic opportunities and efficient service delivery in all parts of the municipality (urban and rural areas).

The Bram Fischer International Airport and the Mangaung Rail Hub Precinct could also play a significant role towards future economic development (and spatial transformation) in the area – specifically in terms of logistics related industrial/ commercial development.

An integrated public transport network should ensure that all communities have access to a wide range of economic activity areas and community facilities via various modes of transport.

Objective 4: Facilitate the establishment of sustainable human settlements in all identified nodes.

Settlement footprints should be contained at all costs in order to alleviate development pressure on the natural resources of the municipality and to optimise the efficient use of resources (e.g., land) and infrastructure (e.g., engineering services) within existing towns and settlements (Smart Growth Principles). Hence, the Mangaung MM should generally promote higher density, compact, mixed land uses which will also enhance walkability within all settlements.

Expansion of the urban footprint should be directed to strategically located priority development areas which should also contribute towards the overall consolidation of the currently fragmented urban footprint characterising the MMM. The development of a diverse range of housing typologies promoting integration of all income groups at low, medium and higher densities and offering a variety of tenure alternatives to all communities should also be a priority.

Linked to the principle of sustainable human settlement the Mangaung MM need to rationalise and cluster community facilities at strategically located and accessible points (served by public transport/ modal transfer facilities) in all the identified settlement areas within the municipal area. The clustering of such facilities should be aimed at providing one-stop services (especially to people dependent on public transport) and to add to the “critical mass” required to also stimulate local economic development around these facilities.

Objective 5: Align metropolitan infrastructure maintenance and construction programmes with spatial development initiatives.

Engineering services (bulk and reticulation) maintenance and expansion programmes need to be aligned to land use development programmes focussing on new developments (greenfields) and upgrading/ maintaining services and eradicating backlogs in existing areas (brownfields).

The Mangaung MM should also incrementally promote the establishment of the Smart City Concept which focusses on utilising Information and Communication Technology (ICT) to advance economic development, safety and security, governance, environmental management, transport etc.

Objective 6: Identify and optimally utilise economic development opportunities in a sustainable manner.

From the situational analysis it was concluded that the most viable economic sectors within the Mangaung MM are agriculture/agri industries; business; logistics based light industrial/service industries, and tourism.

Tourism and agriculture are natural resource-based activities; hence it is important to align programmes towards the future development of these sectors with the spatial distribution of such resources (e.g., natural scenery, dams and areas of significant biodiversity). This should be done with due consideration to the environmental management programmes applicable to these areas via the relevant legislation as contained in the Mangaung EMF.

Agrarian Transformation in the subsistence farming areas under traditional leadership around Thaba Nchu is very important in this regard. The establishment of the Mangaung Agri Park (including an Agri Hub, three Farmer Production Support Units, Farmer Training Facilities and a Rural- Urban Marketing Centre) is an important initiative towards achieving agrarian transformation in this area.

Business development should be promoted in appropriately located mixed use precincts in all settlements, with the Bloemfontein Central Business District being the primary business node in the metropolitan area. Each of the priority settlement areas in Mangaung holds a business node in which development of retail, office and community services should be promoted.

The Mangaung MM should also focus on the establishment of local service industries and logistics centres; agri industries and precision farming; and “green” industries (e.g. waste to energy) that are compatible with the agriculture, tourism and conservation focus of the municipality.

Special mechanisms need to be put in place to provide opportunity for emerging entrepreneurs to do “incremental economic up-scaling” to eventually become part of the mainstream economy of the municipality (economic empowerment).

Tertiary education and skills training should be aligned with the priority economic sectors within the Mangaung MM in order to optimally utilise local opportunities in these sectors.

4.5.2.6. Composite Mangaung Metropolitan Municipality SDF

Figure 4.30 represents the Composite Metropolitan SDF for Mangaung emanating from the Spatial Vision, Spatial Concept and Spatial Strategies.

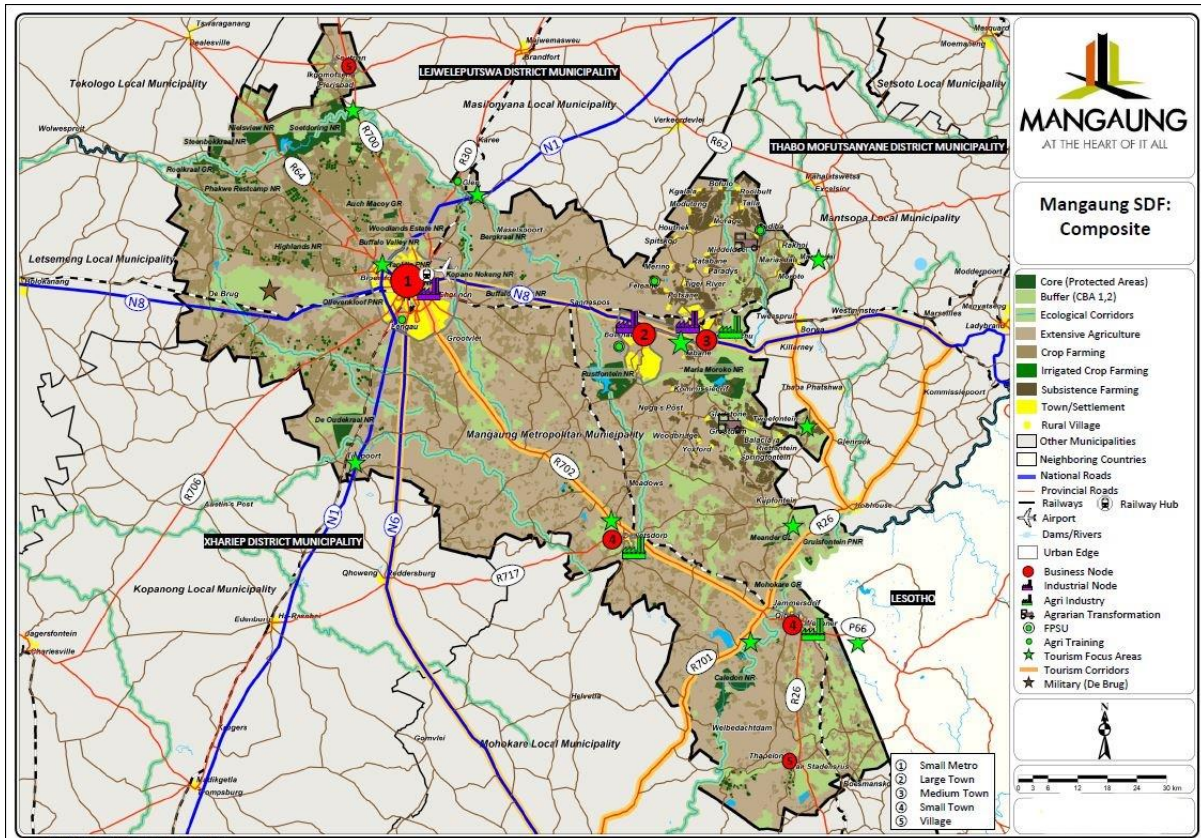


Figure 4.30. Composite Metropolitan SDF for MMM.

4.5.2.6.1. Settlement Spatial Structure and Development Proposals

The following section provides more details pertaining the proposed spatial structure and associated development proposals for each of the settlement areas in the Mangaung Metropolitan area.

BLOEMFONTEIN

I. Development Rationale

Bloemfontein is centrally located in South African context and is the Capital City of the Free State Province. It comprises the widest range of economic activity (business, commercial, industrial, agriculture and tourism) in the province and represents the largest concentration of job opportunities. It also holds the biggest concentration of people, housing typologies and high, middle and lower order community facilities serving a functional community in excess of 2 million people in a radius of 300 kilometres around the city. The overall aim is to incrementally develop this urban complex into an integrated, efficient and sustainable metropolitan area.

II. Environmental Core

Metropolitan Open Space System (MOSS) for Bloemfontein and surrounds includes a number of protected areas like Naval Hill, Signal Hill, Grant's Hill, the Free State National Botanical Gardens, as

well as several private conservancies and a number of parks and open spaces within the urban fabric. These open space areas are connected by way of a network of rivers and streams acting as ecological corridors. This MOSS needs to be protected, maintained and managed in line with the MOSS guidelines adopted by Council.

III. Movement Network

It is recommended that the construction of the N1 eastern bypass route be prioritised in order to unlock the economic development potential of the eastern parts of Bloemfontein around Mangaung township. This road reserve needs to be demarcated and protected at all costs.

The radial road network leading into Bloemfontein was historically well developed and serves the city well. The only exception is the northeastern quadrant where it is recommended that a radial link be established along the existing Tibbie Visser Avenue from Rudolph Greyling Avenue up to the proposed future N1 eastern bypass. This link road will open up the medium- and longer-term development potential of the north-eastern parts of Estoire and the Bloemsig area to the north of the airport. (The possible future extension of the airport runway across this alignment can be resolved by way of a subway underneath the extended runway).

In future the focus needs to be on economic development and job creation along route N8 in the Estoire area between the Spoornet railway precinct and the Bram Fischer International Airport, and (to a lesser extent) the areas around the N1-N6 intersection at the southern end of Bloemfontein. It is essential to put measures in place to enhance access for Mangaung township residents to these two areas.

The Bloemfontein Integrated Public Transport Network is a key component to the spatial restructuring of the urban environment and officially forms part of the Bloemfontein SDF. As a principle, residential densification and mixed-use development should be promoted and prioritised along this network and around the proposed transfer facilities.

IV. Economic Activity

There is a proposed hierarchy of higher order business nodes in Bloemfontein, as well as the existing and proposed future industrial/ commercial footprint.

(a) Primary Business Node (Urban Core)

The Bloemfontein CBD is the first order business node(B1) with the redevelopment of the Waaihoek precinct to the south thereof serving as a functional extension of the CBD. The CBD serves the city as a whole, and even the communities from as far as Botshabelo and Thaba Nchu to the east and Dewetsdorp and Wepener to the south-east.

(b) Secondary Business Node (Community Nodes)

A number of existing and proposed future secondary business nodes(B2) aimed at serving the needs of surrounding communities to a radius of about 5 kilometres are also proposed. It is important to note that most of these secondary nodes are located at strategic intersections between the radial and concentric road network of the city. These include the Northridge Mall, Preller Square, Mimosa Square, Fleurdal, Vista (proposed), Home Affairs and Twin City nodes which are broadly located along the M10-M19 circular route. There are also two emerging secondary nodes at access interchanges along route N1 at the N1-R64 intersection at Langenhoven Park and the N1-N8 interchange in the vicinity of Cecilia Park.

(c) Third Order Business Node (Neighbourhood Nodes)

It is proposed that provision be made for a number of third order business nodes(B3) within the urban fabric in order to serve the basic retail needs of residents at convenient distance within neighbourhoods. Specific effort should be made to promote the development of such lower order nodes in the vicinity of the new southern and south-eastern extensions of the Mangaung township area where very few business nodes currently exist. Apart from serving the retail needs of these communities, such nodes would also provide opportunities for Local Economic Development and Empowerment of these communities, especially if it is combined with informal trade upscaling facilities at modal transfer facilities along the Integrated Public Transport Network.

(d) Industrial/Commercial Development

It is recommended that this entire strip along Rudolph Greyling Road and route N8 be earmarked for consolidated commercial/industrial development with possible focus on freight logistics and agri industries (production, processing and marketing in close proximity to the fresh produce market). This is a very strategic location served by national road, rail and air transport facilities. In the longer-term industrial uses may expand to the Vaalbank area to the north of the airport along Tibbie Visser Avenue towards the proposed N1 eastern bypass.

V. Priority Housing Development Areas

Up to the year 2036 an estimated 3,337 ha of land is required to accommodate the projected 71,634 additional households in Bloemfontein. In addition, the existing backlogs/ informal settlements require an estimated 417 ha to accommodate the 20,857 units. Hence, the total demand up to 2036 is 92,491 units which would require about 3,754 ha of land.

The Priority Housing Development Areas are mainly located to the north-west; to the south-west; and to the south and east of the city. Each of these expansion areas comprise a number of smaller functional clusters as depicted on **Figure 4.31**. The Priority Housing Development Areas identified can accommodate a total of approximately 118,190 residential units compared to the estimated demand of 92,491 units up to 2036 (including the backlog of 20,857 units). This implies a surplus supply of about 25,699 units (about 22 % of the land identified) which will only be required after the year 2036.

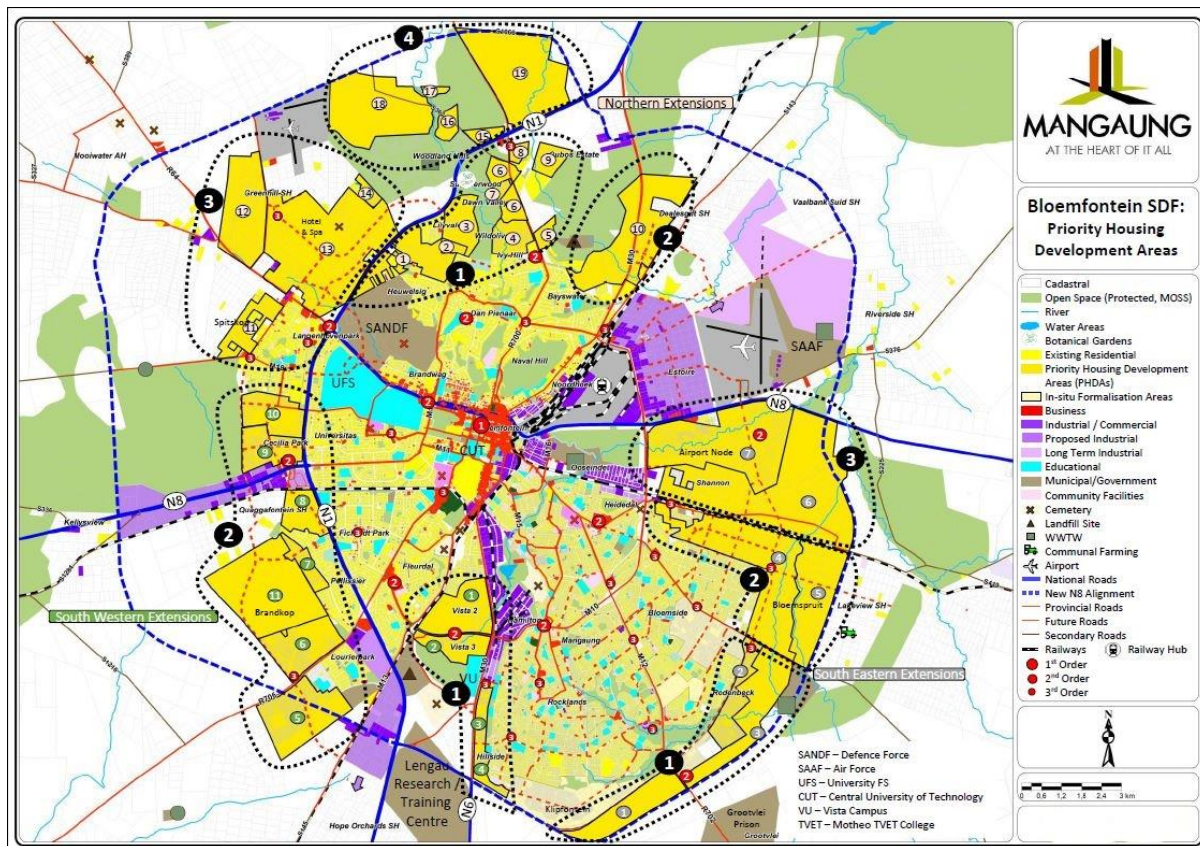


Figure 4.31: Priority Housing Development Areas in Bloemfontein.

VI. Spatial Transformation

The Urban Core in this Urban Network is the Bloemfontein CBD supplemented by the Waaihoek Precinct to the south thereof and a number of tertiary education institutions to the west and south-west. The industrial clusters bordering onto the CBD also represent a significant number of job opportunities located within the functional area. The Marginalized Area is the broader Mangaung township area located to the south-east of the Bloemfontein CBD (Urban Core).

Existing prominent business nodes in the Mangaung township (Marginalized Area) like Pelonomi, Home Affairs and Rocklands should be earmarked as Urban Hubs in the short term. The three Integration Zones defined along priority public transport corridors are aimed at physically, socially and economically incorporating Mangaung Township and surrounds into the larger Bloemfontein fabric. Mixed use densification and infill development should be promoted along each of these three corridors, and for this purpose a number of Catalytic Land Development Areas need to be identified for focussed, multi-sectoral investment over a period of time.

VII. Bloemfontein Composite SDF vision 2036

Figure 4.32 depicts the Composite SDF 2036 for Bloemfontein with the proposed urban edge (with some slight amendments).

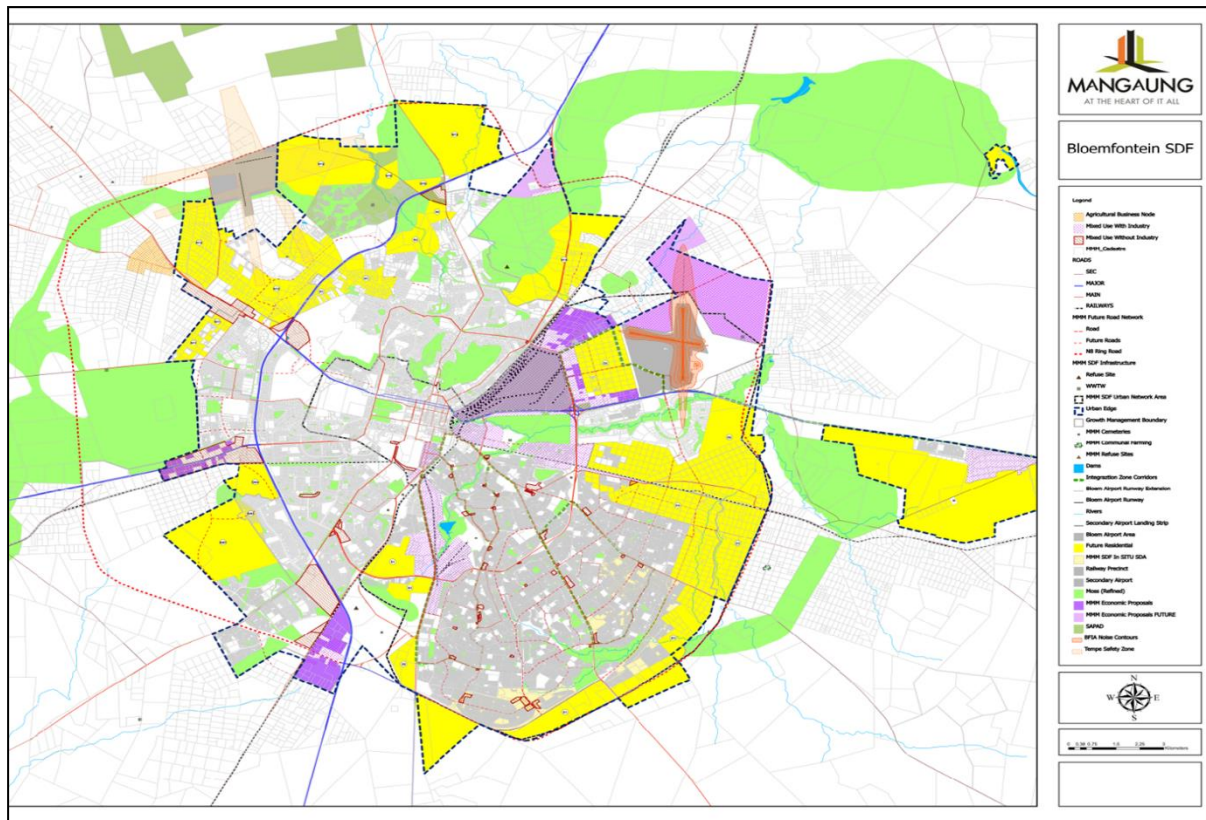


Figure 4.32: Bloemfontein Composite SDF.

The existing urban edge is extensive, including more land than will be required in Bloemfontein within the next 30 years. Applications for development outside this area will still be considered by the Metro, but it will be under no obligation to expand its bulk supply to these areas during this period.

BOTSHABELO

I. Development Rationale

The long-term vision is for the Botshabelo area to be spatially and functionally consolidated into a single, sustainable urban cluster with Thaba Nchu to the east thereof. This urban cluster should provide a comprehensive range of low, middle and higher order community facilities to the local residents and residents from the surrounding rural villages.

Job creation should be paramount with the main focus being on business, light industrial and commercial (including Agri industries), agriculture and tourism development orientated towards the N8 development corridor.

II. Environmental Core

The major environmental features of the area include the ridge series running along the eastern edge of Botshabelo and then eastwards passing Thaba Nchu to the south; as well as the northbound drainage

system of the Klein-Modder River passing through Botshabelo. Combined with the parks and open spaces provided for in the layout plans of individual townships, this open space system must be actively managed and maintained in line with guidelines provided in the Mangaung Environmental Management Framework. Open spaces should be utilised as active and passive open space systems which will encourage the utilisation of these areas as recreational areas.

III. Economic Activity

Based on current development trends (recently developed shopping centre), it is recommended that the land to the east of Jazzman Mokgothu Street at the entrance to Botshabelo be earmarked to develop as a secondary business node. It is strategically located serving the bulk of traffic entering the township area and having visual exposure to traffic along route N8.

The existing shopping centre in this area can be supplemented with a number of additional business and commercial facilities. Further to the south a number of smaller, third order business nodes have been identified. Most of these nodes are located along the main road network of Botshabelo which also serve as priority public transport routes. These third order business nodes should be prioritised for informal trade upscaling initiatives and economic empowerment.

Industrial and commercial activity should be consolidated within the existing Botshabelo Industrial Area which holds significant potential to be expanded to the east along route N8 in future (not before 2036 at least).

IV. Priority Housing Development Areas

Several Priority Housing Development Areas have been identified within and around Botshabelo, collectively these areas total about 678 ha of land which could yield an estimated 9,796 units compared to the estimated demand of 9,206 units up to 2036.

THABA-NCHU

I. Development Rationale

The long-term vision is for the Thaba Nchu area to be spatially and functionally consolidated into a single, sustainable urban cluster with Botshabelo to the west thereof. This urban cluster should provide a comprehensive range of low, middle and higher order community facilities to the local residents and residents from the surrounding rural villages.

Job creation should be paramount with the main focus being on business, light industrial and commercial (including Agri industries), agriculture and tourism development orientated towards the N8 development corridor.

II. Environmental Core

The major environmental features of the area are the ridge series running along the eastern edge of Botshabelo and then eastwards passing Thaba Nchu to the south; as well as the northbound drainage system of the Koranna Spruit passing through the Thaba Nchu area. Combined with the parks and open spaces provided for in the layout plans of individual townships, this open space system must be actively managed and maintained in line with guidelines provided in the Mangaung Environmental Management Framework.

Open spaces should be utilised as active and passive open space systems which will encourage the utilisation of these areas as recreational areas.

III. Economic Activity

The Thaba Nchu CBD should be consolidated and strengthened as it is the primary business node within Thaba Nchu. The small concentration of business uses further to the north just to the south of the Selosesha industrial area should be consolidated to become a secondary business node to Thaba Nchu – specifically serving the needs of the broader Selosesha township areas (and the rural villages to the north thereof).

A number of smaller third order business nodes can be established at strategic intersections throughout the area. These third order business nodes should be prioritised for initiatives to promote informal trade upscaling and economic empowerment.

Industrial development should be consolidated in the existing Selosesha industrial area and the Thaba Nchu industrial area to the south (which has been earmarked to become the Agri-Hub in the Mangaung Agri Park initiative). The latter industrial area is also better located adjacent to the N8 development corridor. The possibility to utilise the vacant factory shells in Botshabelo and Thaba Nchu for Precision Farming should be investigated.

IV. Priority Housing Development Areas

Future residential development should be prioritised in a number of Priority Housing Development Areas. The first objective is to consolidate the urban fabric around the Thaba Nchu CBD by way of infill development. The second objective is to promote development along route N8 in order to achieve the long-term goal of functionally linking Thaba Nchu and Botshabelo as one urban area. Identified areas around Thaba Nchu hold potential to yield about 3,544 units while the four land parcels along route N8 can accommodate an estimated 9,419 units.

The total estimated yield of these Priority Housing Development Areas is about 12,963 units which is almost double the estimated demand for Thaba Nchu up to 2036 which is about 6,592 units.

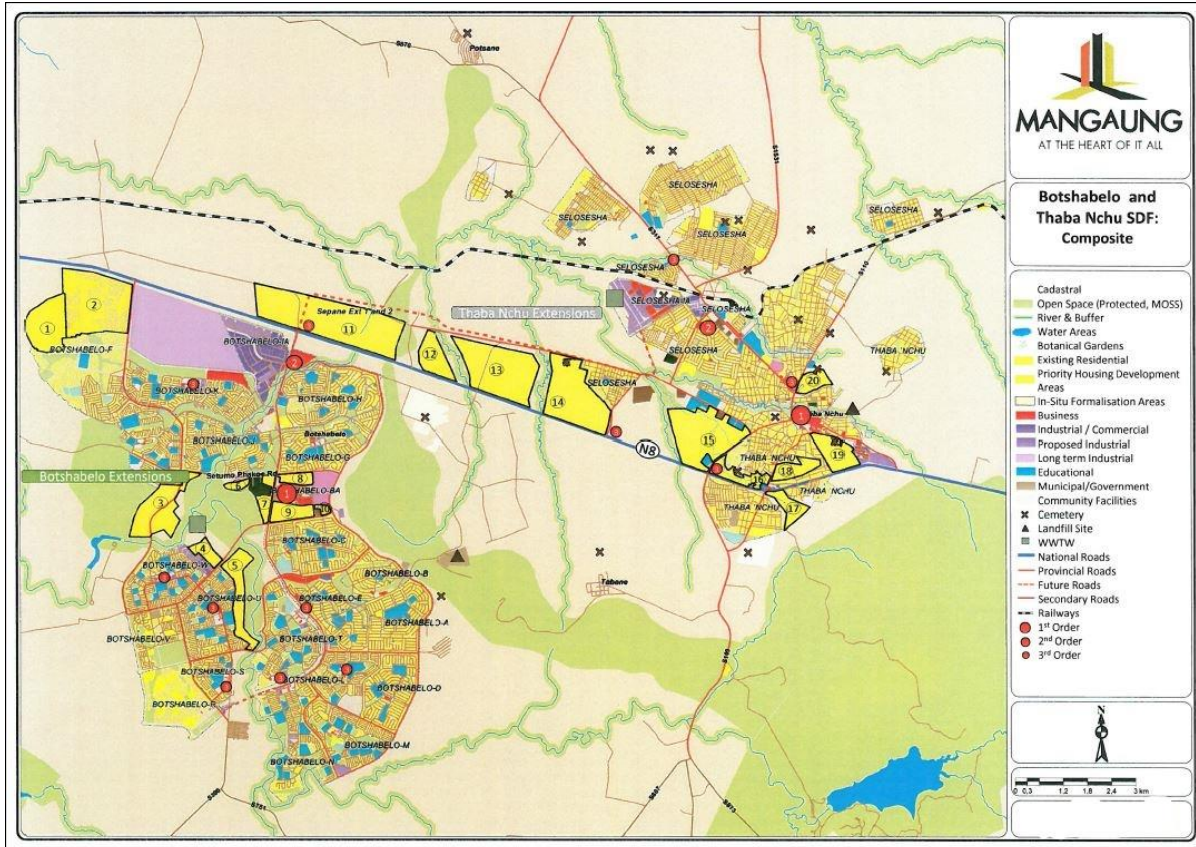


Figure 4.33: Composite SDF for Botshabelo and Thaba Nchu.

V. Composite SDF for Botshabelo and Thaba Nchu

Much of the land is under ownership of the Department of Rural Development and Land Reform and the Metro will need to engage with the Department for the release of this State-Owned land as and when required in future.

SOUTPAN/ IKGOMOTSENG

I. Development Rationale

Both settlements developed as a result of the existence of the salt mine in the vicinity. Development potential is very low; hence infrastructure investment should be undertaken only to serve the constitutionally mandated basic needs of the community.

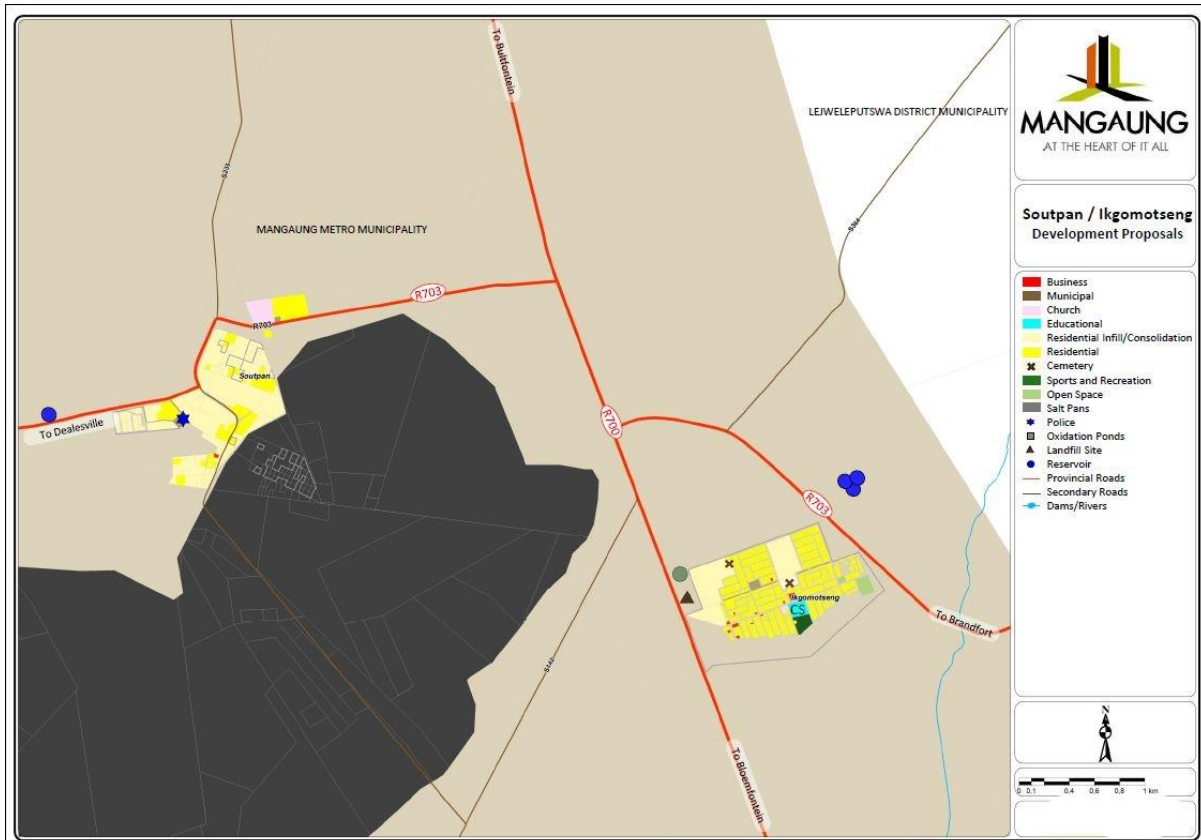


Figure 4.35: Development proposals for Soutpan/Ikgomotseng.

II. Economic Activity

The economic anchor of the two settlements is the mining activity associated with the salt deposits in the area. Apart from the salt mining activity, the potential for economic development mostly lies in agriculture/ Agri-processing and, to a lesser extent, in tourism associated with the salt mining and proximity of the Florisbad Anthropological Centre.

Economic activities should be consolidated along Martin Street which provides access to the village and which may provide visual exposure to traffic passing along route R700.

III. Development Proposals

The two settlements are almost four kilometres apart which makes it virtually impossible to consolidate in future. Here the proposed approach is to consolidate development around Soutpan and Ikgomotseng respectively.

In Soutpan the development of the existing vacant erven should be promoted and new township development outside the existing footprint should be limited as far as possible.

In Ikgomotseng the focus should be to accommodate new development on the two large vacant properties which form part of the existing settlement footprint before any expansion of the footprint is considered.

DEWETSDORP/ MOROJANENG

I. Development Rationale

Dewetsdorp/ Morojaneng acts as a service centre to an extensive farming community in the south-eastern extents of the Mangaung Metropolitan Municipality. Its economic base is farming related services, business and tourism and route R702 is a key element to the economic sustainability of the town.

Dewetsdorp and Morojaneng was historically developed as two separate towns with a large buffer strip along the Kareefonteinspruit representing the divide between the towns. The short to medium term vision is to physically consolidate these two towns and to enhance the economic sustainability of this area.

II. Environmental Core

The Kareefonteinspruit running through the town should be protected as part of the open space network to a minimum of 32 m on both sides of the spruit. The allocated open spaces in the town should be maintained as sport and recreational areas for tourists (including the golf course).

Church Street, Voortrekker Street, Tsuene Street, Leteane Street and Sefothelo Street represent the master movement network in the town and should be lined with existing and newly planted trees in order to enhance the legibility of this formgiving element.

III. Movement Network

The two link roads between Dewetsdorp and Morojaneng should be upgraded in order to enhance movement of people, goods and services between the two areas.

IV. Economic Activity

Business activity within the existing CBD should be maintained as this is the primary business node (B1) within the town. In Morojaneng there is potential to establish some business activity (B2) in the vicinity where Leteane Street and Sefothelo Street link into Church Street.

As illustrated on **Figure 4.36** there are also several occurrences of business activity (including Spaza shops) within Morojaneng. This can be retained as it provides a means to sustainable livelihoods for many local residents, and it is within convenient walking distance.

V. Priority Housing Development Areas

There are seven areas identified for housing development and collectively represent about 54,61 ha of land which could accommodate an estimated 1,000 housing units which is sufficient to deal with the demand up to the year 2036. Once these land parcels are fully developed, the future expansion of residential development to the north (towards the golf course and/or expansion to the east across route R702 towards the railway station and the airfield could be considered.

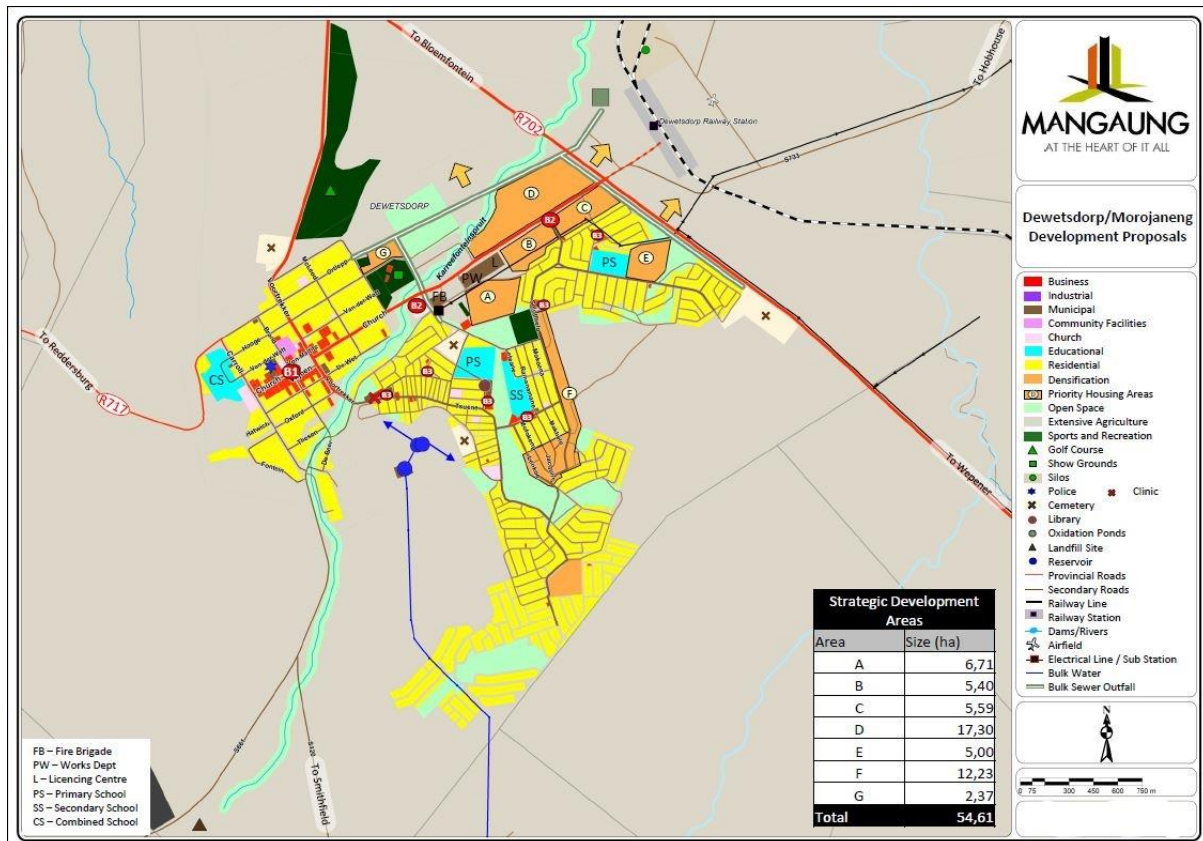


Figure 4.36: Dewetsdorp/Morojaneng development proposals.

VI. Development Proposals

Church Street represents the central spine along the “Integration Zone” which should be the focus area for consolidating the two towns. It extends from the church to the west right up to route R702 (and could even extend up to the railway station if/when it is operational again).

All developable land parcels along this road (north and south) should be utilised for a mix of land uses including residential, business and public services. Public services should as far as possible be consolidated in the area around the existing Fire Brigade, Licensing Department and Public Works.

WEPENER/ QIBING

I. Development Rationale

Wepener/ Qibing functions as a service centre to surrounding farming communities in the far south-eastern extents of the Mangaung area of jurisdiction. It also represents one of only a few points of entry into Lesotho via the Van Rooyens Gate.

The economic base of the town is farming related services, business and cultural tourism because of a strong Sotho and Boer history. Wepener, Qibing, Ebenhaesers Heights and Kanana represent a significantly fragmented settlement structure with the Jammersbergspruit and steep topography being significant formgiving elements.

The short to medium term objective is for the town to enhance its functionality as a rural service centre and to improve on the efficiency of its spatial structure.

II. Environmental Core

The Jammerspruit/Sandspruit and tributary network running through the Wepener/Qibing areas represent the backbone of the open space system for the town and should be sufficiently protected and incorporated as part of the stormwater management system for the town.

No development to be permitted within 32 metres on both sides of the spruit. Route S746/Church Street, as well as De Beer and Spies Streets and up to Van Aardt Street represent the master movement network in the town and should be lined with existing and newly planted trees and equipped with appropriate signage in order to enhance the legibility of this very strong formgiving element.

The mountains and ridges to the north-east form an important backdrop to the town and need to be properly protected and maintained.

III. Movement Network

Church Street, De Beer Street, Spies Street and Van Aardt Street functionally links all the settlement areas to one another and to regional routes R26 to Hobhouse, R702 to Lesotho and R26 to Mangaung and Van Stadensrus. It also provides access to each of the individual settlements.

IV. Economic Activity

The primary business node (B1) is the Wepener CBD which should be maintained and strengthened as far as possible. There is potential to establish a secondary business node (B2) at the R26- Van Aardt intersection which is the most direct access into town. Service industries can also be incorporated into this node which already holds a filling station.

It is important to also facilitate the establishment of lower order business nodes (B2) at convenient distance within the various residential townships. Such business activity could also include Spaza shops and informal track stalls to support economic empowerment initiatives of the MMM.

In Qibing a number of areas already function as lower order business nodes and, as illustrated on **Figure 4.37** There is potential to establish similar activity in Ebenhaeser Heights and Kanana to the north.

V. Priority Housing Development Areas

The seven areas identified collectively represent about 102,97 ha of land which is estimated to have capacity to accommodate around 2,000 units.

VI. Spatial proposals

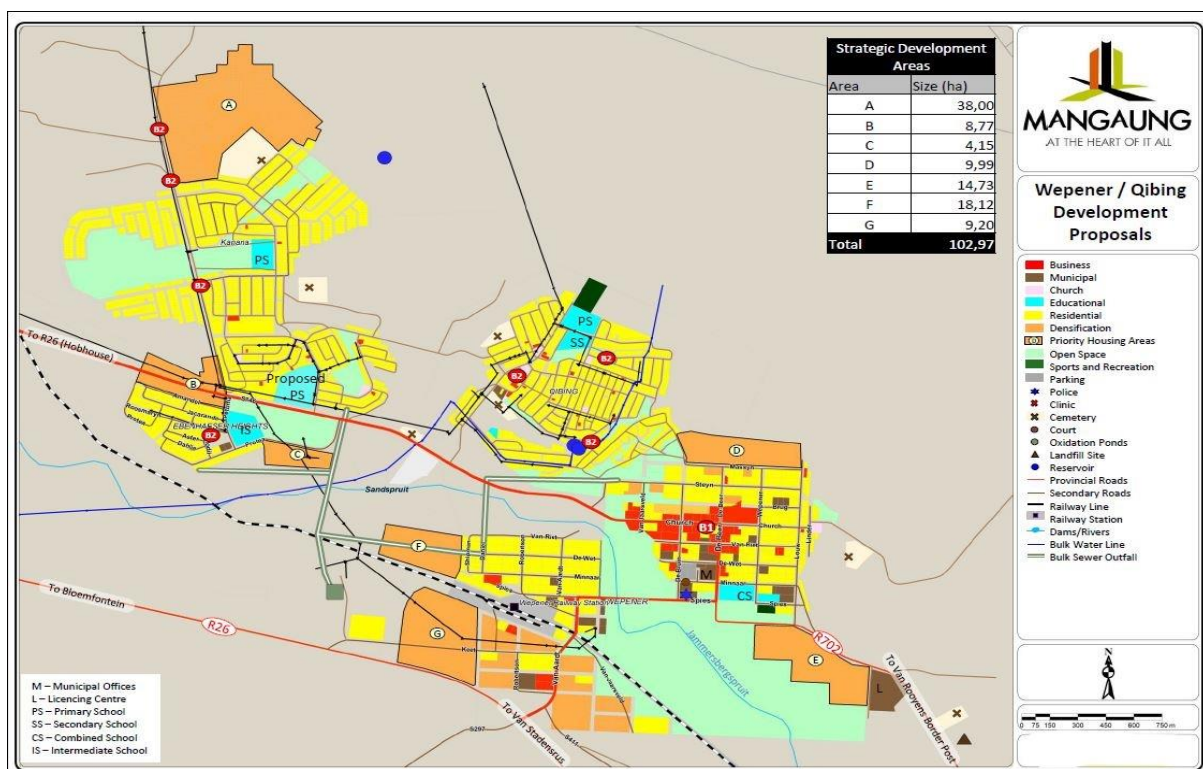


Figure 4.37: Wepener/Qibing development proposals.

VAN STADENSURUS/ THAPELONG

I. Development Rationale

This is a very small rural settlement with limited growth potential which is main centred around agriculture and tourism. The main focus should be to consolidate the spatial structure of the settlement

and not to allow any further expansion of the settlement footprint until the existing footprint is fully developed.

The settlement could offer potential as a model land reform or sustainable eco-village given the amount of food gardening and irrigation activity already occurring and this could be linked to a periodic market facility that accommodates mobile government services and is also designed to attract tourists from route R702.

II. Environmental Core

There should be no ploughing or urban development within 32 m of the banks of the Nuwejaarspruit to the north of Thapelong. The cultivation of arable land should be promoted, and it should not be allowed to lie fallow unless as part of a crop rotation system or converted to urban development.

The Van Standensrus Dam could be utilised as a source for irrigation and as a tourism attraction.

III. Development Proposals

The current size of the settlement, its low population growth and limited economic prospects suggest that in terms of the NSDP and NDP that public investment should be limited to social development programs rather than investment in physical infrastructure, including housing.

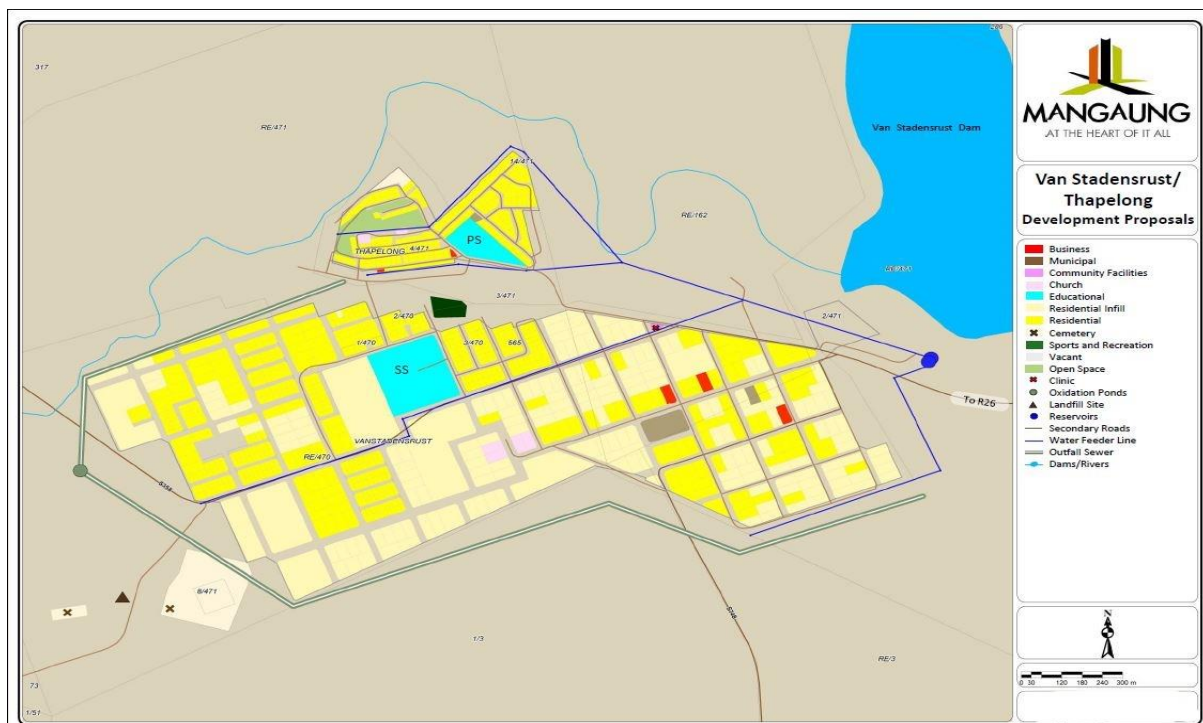


Figure 4.38: Development proposals for Van Stadensrus/Thapelong.

4.5.3 Comprehensive Integrated Transport Plan

The Mangaung Metro Municipality presents its latest Comprehensive Integrated Transport Plan (CITP) for the period of 2023 to 2028. This plan aims to capitalize on the advancements achieved in the development and execution of the Integrated Transport Plan while concurrently focusing on the sustainable expansion of the Spatial Development Framework (SDF).

4.5.3.1 Approach on Integrated Transport

The Mangaung Metropolitan Municipality has developed the IPTN Network Plan 2036 which has an approval status from the Department of Transport (DoT). The IPTN is currently in its implementation phase which has seen a notable improvement of roads in the Maphisa/ Mshoeshoe/ OR Tambo Functional Corridor. The CITP will provide a comprehensive overview of how the Mangaung Metropolitan Municipality (MMM) intends to advance its integrated transport initiatives. The report will delve into how the MMM plans to utilize transportation as a means to address the spatial structure and foster the development of sustainable communities. It will explore various strategies and measures aimed at promoting integration and sustainability within the transportation system within MMM.

4.5.3.2 Transport Vision and Objectives

The vision has been constructed in alignment with national, provincial, and local policies and strategies, encompassing both long-term and short-term aspects of the Integrated Transport Plan. The objectives have been formulated in a manner that is measurable, comprehensible, and attainable, ensuring they are closely aligned with the overarching transportation vision for the Mangaung Metropolitan Municipality (MMM). Below is a summary of the objectives that are in line with the broader transportation vision for MMM.

Table 4.18: Transport Objectives and Measures

No.	Objectives	Measures
1.	Furnish top-notch infrastructure in both urban and rural regions.	<ul style="list-style-type: none"> • Upgrade public transport facilities (ranks and stops). • Upgrade roads, while incorporating best practice NMT and universal access design principles. • Implement an effective maintenance plan. • Improve road infrastructure capacity through innovative transport solutions.
2.	Ensure sustainable transport network operations.	<ul style="list-style-type: none"> • Monitor transport operations to ensure acceptable service for all users. • Ensure the public transport routes cover the entire Metro. • Enforce laws and regulations with regard to transport system operators and freight vehicles.

No.	Objectives	Measures
3.	Improve the safety and security of all road users.	<ul style="list-style-type: none"> • Design and upgrade all roads using the safer roads design approach. • Ensure speed limits and other road rules are well enforced by acquiring the necessary staff and equipment. • Ensure the public transport facilities are improved to be safer for the users.
4.	Implement transport policies and plans effectively.	<ul style="list-style-type: none"> • Establish a responsible ITP team to oversee the planning of the transport systems including, but not limited to, public transport, freight, and NMT. • Update the ITP on an annual basis in synchronisation with the Integrated Development Plan (IDP) and SDF (updates to focus on action programme and budget). • Commit sufficient funding and resources to achieve the objectives of the CIP in relation to the catalytic big moves. • Integrate and co-ordinate land-use planning and transport planning initiatives.
5.	Reduce greenhouse gas emissions relating to the transport sector by creating a greener city.	<ul style="list-style-type: none"> • Promote the use of public and NMT through improved routes, ranks, infrastructure and connectivity. • Promote the use of low-carbon fuels and other cleaner mobility options. • Encourage the use of renewable energy at transport facilities.

Chapter 5: Planning Intergovernmentally

5.1 Intergovernmental Relations Perspective

The foundation of a constitutional democracy in South Africa as laid and articulated in the Constitution of the Republic of South Africa, 1996 and the implications thereof, poses unique capabilities by the local sphere of government. It is expected that municipalities must take responsibility to engage various sectors and development protagonists, such as the national and provincial governments, State Owned Enterprises, business forums, to mention but a few. This means that, joint planning is important for the attainment of the shared outcome. Whilst section 40(1) of the Constitution established three distinctive, yet interdependent and inter-related spheres of government, municipalities remain at the center of development, given the responsibilities enshrined in sections 151-154, 156 and schedule 5 (part B) of the Constitution.

The new guidelines for the development of Integrated Development Plan for the Metropolitan municipalities advocates for decisive leadership by both the political and administrative structures in realizing joint planning, implementation, monitoring and evaluation.

5.2 The enhanced 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 programmes 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 programme. 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 level;
- ✓ 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 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*
- (b) *Economic Positioning*
- (c) *Spatial Restructuring and Environmental Sustainability*
- (d) *Infrastructure Engineering*
- (e) *Integrated Services Provisioning*
- (f) *Governance and Management*

5.3 Walking the talk in realizing tangible change and development

The practical of the DDM as a game changer has been recognised by the city as per the 2025 updated implementation framework.

The Mangaung Metropolitan Municipality continues to establish rapport, maintain and strengthen relations with various role-players in the field of development. This is done in the spirit of chapter 3 of the Constitution and the Intergovernmental concept. In realizing the characteristics of developmental local government, the city has collaborated with the following central characters in the field of public safety:

- Builders Mart-Committed to availing approximately 20 street cameras outside their businesses in Bloemfontein, Botshabelo and Thaba Nchu as a pilot project. They also offered to pave the island in front of their Bloemfontein Businesses as a token of appreciation.

- South African National Defense Force have offered training needs as well as training facilities to the Department of Public Safety and Security as segmented into:
 - Physical Training Instructors course: Training and Field Training Officers
 - Advance/Defensive Driving: Tactical pursuits for Trainers and Specialized Officers
 - Section Leader/Ceremonial Course : Supervisors/Middle Management/Trainers
 - Shooting Range: Long Range/High Calibre Firearms
 - Accommodation and Accredited Training venue: Housing Basic and Advance Recruits
- The University of the Free State committed to avail their outside Campus CCTV Cameras to form part of the city's method of combatting crime around the precinct.
- The Department intends to roll-out the CCTV project to most of the Businesses(Toyota, Land Rover, BMW, Mercedes Benz, Coca Cola), around Bloemfontein as well as all Institutions of Higher Learning (Central University of Technology and the Motheo college).

This will lead, coordinate, empower and maximize social development through the implementation of the following projects and programs by other spheres of government:

Table 5.1: Department of Education

Town	District	Project name	Service Description	IDMS Stage	Project Status
2022 - 2023					
Bloemfontein	Motheo	Arbeidsgenot (DBSA)	New Large Primary School	Stage 6 - Handover	Practical Completion
Bloemfontein	Motheo	Matlafalang (DBSA)	New Large Primary School	Stage 5 - Works	Under Construction
Bloemfontein	Motheo	Bergman (DBSA)	New Large Primary School	Stage 5 - Works	Under Construction
Bloemfontein	Motheo	Lourierpark	Convert to Autism School (Phase 2)	Stage 5 - Works	Under Construction
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

2024/2025 submission									
Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Batho P/S	Bloemfontein	2	Construction of a new Admin Block	1/08/2024	30/5/2025	Procurement		4 000 000,00	2 000 000,00
Dr Blok	Bloemfontein	16	New Boys hostel	1/07/2024	30/1/2026	Procurement		6 000 000,00	4 000 000,00

2024/2025 submission									
Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Dr Blok	Bloemfontein	16	New Dining hall and Laundry	1/07/2024	31/3/2025	Procurement		10 000 000,00	-
DR C. F. Visser P/S	Bloemfontein	47	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Hodisa Technical Secondary school	Bloemfontein	5	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Ikaelelo S/S	Bloemfontein	14	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Karabelo P/S	Bloemfontein	15	Media Centre and Security Fence	1/07/2024	31/3/2025	Procurement		10 000 000,00	-
Kgato	Bloemfontein	14	3 x Grade R classrooms	1/07/2024	31/3/2025	Procurement		6 000 000,00	-
Kgato P/S	Bloemfontein	14	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Kgauhelo P/S	Botshabelo	1	New fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Koot Niemann	Bloemfontein	47	Construction of 6 new Classroom Blocks	1/07/2024	31/3/2025	Procurement		6 000 000,00	-
Kopanong P/S	Bloemfontein	11	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Mabolela P/S	Bloemfontein	13	New fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-

2024/2025 submission									
Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Makgulo P/S	Botshabelo	29	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Matla	Bloemfontein	46	Completion of hall, guardhouse and Sewer line	1/4/2024	1/11/2024	Construction	4 000 000,00	2 000 000,00	
Modutung P/S	Thabanchu	41	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Moemedi S/S	Bloemfontein	15	Refurbishments to the entire school (Special Attention to roofs)	1/10/2024	31/7/2025	Construction	6 000 000,00	4 000 000,00	
Mokae P/S	Thabanchu	41	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Moroka H/S	Thaba Nchu	40	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Mothusi P/S	Bloemfontein	13	Construction of 2 new Toilet Blocks	1/08/2024	28/2/2025	Construction	1 000 000,00	2 000 000,00	
Navalsig H/S	Bloemfontein	21	Roof and electrical repairs	1/10/2024	31/7/2025	Procurement		800 000,00	200 000,00
Nkgodise P/S	Dewetsdorp	43	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Ntumediseng	Botshabelo	38	Construction of a new Science Laboratory	1/07/2024	31/3/2025	Procurement		3 000 000,00	-
Nzame P/S	Bloemfontein	13	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-

2024/2025 submission									
Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Phetogane S/S	Thaba Nchu	49	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Rekgonne	Bloemfontein	45	Construction of learners Toilet Block & septic tank	1/08/2024	28/2/2025	Procurement		3 700 000,00	-
Retsamaile P/S	Botshabelo	29	Refurbish entire school	1/10/2024	31/7/2025	Procurement		8 000 000,00	2 000 000,00
Sehunelo S/S	Bloemfontein	2	Renovations & Repairs	1/10/2024	31/7/2025	Procurement		2 000 000,00	1 000 000,00
Semajan C/S	Bloemfontein	44	Fence	2/09/2024	31/3/2025	Procurement		1 000 000,00	-
Strydom	Thabanchu	40	Construction of 2 new Toilet Blocks	1/08/2024	28/2/2025	Procurement		3 000 000,00	-
Strydom S/S	Thabanchu	40	Renovations & Repairs	1/10/2024	31/7/2025	Procurement		800 000,00	200 000,00
Strydom S/S	Thabanchu	40	Refurbish school hall	1/10/2024	31/7/2025	Procurement		800 000,00	200 000,00
Tawana I/S	Thabanchu	40	Renovations & Repairs	1/10/2024	31/7/2025	Procurement		700 000,00	800 000,00
Thapelong S/S	Vanstadensrus	50	Construction of a new Science Laboratory	1/07/2024	31/3/2025	Procurement		7 000 000,00	-
Thubisi P/S	Thabanchu	49	Construction of 6 new Classroom Blocks	1/07/2024	31/3/2025	Procurement		6 000 000,00	-

2024/2025 submission									
Project name	Area		Coordinates/property description	Timeframes		Progress/ Milestone	Actual budget		
	Location	Ward		Start date	End date		2024/2025	2025/2026	2026/2027
Tsholetsang P/S	Bloemfontein	14	Construction of a new Admin Block	1/08/2024	30/5/2025	Procurement		7 000 000,00	1 500 000,00

Table 5.2: Department of Arts and Culture

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Archives and Record Centre Buildings (Gas Suppression System)	Construction Less than 5%	7 900	-	7 900	-	0,00%
Building Maintenance Archives	Other - Packaged Ongoing Project	1 000	-	1 000	429	42,90%
Building Maintenance Cultural Affairs	Other - Packaged Ongoing Project	4 000		4 000	2 554	63,85%
Building Maintenance Libraries	Other - Packaged Ongoing Project	6 000	-	6 000	4 275	71,25%
Building Maintenance Sport	Other - Packaged Ongoing Project	3 000	1 440	4 440	599	13,49%
Current Programme 1 - Administration	Other - Packaged Ongoing Project	5 000	-	5 000	2 567	51,34%
Wepener Qibing Library	Construction 76% - 99%	7 900	-	7 900	2 166	27,41%
Total		34 800	1 440	36 240	12 590	34,74%

Table 5.3 Department of Health

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Bloemfontein EMS Training College: Refurbishments (Phase 2)	Construction	1 500	Contractor to be paid final account	1 500	0	0,00%
Bloemfontein Laundry - Refurbishment of Roof	Project Initiation	5 000	Contractor to be paid final account	5 000	0.00	0,00%
Caleb Motshabi CHC - Construction of New CHC	Project Initiation	1 000	Project brief complete	0	0.00	0,00%
Clinics and CHC Refurbishment and Replacement of Generators	Construction	3 000	-	7 000	6 674	95%
Clinics and CHC Refurbishment of Electrical Installation	Tender	3 000	-	6 000	3 000	50%
Compensation for DORA Funded Posts	Other - Compensation of Employees	37 900	-	37 900	21 701	57.26%
Computing Draughting and Printing Hardware for the Infrastructure Unit	Construction 76% - 99%	2 333	-	0	0.00	0,00%
Construction of New Wepener EMS	Project Initiation	100	Project deferred	0	0	0,00%
Dinaane Clinic - New Clinic	Tender	6 000	-	6 000	3 091	51.52%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Free State Psychiatric Complex (FSPC) (Refurbishment of pharmacy, Block D Cosmos, ECT theatre)	Project Initiation (Planning and design)	4 000	-	6 000	5 180	86%
Free State Psychiatric Complex (Refurbishment of Skills Development building)	Project Initiation	4 000	Project deferred	0	-	0,00%
Free State Psychiatric Complex: Refurbishment of Forensic Unit (Thakaneng)	Project Initiation	5 000	-	10 000	9 408	94%
FSPC: Refurb and Reno- Child Mental Health	Design	4 000	Project deferred	0	-	0,00%
FSSON Mangaung Metro - Phase 2	Project Initiation	6 882	Project deferred	6 882	-	0,00%
Health Technology National Outpatient	Not Applicable	12 885	-	12 885	-	0,00%
Health Technology Universitas Central Hospital Rehab	Not Applicable	-	-	0	-	
Health Technology: Dr JS Moroka (Casualty, Female, Male, TB, Maternity, Theatre and Paeds.	Not Applicable	7 000	-	0	-	0,00%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Heidedal CHC - Replacement of old Heidedal CHC	Project Initiation	1 000	Project deferred	0	-	0,00%
HT: Provincial Office Testing Equipment	Not Applicable	5 667	-	5 667	682	12.03%
Maintenance of Clinics in Mangaung Metro District	Other - Packaged Ongoing Project	3 847	-	3 847	3 847	100%
Maintenance of District Hospitals - Mangaung Metro	Construction 26% - 50%	2 500	-	2 500	-	0,00%
Maintenance of Lifts- Provincial Hospitals	Project Initiation	1 208	Contractors appointed.	1 208	-	0,00%
MUCPP- Upgrades	Project Initiation	2 000	Project deferred	0	0	0,00%
National Hospital: Repairs and Renov of Admin, Admistr, Emerg and Exter works	Construction 26% - 50%	3 900	Contractor catching up on works	0	0	0,00%
National Hospital: Repairs and renovation of Dental clinic, stepdown, maternity and Auditorium	Construction 26% - 50%	2 900	-	5 000	5 044	108%%
National Hospital: Repairs and Renovation of Wards 2,3,4,5,6,7 & 8	Construction 26% - 50%	4 000	Contractor terminated	0	-	0,00%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Pelonomi Hosp_Mental Health 72H Observation Rooms Upgrade	Project Initiation	4 000	-	4 000	1 577	39.43%
Pelonomi Hospital - Additions of the Commuters Waiting Area	Site Handed - Over to Contractor	10 000	-	10 000	1 500	0,00%
Pelonomi Hospital: Cerebral Palsy Unit Upgrade	Project Initiation	1 000	Project deferred	0	-	0,00%
Pelonomi Hospital: CSSD Refurbishment	Tender	2 000	Contractor yet to claim	2 000	1 922	96.10%
Pelonomi Hospital: EMS and Disaster Management	Construction 1% - 25%	2 000	Contractor yet to claim	2 000	1 046	52.30%
Pelonomi Hospital: Refurbishment of all Roofs Phase 2	Construction	2 780	-	10 000	8 000	80%
Pelonomi Hospital: Upgrade of Maternity	Project Initiation	9 000	Project deferred	0	5 817	64.63%
Phetogo Clinic - Upgrade	Project Initiation	2 000	Project deferred	0	-	0,00%
Refurbishment & Renovations of Doctors Accommodation at DR JS Moroka Hospital in the DOHF	Final Completion	6 245	-	6 245	4 997	80.02%
Thaba-Nchu EMS Station - New EMS Station in Thaba Nchu	Project Initiation	100	Project deferred	0	-	0,00%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
Univeristas Central Hospital Rehab HT	Initiation	13 000	Project deferred	0	-	0,00%
Universitas Academic Hospital- Refurbishment of Neonatal Ward	Feasibility	3 000	Project deferred	0	-	0,00%
Universitas Academic Hospital: Cerebral Palsy Unit	Project Initiation	2 000	Project deferred	0	-	0,00%
Universitas Academic Hospital: Cerebral Palsy Unit	Project Initiation	2 000	Project deferred	0	-	0,00%
Universitas Hospital- Installation of New Fence	Feasibility	3 000	Project deferred	0	-	0,00%
Universitas Hospital: Installation of and Replacement of Lifts	Design	2 000	Project deferred	0	2 683	134.15%
Universitas Hospital Refurbishment of Theatres	Construction 51% - 75%	1 500	Project deferred	0	-	0,00%
Upgrade of Westdene Clinic - Bloemfontein	Project Initiation	500	Project deferred	0	-	0,00%
Total		194 747	Funding for the deferred projects has been reprioritized for other more urgent needs and adjusting budgets for some of the projects.	151 634	76 262	50%

Table 5.4: Department of Human Settlement

Draft Business Plan 25_26 - Mangaung Projects					
#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
1	SOCIAL_RENTAL - 3.3a COMMUNITY RESIDENTIAL UNITS CONVERTED / UPGRADED	F99040002/2	Bloemfontein - 360 Dark and Silver City Hostel CRU - Ruwacou & Sedtrade - Bottom site / Top site(LTE)	151	R 52 000 000,00
2	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F09080077/1	Bloemfontein - 393 - (400 MOB Business cc) (2010/11) - Phase 1	4	R 732 000,00
3	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F06110023/1	Bloemfontein - 400 Kentha Construction (2006/07) - Phase 1	4	R 732 000,00
4	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F04070007/1	Bloemfontein - 400 Subs. (Superb Homes2004/2005) - Phase 1	4	R 732 000,00
5	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F08060001/1	Bloemfontein - 5 Test Construction - Phase 1	4	R 732 000,00
6	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080001/1	Bloemfontein - 500 Johnny Bravo (Matsapa Incompl 2014/15 (M2M Developers 2013/14 (500 Polokoe Dev (2010/2011)) - Phase 1	10	R 1 830 000,00

Draft Business Plan 25_26 - Mangaung Projects

#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
7	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080001/2	Bloemfontein - 500 Johnny Bravo (Matsapa Incompl 2014/15 (M2M Developers 2013/14 (500 Polokoe Dev (2010/2011)) - to be deleted	4	R 732 000,00
8	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F08070006/1	Bloemfontein - 500 People First (2008/2009) - Phase 1	4	R 732 000,00
9	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F15020030/2	Bloemfontein - 5690 Caleb Motshabi/Khotsong - IRDP Top Structures Phase 2	14	R 2 562 000,00
10	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F04080011/1	Bloemfontein - 9 Subs. Ddis - (People First) - Phase 1	4	R 732 000,00
11	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10090022/1	Bloemfontein - Superb Homes 2013/2014 (500 Ziqoqe Constr (2010/2011)) - Phase 1	0	R 0,00
12	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F18100008/1	Bloemfontein 100 2020/21 - Phase 1	20	R 3 660 000,00
13	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F07080004/1	Bloemfontein 150 Moeletsi Trading (2006/2007) - Phase 1	4	R 732 000,00

Draft Business Plan 25_26 - Mangaung Projects

#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
14	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F16050002/1	Botshabelo 67 PTM Youth Project and Properties E'tsho Project Linked Subsidies 2016/17 - Phase 1	7	R 1 281 000,00
15	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F18100006/1	Botshabelo 100 2020/21 - Phase 1	20	R 3 660 000,00
16	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F09080008/1	Botshabelo 300 Iceburg Matsapa Trading 613 Incompl.2013/14 (Makoya Trading (2010/11)) - Phase 1	4	R 732 000,00
17	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F14080008/1	Botshabelo 35 Incomplete Iceburg 2017/18 Furnserve 2014/15 -	9	R 1 647 000,00
18	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F04070004/1	Botshabelo 500 Subs. - Quantum Leap Inv. Sections D L M N - Phase 1	0	R 0,00
19	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F09020010/1	Botshabelo 61 Incomplete Biz Africa (2008/09) - Phase 1	4	R 732 000,00
20	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F11070001/43	Consolidation Project Waiting List - Soutpan	4	R 732 000,00

Draft Business Plan 25_26 - Mangaung Projects

#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
21	FINANCIAL - 1.1b INDIVIDUAL HOUSING SUBSIDIES (NON CREDIT LINKED) (R 0 - R 3 500)	F19090002/2	Individual Subsidies (2020/21) - Military Veterans	10	R 2 800 000,00
22	FINANCIAL - 1.1b INDIVIDUAL HOUSING SUBSIDIES (NON CREDIT LINKED) (R 0 - R 3 500)	F18040002/1	Individual Subsidies (Newly Builds) (2018/19) - Phase 1	10	R 1 830 000,00
23	FINANCIAL -1.7 ACCREDITED MUNICIPALITIES (LEVEL 1 & 2)	F16040047/1	Mangaung Accreditation Support - Phase 1	0	R 0,00
24	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F08110016/2	Motheo 16 Days Of Activism (2008/2009) - Botshabelo	0	R 0,00
25	RURAL - 4.2 RURAL SUBSIDY COMMUNAL LAND RIGHTS	F23010014/1	Mud Houses Free State 100 - Phase 1	150	R 23 500 000,00
26	FINANCIAL - 1.8 OPERATIONAL CAPITAL BUDGET	F15040004/1	NHBRC Forensic And Geotech Investigation 2015/16 - Phase 1	0	R 0,00
27	FINANCIAL - 1.8 OPERATIONAL CAPITAL BUDGET	F17040014/1	OPSCAP 2017/18 - Project Management Unit	0	R 0,00
28	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F18100007/1	Thaba Nchu 100 2020/21 - Phase 1	20	R 3 660 000,00
29	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F07120005/1	Thaba Nchu 100 Jungle Arrow (2006/07) - Phase 1	0	R 0,00

Draft Business Plan 25_26 - Mangaung Projects

#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
30	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F02120012/1	Thaba Nchu 100 Mangaung, Phenyo Prop. Dev. Trust - HSO	4	R 732 000,00
31	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080004/1	Thaba Nchu 252 Furn Serve 2017/18 (Your Trade Civil Constr (2010/2014) - Phase 1	25	R 4 575 000,00
32	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080012/1	Thaba Nchu 400 Namso Construction Your Trade Civils Incompl 2013/14 (Jore Construction 2010/2011) -	40	R 7 320 000,00
33	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F00090017/1	Thaba Nchu 50 Itireleng / Ratlou Support Centre - Phase 1	4	R 732 000,00
34	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F08030011/2	Thaba Nchu 50 Mangaung Mun Php (2008/2009) - Phase 1	4	R 732 000,00
35	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080013/1	Thaba Nchu 54 Namso Construction Your Trade Incompl. 2013/14(200 People First (2010/2011) -	20	R 3 660 000,00
36	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080014/1	Thaba Nchu Francisca and Perseverence Your trade Civil 2013/14 (50 Rehauwe Constr. (2010/2011) - Phase 1	4	R 732 000,00

Draft Business Plan 25_26 - Mangaung Projects					
#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
37	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F21100002/1	Title Deeds Related Costs FS -	4	R 732 000,00
38	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F15100002/1	Van Stadensrus 217 Snethemba - Lapeng Constr 2019/20 - Phase 1	4	R 732 000,00
39	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F09080016/1	Wepener 50 24 Tm Bokamoso (2009/2010) - Phase 1	4	R 732 000,00
			TOTAL	578	R127 161 000,00

Table 5.5 Public Works and Infrastructure

Project name	Area		Coordinates /property description	Timeframes		Progress/Mile stone	Actual budget		
	Location	Ward		Start date	End date		2025/2026	2026/2027	2027/2028
Thaba Nchu: New Dinaane Clinic	Thaba Nchu		New Clinic	26 July 2024	26 July 2026	7%	Client Department	Client Department	Client Department
Thaba Nchu: Boitumelong Special School: Hostel	Thaba Nchu		New Hostel	13 July 2022	30 June 2025	39%	Client Department	Client Department	Client Department

Table 5.6 Department of Land Reform and Rural Development

Project Name		Coordinates Property Description	Timeframes		Progress Milestone	Actual budget		
			Start Date	End Date		2024/2025	2025/2026	2026/2027
Ikusasaletu	CED	26,6048 -29,2017	TBC	TBC	Planning	R3 760 000		
Sediba FPSU		26,9455 -29,0231	TBC	TBC	Planning			
Thaba Nchu FPSU		26,7870 -29,3550	TBC	TBC	Planning			
Motsitlaneng Primary Coop		26,4731 -29,0614	TBC	TBC	Planning	R5 060 000		
Vaalkop No. 484	SLA	26,4831	TBC	TBC	Planning	R57210000		
Rietfontein No. 107		26,3349 -29,2123	TBC	TBC	Planning			
Construction of Culvert Bridge and Road Paving	RID	26,9472 -29,0234	TBC	TBC	Planning	R18 650 401		
Mangaung Assets	PROPERTY MANAGEMENT	0,0000 0,0000	TBC	TBC	Planning	N/A		

Chapter 6: Planning with the Public

Mangaung shares the same sentiments with the South African Cities Network on other development writers that, community engagement represents an opportunity for municipalities to connect and build strengthened relationships with communities, to understand their needs and implement programmes which respond to those needs, and to build programmes which have sustainable impact with the benefit of inputs from community members who understand their context better than anyone else. Moreover, with lack of service provision, planning with the public has seen increase in the frustrations displayed by communities.

With high influx of opportunity seekers in the city (Investment Strategy), it has become more and more difficult for the city to meet all the needs of the communities due to limited resources.

To reflect on the key principles of planning with the public, the expected outcome are:

- **Improved Planning:** the voices of communities, local associations and grassroots organisations are constructively heard, and their experiences will bring value and insight to IDP and other local government planning processes and strengthen local development.
- **Constant conversations:** Community engagement is not a once-off intervention. Other spheres of government are consulting in the same community, and communities do not see these as distinct from one another. Hence, the assertion that local government are the closest to communities. Community engagements must be understood as part of an ongoing dialogue between communities and local government, situated within the context of recent and future engagements.

Figure 6.1 below, provides analysis of inputs from page 265 of **Appendix 1** as received from communities since 01 September 2024 – 02 May 2025 including 21 days of comments on draft documents, which was done using multiple public participation methods. Additionally, inputs from the 2024/2025 IDP are included as **Appendix 2**. Moreover, these inputs are analysed per region and with assumptions that their nature of priority are either Operational (Maintenance), Capital and other sphere of Government issues as per **Figure 6.2** below.

Figure 6.1: Analysis of the 2025/2026 Community Submissions

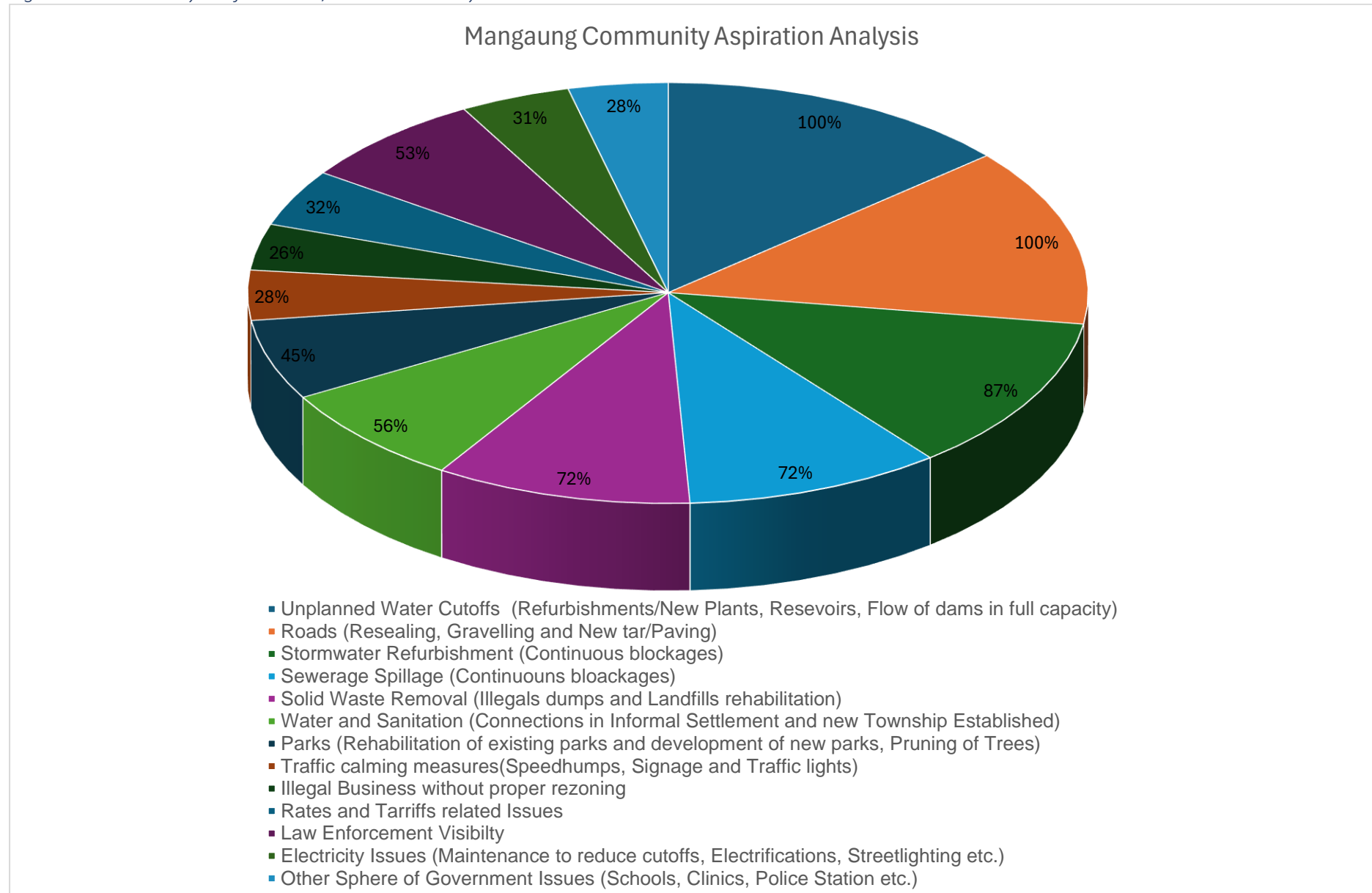
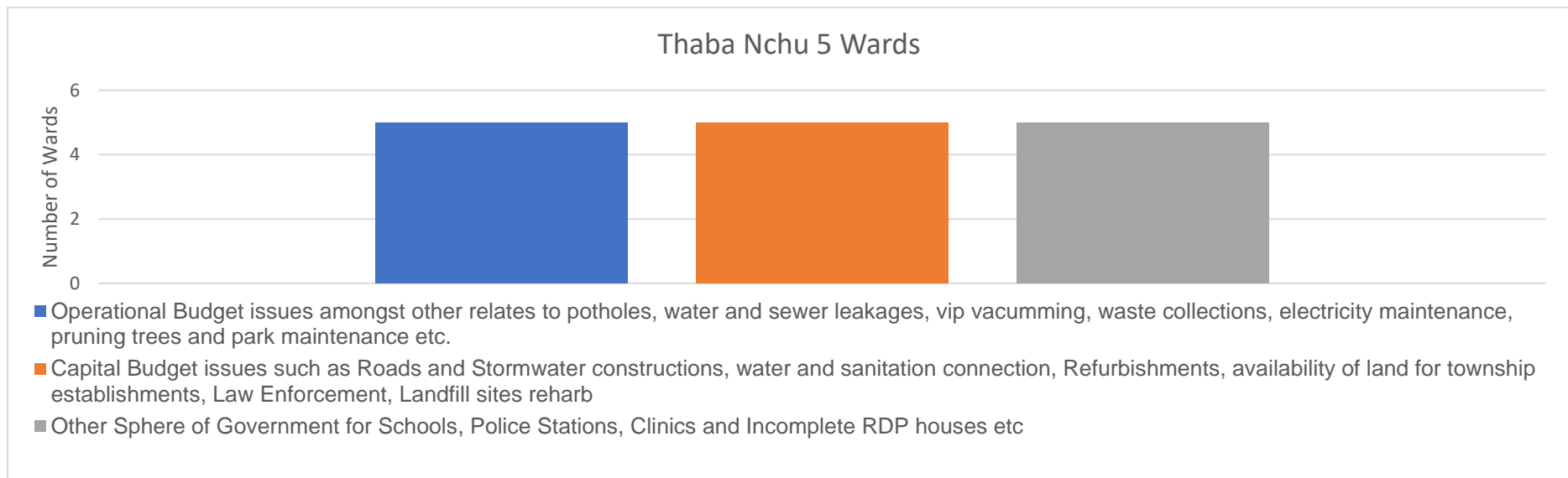
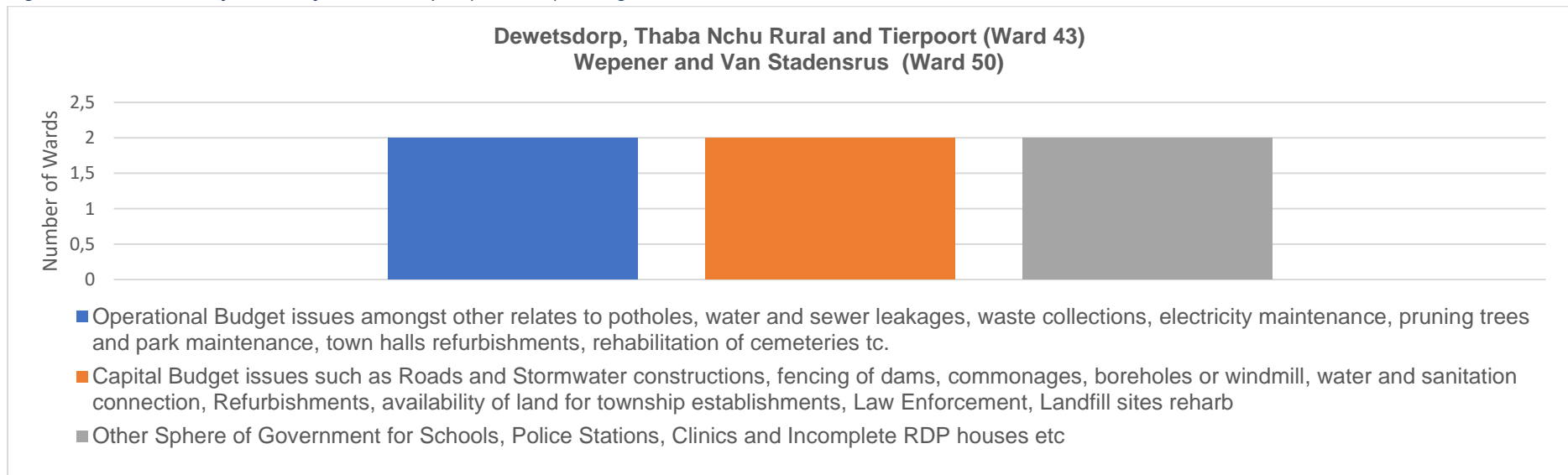


Figure 6.2: Classification of Community Aspiration per Region and Assumed OPEX / CAPEX allocation

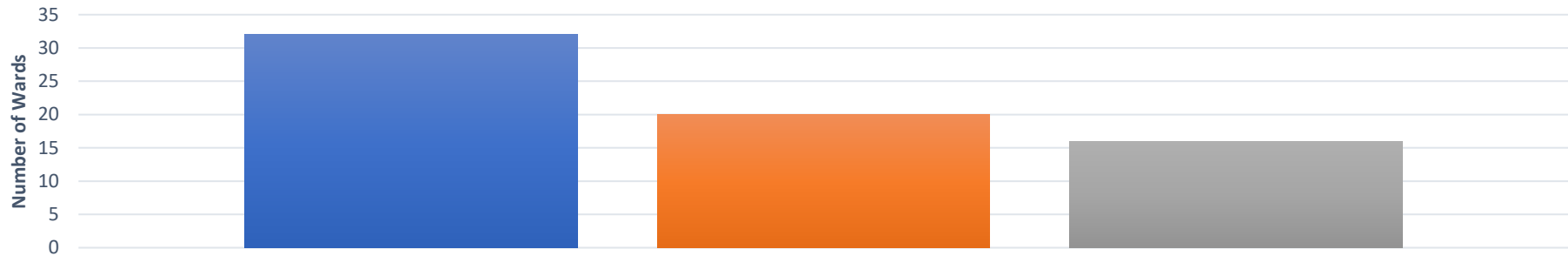


Botshabelo 12 Wards



- Operational Budget: issues amongst other relates to potholes, water and sewer leakages, vip vacumming, waste collections, electricity maintenance, pruning trees and parks and cemetery maintance etc.
- Capital Budget issues such as Roads and Stormwater constructions, water and sanitation connections, Refurbishments, availability of land for township establishments, Law Enforcement, Landfill sites reharb
- Other Sphere of Government for Schools, Police Stations, Clinics and Incomplete RDP houses etc

Bloemfontein 32 Wards



- Operational Budget issues amongst other relates to potholes, billings, water disruptions and sewer leakages, waste collections, electricity maintenance, pruning trees and parks and cemetery maintenance etc.
- Capital Budget issues such as Roads and Stormwater constructions, water and sanitation connection (Informal Settlements), Refurbishments, availability of land for township establishments, Law Enforcement, Landfill sites refurbishment
- Other Sphere of Government for Schools, Police Stations, Clinics and Incomplete RDP houses etc

Chapter 7: Strategy Led Budgeting

Introduction and Budget Overview

Council adopted an IDP and Budget Process Plan that identified all stakeholders relevant during the preparation of the budget, the review of IDP and tariff determination, as well as increases of costs relating to Operational and Capital Budget. The Executive Mayor and the Deputy Mayor who is deployed to oversee IDP and Performance led all engagements supported by the City Manager and his team.

The city has made headwinds in stabilising governance and service delivery, though still grappling in as far as staying within the budget maximum allocations, even though the Financial Recovery Plan recommends that the city, in improving its liquidity and sustainability, must align its expenditure with the cash flow projections of about 75% of the revenue. There are positives coming from the efforts that are being made. Most of financial challenges are internal with external factors being in as far as collection is concerned, and as such, more controls need to be put in place. It is for this reason we believe that, in as far as financial management is concerned, the city is still on the rescue phase of the Financial Recovery, and the reduction of unauthorised expenditure, improved billing and collection, spending capital budget and reducing unaccounted for and non-revenue water remain critical in this MTREF, more so, that the city has adopted the Water Trading Services Reforms (WTSR).

The IDP Review and Budget Cycle takes place under difficult conditions where in terms of the audit outcomes of the predetermined objectives, the city achieved 52% of the objectives set at 112% of the budget. This report aims to table the Operational Revenue, Operational Expenditure and Capital Expenditure Framework for the 2025/26 MTREF covering a three-year period, with 2025/26 as the base year. The operational revenue framework details out revenue sources and projections per source for the next three years. Each projection is based on previous years audited actuals, year to date budget and actuals as well as growth prospects and general increases as informed by inflation and estimated cost of service delivery, management and administration.

The operational expenditure framework reflects all expenditure related to service delivery, management, administration and costs of running the municipality. Included in the operational expenditure is the portion of revenue anticipated not to be collected, and as such gives rise to provision for bad debts and write offs to take place in the year. The provision for bad debts ensures that that the municipality's spending is aligned to the collection rather than billed, as this will result in an unfunded and unrealistic budget. The capital expenditure framework details out infrastructure investment, either new, upgrades or refurbishment. Capital budget is presented per project and allocated funds. It is therefore expected that spending on projects will align to the allocations, and any changes are tantamount to an adjustment or else the expenditure above allocation as per approved budget will be unauthorised. Whilst on this point, the municipality has developed a procedure outlining the principle of variation orders, contingencies and approval thereof. Guidance has been sought from National Treasury of MFMA Circular 62 as this seem to having been intended to address MFMA Section 116 on scope or contract amendment.

7.1 Operational Revenue and Expenditure Framework

The consolidated revenue for the MTREF budget is projected at R11,64 billion in 2025/26 excluding capital grants (R11,04 billion in 2024/25), representing an increase in revenue of R598,24 million (5,42%) on the 2024/25 adjustment budget. The projection for the outer two years of the MTREF period is R11,25 billion and R12,88 billion respectively.

In the operational budget, and in boosting the revenue of the city, the following are the key projects to be delivered during the 2025/28 period. Budget has been provided accordingly:

- Billing Data Purification
- Improved water revenue billing by improving meter management
- Prepaid metering and collection rate
- Non-revenue water reduction action plan
- Introduction of flat rate for billing in areas where there are no meters and is declared economical in efficient to instal and read meter

The municipality generates revenue from exchange and non-exchange transactions. Exchange transactions are instances where there is a transaction concluded at arms-length based on measured consumption as well as a result of existing service agreements. Revenue from non-exchange transactions is revenue derived from taxes as well as grants and subsidies received. Revenue from exchange and non-exchange transactions are an indicator of the source of that revenue.

Revenue generated from operations is utilised to effectively run the institution, cover the costs of compensation of employees, operation and maintenance of infrastructure, servicing of municipal debt acquired as long-term borrowings, the costs of bulk water and electricity and all other operational expenditure.

The operational expenditure framework is driven by bulk cost of water and electricity and employee related costs, to an extent that the two combined, takes about 60% of the budget, and non-cash items of depreciation and debt impairment takes but 10% of the operational budget. The remainder of the budget is then towards municipal running, contracted services and consultancy services that the city utilises in the execution of some of the functions.

The city is striving for an employee cost to expenditure ratio of 0,35, and non-cash of 0,12 of the total operational expenditure. This will be made possible by the combination of strategies that had been adopted, and some to be adopted. In the main, the city wants to address the issue of high vacancy rate and overtime by implementing shift system, supported by the vehicle operating lease agreement to ensure that there are adequate tools of trade for every department.

The capital expenditure framework is informed by the ward priorities as well as infrastructure capacity to deliver reliable services to the people in a safe and economic manner. With the disadvantage that the city finds itself of being in within the borders of Lesotho, we have seen influx of Lesotho nationals migrating or leaving in

Mangaung and their place of choice is informal settlements as these are costing very low in terms of rent or access. This has led to the mushrooming of informal settlements across the region, but in the main, in Bloemfontein.

At the beginning of the term of office of this council, the city recorded 58 informal settlements, of which to date, 11 had been upgraded to date, and 17 are in progress of upgrade. As such, key capital budget expenditure is Human Settlements Upgrade and installation of civil services. These projects are funded from ISUPG and USDG. The table below indicates the last three years budget allocation to functions.

The capital budget for the 2025/26 financial year is set at R1,34 billion (an increase of R203,16 million (17.81%) as compared to the 2024/25 Adjustment Budget of R1,14 billion). The capital budget for the two outer years of the MTREF period has been set at R1,32 billion and R1,33 billion respectively.

7.2 Funding Capital Expenditure

The budget will be funded out of Government Grants and subsidies and internally generated funds (own funding) as funding sources. Government grants contribution to the Metro's capital budget will be increased by R228,96 million (29.67%) to R1 billion in 2025/26, from adjustment budget amount of R771,81 million in the 2024/25 budget year. The projection for the two outer years of the MTREF period is R1,01 billion and R1,05 billion respectively.

The capital budget of the city is funded as per the table below.

FINANCING		BUDGET 2025/2026	BUDGET 2026/2027	BUDGET 2027/2028
CF	Own Funds (CRR)	88 558 703	60 006 200	64 062 474
18	Revenue (CENTLEC)	240 160 000	231 243 200	194 183 893
17	Public Contributions/Donations	14 500 000	15 152 500	15 531 313
Grants and Subsidies		1 000 768 761	1 013 339 314	1 055 493 213
62	Public Transport Infrastructure & Systems Grant	144 716 571	117 773 889	118 470 056
81	USDG Grant	541 284 690	566 012 340	591 625 960
80	Informal Settlement Upgrading Partnership	301 571 500	319 464 400	334 872 245
83	USFG Grant (Financing portion of USDG)	-	-	-
77	National Electrification Programme	-	-	-
79	Neighbourhood Development Partnership Grant	-	-	-
97	USFG Grant (Financing portion of USDG)	13 196 000	10 088 685	10 524 952
		1 343 987 464	1 319 741 214	1 329 270 892

7.3 Summary of conditional grants framework

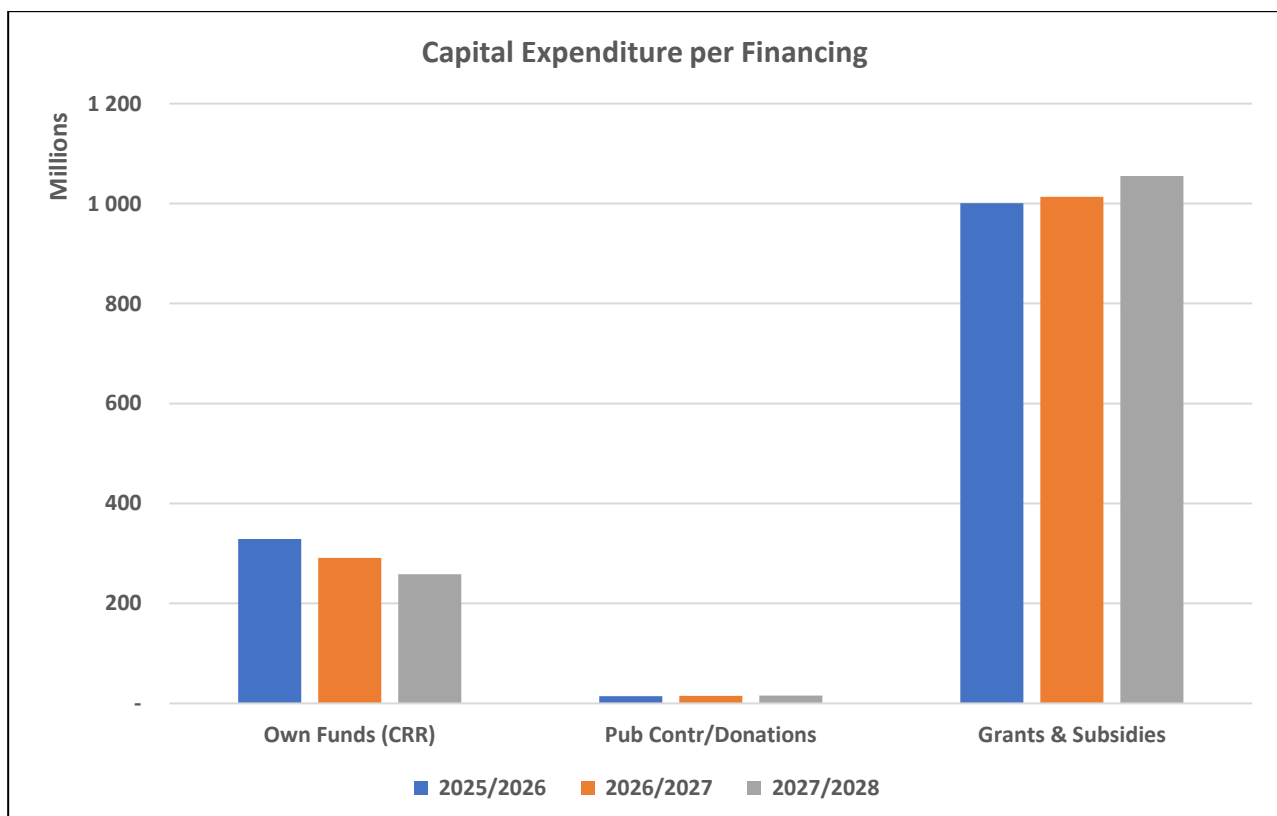
Grant (USDG) is provided directly to accredited or high-capacity Metros and municipalities by means of a DORA transfer for infrastructure development to support the upgrading of informal settlements and increase the provision of serviced land in metropolitan municipalities. The USDG strategic goal is therefore, the creation of sustainable and integrated human settlements that enable improved quality of household life.

The outcomes to be realised to promote integrated sustainable urban settlements and improved quality of living environments are as follows:

- supporting inclusive densification and transit-oriented urban development integrating existing and new urban developments
- provision of adequate bulk and link infrastructure for mixed income and mixed-use urban developments
- Provide opportunities for leveraging of public funding within partnerships that promote integrated mixed income and mixed-use urban development's projects and funding for broader urban development
- provision of resources for sustainable community development for social and economic infrastructure and meaningful participation

The following outputs should be funded by the grant to support the improvement of the overall built environment:

- increase in bulk and link infrastructure;
- construction/ provision of internal engineering services;
- increase in the number of serviced sites;
- increase in the provision of individual connections;
- increase in land provision for informal settlement upgrading, subsidised housing, or mixed-use developments in support of approved human settlements and other urban developments;
- increase in access to public and socio-economic amenities;
- Increase in the number of interim basic services; and
- increase in number of community agreements.



7.3.1 Grant Funding

Government grants and subsidies makes up 74,46% of total capital funding over the MTREF period. The major grants being the USDG, ISUPG and PTNG.

FINANCING		BUDGET 2025/2026	BUDGET 2026/2027	BUDGET 2027/2028
CF	Own Funds (CRR)	88 558 703	60 006 200	64 062 474
18	Revenue (CENTLEC)	240 160 000	231 243 200	194 183 893
17	Public Contributions/Donations	14 500 000	15 152 500	15 531 313
Grants and Subsidies		1 000 768 761	1 013 339 314	1 055 493 213
62	Public Transport Infrastructure & Systems Grant	144 716 571	117 773 889	118 470 056
81	USDG Grant	541 284 690	566 012 340	591 625 960
80	Informal Settlement Upgrading Partnership	301 571 500	319 464 400	334 872 245
83	USFG Grant (Financing portion of USDG)	-	-	-
77	National Electrification Programme	-	-	-
79	Neighbourhood Development Partnership Grant	-	-	-
97	USFG Grant (Financing portion of USDG)	13 196 000	10 088 685	10 524 952
		1 343 987 464	1 319 741 214	1 329 270 892

7.3.2 Utilization of the Funding

The intended utilization of the grants is as follows in terms of main sources:

7.3.2.1 Urban Settlement Development Grant Funded Projects (USDG)

The Urban Settlement Development Grant (USDG) is provided directly to accredited or high-capacity Metros and municipalities by means of a DORA transfer for infrastructure development to support the upgrading of informal settlements and increase the provision of serviced land in metropolitan municipalities. The USDG strategic goal is therefore, the creation of sustainable and integrated human settlements that enable improved quality of household life.

The outcomes to be realised in order to promote integrated sustainable urban settlements and improved quality of living environments are as follows:

1. supporting inclusive densification and transit-oriented urban development integrating existing and new urban developments
2. provision of adequate bulk and link infrastructure for mixed income and mixed-use urban developments
3. Provide opportunities for leveraging of public funding within partnerships that promote integrated mixed income and mixed-use urban development's projects and funding for broader urban development

4. provision of resources for sustainable community development for social and economic infrastructure and meaningful participation

The City has been allocated R541,28 million in the 2025/26 financial year, and R566,01 million and R591,63 million in the two outer years. The following outputs should be funded by the grant to support the improvement of the overall built environment:

- increase in bulk and link infrastructure;
- construction/ provision of internal engineering services;
- increase in the number of serviced sites;
- increase in the provision of individual connections;
- increase in land provision for informal settlement upgrading, subsidised housing, or mixed-use developments in support of approved human settlements and other urban developments;
- increase in access to public and socio-economic amenities;
- Increase in the number of interim basic services; and
- increase in number of community agreements.

7.3.2.2 Informal Settlement Upgrading Partnership Grant (ISUPG)

Informal settlements upgrading is an inclusive process through which informal residential areas are incrementally improved, formalised and incorporated into the city or neighborhood by extending land tenure security, infrastructure and services to residents of informal settlements. This grant requires cities to work in partnership with communities to develop and complete their informal settlements upgrading strategies.

An allocation of R301,57 million in the 2025/26 financial year has been made available, intended to serve as a planning and preparation platform towards the Informal Settlement Upgrading Partnership grant. Amounts of R319,46 million and R334,87 million have been allocated in the respective outer years. Previously this grant was included in the USDG and ringfenced for informal settlement.

7.3.2.3 Public Transport Network Grant (IPTN)

The purpose of the Public Transport Network Grant is to provide funding for accelerated construction and improvement of public and non-motorised transport infrastructure that form part of a municipal integrated public transport network and to support the planning, regulation, control, management and operations of fiscally and financially sustainable municipal public transport network services.

The City has been allocated R144,72 million in the 2025/26 financial year, and R117,77 million and R118,47 million in the two outer years.

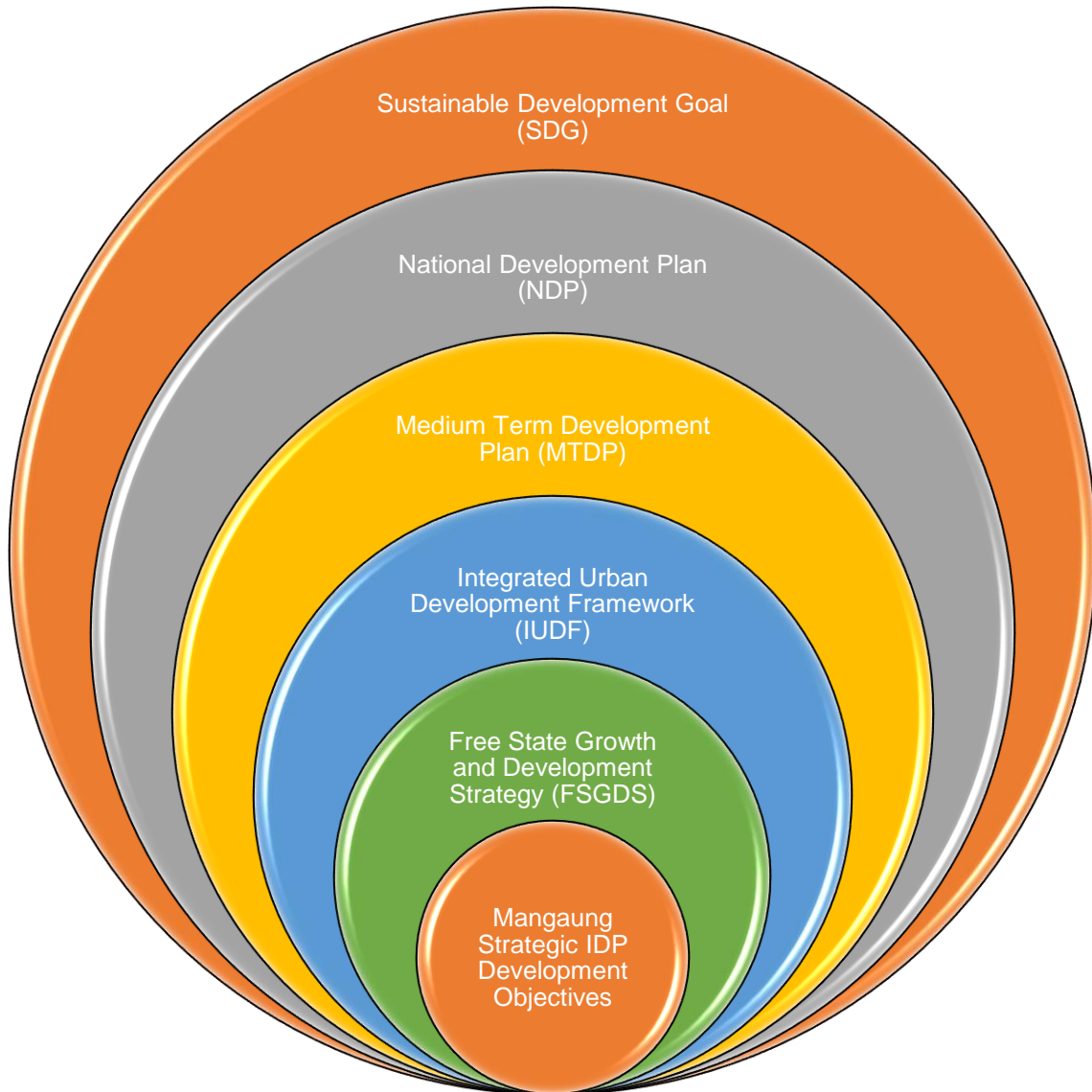
DETAIL OF EXPENDITURE	Budget 2025/2026	Budget 2026/2027	Budget 2027/2028
INDUSTRY TRANSFORMATION (TAXI ADVISORY)	23 388 000	18 440 460	18 175 696
INTERIM BUS DEPOT	19 428 571	-	-
NON-MOTORISED TRANSP (SIDEWALKS CYCLEW	2 500 000	5 941 587	-
IPTN FARE COLLEC (AFC) INSTALLATION AUTO	7 080 000	-	-
IPTN PHASE 2 - TRUNK ROUTE			
IPTN BUS DEPOT - BUILDING WORKS		27 577 312	43 692 760
OPEN BUS STATIONS (BUS STOP SHELTER)	520 000	290 000	
INDUSTRY TRANSFORMATION	-	37 734 400	56 601 600
IPTN BUS FLEET	88 800 000	27 790 130	-
PRELIM + DETAILED INFRASTR DESIGN	3 000 000		
TOTAL	144 716 571	117 773 889	118 470 056
TOTAL CAPITAL ALLOCATION	235 430 000	192 582 000	206 195 000
	-90 713 429	-74 808 111	-87 724 944
	144 716 571	117 773 889	118 470 056

7.2.3 Own Funded Projects:

Included in the capital budget are projects to the extent of R343,22 million for the 2025/26 year funded through own funds. The allocation of the two MTREF period outer years is R306,40 million and R273,78 million respectively.

Chapter 8: Projects and Programmes

This chapter is aligning the municipality's objectives with the International, National and Provincial Policy Frameworks:



8.1 Centlec

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		ENERGY AND ELECTRICITY									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		SDG 7 – ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
EE1. Improved access to electricity	1042	EE1.1. Percentage of households with access to electricity		Estimated R 100 000 000.00	EE1.11 Number of dwellings provided with connections to the mains electricity supply by the municipality	1500	Surveying, Wayleave Applications and Designing of the networks	Drilling and planting of poles	Stringing of MV and LV networks, Earthing, transformer installation and energization of the network	1500 dwellings provided with electricity connections	Certificate of compliance and meter installation form
	84%		None	R0.00	EE1.13 Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	90%	90%	90%	90%	90%	1. Excel spreadsheet for connections completed. 2. Meter installation form. 3. Flimsy
EE2. Improved affordability of electricity	4.6%	None	None	R0.00	EE2.11 Percentage of total residential electricity provision allocated as Free	3%	3%	3%	3%	3%	• MMR / CENTVEND / ONTEC reports

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ENERGY AND ELECTRICITY										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		SDG 7 – ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted	
							Q1	Q2	Q3	Q4		
					Basic Electricity (FBE)							<ul style="list-style-type: none"> Detailed calculations for determination of percentage of total residential electricity provision allocated as FBE
EE3. Improved reliability of electricity service	91.23%	None	None	Internal resources utilised	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes	98% within 24 hours	98% within 24 hours	98% within 24 hours	98% within 24 hours	98% within 24 hours	98% within 24 hours	Spreadsheet with calculations
	87%			Internal resources utilised	EE3.21 Percentage of planned maintenance performed	95%	95%	95%	95%	95%	95%	Maintenance plan with calculations
		EE3.5 Average System	AT		None	None	None	None	None	None	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		ENERGY AND ELECTRICITY									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		SDG 7 – ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		Interruption Duration Index									
		EE3.6 Average System Interruption Frequency Index	AT		None	None	None	None	None	None	None
EE4. Improved energy sustainability	9.54%	EE 4.4 Percentage total electricity losses	12%	R0.00	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines for the entire financial year 2025/26	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	1. Excel spreadsheet for FBE calculations
	New KPI	EE4.5 Municipal electricity consumption per 10 000 of the population	None	R0.00	Municipal electricity consumption per 10 000 of the population by 30 June 2026	None	None	None	None	Municipal electricity consumption per 10 000 of the population by 30 June 2026	Detailed calculations of the Municipal electricity consumption per 10 000 of the population supported with relevant POEs

8.2 Community Services

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
ENV1. Improved air quality	2 Functional Air Quality Stations	Fully functional Air Quality station		Functional Air Quality Stations	R1 500 000	ENV1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year	Fully Functional Air Quality Stations	Prepare RFQ for SCM to appoint the contractor	Site handover to contractor and site establishment	Refurbishment of station	Completion and handover to MMM	Completion certificates
ENV2. Minimised solid waste	Estimates totals July 2024 till 28 Feb 2025 – 340 214.12	ENV2.1 Number of Tonnages of municipal solid waste sent to landfill per capita		480 000	None	ENV2.1 Number of Tonnages of municipal solid waste sent to landfill per capita	480 000	120 000	120 000	120 000	120 000	Data sheets of weighbridges
	None – Service Provider did not provide info	ENV2.2 Tonnes of municipal solid waste diverted		None	None	None	None	None	None	None	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
		from landfill per capita.										
ENV3. Increased access to refuse removal	60%	ENV3.1 Number of households with basic refuse removal services or better		100%	None	ENV 3.11 Number of recognised informal settlements receiving basic waste removal services	95%	95% of informal settlements	95% of informal settlements	95% of informal settlements	95% of informal settlements	Daily and Weekly reports
	2%	ENV 3.2 Number of scheduled waste collection service points experiencing collection delays of more than one day		No delays	None	ENV 3.2 Number of scheduled waste collection service points experiencing collection delays of more than one day	No delays	20.5%	20.5%	20.5%	20.5 %	Daily and Weekly reports
ENV4. Biodiversity is conserved and enhanced	13%	None		17%	None	ENV4.11 Number of biodiversity priority area	17%	-	-	13%	17%	SC Parks 1

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY											
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.											
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS											
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION											
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE											
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.											
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT											
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted	
								Q1	Q2	Q3	Q4		
						within the municipality							
	3%			5%	None	ENV4.21 Number of biodiversity priority areas protected	5%	-	-	3%	5%		SC Parks 2
ENV5. Coastal water resources maintained	N/A	None		None	None	ENV5.11 Percentage of coastline with protection measures in place	N/A	None	None	None	None		N/A
	N/A			None	None	ENV5.12 Number of coastal water samples taken for monitoring purposes	N/A	None	None	None	None		N/A
ENV5 inland water resources maintained	Q1 – 318 Q2 - 303	None		None	None	ENV5.21 Number of inland water samples tested	2 000	250	500	500	250		Water analysis worksheets

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
						for monitoring purposes						
Compliance with environment standards	Deviation letter prepared and submitted for the repair the weighbridges	Upgrade and Refurbishment of Southern landfill site – Repair of weighbridges. Installation of new notice board and carports - cover requirements (cover material) -landfilling, spreading and compaction, - access roads		1 Upgrade and Refurbishment of Southern landfill site	1000 000	Upgrade and Refurbishment of Southern landfill site – Repair of weighbridges. Installation of new notice board and carports - cover requirements (cover material) -landfilling, spreading and compaction, - access roads	Upgrade and Refurbish the Southern landfill site	Operational Weighbridges	Installation of new notice board and carports	Access roads upgraded and address cover requirements	1 Upgraded and refurbished Southern landfill site completed	Weighbridge data sheets Monthly Progress reports Photos Budget expenditure
	Deviation letter prepared and submitted for the repair of weighbridges	Upgrade and Refurbishment of Botshabelo landfill site –		Upgrade and Refurbishment of Botshabelo landfill site	1000 000	Upgrade and Refurbishment of Botshabelo landfill site –	Upgrade and Refurbish the Botshabelo landfill site	operational Weighbridges	Installation of new notice board and carports	Access roads upgraded and address cover requirements	Upgrade and Refurbishment of Botshabelo landfill site completed	Weighbridge data sheets Monthly Progress reports

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
		Repair of weighbridges Installation of new notice board and carports - cover requirements (cover material) -landfilling, spreading and compaction, - access roads				Repair of weighbridges. - cover requirements (cover material) -landfilling, spreading and compaction, - access roads						Photos Budget expenditure
Rehabilitation of the Northern landfill site for closure	Designs for the drop off area	Rehabilitate the site and create a drop off area		Site must be a drop off area and rehabilitated	20 000 000	Rehabilitate the site and create a drop off area	Site must be a drop off area and rehabilitated	Appoint a contractors from the SCM panel one for the construction of a drop off area and the other for the rehabilitation of the site	Construct the drop off area	Start with process of rehabilitation	Complete the rehabilitation	Monthly reports

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
New Regional waste management facility	None	Development of a New landfill site		Obtained new land for the Development of a new landfill site	R0	Project transferred to the Directorate Planning and Human Settlement	Obtained new land for the Development of a new landfill site	Identification of available land on reputable real estate websites, including details like price, location, and property description.	Conduct physical inspections of potential properties to assess the land's condition, topography, access points, and surrounding environment.	Purchase the land	Purchased the land and draw up designs for the new landfill site	Monthly progress reports, photos of potential sites
New Fence at Southern landfill site	Contractor appointed. Project started with stage 1 clearvu fencing in front of the site	Replacement of palisade fence per meter at Southern landfill site		Completion of Fence	1 500 000	Replacement of fence per meter at Southern landfill site	Fencing of Southern landfill site stage 2 – Palisade fence	Request SCM Panel to appoint a contractor	Site handover to contractor and site establishment	Number of meter completed installation of palisade fence	Completion and handover to MMM	Monthly Progress reports Budget expenditure Pictures (Before & After) Supplier Delivery notes

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
Refuse bins for CBD'E in Metro	241 concrete/cement bins installed in all the cbd's Bloemfontein - 95 Botshabelo- 65 Thaba Nchu - 42 Dewetsdorp - 12 Wepener - 09 Van Stadensrus - 09 Soutpan – 09	Number of refuse bins installed in the CBDs		Installation of 10 refuse bins in the CBDs	943 000	Number of refuse bins installed in the CBDs	Installation of 10 refuse bins in the CBDs	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Monthly reports Pictures (Before & After) Supplier Delivery notes
Refuse bins for businesses / Trade Waste removal	New Project	Number of refuse bins supplied in the metro		Supply and delivery of refuse bins in the metro	943 000	Number of refuse bins supplied in the metro	Supply of refuse bins in the metro	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied/ installed (As and when needed)	Number of refuse bins supplied in the metro
Erosion control on Naval Hill	New Project	Protection of motorist along the road		Completion of gabions to control soil erosion along main roads	1 000 000	Protection of motorist along the road	Completion of the fence	Request for SCM to appoint the contractor via the panel system	Site handover to contractor and site establishment	Priority fencing, erection of fence and gates	Completion and handover to MMM	Monthly reports Pictures (Before & After) Supplier Delivery notes

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
Development of Nalisview Cemetery	Phase 1 road construction – T102	Development of Nalisview cemetery: Construction of access road and upgrade of T102 to surface road		Construction of access road and upgrade of T102 to surface road	14 005 000	Construction of access road to cemetery and upgrade of T102 to surface road	Construction of access road to cemetery and upgrade of T102 to surface road	Request for appointment of consultant and contractor	BEC presentation and site handover and establishment	Construction of access road	Completion and handover to MMM	Monthly reports Pictures (Before & After) Supplier Delivery notes
Fencing Memoriam Cemetery	New	Replacement: fence Memoriam cemetery		Completion of fence	5 000 000	Replacement of fence: Memoriam cemetery	Replacement of fence: Memoriam cemetery	Request for SCM to appointment of contractor via the panel system	Site handover to contractor and site establishment	Priority fencing, erection of fence and gates	Completion and handover to MMM	Monthly reports Pictures (Before & After) Supplier Delivery notes
Replacement of fence Botshabelo cemetery	New	Replacement of fence: Botshabelo Cemetery		Completion of fence at Botshabelo Cemetery	5 000 000	Replacement of fence: Botshabelo Cemetery	Replacement of fence: Botshabelo Cemetery	Request for SCM to appoint the contractor via the panel system	Site handover to contractor and site establishment	Priority fencing, erection of fence and gates	Completion and handover to MMM	Monthly reports Pictures (Before & After) Supplier Delivery notes

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
City entrance beautification - Raymond Mhlaba Road	None	Beautification of city entrances		Completion of City Entrance Beautification	1 000 000	Landscaping and greening of city entrance	Beautification of city entrances	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
City Entrance beautification of Maselspoort drive	None	Beautification of city entrances		Completion of City Entrance Beautification	1 000 000	Landscaping and greening of city entrance	Beautification of city entrances	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
Development of Regional park - Batho	None	Development of a recreational play park		Complete the development of a Recreational Park	2 000 000	Provision of recreational facility	Parks development	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
Recreation of park – Vistapark	Phase 1	Development of a recreational play park		Complete the development of a Recreational Park	1 000 000	Provision of recreational facility	Parks development	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
Upgrade park next to new Botshabelo mall	Phase 1	Development of a recreational play park		Complete the development of a Recreational Park	1 500 000	Provision of recreational facility	Parks development	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
City entrance beautification – Nel Mandela Dr	None	Beautification of city entrances		Completion of City Entrance Beautification	1 000 000	Landscaping and greening of city entrance	Beautification of city entrances	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
Upgrading of Bloemfontein Zoo	None	Upgrading and revamping of Zoo		Completion of staff facilities and zoo facilities as part of phase 1 of the upgrading in the Zoo	7 000 000	Upgrading and revamping of Zoo infrastructure	Upgrading and revamping of Zoo infrastructure	Concept designs and specifications	Presentation of item to BSC and advertising of BID	BEC and BAC processes	Project completion	Completion certificates
Purchase of animals	None	Buying of animals for the Zoo		Animals procured	1 800 000	Buying of animals for the Zoo	Animals procured	Tender Specifications and present to BSC	BEC and BAC	Service provider appointed and supply game	Project completed	Delivery note
Refurbishment of Air Quality station Pelenomi	New	Fully functional Air Quality station		Functional Air Quality Station	1 500 000	Fully functional air quality station	Functional Air Quality Station	Prepare RFQ for SCM to appoint the contractor	Site handover to contractor and site establishment	Refurbishment of station	Completion and handover to MMM	Completion certificates

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION										
CIRCULAR 88 REPORTING REFORMS		ENVIRONMENT & WASTE										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY. GOAL 15 – PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets 2025/2026				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
Refurbishment of Ari Quality station Kagisong	New	Fully functional Air Quality station		Functional Air Quality Station	1 500 000	Fully functional air quality station	Functional Air Quality Station	Prepare RFQ for SCM to appoint the contractor	Site handover to contractor and site establishment	Refurbishment of station	Completion and handover to MMM	Completion certificates
Refurbishment of Ari Quality station Bayswater	New	Fully functional Air Quality station		Functional Air Quality Station	1 500 000	Fully functional air quality station	Functional Air Quality Station	Prepare RFQ for SCM to appoint the contractor	Site handover to contractor and site establishment	Refurbishment of station	Completion and handover to MMM	Completion certificates
HS3. Increased access to and utilisation of social and community facilities		HS3.5 Percentage utilisation rate of community halls		70%	None	None	None	None	None	None	None	Annual hall register
		HS3.6 Average number of library visits per library		79%	None	None	None	None	None	None	None	None
		HS3.7 Percentage of municipal cemetery plots available		85%	None	None	None	None	None	None	None	None

8.3 Finance Department

NATIONAL KEY PERFORMANCE AREA (NKPA)		FINANCIAL VIABILITY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION									
CIRCULAR 88 REPORTING REFORMS		FINANCIAL MANAGEMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		FINANCIAL HEALTH IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
FM1. Enhanced municipal budgeting and budget implementation		FM1.1 Percentage of expenditure against total budget	95+%		FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	95+%	15%	40%	67%	95%	
	58.1%		None		FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	95%	25%	50%	75%	95%	
	51.7%		None		FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	100%	25%	50%	75%	100%	
	58.5%		None		FM1.14 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	95%	25%	50%	75%	95%	

NATIONAL KEY PERFORMANCE AREA (NKPA)		FINANCIAL VIABILITY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION									
CIRCULAR 88 REPORTING REFORMS		FINANCIAL MANAGEMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		FINANCIAL HEALTH IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
FM2. Improved financial sustainability and liability management		FM2.1 Percentage of total operating revenue to finance total debt			None	None	None	None	None	None	None
	100%	FM2.2 Percentage change in cash backed reserves reconciliation	100%		FM2.21 Cash backed reserves reconciliation at year end	100%	100%	100%	100%	100%	
FM3. Improved liquidity management	1.5	FM3.1 Percentage change in cash and cash equivalent (short term)	100%		FM3.11 Cash/Cost coverage ratio	2 months	0.5 months	1 months	1.50 months	2 months	
			None		FM3.12 Current ratio (current assets/current liabilities)	1	1 :1	1.05 :1	1.10 :1	1.15 :1	
			None		FM3.13 Trade payables to cash ratio	100%	300%	200%	150%	100%	
	25%		None		FM3.14 Liquidity ratio	1	0.87	0.92	0.96	1	
FM4. Improved expenditure management		FM4.2 Percentage of total operating expenditure on remuneration			None	None	None	None	None	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA)		FINANCIAL VIABILITY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION									
CIRCULAR 88 REPORTING REFORMS		FINANCIAL MANAGEMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		FINANCIAL HEALTH IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
	40 days	FM4.3 Percentage of total operating expenditure on contracted services			FM4.31 Creditors payment period	30 days	30 days	30 days	30 days	30 days	
FM5. Improved asset management	7%	FM5.1 Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	22%		FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	22%	22%	22%	22%	22%	
	16%		None		FM5.12 Percentage of total capital expenditure funded from capital conditional grants	78%	78%	78%	78%	78%	
	35%	FM5.2 Percentage change of renewal/upgrading of existing Assets	36%		FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	36%	0.5%	1%	1.5%	2.5%	
	27%		None		FM5.22 Renewal/Upgrading of Existing Assets as a	100%	15%	40%	70%	100%	

NATIONAL KEY PERFORMANCE AREA (NKPA)		FINANCIAL VIABILITY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION									
CIRCULAR 88 REPORTING REFORMS		FINANCIAL MANAGEMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		FINANCIAL HEALTH IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
					percentage of Depreciation/Asset impairment						
	2%	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	3%		FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	3%	0.5%	1%	2%	3%	
FM6. Improved supply chain management	100%		None		FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	100%	100%	100%	100%	100%	
	10.1%				FM6.13 Percentage of tender cancellations	0%	0%	0%	0%	0%	
FM7. Improved revenue and debtors management	542 days	FM7.1 Percentage change in Gross Consumer Debtors' (Current and Non-current)	85%		FM7.11 Debtors payment period	300 days	300 days	300 days	250 days	250 days	
	98.4%				FM7.12 Collection rate ratio	85%	85%	85%	85%	85%	
		FM7.2 Percentage of Revenue Growth	5%		None	5%	5%	5%	5%	5%	MTREF Budget

NATIONAL KEY PERFORMANCE AREA (NKPA)		FINANCIAL VIABILITY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION									
CIRCULAR 88 REPORTING REFORMS		FINANCIAL MANAGEMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENT INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		FINANCIAL HEALTH IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		excluding capital grants									
	0	FM7.3 Percentage of net operating surplus margin	10%		FM7.31 Net Surplus /Deficit Margin for Electricity	10%	0%	5%	15%	10%	Section 71 Report
	0		None		FM7.32 Net Surplus /Deficit Margin for Water	10%	breakeven	15%	15%	15%	Water Balancing report
	0		None		FM7.33 Net Surplus /Deficit Margin for Wastewater	20%	20%	20%	20%	20%	
	0		None		FM7.34 Net Surplus /Deficit Margin for Refuse	15%	15%	15%	15%	15%	

8.4 Public Safety and Security

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION									
CIRCULAR 88 REPORTING REFORMS		FIRE AND DISASTER SERVICES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE GOAL 16 – PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
FD1. Mitigated effects of fires and disasters	64%	FD 1.1 Number of fire related deaths per 100 000 population	0		FD 1.11 Percentage compliance with the required attendance time for structural firefighting incidents	60% fire incidents attended within 18minutes	60%	60%	60%	60%	Register of calls
	4	FD 1.2 Number of disaster and extreme weather-related deaths per 100 000 population	0		Number of disaster and extreme weather-related deaths per 100 000 population recorded	Zero (0) deaths recorded	Zero (0)	Zero (0)	Zero (0)	Zero (0)	Reports from Prov. EMS & MMM Disaster
FD2. Reduced risk of fire and disaster vulnerability	1 DMP approved 2023/24	FD2.1 Disaster Management Centre Readiness	Council approved DMP		Disaster Management Plan approved by municipal Council	Council approved DMP	-	-	-	Date of the last municipal Disaster Management	Council approval

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION									
CIRCULAR 88 REPORTING REFORMS		FIRE AND DISASTER SERVICES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE GOAL 16 – PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
										Plan tabled at Council and approved.	
	84	FD2.2- Fire Services function in accordance with prescribed requirements	Number of paid full-time firefighters employed by the municipality		Number of paid full-time firefighters employed by the municipality	Number of paid full-time firefighters employed by the municipality	Number of paid full-time firefighters employed by the municipality	Number of paid full-time firefighters employed by the municipality	Number of paid full-time firefighters employed by the municipality	Number of paid full-time firefighters employed by the municipality	Staff establishment list of employees
	136 Fire fires				Number of structural fires occurring in informal settlements	Number of structural fires in informal settlements	Number of structural fires in informal settlements	Number of structural fires in informal settlements	Number of structural fires in informal settlements	Number of structural fires in informal settlements	Fire calls register
FD1. Mitigated effects of fires and disasters	64%	FD 1.1 Number of fire related deaths per 100 000 population			FD 1.11 Percentage compliance with the required attendance time for structural firefighting incidents	60% fire incidents attended within 18minutes	60%	60%	60%	60%	Register of calls

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION									
CIRCULAR 88 REPORTING REFORMS		FIRE AND DISASTER SERVICES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE GOAL 16 – PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
	4	FD 1.2 Number of disaster and extreme weather-related deaths per 100 000 population			Number of disaster and extreme weather-related deaths per 100 000 population recorded	Zero (0) deaths recorded	Zero (0)	Zero (0)	Zero (0)	Zero (0)	Reports from Prov. EMS & MMM Disaster
	31	Crime Prevention projects and other operations	40 operations	Opex	None	40	10 Operations	10 Operations	10 Operations	10 Operations	
	35	Street trading by – law enforcement	40 Operations	Opex	None	40	10 Operations	10 Operations	10 Operations	10 Operations	
	1467	Intensify law enforcement of Non Moving violations through impoundment of vehicles	600 Impounded vehicles	Opex	None	200	150	150	150	150	
	2131	Intensify law enforcement through issuing of Section 56 and	6000 Traffic Fines	Opex	None	6000	1500	1500	1500	1500	

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE BUILDING SOCIAL COHESION									
CIRCULAR 88 REPORTING REFORMS		FIRE AND DISASTER SERVICES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 11 – MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE GOAL 16 – PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		Section 341 notices to offenders									
	700	Execution of Warrant of Arrest	600 Warrant of Arrest executed	Opex	None	1000	150	150	150	150	
	Appointment of Consultant	Upgrade of Control Centre (full maintenance lease to own)		Capex	Noe	Appointment of Consultant	Submit draft plans	Strat with phase I (lay out)	Building start	Complete 50% of building outside	
	Appointment of Consultant	Integrated Security Solution		Capex	None	Appointment of Consultant	Visit to different sites	Draft plan submit	Sujbmit final plan and start with process	Continue process until fialozation	
	Appointment of Consultant	Development of indoor shooting range		Capex	None	Submit draft plans	Phase 1 brokrn of structure and building foundation with bricks and stones start	Phase 2 Roofing and electricity start	Phase 3 Plastering and tiles start	Phase 4 {painting and small work to com[letting start	

8.5 Corporate Services

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
GG1. Improved municipal capability	3 million	GG 1.1 Percentage of municipal skills development levy recovered	20% of levy paid	3,8 Million	Number of beneficiaries trained	170 beneficiaries	35	50	50	35	Quarterly training report. Completion certificate, Attendance register
	61.45%	GG 1.2 Top Management Stability	60%	Opex	GG 1.21 Staff vacancy rate	60%	61%	60.50%	60%	59.50%	Vacancy percentage information report
	60%		60%	Opex	GG1.22 Percentage of vacant posts filled within 6 months	60%	60%	60%	60%	60%	Movement report

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
GG2. Improved municipal responsiveness	100%	GG 2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	100%		GG 2.11 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100%	100%	100%	100%	100%	Agenda Minutes of meetings
	30%		None			GG 2.12 Percentage of wards that have held a quarterly councillor-convened community meeting	100%	25%	25%	25%	25%

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		GG 2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	100%		100%	100%	100%	100%	100%	100%	Agenda Minutes of meetings
	Q1 JUL 2024:81% AUG 2024:77% SEP 2024: 71% 76 %	GG2.3 Protest incidents reported per 10 000 population	70 %		GG2.31 Percentage of official complaints responded to through the municipal complaint management system	70 %	70 %	70 %	70 %	70 %	ONLINE CRM CALL LOGGING SYSTEM DATA (on request)
	Q2 OCT 2024:73%										

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
	NOV 2024:72% DEC 2024:74% 73 % Q3 JAN 2025:67% FEB 2025:70% MAR 2025: %										
	Q1 JUL-SEP 2024 100% Q2 OCT-DEC 2024 100%	Acquire and implement Disaster Recovery as a Service failover solution	1	R12m	Number of Disaster Recovery as a Service solution implemented	1 x DRaaS solution implemented	None	DRaaS Planning	DRaaS implementation & DR Testing	Training conducted by DRaaS provider & DRaaS fully operational	-Project Plan -SLA -User Acceptance Testing Letter

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
GG3. Improved municipal administration		GG 3.1 Audit Opinion			GG 3.11 Number of repeat audit findings						
	100%		100%		GG 3.12 Percentage of councillors who have declared their financial interests	100%	75%	100%	None	None	Declaration letters
GG4. Improved council functionality		GG 4.1 Percentage of councillors attending council meetings	85%		85%	85%	85%	85%	85%	85%	Agenda Minutes of meetings
GG5. Zero tolerance of fraud and corruption	Q1 10 Q2 10 Q3 9	GG 5.1 Number of alleged fraud and corruption cases reported per 100 000 population	0	Opex	GG 5.11 Number of active suspensions longer than three months	0	0	0	0	0	List of Suspension letters

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3 : A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE AND IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 – STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
Improved energy sustainability	1	Install Solar Panel (PV)- Mun Buildings	1 x Building	2 000 000	Installation of Solar Panel at municipal building	1 x building fitted and operational	None	None	None	1	Completion Certificate
Protection of municipal assets and buildings	1	Fencing Hist Build B/FISPRECINCT	1 x Building	1 000 000	Installation of security parameter fencing at municipal buildings	1 x building protected	None	None	None	1	Completion Certificate
To enhance service delivery to have reliable Fleet	15	12 waste specialise vehicles procured	12 Vehicles	30,2 million	12 waste specialise vehicles procured	12 Vehicles	0	0	0	12	Technical report for procurement and suppliers' quotations

8.6 Planning and Human Settlement

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
HUMAN SETTLEMENT: KPA BASIC SERVICE DELIVERY											
HS1. Improved access to adequate housing		HS1.1 Percentage of households living in adequate housing			HS1.11 Number of subsidised housing units constructed using various Human Settlements Programmes						
			None	R178 130 604	HS1.12 Number of serviced sites	6 232	509	349	239	5 135	Completion certificates/ happy letters

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
			None		HS1.13 Hectares of land acquired for human settlements in the municipal area	0	0	0	0	0	
		None	None		HS1.22 Number of title deeds registered to beneficiaries						
		HS1.3 Percentage of informal settlements upgraded to Phase 3		R5 000 000	HS1.31 Number of informal settlements assessed (enumerated and classified)	10	0	1	3	6	

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
			None		HS1.32 Number of informal settlements upgraded to Phase 2	4	0	0	1	3	
HS2. Improved functionality of the residential property market		HS2.2 Percentage of residential properties in the subsidy market			HS2.21 Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll	0	0	0	0	0	

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		None	None		HS2.22 Average number of days taken to process building applications of less than 500 square meters						
		HS2.3 Percentage of households living in formal dwellings who rent			None	None	None	None	None	None	None

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
PLANNING DEPARTMENT: KPA MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
Spatial Transformation	Draft SG plan	Land Surveying farm Klipfontein	100% Surveying completed	225,000	% Surveying completed	100% Surveying completed	Compilation of SG Plan & Diagrams	Submission of SG Plans and Diagrams to SG Office	Approved SG Plans and diagrams	Approved SG Plans and diagrams	Reports as per Quarterly target
	Surveying and pegging	Formalisation of infill planning	Number of infill projects completed	5,000,000	Number of infill projects completed	Number of infill projects completed	Number of infill projects completed	Number of infill projects completed	Number of infill projects completed	Approved SG Plans by SG Office/ MPT approvals	Reports as per Quarterly target
	Draft SG plan	Land surveying Botshabelo K Erf 1689 and 1690	100% Surveying completed SG approval	1,200,000	% Surveying completed SG approval	100% Surveying completed SG approval	Compilation of SG Plans and Diagrams	Submission of SG plans and Diagrams to SG Office	Approved SG Plans and diagrams	Approved SG Plans and diagrams	Reports as per Quarterly target

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
Technical Studies		Township Establish Port 3 Selosessa 900	70% Township establishment completed	2,300,000	% Township establishment completed	70% Township establishment completed	Compilation of Technical Studies/Specialist's study	Compilation of Technical Studies/Specialist's study	Compilation of Technical Studies/Specialist's study	Technical Studies Report	Reports as per Quarterly target
New		Land Surveying Morojaneng	100% Surveying completed	1,000,000	% Surveying completed.	100% Surveying completed.	Pegging and Surveying	Compilation of SG Plans and Diagrams	Approval of SG Diagrams by SG Office	Approved SG Plans	Reports as per Quarterly target
Technical Studies		Township Establish Remainder farm Botsh 826	70% Township establishment completed	3,500,000	% Township establishment completed	70% Township establishment completed	Compilation of Technical Studies/specialist's studies	Compilation of Technical Studies/specialist's studies	Compilation of Technical Studies/specialist's studies	Technical/specialists' Studies/ Reports	Reports as per Quarterly target
External Comments		Township Establishment Farm x2727	100% Township establishment completed (MPT) approval	1,327,000	% Township establishment completed (MPT) approval	100% Township establishment completed (MPT) approval	Feedback and comments on technical/specialists' studies	Feedback and comments on technical/specialists' studies	Submission of application to MMM	Comments/feedback from different stakeholders and Acknowledgement letter for	Reports as per Quarterly target

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted	
							Q1	Q2	Q3	Q4		
											submission of application	
	New	Land Surveying Farm Grassland	100% Surveying completed.	300,000	% Surveying completed.	100% Surveying completed.	Pegging and Surveying	Compilation of SG Plans and Diagrams	Approval of SG Diagrams by SG Office	Approved SG Plans	Reports as per Quarterly target	
	New	Land Surveying Remainder Farm Veekraal 605	100% Surveying completed	400,000	% Surveying completed.	100% Surveying completed.	Pegging and Surveying	Compilation of SG Plans and Diagrams	Approval of SG Diagrams by SG Office	Approved SG Plans	Reports as per Quarterly target	
	70% Construction complete	Fire Station Botshabelo	100% Construction complete	17,000,000	% Construction completed	100% Construction complete	75% Construction complete	100% Construction complete	Project complete	Project complete	Practical Completion certificate	
	70% Construction complete	Construction of a new Community centre in Thaba Nchu	100% Construction complete	9 300,900	% Construction completed	100% Construction complete	75% Construction complete	100% Construction complete	Project complete	Project complete	Practical Completion certificate	

NATIONAL KEY PERFORMANCE AREA (NKPA)		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION BASIC SERVICE DELIVERY									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING.									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		HOUSING / COMMUNITY FACILITIES									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 9 - GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION. GOAL 13 – TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS BY REGULATING EMISSIONS AND PROMOTING DEVELOPMENTS IN RENEWABLE ENERGY.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SPATIAL TRANSFORMATION SERVICE DELIVERY IMPROVEMENTS									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
	New	Market Towing Trolleys	Procurement of Market trolleys	1,000,000	POE Payment certificate	Procurement of Market trolleys	SCM Process Specification	SCM Processes	SCM processes	Procurement of Market Trolleys	Payment certificate

8.7 Economic and Rural Development

NATIONAL KEY PERFORMANCE AREA (NKPA)		LOCAL ECONOMIC DEVELOPMENT									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		LOCAL ECONOMIC DEVELOPMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ECONOMIC GROWTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
LED1. Growing inclusive local economies	36.6%	None	None		LED1.11 Percentage of total municipal operating expenditure spent on contracted service providers physically residing within the municipal area	95%	25%	50%	75%	95%	
		None	None		LED1.21 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related						

NATIONAL KEY PERFORMANCE AREA (NKPA)		LOCAL ECONOMIC DEVELOPMENT									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		LOCAL ECONOMIC DEVELOPMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ECONOMIC GROWTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
					employment programmes)						
	111	None	100	Opex	LED 1.31 Number of individuals connected to apprenticeships and learnerships through municipal interventions	100	20	30	30	20	Training registers
LED2. Improved levels of economic activity in	33.3%	LED 2.1 Rates revenue as a percentage of the total revenue of the municipality			LED2.11 Percentage of budgeted rates revenue collected	80%	80%	80%	80%	80%	
	1.1%		None		LED 2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	2.5%	2.5%	2.5%	2.5%	2.5%	

NATIONAL KEY PERFORMANCE AREA (NKPA)		LOCAL ECONOMIC DEVELOPMENT									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		LOCAL ECONOMIC DEVELOPMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ECONOMIC GROWTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		LED 2.2 Rateable value of commercial and industrial property per capita			None	None	None	None	None	None	None
LED3. Improved ease of doing business within the municipal area		None	None		LED3.11 Average time taken to finalise business license applications		21 days	21 days	21 days	21 days	
			None		LED 3.12 Average time taken to finalise informal trading permits		21 days	21 days	21 days	21 days	
			None		LED 3.13 Average number of days taken to process building application of 500 square meters or more	60 Days	60 Days	60 Days	60 Days	60 Days	List available at Building Control

NATIONAL KEY PERFORMANCE AREA (NKPA)		LOCAL ECONOMIC DEVELOPMENT									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		LOCAL ECONOMIC DEVELOPMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ECONOMIC GROWTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
	16.4%	None	None		LED3.21 Percentage of revenue clearance certificates issued within 10 working days from the time of completed application received	100%	100%	100%	100%	100%	
	162.19 days	None	None		LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	150 days	150 days	150 days	150 days	150 days	
	96.85%	None	None		LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-	100%	100%	100%	100%	100%	

NATIONAL KEY PERFORMANCE AREA (NKPA)		LOCAL ECONOMIC DEVELOPMENT									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		01 – SPATIAL INTEGRATION 02 – INCLUSION AND ACCESS 03 – GROWTH									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		SUSTAINABLE RURAL DEVELOPMENT, INCLUSIVE ECONOMIC GROWTH AND SUSTAINABLE JOB CREATION IMPROVED QUALITY OF LIFE									
CIRCULAR 88 REPORTING REFORMS		LOCAL ECONOMIC DEVELOPMENT									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 2 – END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		ECONOMIC GROWTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
					days of invoice submission						
Economic Growth Land development Groundwater Augmentation	Drilling and testing of boreholes Still waiting for results of the test for installation of boreholes	Number of boreholes and Windmills installed	2 Boreholes and 2 Windmills to be stalled	1 750 000	Number of boreholes and Windmills installed	2 Boreholes and 2 windmills to be installed	Appointment of Service provider	Drilling and testing of windmills and Boreholes	Installations of windmill and boreholes	100% completion	Appointment letter and POE
	New	Thaba Nchu Container Park		1,000,000							

8.8 Roads and Transport

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
TR 4. Improved satisfaction with public transport services		None		None		TR4.21 Percentage of municipal bus services 'on time'	80%	80%	80%	80%	80%	
TR 5. Improved access to public		None		None		TR5.11 Number of scheduled public transport access points added	0	0	0	0	0	
		None		None		TR5.31 Percentage of scheduled municipal bus trips that are universally accessible	100%	100%	100%	100%	100%	

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
TR 6. Improved quality of municipal road network	54,9%	None	All wards	37,5%	Opex	TR6.11 Percentage of unsurfaced road graded	37,5%	30%	40%	40%	40%	Progress Report
	0		All Wards	65 km	FY2024/2025 – R 8 874 792.00 FY2026/27– R 1 401 510.00 FY2027/28- R 6 056 960.00	TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	10.6 km	2 km	2 km	1 km	5.6 km	Appointment letters/ Progress Report/Practical Completion Certificates
	3.34 km		Ward 1,2, 19, 8	19.58 km	FY 2025/2026 - R 75 742 078.00 FY2026/27- R 79 402 237.00 2027/28– R 54 059 114.00	TR6.13 KMs of new municipal road network	7.18 km	Construction stage (0 km)	Construction stage (0 km)	3.58 km	3.6 km	Appointment letters/ Progress Report/Practical Completion Certificates

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward No	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
	73,2%	TR 6.2 Number of potholes reported per 10kms of municipal road network	All wards	73,2%	Opex	TR 6.21 Percentage of reported pothole complaints resolved within standard municipal response time	37,5%	50%	40%	30%	30%	Progress report

8.9 Water & Sanitation

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward no	Annual Target (IDP)	Budget Allocations 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
WS1. Improved access to sanitation		WS1.1 Percentage of households with access to basic sanitation	Ward 8 Ward 17	100%	FY 2025/2026 - R 10 000 000.00 FY2026/27 -R 1 562 669.00 FY 2027/28- R 2 468 263.00	WS1.11 Number of new sewer connections meeting minimum standards	200	Procurement of contractor to construct 200 toilets structures	Commence with the construction of the 200 toilet structures	200 toilet structures under construction	200 toilet structures completed	Progress report
WS2. Improved access to water		WS2.1 Percentage of households with access to basic water supply		100%		WS2.11 Number of new water connections meeting minimum standards						Progress report

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward no	Annual Target (IDP)	Budget Allocations 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
WS3. Improved quality of water and sanitation services	94.5%	WS3.1 Frequency of sewer blockages per 100 KMs of pipeline	All Wards	85%	Opex	WS3.11 Percentage of callouts responded to within 48 hours (sanitation/wastewater)	85%	89%	90%	90%	88%	Progress report
	86,7%	WS3.2 Frequency of water mains failures per 100 KMs of pipeline	All Wards		Opex	WS3.21 Percentage of callouts responded to within 48 hours (water)	83,5%	82%	85%	85%	82%	Progress Report
	None	WS3.3 Frequency of unplanned water service interruptions	All wards	40	Opex	None	40	10	10	10	10	Progress report
WS4. Improved quality of water (incl. wastewater)		WS4.1 Percentage of drinking water samples	Ward 19,20,21,22,23 26,44, 28		FY 2025/2026 - R 10 000 000.00	WS4.11 Percentage of water treatment capacity unused	63,6%	63,6%	63,6%	63,6%	63,6%	Progress reports

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY											
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING											
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS											
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE											
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION											
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.											
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT											
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward no	Annual Target (IDP)	Budget Allocations 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted	
								Q1	Q2	Q3	Q4		
		complying to SANS241			FY2026/27 -R 1 562 669.00 FY 2027/28-R 2 468 263.00								
	82%	WS4.2 Percentage of wastewater samples compliant to water use license conditions	All Wards	20%	Opex	WS4.21 Percentage of trade effluent producers inspected for compliance	75%	75%	75%	75%	75%	75%	Progress Report
	None	None	All Wards	Install 4 Check Bulk Meters	FY 2025/2026 - R 24 100 000.00 FY2026/27 -R 29 440 000.00 FY 2027/28-R 30 000 000.00	WS4.31 Percentage of wastewater treatment capacity unused	Install 4 Check Bulk Meters	Install bulk check Meter	Install bulk check Meter	Install bulk check Meter	Install bulk check Meter	Install bulk check Meter	Progress Report

NATIONAL KEY PERFORMANCE AREA (NKPA)		BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS		ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward no	Annual Target (IDP)	Budget Allocations 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
								Q1	Q2	Q3	Q4	
WS5. Improved water sustainability	49	WS5.1 Percentage non-revenue water	All wards	47	Opex	None	47	48.5	48	47.5	47	Water Balance (WB) Report
	8.7	WS5.2 Total water losses	All wards	7.5	Opex	WS5.21 Infrastructure leakage index	7.5	8.4	8.0	7.7	7.5	Water Balance (WB) Report
	79.5	WS5.3 Total per capita consumption of water	All Wards	85	FY 2025/2026 - R 18 100 000.00 FY 2026/27-R 25 581 143.00 FY 2027/28-R 24 174 499.00	WS5.31 Percentage of total water connections metered	85	81	82.5	84	85	Water Balance (WB) Report
	Appointment of PSP and Contractor.	WS5.4 Percentage of water reused		Land acquisition for reuse programme. Complete Feasibility and detailed	FY 2025/2026 - R 13 000 000.00 FY 2026/27-R 29 000 000.00	Number of Reuse	Land acquisition for reuse programme. Complete Feasibility and detailed	Identification of Land and start with land evaluation processes.	Complete Land evaluation processes. Complete Feasibility study.	Start with Detailed design report.	Acquire Land. Complete Detailed design report	Appointment letter(s), project minutes, attendance register and progress reports.

NATIONAL KEY PERFORMANCE AREA (NKPA)			BASIC SERVICE DELIVERY										
MEDIUM TERM DEVELOPMENT PLAN (MTDP)			STRATEGIC PRIORITY 2: REDUCE POVERTY AND TACKLE HIGH COST OF LIVING										
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)			02 – INCLUSION AND ACCESS										
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)			IMPROVED QUALITY OF LIFE										
CIRCULAR 88 REPORTING REFORMS			ROADS AND STORMWATER WATER AND SANITATION										
SUSTAINABLE DEVELOPMENT GOAL (SDG)			GOAL 6 – ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL. GOAL 9 – BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.										
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES			SERVICE DELIVERY IMPROVEMENT										
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Ward no	Annual Target (IDP)	Budget Allocations 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted	
								Q1	Q2	Q3	Q4		
				design reports	FY 2027/28-R 30 000 000.00		design reports.	Start with Feasibility study.					

8.10 Office of the City Manager and Project Management Office

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		<ul style="list-style-type: none"> ORGANISATIONAL STRENGTH 									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
Research		Systems improvements/Audits			Produce accurate data for decision making and to enhance service delivery		25%	25%	25%	25%	
Ensure good governance and effective management of the city		(%) Prepare annual capital programme and budget requirements.	% of support provided to user departments		(%) Prepare annual capital programme and budget requirements.	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	
		(%) Plan, coordinate and monitors implementation capital and catalytic projects in collaboration with user Departments.	% of support provided to user departments		(%) Plan, coordinate and monitors implementation capital and catalytic projects in collaboration with user Departments.	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		▪ ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		(%) Analysis trends, capital and operating requirements to establish funding/ expenditure for the various Departments.	% of support provided to user departments		(%) Analysis trends, capital and operating requirements to establish funding/ expenditure for the various Departments.	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	
		(%) Coordinate and Support user Departments with specifications for all civil design and construction projects.	% of support provided to user departments		(%) Coordinate and Support user Departments with specifications for all civil design and construction projects.	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	
		(%) Manage negotiation with private developers regarding servicing requirements and provides engineering	% of support provided to user departments		(%) Manage negotiation with private developers regarding servicing requirements and provides	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	

NATIONAL KEY PERFORMANCE AREA (NKPA)		GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
MEDIUM TERM DEVELOPMENT PLAN (MTDP)		STRATEGIC PRIORITY 3: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE									
INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)		02 – INCLUSION AND ACCESS 03 – GROWTH, 04 – GOVERNANCE									
FREE STATE GROWTH AND DEVELOPMENT STRATEGY (FSGDS)		GOOD GOVERNANCE									
CIRCULAR 88 REPORTING REFORMS		GOOD GOVERNANCE									
SUSTAINABLE DEVELOPMENT GOAL (SDG)		GOAL 8 – PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL. GOAL 17 - STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.									
MANGAUNG STRATEGIC IDP DEVELOPMENT OBJECTIVES		▪ ORGANISATIONAL STRENGTH									
Strategic Intent	2024/2025 Past Year Performance (Q1 – Q3)	Outcome Indicators (IDP)	Annual Target (IDP)	Budget Allocation 2025/2026	Output Indicators (SDBIP)	Annual Target (SDBIP)	SDBIP Quarterly Targets				Portfolio of Evidence to be submitted
							Q1	Q2	Q3	Q4	
		consulting services to all Departments.			engineering consulting services to all Departments.						
		(%) Coordinate and Support user Departments with all civil engineering contracts and resolve contract disputes.	% of support provided to user departments		(%) Coordinate and Support user Departments with all civil engineering contracts and resolve contract disputes.	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	% of support provided to user departments	

Chapter 9: Monitoring and Reporting

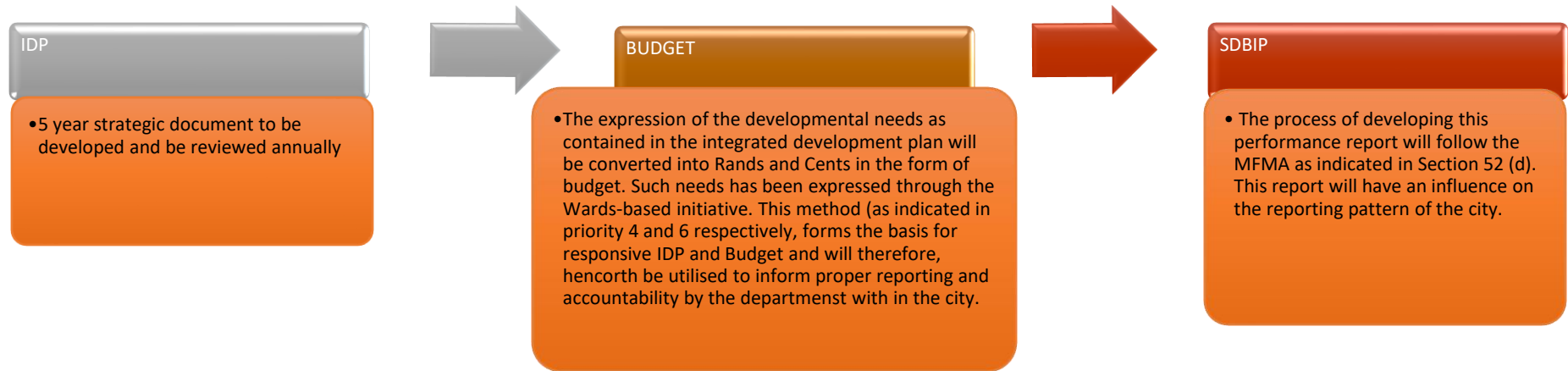
The nature and existence of municipalities is at (a primary level), to provide services to its communities (section 152 of the Constitution) and, to receive support on capability to provide such services (section 154 of the Constitution). Within this milieu, it is therefore (noticeable) that municipalities are the (strategic drivers) of development. Whilst it is acknowledged that planning at this sphere of government is at the center, there is a need to recognize that accountability on matters raised in section 152 of the Constitution is important, hence constant monitoring and reporting on the implementation should form a cornerstone in the development process.

This chapter focuses on the monitoring and reporting on the implementation of service provision to the communities of Mangaung municipality. To emphasise the importance of this chapter, the Deputy Executive Mayor and the Section 80 committee of IDP and Performance as an oversight committee held a **2 day sessions on 29 January 2025 and 05 February 2025** with the departments to do assessment of the first and second quarter SDBIP for 2024/2025. The roles and function of the committee amongst others are:

- To monitor and oversee the work and budgets of departments and hold them accountable
- To examine specific matters of public interest
- To enquire and make recommendations about any aspect of the department, including its structure, functioning and policy or sectoral plans.

The following illustration depicts the process in which planning, and performance management forms the basis for developmental state.

PLANNING



REPORTING

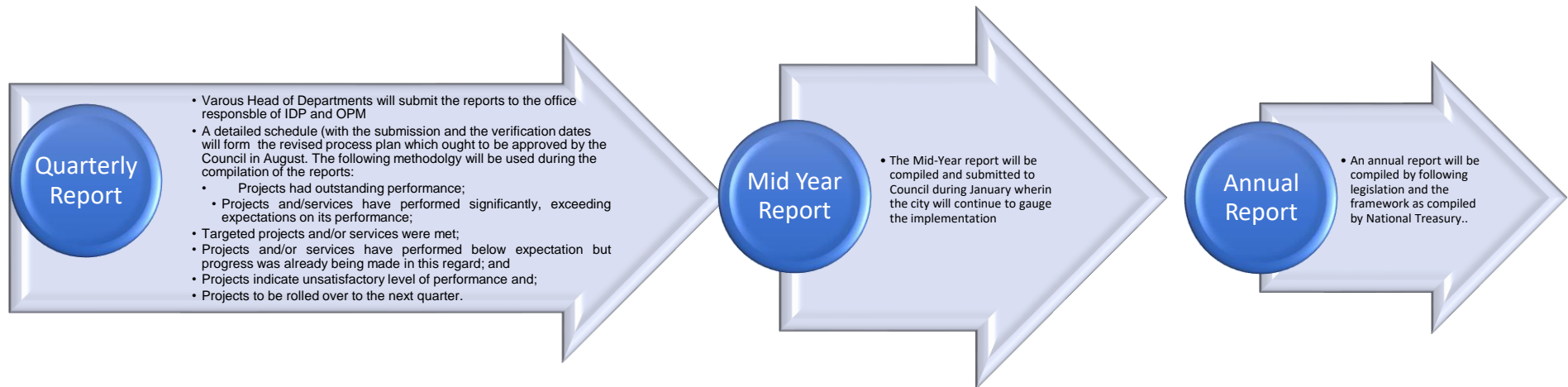


Figure 9.1: Planning and Reporting Circle

9.1 Integrated Development Planning

Legislatively, Integrated Development Plan (a product) is the outcome of Integrated Development Planning (process). Section 153 of the Constitution assigned the local sphere of government with specific responsibilities which amongst others indicates that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community. Read with the previous section, section 152 of the Constitution provides the objects of local government according to which local government is expected to encourage the involvement of communities and community organisations in the matters of local government.

To meet the objectives of their developmental status, municipalities must adopt a strategic plan which meets all the requirements as contained in various pieces of relevant legislation. Accordingly, legislation requires each municipality to develop a plan for the development of its area of jurisdiction. Such a plan, in terms of the law, should be holistic and integrated in its approach and content. The plan should be long-term, covering five years and reviewed yearly given the changing circumstances. The Integrated Development Plan (IDP) therefore is a five-year development blueprint for a municipality. According to the Municipal Systems Act, 32 of 2000, the IDP is the principal strategic planning instrument which guides and informs all planning, budgeting, investment, development, management and implementation processes in the municipality.

9.2 Organisational Performance Management

The purpose of the Organisational Performance Management Framework is to establish an effective performance measurement tool that will be used to monitor the performance of Mangaung Municipality on a quarterly and annual basis. This process will aid in tracking progress in achieving the strategic developmental objectives as per the Municipality's Integrated Development Plan which are:

- Spatial Transformation: Implement an integrated and targeted strategy that transforms the spatial and economic apartheid legacy of Mangaung.
- Economic Growth: Boost economic development in Mangaung by strengthening organisational performance.
- Service Delivery Improvements: Strengthen service delivery as a top priority for economic growth.
- Financial Health Improvements: Implement a financial recovery plan that rebuilds financial growth.
- Organisational Strength: Strengthen the organisation – the heart of it all

In meeting the requirements of various legislation and the above, the city has established the following structures:

9.2.1 Audit Committee

The Mangaung Metropolitan Municipality has established an Audit Committee in terms of section 166 of the MFMA. The Audit Committee is an independent body that advises the Executive Mayor, other office bearers and the Municipal Manager. The Audit Committee through its chairperson reports to Council.

9.2.2 Oversight Committee

The Oversight Committee is elected from members of Council. It is composed proportionally out of members of the different political parties represented on Council and reports to Council through its chairperson. At the base of oversight and reporting arrangements for Mangaung, is the IDP that outlines the short to long-term, big and bold objectives and outcomes.

9.2.3 Internal audit

The Internal Audit plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. The internal audit role also involves assistance in validating the evidence provided by Heads of Departments in support of their performance achievements.

9.2.4 Executive Mayor and Mayoral Committee (MAYCO)

Executive Mayor and MAYCO manage the development of the municipal PMS and oversee the performance of the City Manager and Heads of Department.

9.2.5 Council and Section 79 Committees

Council and its Section 79 committees play an oversight role and consider reports from the Mayoral Committee on its functions on different portfolios, and how these impacts on the overall objectives and performance of the Municipality.

9.2.6 Community

Community members play a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close conjunction with the IDP and Organisational Performance Unit. The city also encourages communities to comment on draft Annual Reports.

The Municipality will continuously review its PMS to keep with the evolving nature of performance management. The current performance management policy was updated to comply with legislative requirements and the alignment to the PMS across the entire Municipality.

9.3 Monitoring and Evaluation including Circular 88 Indicators and Technical Indicators Descriptions: Addendum 6 of 30 December 2024

The MFMA Circular No. 88 quarterly and annual reports are intended to support tracking municipal responsibility indicators for performance monitoring purposes. These reports provide data to assess municipal performance in key sectors and result areas, providing a measure of progress in implementation. They also serve as an early warning system, highlighting issues that need to be addressed, including erroneous municipal interpretations or clearly inaccurate data that may affect reported performance values. It is essential to develop Standard Operating Procedures (SOPs) based on the Technical Indicator Descriptions as provided in Annexure H for the purposes of accurate reporting. Institutionalising SOPs enhances the reliability, completeness, and validity of measurement of data elements and indicators, supporting in-year performance monitoring that can withstand administrative scrutiny.

Appendix 1: Community inputs as received 2025/2026¹

SUBMISSIONS BY:	COMMUNITY INPUTS
ASIVIKELANE	<p>The Asivikelane Campaign gives a voice to informal settlement residents in South Africa’s major cities who face severe basic service shortages. It supports informal settlement communities to monitor the delivery of water, sanitation and refuse collection services, and to engage with their municipality about these services. https://asivikelane.org/about/ . Asivikelane partners in Mangaung are the St James Apostolic Faith Mission and the International Budget Partnership South Africa. 2 2. Provide details on deliverables and timelines (e.g. How many taps and toilets will be delivered by when) 3. Indicate the clear allocation of funds for specific services (e.g., pit toilet desludging)</p> <ul style="list-style-type: none"> • Improve Sanitation Funding: Budget adequately for informal settlement sanitation. Residents in informal settlements currently dig their own pit toilets as they lack municipal services. While planning, budgeting and implementing projects which will deliver permanent flush toilets, the Metro should provide effective interim solutions to ensure that residents have access to dignified, safe and hygienic sanitation services. • Include Community Input: Consult and engage with informal settlement residents in planning for basic services. This should begin with the needs assessment and continue through the IDP and budget development processes. Informal settlement residents as recipients of the service know best about their needs and requirements. • Enhance Public Participation: Ensure meetings are reliable and accessible to informal settlement residents. • Provide Feedback: Respond specifically to community input, explaining how submissions were considered. • Increase Budget Transparency: Include specific details in the budget and IDP about: 1. Which settlements will benefit from each project

¹ The inputs captured are emphasise of the issues that are already part of the previous reviewed IDPs from 2022/2023 - 2024/2025 and are annexed in this document.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Expedite Implementation: Address delays in sanitation, water and informal settlement upgrading projects. The 2024/25 IDP and the feedback on the progress of implementing the 2024/25 budget has indicated that some projects are, among others, still stuck in the procurement process.
LOCH LOGAN WATERFRONT	<ul style="list-style-type: none"> • Immediate assessment and repair of road infrastructure and potholes around the Mall • Regulation and relocation planning for informal street trading • Increased visible security presence and policing in the Westdene, Willows, and Loch Logan areas more especially during major events • Formulation of plan to upgrade and maintain the Free State athletics stadium
EMILY HOBHOUSE SQUARE	<p>Vagrants in the Park at Emily Hobhouse Ensuring Safety and Well-being for All Introduction The Park at Emily Hobhouse Square is supposed to be a treasured space within Dan Pienaar. The Park should provide residents and visitors with areas for recreation, relaxation, and community events. However, the presence of vagrants looking for work every day, sleeping and making fires in this park has raised concerns about safety, hygiene, and the well-being of residents. Addressing this issue requires a balanced approach that considers the needs and rights of the homeless community while ensuring the safety and enjoyment of public spaces for everyone. The Current Situation Bloemfontein is experiencing an increase in vagrancy due to various socio-economic factors such as unemployment, lack of affordable housing, and mental health issues. The Emily Hobhouse Square Park, being open and accessible, has become temporary shelters for the homeless. While these individuals seek refuge, their presence leads to unintended consequences such as littering, unsanitary conditions, some vagrants urinate and defecate in the open in front of passers-by. Their presence is a major fire hazard and safety risks for the Residents. Safety Concerns Fires started by vagrants for warmth or cooking pose significant risks. These fires can easily get out of control, leading to potential injuries, property damage, and even loss of life. The Vagrants have already burnt and broken down the ablution structure at the park. Additionally, the presence of makeshift camps can create a sense of insecurity among residents, It is not only deterring families and individuals from using these public spaces, but have a negative effect on Property Prices throughout Hygiene and Health Issues The lack of proper sanitation facilities for vagrants in parks has led to unsanitary conditions, increasing the</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>risk of health problems for both the homeless and the general public. Accumulated waste, human excrement, and the absence of clean water can contribute to the spread of diseases and create an unpleasant environment. The vagrants are using drugs daily Proposed Solutions To address the issue effectively, a multi-faceted strategy that includes both immediate and long-term measures is necessary. The following steps outline a comprehensive approach to manage the situation with empathy and practicality</p> <p>The roads and their shoulders urgently need attention, power outages, poor maintenance, NB there are no more sidewalks for pedestrians, they are already walking in the road causing accidents, too many drinking places in our area!</p> <p>Our Park is a disgrace, growing grass and trees and a dumping side</p> <p>Unattended open space</p> <p>Parks and Empty Yards in our neighbourhood are a disgrace - at the intersection of BANDELIER AND COL BLAKE - *The Thorn Trees and Grass Grow All the Way to the Substation* - It is also becoming a *Dumping Place for the Garbage Bags that the Bag Detectives shake out there to get the empty bags* - We are at a loss because the empty area on which their substation stands is never looked at - daily we pick up the garbage not only is it extra labor that must be paid but also the black bags that we pay - We in the Area of Bandelier and Col Blake feel that council members should visit their neighbourhood a little where empty Parks and yards stand - and even if it is only every 3 months the grass & trees that come to clean the view vesper - Years and years since the municipality cleaned</p>
	<ul style="list-style-type: none"> • Removal of shacks near our residential area • Trimming of trees alongside roads and maintained regularly • blocked drains in our area • Open areas turned into illegal dumping sites, filled with trash and debris • Many pets, including dogs, chickens, turtles, and cats, are allowed to roam freely, causing damage to our yards and creating unsanitary conditions.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> •
	<p>As a concerned resident of Mangaung I'm writing this email to express my serious concern regarding the ongoing water supply issues in Mangaung that has been experienced, as water is a human right and a necessity we kindly ask for better systems to be put in place in handling of the budget that is meant for the water systems. When water is cut due to the constant issues experienced and due to our home being in a higher lying area , we lose our water first and after weeks when water comes back we receive last and with no proper pressure. We are unable to do basic house hold tasks like clean, cook, flush toilets due to absence a basic running water. We have sat for weeks without proper water supply and in turn the exercise of obtaining water has become a huge costly exercise.</p> <p>I and many other residents kindly request that this issue can be sorted so that residents can receive a good reliable water supply to their neighbourhoods.</p> <p>To add as well considering the increase of traffic at the crossing of Gascony and Olympus drive, please could a traffic light or 4 way stop be added as it's becoming increasingly difficult to enter Olympus drive from Gascony. This will in turn also assist with speed management in Olympus drive.</p>
	<ul style="list-style-type: none"> • Installation of prepaid water metres, This will enable the metro to collect more revenue from all the residents of the metro, and also to save water because leakages will be reported by all the residents because we will all be paying for any drop of water.
FF PLUS	<ul style="list-style-type: none"> • Water supply and upgrading and maintenance of water infrastructure • Electricity/power supply and upgrading and maintenance of electricity infrastructure • Maintaining and upgrading our road systems including our gravel roads and road markings • Maintaining and upgrading stormwater systems. • Maintaining an upgrading sewer systems • Management of landfill sites • Maintenance of fleet

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Installation of pre-paid water and electricity meters. • Construction of an additional traffic circle on Wilcocks to reduce speeding of motorist. • Repair and maintenance of Dennelaan Road, Bloemdal • Closure of Northern landfill site. • Construction of tar road, Uitzich Road, Bainsvlei to improve access to residential homes, Tjabalang farm school and ClinVet South Africa which employs over 500 people. • Upgrading of electrical substation in Spitskop, Groenvlei, Bloemdal, Bloemsruit, Olive Hill and Douglas valley • Sewage system and stormwater system audit and upgrade in Langenhovenpark. • Upgrading of sewer system in Longstreet, Hilton. • Upgrading and maintenance of roads in the Hilton business area. • Maintenance on Mackenzie Street, East End • Construction of traffic circle at the crossing of Olympus and Calliope Streets, Pentagon Park. • Pruning of trees and maintenance of overhead electric cables, Spitskop, Hospitaal Park, Oranjesig, Bayswater, General de Wet, Hilton, Wilgehof and Gardinia Park. • Sewage system and stormwater system audit and upgrade in Heidedal and Ashberry • Road Maintenance and upgrades in Heidedal and Ashberry • Installation of mast lights in Happy Vally green area (Between 7th and 8th streets, Arboretum. • Implementation of safety measures Bayswater Rural (Municipal property) • Fast-tracking of the upgrading of the Maselspoort water purification
	<ul style="list-style-type: none"> • Installation of pre-paid water meter for all Mangaung Residents to improve revenue collection. • Planting of trees
OLIVE HILL	<ul style="list-style-type: none"> • Upgrading and maintenance of roads in Van Straaten street, Olive Hill

SUBMISSIONS BY:	COMMUNITY INPUTS
FAIRVIEW MEMORIAL COOPERATIVE	<p>I HEREBY MAKE A SUBMISSION THAT IN ORDER TO RESPOND TO GBV IN MANGAUNG, WHICH IS AMONG TOP TEN, ACCORDING TO STATS, NATIONALLY, THAT MANGAUNG GETS GBV CO ORDINATORS PER SUB REGION. TRAIN ALL WARD COMMITTEES, DEVELOP PLANS IN PARTNERSHIP WITH ALL STAKEHOLDERS, IMPLEMENT, MONITOR AND EVALUATE.</p> <p>ESTABLISH SUB REGION COUNCILS THAT WILL FORM LOCAL COUNCIL WHICH WILL BE LEAD BY THE OFFICE OF THE MAYOR.</p>
UNIVERSITIES ASSOCIATION	Request for clarity on R14m budget returned to National Treasury.
DISABILITY CHAMBER	<ul style="list-style-type: none"> • Request for the rehabilitation/ transformation of old building into investment properties or student accommodation CBD. • Request for the rehabilitation of Hauweng waiting area/stations. • Request for full implementation and utilization of IPTN • Request for the establishment of LED Forum in MMM
BUSINESS REPRESENTATIVES – (GROWN CATERING 17 HILL STREET)	<ul style="list-style-type: none"> • Request to improve Poor service delivery in Hill Street. • Request to follow-up on poor/Inadequate quality material to replace water pipe in Hill Street. • Request for the repair electrical box (not fully functional) • Request for the installation of toilets Hill Street.
WESTDENE NEIGHBOURHOOD ASSOCIATION	<ul style="list-style-type: none"> • General Repair of roads and road markings • Improvement of sidewalks and stormwater drains • Street lighting and overhead electrical lines • Treammng and Pruning of trees • Refurbishment or upgrading of water pipelines

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Maintaining of parks and green belts • Implementation of safety by-laws and noise control • Happy valley fencing • Building by-laws for open/deserted properties
WARD 1	<p>Rehabilitation of Hamilton road .</p> <p>Rehabilitation of the following streets in Old East End:</p> <p>Maroela, Coro street, Barret Kraal street, Pine street, Karee street, Maasdorp and Bob Morrison streets.</p> <p>Formalization of Thambo Square.</p> <p>Upgrading of sewerage system.</p> <p>Upgrade of Lusaka square</p> <p>Hostel Nr. 1 upgrade.</p> <p>Upgrade Lusaka Informal Settlement</p> <p>Speed softening measures in McGregor street</p>
WARD 1	<ul style="list-style-type: none"> • Request for the rehabilitation of streetlight in Molokolwane, Mokoki and Thema streets. • Request to decrease crime rate in Katleho Chamber. • Request for the cutting of tress in Thambo Street. • Request for the fixing of Illegal extension of yard in 5,7 and 4 • Request for fixing of streetlights at Jakaranda street.
WARD 2	<p>Restoration of Heritage site of Klein Magasa Hall.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>(Wall collapsed) needs urgent attention.</p> <p>Bochabela Boxing Arena upgrade please.</p> <p>Streets that need urgent attention and rehabilitation:</p> <p>Mompati, Dingaan, Goronyane, plaatjies, King street.</p> <p>High mast lights all over ward 2.</p>
WARD 3	<p>Rezoning of Kagisho square.</p> <p>URGENT REHABILITATION of the following streets:</p> <p>Mill, Vooruitsig, Nuffield, Hartley, Dunlop street all in Hamilton.</p> <p>Ramathe, Kokozela , Santho street Bochabela.</p> <p>Mtyombile, Mathambo, Maseti, Nzume and Khathrada street Phahameng.</p> <p>Upgrade of sewer system.</p>
WARD 4	<ul style="list-style-type: none"> • Request for maintenance and rehabilitation of roads • Request for the creation of Parks.
WARD 5	<ul style="list-style-type: none"> • Infrastructure Development: Upgrade roads, potholes, and recreational facilities. • Basic Services : Free water for Indigents and sanitation, waste management. • Economic Development : Support local businesses, promote entrepreneurship, and create job opportunities. • Social Services : Bring Government services to the community . • Improving Water Supply* Upgrade water infrastructure to provide clean and reliable water. • *Enhancing Waste Management*: Implement efficient waste collection and disposal systems.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • *Increasing Public Safety*: Improve street lighting. • *Community Facilities*: Develop or upgrade community centers, parks, and recreational facilities.
WARD 7	<ul style="list-style-type: none"> • Request for the maintenance roads and sewer system at Freedom square. • Request to improve communication between MMM and the community.
WARD 6 & 8	<ol style="list-style-type: none"> 1.Urgent resurfacing and maintenance of roads in the wards. 2.Frequest waste removal/removal of illegal waste/education regarding illegal dumping and law enforcement. 3.Maintenance and replacement of stormwater infrastructure. 4.Maintenance and replacement of deteriorating sewage system
WARD 10	<ul style="list-style-type: none"> • Request for the completion of toilets Dinaweng. • Request for the building of clinic Dinaweng/Caleb Motshabi • Request for the maintenance of roads Caleb Motshabi
WARD 11	<ul style="list-style-type: none"> • Request for the maintenance of road near Mothibi, Rodenberg road joining Zinkonzo. • Request for the removal of animals in the streets • Request for the provision of youth ground and cleaning arrangement for six months rotational.
WARD 12	<ul style="list-style-type: none"> • Request for the refurbishment of bridge near Motshabi • Request for the refurbishment of stormwater project near Motshabi. • Request for job creation for youth • Request for the creation of youth Centre • Request for the relocation of informal settlement between Atlehang School and Kakgisanong Clinic. • Request for the removal of scrab yards near Atlehang School.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Request for issuing of outstanding title deeds near Ipopeng at Rocklands.
WARD 13	<ul style="list-style-type: none"> • Request for the maintenance of road at Lehasa, Moipolai and Moloi street. • Request for the paving and refurbishment of potholes at Masike street. • Request for the provision of speed hump next to church at Mosala street. • Provision of electricity house (2256 & 20069) at Chief Moroka street. • Request to supply the correct water readings. • Request for the establishment of extension 5 into informal settlement.
WARD 15	<ul style="list-style-type: none"> • Housing for informal settlement • Title deeds for residence • Road Maintenance
WARD 16	<ul style="list-style-type: none"> • Request for the collection of refuse waste. • Request for the removal of roving animals in the streets (i.e., dogs and cats) • Request for the completion of title deeds in Gafal. • Request for the development of safety plan in the CBD to decrease the crime rate. • Request for the replacement of asbestos roofing in old RDP houses. • Request for the refurbishment of old houses used as a crime area. • Request for the cleaning of parks used as a dumping site. • Request to complete rehabilitation • Request for the provision of electricity in the area.
WARD 17	<ul style="list-style-type: none"> • Request for the appointment of Ombudsman to deal with the disputes within MMM. • Request for the progress on road maintenance in Heidedal and grassland. • Request for the repair and maintenance of high mast lights in (2350/20376). • Request for the removal of illegal dumping sites (Non collection of refuse blocks the drainage/ sewer system).

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> Request for the provision of vacant land for animals,
WARD 17	Upgrading of the area next to the (Dome) including the maintenance of street lights.
WARD 17	<p>Water connections in Khayelitsha at the new informal settlement Titanic</p> <p>Formalization of Titanic informal settlement</p> <p>Road Maintenance in Khayelitsha</p> <p>Illegal dumping in Khayelitsha</p>
WARD 17	<p>We own a guest house, service and repair centre for butchery equipment as well as a factory producing machines to the meat industry through Southern Africa.</p> <p>Employing 7 people and still growing.</p> <p>My suggestion is to get rid of the illegal squatters opposite Lourier Park, this has a huge impact on property value and direct impact on bookings in our guesthouse.</p> <p>Secondly our power lines are old, we have power failures about 3 times a week affecting our production in the factory. Meanwhile every time we have power failure at the guesthouse we need to pay back the booking to our guests. Happened twice the last week.</p> <p>Thirdly, Tar our roads please, especially Denne Avenue. It was tared in 1990 and never had repairs done to it. Denne avenue is really in a bad shape and carries a lot off traffic. (main entrance to Bloemdal)</p> <p>We have another small factory in Roodepoort (producing spice for butcheries)and want to move it to Bloemdal but for now electricity supply is a huge problem.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	Repair of potholes in the following streets, Waalvis, Tiervis, Geelvis. Storm water drains in Geelvis. School or recreational facility
WARD 17	<ul style="list-style-type: none"> • roads to be fixed • Cleaning of local stadiums and parks twice a week • Sports/arts and culture to be brought back into communities to avoid high crime rates and request for visible police
WARD 18 (BLOEMDAL)	<ul style="list-style-type: none"> • Closure of Illegal squatters opposite Lourier Park • Replacing old power lines, we have power failures about 3 times a week affecting our production in the factory. • Tarred roads especially Denne Avenue. It was tared in 1990 and never had repairs done to it.
WARD 18	<ul style="list-style-type: none"> • We produce crops, livestock and are also running economy-boosting ventures in our area (like recycling and engineering) Tarred roads would enhance economic activity in the area
WARD 18	<ul style="list-style-type: none"> • Road Maintenance: Many roads withing Bloemdal Small Holdings and surrounding areas are in poor condition and require urgent repairs to ensure the safety and convenience of road users. • Improper Grading of Gravel Roads and Drainage Solutions: The current method of scraping gravel roads is problematic. • Installation of street name boards to avoid confusion for residents, visitors, police and ambulances alike.. • Tree pruning, overgrown trees next to streets within Bloemdal and especially along Jagersfontein road where the Bloemdal Entrances are, trees obstruct visibility when residents need to drive and can't see upcoming traffic. <p>In addition, recent criminal incidents involving the cutting of power cables in these areas have highlighted the need for immediate action to prevent such vulnerabilities. Regular tree pruning near power infrastructure is essential to ensure safety and deter criminal activities.</p> <ul style="list-style-type: none"> • Fencing,the Jagersfontein Road next to Lourierpark towards Bloemdal use to have proper fencing but in recent years it was taken down. The frequent presence of stray cattle on this road has become a significant hazard to motorists, often leading to accidents and near misses.

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 18	<ul style="list-style-type: none"> • Business Zone in ward 18
WARD 18	<ul style="list-style-type: none"> • Change of Town Planning scheme if MMM plans on changing the ward or part of it into light industrial • All business must be zoned and adhere to municipality BYLAWS before they are allowed to operate. • Team Gap, a Truck stop, is not zoned as a Truck stop, entrance too close to N8. The Tuck shop is erected on servitude and probably has not approved building plans • Stadler fuel, no environmental impact study has been done. As an interested party, neighbour, I was never contacted in that regard. Their spillage tank overflowed in December 2023 and the diesel ended up in my yard via stormwater. The Health department did nothing about it • Itau was allowed without the right zoning procedure • Traffic Department should attend to the overnight parking of trucks on the street pavements. Recently it is also misused as an area for callouts for mechanical repairs and tyre replacements. • Replacement of storm water pipes • Clean water supply • Better Customer Service when reporting • upgrading of gravel roads in QUAGGAFONTEIN.
WARD 18	<p>No recognisable and pro-active maintenance and infrastructure improvements.</p> <p>Upgrading of Gravel Roads, streetlights and collapsed storm water pipes.</p>
KELLY'S VIEW	<p>No visible marks and street signs</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Cutting of grass and trees</p> <p>No Railway signs</p> <p>No speed signs</p> <p>all gravel roads need to be repaired to the required standard specification</p> <ul style="list-style-type: none"> - all storm water pipes need to be replaced as the current ones are all broken - the railway crossing in KV needs to be safeguarded - name boards for roads/streets should be replaced with new ones
WARD 18	<p>I am a resident in Ferreira for 23 years now and specifically Ted Dean str a serious concern with regards to the infrastructure in this ward. From what I understand is that Ted Dean street is supposed to be a tarred road, however there are no signs of any tar on this road anymore and this has been like this for the last 23 years and this also include all the other roads in the area. They do however scrape the road once in a while but needless to say it makes no difference. The bigger concern is that we have opened a guesthouse 23 years ago but our guest are having a big problem with our roads leading to the guesthouse. We receive a lot of guests Globally and local but have received numerous complaints about the roads. They feel that these roads are damaging their expensive cars, caravans etc. I 100% agree with this as my own car gets damaged by these roads. Some of our guests simply turn back as they refuse to drive on these roads and in the process we are losing business and very much needed income to stay operational. This is not huge national roads and surely it cannot be that costly to have them re tarred and maintained. We are 4 guesthouses in this area and we all have the same concern. I also believe that we are making a contribution to the economy even it is small is the principal that counts</p> <p>My second concern is the POWER issues in this area. There is not a day that goes by that there are no electricity issues. This again I experienced for the last 23 years and this is not loadshedding. Just a little wind blows and the power goes off. All kind of excuses made</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>daily for power losses. again this leads me back to the guesthouse. This power outages is such an inconvenience and irritation to my guests and to everybody living in ward 18. We need to spend thousands of rands on equipment just to keep the lights on, I am not supposed to spend money on this which is an extra cost to a small business which cannot afford it. Our guests are upset due to this inconvenience. I Also don't see why I must go solar which I cannot afford and needless to say I believe a lot of the residents are in the same position as me. I am religiously paying my due's why spend more money on other equipment when the municipality is supposed to produce and supply me with proper service which I am paying for.</p>
<p>WARD 18</p>	<p>I am a homeowner at Bloemdal Small Holdings and I'm writing to highlight pressing concerns regarding the current state of infrastructure in our area, particularly the condition of the roads and maintenance requirements.</p> <p>My key request are as follows:</p> <ol style="list-style-type: none"> 1. Road Maintenance: Many roads withing Bloemdal Small Holdings and surrounding areas are in poor condition and require urgent repairs to ensure the safety and convenience of road users. I urge that the gravel roads be repaired and graded once a month. With the number of Trucks, tractors and vehicles our roads can't handle the amount of traffic and need proper maintenance. 2. Improper Grading of Gravel Roads and Drainage Solutions: The current method of scraping gravel roads is problematic. By pushing sand and gravel towards the sides of the road, meaning natural drainage pathways are blocked. As a result, during rains, water pools on the roads, making them impassable for residents specially Sekretarispan Road. We recommend providing proper training to maintenance crews on best practices for road grading and implement effective drainage systems next to the roads. 3. Street Name Boards: The absence of visible street name boards creates confusion for residents, visitors, police and ambulances alike.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>We request that these street name boards be installed.</p> <p>4. Tree Pruning: Overgrown trees next to streets within Bloemdal and especially along Jagersfontein road where the Bloemdal Entrances are.</p> <p>The trees obstruct visibility when we as residents need to drive and can't see upcoming traffic.</p> <p>In addition, recent criminal incidents involving the cutting of power cables in these areas have highlighted the need for immediate action to prevent such vulnerabilities. Regular tree pruning near power infrastructure is essential to ensure safety and deter criminal activities.</p> <p>5. Law enforcement - Southern Landfill Site: The persistent smoke emanating from the landfill is a severe health hazard for residents of Bloemdal Small Holdings and the surrounding areas. We request the deployment of law enforcement to monitor and address any unlawful activities contributing to the pollution, ensuring cleaner air for the community.</p> <p>6. Fencing: The Jagersfontein Road next to Lourierpark towards Bloemdal use to have proper fencing but in recent years it was taken down. The frequent presence of stray cattle on this road has become a significant hazard to motorists, often leading to accidents and near misses. As a member of the community, I urge the Municipality to consider installing proper fencing along this road to prevent these dangerous incidents. The lack of fencing allows cattle to roam freely onto the road, endangering the lives of drivers and passengers alike. Additionally, it would promote a safer and more efficient flow of traffic in the area.</p> <p>(Brandkop Farm 702)</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 18	<ul style="list-style-type: none"> • Request for the cleaning of vacant sites and removal of illegal dumping sites at Lourierpark. • Request to review the budget for the grass cutting and pruning of trees at Lourierpark. • Request for the fencing of Rooddam at Lourierpark.
WARD 18	<ul style="list-style-type: none"> • There are 3 issues that require attention in Bloemdal, should they be left unattended any longer the cost of repairs will be much greater. • Denne Avenue - tar road that requires repairs and resurfacing. The road is currently full of potholes and breaking up on the edges. The road is a safety risk as two cars cannot pass each other, many incidents of accidents and damages has already been reported. • Lelie Avenue - the bridge that runs over the water channel is busy washing away. They culverts have moved and every time with heavy rains they move further apart. The bridge will collapse or will be washed away should there be no intervention. • All gravel roads in Bloemdal require new gravel, they are in terrible state. The community have out of their own pockets tried to maintain the roads but the roads need professional attention.
WARD 18	<ul style="list-style-type: none"> • Denne Avenue - tarred road that requires repairs and resurfacing. The road is currently full of potholes and breaking up on the edges. The road is a safety risk as two cars cannot pass each other, many incidents of accidents and damages has already been reported. • Lelie Avenue - the bridge that runs over the water channel is busy washing away. They culverts have moved and every time with heavy rains they move further apart. • All gravel roads in Bloemdal require new gravel, they are in terrible state
WARD 18	<ul style="list-style-type: none"> • Denne Avenue - tarred road that requires repairs and resurfacing. The road is currently full of potholes and breaking up on the edges. The road is a safety risk as two cars cannot pass each other, many incidents of accidents and damages has already been reported. • Lelie Avenue - the bridge that runs over the water channel is busy washing away. They culverts have moved and every time with heavy rains they move further apart.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> All gravel roads in Bloemdal require new gravel, they are in terrible state
WARD 20	<ul style="list-style-type: none"> Lucas Steyn - paint the lines on this and other roads in this area. Always heavy traffic. There are supposed to be a view "painted islands" and because of the lack of paint, traffic is just ignoring it - causing accidents. Cleaning of the playground and surroundings behind Heuwelsig Spar and fixing the equipment. There are a view people living under the trees - not save. Put up Security cameras because of the high crime in this area. Maybe a groep - Heuwelsig Buurtwag. Fix the water pump to the reservoir. <p>The residents of Dan Pienaar have been struggling with the problem of several illegal businesses being operated from homes on Dias Cresent, Dan Pienaar. Two of these illegal businesses are directly next to my property.</p> <p>1.Business name: Explore U'R Beauty.</p> <ul style="list-style-type: none"> Business details: Beauty salon being operated from her home that is not zoned for business according to her title deeds, has had building alterations done for this business, has over six employees and is a high density business with more than 10 customers at any given time. She does not provide parking facilities for her customers and instead makes them use the streets for their parking. This creates traffic congestion and obstruction to free-flowing traffic, blocks sidewalks preventing residents from using these sidewalks. Her customers frequently block Neighbours' driveways and become aggressive and problematic when asked politely to clear the way. operates her business every day, even at nights with loud music, on weekends and on public holidays. She leases out her property to her employees on a rent-a-chair basis, yet her property is not authorized to do so. Concerns: how is she disposing of the human waste generated by her business and the needles which she uses on her clients, is she disposing of this waste in municipality waste, who destroys this waste and does this waste clog up drains? She has a

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>police officer on her side, who she uses to threaten and intimidate us. I have video evidence of all of these incidents. There is corruption in the police, who support her and her business.</p> <p>2.Business name: Little adventure ECD centre.</p> <ul style="list-style-type: none"> • Business details: Creche for children from 3 months of age, she has over 30 children and 15 employees, operated from her home in which she and her family reside. She operates every day from 6am till 6pm. She does not provide parking facilities for her customers or employees, forcing parents to drop-off and pick-up their children from the streets. • Concerns: as parents are forced to drop and pick-up their children on the streets, the children are in danger of being knocked and other residents are also at risk of running over these little children. Sometimes parents are forced to park two or three houses away from the creche or across the road, putting them in danger. This business is next to the business mentioned above, so together, these two businesses create chaos on the streets of Dias Crescent, Dan Pienaar. How and where is this business disposing of the faeces (nappies)? The loud noises generated by this business disrupts the peace of the neighbourhood and is inconsiderate to shift workers and other residents. <p>These two businesses are operating illegally and unregulated. I have reported the problem to Mangaung zoning and building control, via email on 30th September 2024 and I have reported the matter to my ward councillor, who in turn also emailed Mangaung zoning and building control, in December 2024. I have emailed them again In January 2025. I have not received any response or feedback regarding these complaints from Mangaung Municipality. I have even gone to the Bayswater police station, who refused to take any action against these business owners, as they are now harassing and threatening me and my family. They say I must get a lawyer. But, why should I now pay for a lawyer against residents breaking municipal by-laws and property laws.</p> <p>This is my heartfelt and desperate plea for Mangaung Municipality and the ward councillor to please assist in investigating and taking action against these illegal businesses operating in areas zoned only for residential use. These businesses are robbing the residents of</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>their rights every day and robbing us of our residential rights and going unnoticed. My hope is for Ward 20 to be for all law-abiding citizens and for the law to be applied equally and fairly irrespective of gender, race or financial status.</p>
WARD 20	<ul style="list-style-type: none"> • We require a continuous water supply that is not as problematic as our current situation. • As a high laying area - Henry Fagan street, our water is cut off some times for days on end, urgent attention is needed. • Do we not require a water tower that services our part of Heuwelsig? • Potholes also need serious attention in Lucas Steyn and Henry Fagan streets <hr/> <ul style="list-style-type: none"> • I wish to draw your attention to a blockage in the storm water drains in Leo vd Heever Crescent in Heuwelsig. • This is quite extreme and is affecting the surface of the road as can be seen from the attached photos. This flooding occurs even with relatively little rain and it can take up to a day to run off...I believe this is what causes the road surface damage. <hr/> <ul style="list-style-type: none"> • Devils fork fencing for all power stations in Brandwag, Westdene, Dan Pienaar, Heuwelsig • Installation of high mast lights at the park in Nettleton Street.(it is at the PowerStation John Weston) as well as the open space in Hiemstra street & Brandwag School. • Convert all Robots in Bloemfontein Suburbs to solar panels to prevent power failure. • Replace all streetlights with rechargeable LED lights. • Installation of Solar Panels and Jojo tanks at old age homes (Siesta in Gen Gonroy street nr 5) , to avoid power failure. • Installation of high mass lights at the park in Drommedaris street in Dan Pienaar • Installation of rail guards at the T section of Albrecht and Chris Botha Streets, Dan Pienaar, (electrical sub-station located behind Bambi ECD), as well as road markings / signs. <hr/> <p>Libra Complex on David Botha Crescent in Heuwelsig hereby request some sort of speed control on the street as it is currently being used as a drag strip Vehicles speed down this road where there are two complexes and it is very hazardous</p> <ul style="list-style-type: none"> • Installation of speed humps to control traffic in David Botha Crescent

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 20	<ul style="list-style-type: none"> • Enforcement of by-laws concerning illegal construction in Brandwag and student housing regulations. • Regulating illegal street vendors in Brandwag, Westdene, and Dan Pienaar. • Illegal occupation of municipal land (parks) adjacent to Albrecht Street, Westdene. • Implementation of by-laws and regulations to address unregulated businesses • Request for traffic calming measures at key intersections: <ul style="list-style-type: none"> o Cnr. 131 General Dan Pienaar Avenue/Albrecht & Brill Streets o Westdene, Brandwag Primary School, Melville Drive, and General Hertzog Street o Eddie de Beer Street, Heuwelsig, including speed humps, zebra crossings, and safety measures around the Spar Heuwelsig Centre and old age homes • Maintenance of the stormwater drainage system in Dan Pienaar and clearing of canals from Tempe to Genl Klopper Street. • Increase capacity of sewerage lines in Brandwag and Heuwelsig to prevent regular blockages. • Repair and maintenance of potholes on roads including Dan Pienaar, Brandwag, Heuwelsig, and Westdene, with a focus on Rayton Ridge Road, Lucas Steyn, General Dan Pienaar, and other key streets. • Construction of a pedestrian bridge over Nelson Mandela to the UFS main entrance and proper sidewalks around the UFS campus. • Upgrading of the Telemetric device for Gilles van der Wall Street Water Reservoir. • Paving in areas around Grey College, UFS, and Engen garage at College Square. 8. Completion of the Emily Hobhouse Square traffic engineering assessment, with urgent implementation. • Installation of road furniture (rail guards) and improved road markings at critical intersections. • Installation of solar panels and Jojo tanks at old age homes, particularly at Siesta in Gen Conroy Street, to address water and power issues. Community Services and Public Safety • Effective refuse removal services for the area. • Regular pruning of municipal trees near power lines in Dan Pienaar and Westdene. • Installation of CCTV cameras in hotspot areas, including Social Housing Units in Brandwag and key intersections in Westdene.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Traffic management to address congestion around Mimosa Mall, including taxi congestion and improved traffic flow at Lucas Steyn robot and St Andrew School entrance. 5. Rehabilitation of overgrown trees and weeds in the area. 6. Investigation into the proximity of liquor-selling businesses near schools. 7. Development of a recreational park in Brandwag (corner of Hiemstra and Hugo Street). 8. Fencing of open spaces in Reyger (Westdene) and Kmdt Senekal Street (Dan Pienaar). • Children’s crossing signage near Bambi Pre-Primary School and St Andrews School. • Address concerns about safety and hygiene at Emily Hobhouse Square Park due to vagrants, with a balanced approach to homelessness and public space safety. Centlec • Upgrading of electricity infrastructure in Ward 20, especially in Dan Pienaar and Westdene. • Installation of high-mast streetlights in key areas including Grey College, UFS, Engen garage at College Square, and Rayton Ridge. • Improved security of power stations in Brandwag, Westdene, Dan Pienaar, and Heuwelsig. • High-mast lights and streetlights at parks and open spaces, including Drommedaris Street and Nettleton Street. • Conversion of traffic lights to solar power to ensure continued functionality during power outages. • Replacement of streetlights with rechargeable LED lights. Corporate Services: • Request for mobile police stations and mobile clinics to enhance service delivery. • Visible policing in Westdene, Brandwag, Dan Pienaar, and Heuwelsig to ensure safety. • Strengthening of traffic law enforcement to improve road safety. • Review of traffic fine administration for improved efficiency and accountability. • Request for speed control measures on David Botha Crescent in Heuwelsig, which is currently used as a drag strip and poses a hazard to residents and nearby complexes.

SUBMISSIONS BY:	COMMUNITY INPUTS
<p>WARD 20</p>	<p>1. Enforcement of by-laws concerning illegal construction in Brandwag and student housing regulations. 2. Action against illegal street vendors in Brandwag, Westdene, and Dan Pienaar. 3. Address illegal occupation of municipal land (parks) adjacent to Albrecht Street, Westdene. 4. Implementation of by-laws and regulations to address unregulated businesses operating illegally.</p> <p>Technical Services: 1. Request for traffic calming measures at key intersections: o Cnr. 131 General Dan Pienaar Avenue/Albrecht & Brill Streets o Westdene, Brandwag Primary School, Melville Drive, and General Hertzog Street o Eddie de Beer Street, Heuwelsig, including speed humps, zebra crossings, and safety measures around the Spar Heuwelsig Centre and old age homes.</p> <p>2. Urgent maintenance of the stormwater drainage system in Dan Pienaar and clearing of canals from Tempe to Genl Klopper Street.</p> <p>3. Increase capacity of sewerage lines in Brandwag and Heuwelsig to prevent regular blockages.</p> <p>4. Repair and maintenance of potholes on roads including Dan Pienaar, Brandwag, Heuwelsig, and Westdene, with a focus on Rayton Ridge Road, Lucas Steyn, General Dan Pienaar, and other key streets.</p> <p>5. Request for the construction of a pedestrian bridge over Nelson Mandela to the UFS main entrance and proper sidewalks around the UFS campus.</p> <p>6. Upgrading of the Telemetric device for Gilles van der Wall Street Water Reservoir.</p> <p>7. Paving in areas around Grey College, UFS, and Engen garage at College Square.</p> <p>8. Completion of the Emily Hobhouse Square traffic engineering assessment, with urgent implementation.</p> <p>9. Installation of road furniture (rail guards) and improved road markings at critical intersections.</p> <p>10. Installation of solar panels and Jojo tanks at old age homes, particularly at Siesta in Gen Conroy Street, to address water and power issues. Community Services and Public Safety:</p> <p>1. Effective refuse removal services for the area.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>2. Regular pruning of municipal trees near power lines in Dan Pienaar and Westdene.</p> <p>3. Installation of CCTV cameras in hotspot areas, including Social Housing Units in Brandwag and key intersections in Westdene.</p> <p>4. Traffic management to address congestion around Mimosa Mall, including taxi congestion and improved traffic flow at Lucas Steyn robot and St Andrew School entrance.</p> <p>5. Rehabilitation of overgrown trees and weeds in the area.</p> <p>6. Investigation into the proximity of liquor-selling businesses near schools.</p> <p>7. Development of a recreational park in Brandwag (corner of Hiemstra and Hugo Street).</p> <p>8. Fencing of open spaces in Reyger (Westdene) and Kmdt Senekal Street (Dan Pienaar).</p> <p>9. Children’s crossing signage near Bambi Pre-Primary School and St Andrews School.</p> <p>10. Address concerns about safety and hygiene at Emily Hobhouse Square Park due to vagrants, with a balanced approach to homelessness and public space safety. Centlec:</p> <p>1. Upgrading of electricity infrastructure in Ward 20, especially in Dan Pienaar and Westdene.</p> <p>2. Installation of high-mast streetlights in key areas including Grey College, UFS, Engen garage at College Square, and Rayton Ridge.</p> <p>3. Improved security of power stations in Brandwag, Westdene, Dan Pienaar, and Heuwelsig.</p> <p>4. High-mast lights and streetlights at parks and open spaces, including Drommedaris Street and Nettleton Street.</p> <p>5. Conversion of traffic lights to solar power to ensure continued functionality during power outages.</p> <p>6. Replacement of streetlights with rechargeable LED lights. Corporate Services:</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ol style="list-style-type: none"> 1. Request for mobile police stations and mobile clinics to enhance service delivery. 2. Visible policing in Westdene, Brandwag, Dan Pienaar, and Heuwelsig to ensure safety. 3. Strengthening of traffic law enforcement to improve road safety. 4. Review of traffic fine administration for improved efficiency and accountability. 5. Request for speed control measures on David Botha Crescent in Heuwelsig, which is currently used as a drag strip and poses a hazard to residents and nearby complexes.
WARD 21	<ul style="list-style-type: none"> • A traffic impact study be done in Paul Roux Street, Dan Pienaar. • That traffic calming measures be put in place in Paul Roux Street. • If the study allows for it, that speed bumps be erected in Paul Roux Street, Dan Pienaar or that a section of the road be closed off.
WARD 21	<ul style="list-style-type: none"> • Health hazard and dumping site at Olympus site 16 , unbuilt-up erf at the above address. Fires, rats infestation., Request the City fence the area or alternatively to build on it.. <p>Below is a link to the video visualizing the problem.</p> <p>https://drive.google.com/file/d/12yNs96mSrwg0EXK9c4Hfb8RVzPkIxp2a/view?usp=drivesdk</p>
WARD 21	<ul style="list-style-type: none"> • Request for the clarity on Lombard Clinic, the clinic demolished and re-build. • The request for the cutting/pruning of high tress to avoid electricity destruction and robbery. • Request for provisioning of vacant land to build houses. • Request for the development of N8 and provisioning of vacant land to build houses for low incomes. • Request for Information / procedure to apply for the RDP houses.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> Request for the maintenance and refurbishment of sports facilities. Open space previously used for soccer, now used as crime scene for rape. The city should cautiously clean the space.
	<p>Housing: Adequate and affordable shelter for all residents. Including RDP housing especially for young adults, that are backyard dwellers.</p> <p>Basic Services: Access to clean water, electricity, and reliable waste management. Centralized clinics for the convenience of the elders.</p> <p>Public Safety: Low crime rates, effective law enforcement, and a sense of security in public spaces in the community.</p> <p>Parks and Recreation: Access to parks, green spaces, and recreational facilities. Our parks are in a very bad condition due to a lack of maintenance.</p> <p>Community Centres: Spaces for social interaction, learning, and community activities.</p> <p>Clean Air and Water: Efforts to protect the environment and ensure clean air and water resources. Build-up waste should be removed in the community. The weed on the pavements needs to be maintained, and trees hindering the traffic should be cut, which can result in a accident</p> <p>Infrastructure: The roads need to be maintained, and attention should be given to the terrible potholes in our community. High grass in parks needs to be maintained.</p> <p>Elderly: Programs and services to support the needs of the elderly population, such as elder care, transportation, and social activities.</p> <p>Youth: Programs and services for young people, such as after-school programs, summer camps, and mentorship opportunities.</p> <p>People with Disabilities: Access to accessible facilities, transportation, and support services for people with disabilities.</p> <p>Low-income Families: Programs and services to address the unique needs of low-income families, such as affordable childcare, food assistance, and housing support.</p> <p>A drainage system should be put in place in order to maintain community drain issues.</p> <p>Provide Safe Shelter: Establish and maintain safe shelter facilities for homeless people young and old and ensuring their protection and privacy. To also involve NPOs. Rehabilitation centres to address substance abuse issues. Job creations should be implemented in the community.</p>
WARD 22	<ul style="list-style-type: none"> Road Infrastructure Development and Upgrading

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Resurfacing of streets and fixing of potholes, including refurbishment and replacement of storm water inlets in streets this includes building and/or refurbishment of sidewalks. The following streets needs urgent attention; Totius Street, Elias Motsoaledi Street, Du Plessis Road and Du Plessis Service Road, Jan Spies Avenue, NP Van Wyk Louw Street, Boerneef Street, Grosskopf Street, WEG Louw Street, Dirk Opperman Street, Karl Kiel Block Street and Topsy Smith Street . • Identified accident hotspots; in T-Junction of Totius, Elias Motsoaledi, Top end of Dirk Opperman, N P Van Wyk Louw , Jan Spies , old Kimberley Road; T-Junction Du Plessis, Old Kimberley Road Primary; Re- Surfacing of Grosskopf streets c • Fixing of potholes and repair of the road in the following streets but not limited to: Totius Elias Motsoaledi, Jan Venter street , Wim Botha street , Du Plessis Road , Du Plessis service road , Karl Kielblock, WEG Louw, Boerneef, Jan Spies Road, NP Van Wyk Louw , Grosskopf, Theo Venter, Hendrik Sameuls, John Vd Riet, ABR De Vries, Eugene Marais, Audrey Blignau, Topsy Smith Street • Installation of speed cameras and speeds humps and road traffic speed signs , in the following streets: • Elias Motsoaledi, Du Plessis, Du Plessis Service, NP van Wyk Louw, Boerneef, Jan Spies Street, Totius. • Upgrading of sewerage lines and systems; in Totius , Elias Motsoaledi , Du Plessis ,du Plessis Service , Jan Spies Avenue, NP Van Wyk Louw , Boerneef , Grosskopf , WEG Louw ,Dirk Opperman, Topsy Smith . • Upgrading of electrical infrastructure in Ward 22, substations such as Spitskop DC and Tempe DC as well as Limousine DC. • Installation of Medium Mast Lighting on the open spaces/ open parks such as: Dirk opperman and Mikro , Anna M Louw and Alba Bouwer ; Joggie vermooten , • Installation of Medium Light Mast installation on the open space stormwater canal line in Topsy Smith through to Anna Neethling Pohl Streets or the installation of street lights that are turned and spray light into the open space area and not towards the roads. Meaning, at the back of each street light must another light be installed that spray light into the green area. • Repairs of Water System of Langenhovenpark in Elias Motsoaledi Street. • Implementation and installation of a water reservoir for Langenhovenpark.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Development of Security Infrastructure, installation of CCTV cameras and additional lighting across hot-spots in Ward 22. These included open spaces, intersections and pedestrian walks such as Dirk Opperman and Mikro street open space, T-Junction of NP Van Wyk Louw and Jan Spies roads and all other entrances of Langenhovenpark such as Totius Street, Jan Spies Road, Du Plessis Road and the crossing of Elias Motsoaledi and Du Plessis Road. • Board Signs for No- Dumping in Topsy Smith Street, Anna Neetling Pohl Street and the open space of Dirk opperman and Mikro Street. • Maintenance of Sidewalks and Medians must be done in Jan Spies Road, du Plessis Road, Totius Street, Elias Motsoaledi Street on a weekly basis • Replacement of Road Signs and Street Names in Langenhovenpark • Installation of pre-paid meters Pre-paid meters for water where residents have paid for must be installed and audited
WARD 22	<ul style="list-style-type: none"> • Businesses in residential streets: There has been an influx of businesses in LHP and my own street - Du Plessis Street - is no exception. This street is a service road and should therefore not be taking heavy traffic. Traffic has significantly increased. In addition to a veterinary clinic and two creches that have been in this street for a long time, we have a doctor's office and a laundromat. Everywhere I go I'm seeing businesses pop up. It seems to be a typical problem in Bloemfontein's residential areas: businesses are crowding out private residences. Many of us have observed what has become of Dan Pienaar because of overdevelopment around Preller Square. Sometimes the businesses are unsightly. • Infrastructure: Because of the increase in businesses and the development of many townhouse complexes, infrastructure has deteriorated: roads are patched but not properly resurfaced. Sewerage is a major issue and more development will only place a heavier burden on this system. Residents have taken note that a school is to be built in LHP and this is going to place an even heavier burden on existing infrastructure • Traffic: The increase in population and in residential/business development will mean we need a better system to safely and efficiently regulate traffic. Currently, there are several road accidents that occur on the corners of Du Plessis Avenue/Du Plessis

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Street and Elias Motsoaledi Steet (just one example). Traffic is going in too many directions. At some stage, traffic lights might need to be installed because stop/yield signs and small circles are not working</p> <ul style="list-style-type: none"> • Dodgy' businesses: I don't know if Spitskop falls under Ward 22, but in any case, LHP borders on it. In recent years, what look like taverns have been erected. As they supply alcohol, they are noisy and disruptive as well as potential triggers for criminal activities
WARD 22	<ul style="list-style-type: none"> • fix the potholes in LHO
WARD 23	<ul style="list-style-type: none"> • Request for the % of payments MMM gets from the services. • Request for the division of working schedules/shift to respond to electricity queries per sections/areas or street from Centlec. • Request for the available asserts to Assist the NGO'S and the MPO to run their business. • Request to allocate the vacant land for business purposes. • Request for the demolition of non-compliance buildings/houses to reduce crime rate.
WARD 23	<ul style="list-style-type: none"> • Repairing roads, sidewalks, and painting of road markings. People are in danger of being hurt by cars as the walk in the roads to and from their classes at the UFS, because the sidewalks don't exist, or are in disrepair. The cars constantly have to doge pot holes, which get larger and larger. • Improving Street lighting and public safety. Again, students and all pedestrians need all streetlights to actually work (in the night times). • Upgrading water and sewage systems. Dirty water flows through our taps a couple of times a year. Permission seems to be given for more and more student houses to be built on small properties • Maintaining open spaces and trimming overgrown trees. Trucks drive more in the middle of the road as the trees are not trimmed back – causing potential harm to other road users. • Address the type and location of future development, as well as the phasing and funding of infrastructure to support it. • Implementation of bylaws and building control. This is deemed as not responsible, may be because owners work for the UFS, or other reasons. When any resident makes an objection, it seems the Police get called out to keep the person objecting at bay

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 24	<ul style="list-style-type: none"> • Grass cutting on open space to avoid illegal dumping site • Speed humps to be erected in Barry Richter street, close to the Pick and Pay in Fleurdal • Regular collection of refuse bags.
WARD 24	<ul style="list-style-type: none"> • Replace potholes in a good manner that last for a longer period of time • Sewerage blockage to repair asap. Please do it in a manner to keep the pipes clean for a longer time. • Thank you for repair the street lights thus far, Keep up the good work. • NO BACK YARD MECHANICS ALLOWED. Refer to Barry Richeter nr 145. An illegal stelations was erected, and spray painted his stock cars, about 4 meter from our bedroom. • NO CHICKEN FARMING ALLOWED. This belongs on small holdings. Voorslag street Fleurdal. • STOPTHE PEOPLE THAT STRETCHING GARBAGE AROUND. • There is NO REFUGE REMOVAL SYSTEM - IT USED TO BE COLLECTED ON THURSDAY MORNINGS. NO RESIDENTS ARE AVAILABLE ON SATERDAY'S OR SUNDAY AFTERNOONS TO PUT OUT THE BLACK BAGS. IF RESIDENTS PUT IT OUT IN ADVANCE, THE STRETCHING OF CARBAGE BECOMES AN ISSUE AND THE MANGAUNG REFUSE TO CLEAN IT UP.
WARD 24	<ul style="list-style-type: none"> • Notice board with "NO DUMPING ALLOWED in in Genl Brand Drive
WARD 25	<ul style="list-style-type: none"> • Speed humps in du plooy crescent • supply tip dustbins for open space in du plooy street
WARD 25	<p>Reliable Service Delivery: Ensure consistent access to essential services such as water, sanitation, waste collection, and electricity.</p> <ul style="list-style-type: none"> • Improved Infrastructure: Address road maintenance, upgrade public spaces, and ensure sustainable urban planning. • Enhanced Safety and Security: Reduce crime and improve traffic and pedestrian safety through targeted initiatives.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Community Participation: Strengthen engagement between the municipality and residents to ensure that development priorities align with community needs. • Environmental Sustainability: Promote green initiatives, effective waste management, and the preservation of natural resources. • Water Supply: Addressing intermittent supply and upgrading ageing infrastructure. • Road Maintenance and Traffic Safety: Repairing potholes, ensuring regular maintenance, and implementing measures to improve traffic flow and safety. • Parks and Public Spaces: Revitalising parks, improving public space accessibility, and ensuring the safety and cleanliness of recreational areas. • Service Delivery Accountability: Establishing clear accountability mechanisms to improve municipal service performance. • Community Engagement: Enhancing collaboration with residents through workshops, surveys, and transparent feedback mechanisms. • Water Supply Reliability: <ul style="list-style-type: none"> o Intermittent water interruptions and ageing infrastructure are a critical concern for residents. o Priority is given to upgrading water pipes, improving reservoir capacity, and implementing better water management practices. • Road Infrastructure and Maintenance: <ul style="list-style-type: none"> o Many roads in the ward are deteriorating due to potholes, lack of maintenance, and stormwater management issues. • Increasing incidents of crime, including burglaries and vandalism, have raised concerns among residents. <ul style="list-style-type: none"> o Priorities include improved street lighting, CCTV installations, and stronger collaboration with local law enforcement and neighbourhood watches. 4. • Existing parks require upgrading, and there is a need for more recreational facilities to enhance quality of life. <ul style="list-style-type: none"> o Priority projects include the renovation of park infrastructure, enhancing green spaces, and ensuring safety in public areas. • Service Delivery Accountability: <ul style="list-style-type: none"> o Inconsistent waste collection, delayed infrastructure repairs, and lack of communication from municipal departments frustrate residents. • Strengthening service delivery mechanisms and improving transparency are key priorities. • Limited recycling initiatives and inadequate waste management have contributed to environmental degradation.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Priorities include promoting waste segregation, establishing recycling facilities, and creating awareness of sustainable practices. <p>Prioritised Development Goals The development priorities outlined above have been translated into actionable goals that guide the planning and implementation of projects:</p> <ul style="list-style-type: none"> • Goal 1: Ensure Consistent Access to Reliable Water Supply Upgrading ageing water infrastructure and addressing service interruptions. • Goal 2: Improve Road Safety and Maintenance Implementing regular road maintenance schedules and addressing traffic safety concerns. • Goal 3: Enhance Public Safety and Crime Prevention Strengthening neighbourhood watch programmes and introducing new safety measures such as streetlights and surveillance cameras. • Goal 4: Revitalize Parks and Public Spaces Creating accessible, well-maintained, and secure recreational areas for all residents. • Goal 5: Foster Community Engagement and Participation Establishing regular communication channels for residents to voice concerns and participate in decision-making. • Water Supply Access to a consistent and reliable water supply is fundamental to the wellbeing of residents and the sustainability of the community in Ward 25. Pellissier and Fichardtpark have faced recurring issues related to water interruptions, ageing infrastructure, and insufficient maintenance, which have caused significant inconvenience and frustration among residents. Addressing these issues is a top priority to ensure that all households and businesses in the ward have uninterrupted access to this essential resource. • Current State of Water Infrastructure Ward 25's water infrastructure includes a network of pipelines, reservoirs, and distribution systems designed to supply water to residential, commercial, and public areas. However, much of this infrastructure has aged significantly and is no longer adequate to meet the growing demand. <p>Key issues include:</p> <ul style="list-style-type: none"> • Frequent Water Interruptions: Residents often experience unplanned water outages due to burst pipes or system failures. • Aging Pipelines: Many water pipes are corroded or damaged, leading to frequent leaks and water loss.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Low Water Pressure: Some areas experience low water pressure, particularly during peak usage periods. • Lack of Maintenance: Delayed repairs and insufficient preventative maintenance have exacerbated infrastructure failures. • Recurring Water Shortages in Pellissier: Pellissier has been particularly affected by water shortages, with residents frequently facing interruptions in supply. <p>Challenges and Impact on Residents The unreliable water supply has far-reaching consequences, including:</p> <ul style="list-style-type: none"> • Disruption of Daily Activities: Water interruptions affect households' ability to cook, clean, and maintain hygiene. • Economic Impact: Businesses, particularly those reliant on water (e.g., restaurants and laundromats), suffer financial losses during outages. • Health Risks: Poor water supply and interruptions can compromise sanitation and contribute to the spread of diseases. • Reduced Confidence in Local Government: Persistent water issues erode trust in the municipality's ability to deliver essential services. <p>Proposed Initiatives for Reliable Water Supply To address these challenges, the Ward Integrated Development Plan outlines the following initiatives:</p> <ul style="list-style-type: none"> • Infrastructure Assessment and Upgrade: o Conduct a comprehensive audit of the ward's water infrastructure to identify critical weak points. • Replace ageing and corroded pipelines with durable, modern materials to reduce leaks and bursts. • Expand reservoir capacity to meet increasing demand and ensure reserve water during outages. o Reinstating and Funding the Pellissier Reservoir Project: Advocate for the reinstatement and full funding of the Pellissier reservoir project to increase water storage and improve supply reliability in the area. <p>Preventative Maintenance Programme:</p> <ul style="list-style-type: none"> • Establish a regular maintenance schedule for pipelines, reservoirs, and water distribution systems. • Create a rapid response team to address leaks and bursts promptly, minimising water wastage and service disruptions.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Water Pressure Management: o Install and maintain pressure-regulating valves to ensure consistent water pressure throughout the ward. • Monitor water pressure levels using advanced telemetry systems for early detection of potential issues. • Advocacy for Prioritising Pellissier’s Water Supply: o Engage Bloemwater: Advocate for the prioritisation of Pellissier’s water supply by Bloemwater, ensuring that the area receives timely and reliable access to water. • Improvement of Municipal Prepaid Water Meter System: o Work to improve the municipal prepaid water meter system to ensure it operates smoothly, reducing disruptions and enabling better tracking and control of water usage. • Communication and Transparency: o Develop clear communication channels to inform residents about planned maintenance, outages, and repair timelines. o Provide updates through SMS alerts, social media, and community noticeboards to ensure timely and accurate information. • Sustainability and Conservation: o Promote water conservation practices among residents, such as rainwater harvesting and efficient water usage. o Introduce community education programmes to raise awareness about preserving water resources. • Collaboration with Municipal Authorities: o Work closely with the Mangaung Metropolitan Municipality to secure funding and technical support for water infrastructure upgrades. o Advocate for prioritising Ward 25 in city-wide water management plans • Desired Outcomes Implementing these initiatives will result in: <ul style="list-style-type: none"> • A consistent and reliable water supply for all residents and businesses. • Reduced instances of water outages and leaks, minimising inconvenience and water loss. • The reinstatement and successful funding of the Pellissier reservoir project, which will ensure a sustainable and reliable water source for the area. • Improved municipal prepaid water meter operations, reducing disruptions and enhancing service reliability. • Improved public confidence in municipal service delivery. • A more sustainable approach to water resource management. By prioritising water supply improvements, particularly in Pellissier, the Ward Integrated Development Plan aims to address a fundamental need, fostering a healthier, more resilient, and prosperous

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>community. These actions will not only resolve immediate issues but also ensure that the water infrastructure is equipped to support future growth and development in Pellissier and Fichardtpark.</p> <ul style="list-style-type: none"> • Road Maintenance Road infrastructure is a vital component of any urban or suburban area, serving as the backbone for transportation, economic activity, and access to essential services. <p>In Ward 25, including the areas of Pellissier and Fichardtpark, the state of road maintenance has become a growing concern. The poor condition of roads not only hampers daily commuting but also poses safety risks to residents and contributes to the overall decline in the quality of life. Addressing these issues through a comprehensive road maintenance strategy is a key priority in the Ward Integrated Development Plan.</p> <ul style="list-style-type: none"> • Current State of Road Infrastructure The road network in Ward 25 includes a mix of paved roads, gravel roads, and neglected pathways that connect residential areas, schools, businesses, and public facilities. Key issues identified with the current road infrastructure include: <ul style="list-style-type: none"> • Potholes and Deteriorating Road Surfaces: Many roads in both Pellissier and Fichardtpark are plagued by potholes, cracks, and surface wear due to heavy traffic, weather conditions, and a lack of consistent maintenance. • Flooding and Stormwater Drainage: Inadequate stormwater management and poor drainage systems contribute to frequent flooding on roads, particularly after heavy rains, leading to further damage. • Traffic Congestion and Road Safety Concerns: Some roads experience high traffic volumes, causing congestion and increasing the risk of accidents, especially where road signs, markings, and signals are either missing or worn out. • Inconsistent Maintenance Schedules: Maintenance of roads and associated infrastructure has been irregular, leading to the deterioration of roads without timely intervention. • Dire State of Roads in Ward 25: The overall poor condition of roads across the ward, particularly in Pellissier, requires urgent attention, as many areas suffer from neglected roadways that are unsafe and unsightly. These road-related challenges create significant obstacles for residents, leading to frustration, increased costs for vehicle repairs, and a heightened risk of accidents.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Challenges and Impact on Residents The deteriorating state of roads in the ward has numerous negative consequences for the community, including:</p> <ul style="list-style-type: none"> • Increased Vehicle Maintenance Costs: The poor condition of roads accelerates wear and tear on vehicles, leading to higher maintenance and repair costs for residents and businesses. • Traffic Safety Hazards: Potholes and road defects pose serious safety risks to pedestrians, cyclists, and motorists, contributing to accidents and injuries. • Increased Travel Times: Poor road conditions and traffic congestion can lead to longer commute times, affecting daily routines and productivity, particularly for those who rely on private transport for work. • Reduced Accessibility: Poorly maintained roads can make it difficult for emergency services, delivery trucks, and public transport to access certain areas, impacting the delivery of essential services. <p>Proposed Initiatives for Road Maintenance To address these challenges, the Ward Integrated Development Plan outlines the following key initiatives aimed at improving road infrastructure and ensuring its sustainability:</p> <ul style="list-style-type: none"> • Comprehensive Road Audit and Assessment: o Conduct a detailed audit of the current state of all roads in Ward 25 to identify the most severely affected areas and prioritise them for repair and rehabilitation. • Map out critical routes that serve high-density residential areas, schools, and businesses to ensure timely interventions. • Pothole Repair and Surface Restoration Programme: o Launch a targeted pothole repair programme to address immediate hazards and restore road surfaces to a safe and functional condition. • Collaborate with local organizations such as the Fichardt Park Neighbourhood Association (FNA) and Trots Pellissier to raise funds for pothole repairs, ensuring the community plays an active role in improving their own infrastructure. • Secure external contractors, such as Raubex, to assist with large-scale road repairs, ensuring that the work is carried out efficiently and to a high standard. • Upgrade and Improve Stormwater Management Systems: o Redesign and implement effective stormwater drainage solutions to prevent flooding and water damage to roads during periods of heavy rain.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Improve culverts, channels, and drains along key roadways to manage runoff and prevent erosion. <p>Traffic Management and Safety Measures:</p> <ul style="list-style-type: none"> • Install and maintain proper road signs, traffic markings, and speed bumps in high-risk areas to improve road safety for pedestrians and motorists. • Conduct a road safety awareness campaign to educate residents about safe driving practices and pedestrian safety. <p>Regular Maintenance and Repair Schedules:</p> <ul style="list-style-type: none"> • Establish and implement a regular road maintenance schedule to ensure that minor issues, such as cracks and small potholes, are addressed before they escalate into more significant problems. • Implement a monitoring system to track the progress of ongoing repairs and maintenance, ensuring accountability and timely completion. <p>Collaboration with Municipal Authorities:</p> <ul style="list-style-type: none"> • Work closely with the Mangaung Metropolitan Municipality to secure funding and technical support for road infrastructure projects. • Advocate for prioritizing road repairs and upgrades in Ward 25 to ensure that critical areas receive timely attention. <p>Community Engagement and Transparency:</p> <ul style="list-style-type: none"> • Regularly engage with residents to update them on progress, collect feedback, and ensure that their concerns are addressed promptly. • Provide information through public meetings, social media, and community noticeboards about road repairs and maintenance schedules. • Desired Outcomes Implementing these initiatives will result in: <ul style="list-style-type: none"> • A significant improvement in road conditions across Ward 25, with safer, smoother roads that meet the needs of residents and businesses. • A reduction in traffic-related accidents and injuries due to improved road safety measures and better-maintained infrastructure.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Decreased vehicle maintenance costs for residents, as potholes and surface deterioration are addressed. • Enhanced community involvement in road repair initiatives, fostering a sense of ownership and pride in local infrastructure. • Improved access to essential services for residents, with better roads facilitating emergency services, public transport, and commercial activities. By prioritising road maintenance and collaborating with local organisations and contractors, the Ward Integrated Development Plan aims to create a safer, more efficient, and sustainable road network in Pellissier and Fichardtpark. These actions will not only resolve immediate road issues but also lay the groundwork for long-term infrastructure improvements that support the continued growth and prosperity of Ward 25. • Traffic and Road Safety Ensuring the safety of road users—whether pedestrians, cyclists, or motorists—is paramount in Ward 25, particularly in the busy areas of Pellissier and Fichardtpark. With increasing traffic volumes and numerous road safety hazards, addressing traffic management and improving road safety are critical components of the Ward Integrated Development Plan. <p>The key focus is on reducing the incidence of accidents, improving pedestrian safety, and ensuring that roads remain safe for all users.</p> <ul style="list-style-type: none"> • Current Traffic and Road Safety Challenges Residents and commuters in Ward 25 face several traffic-related safety issues, many of which stem from the combination of high traffic volumes, inadequate road markings, and insufficient traffic control measures. <p>Key challenges include:</p> <ul style="list-style-type: none"> • Speeding: Roads such as Pellissier Drive, Volkspele Road, and Benade Drive, which serve as major thoroughfares, experience frequent instances of speeding, particularly during peak hours. Speeding drivers significantly increase the risk of accidents, especially in residential areas where children and pedestrians are often present. • Reckless Driving: In certain areas, reckless driving behaviours, such as running red lights or failing to yield, contribute to accidents and near-misses. • Pedestrian Safety: Lack of safe pedestrian crossings and poorly marked walkways create safety hazards for those walking or cycling, leading to an increased risk of pedestrian fatalities.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Poor Road Signage and Visibility: Inadequate or worn-out road signs, as well as poorly lit intersections, exacerbate driving conditions, particularly at night or during adverse weather. The impact of these issues extends beyond the risk to individual safety, also contributing to increased vehicle damage, insurance costs, and delays in emergency services' ability to access critical locations. <p>Proposed Traffic and Road Safety Initiatives To address the pressing road safety concerns in Ward 25, the following initiatives will be implemented:</p> <ul style="list-style-type: none"> • Speed Reduction Measures on Key Roads: o Pellissier Drive, Volkspele Road, and Benade Drive will be identified as highpriority areas where speed reduction measures need to be urgently applied. Strategies to reduce speeding on these roads include: • Installation of Speed-Warning Traffic Lights: Advocate for the introduction of speed-warning traffic lights, particularly at key intersections or high-risk areas. These lights will alert drivers when they are exceeding speed limits, providing a visual reminder to slow down before accidents occur. • Increased Visibility of Traffic Officers: Push for the increased presence of traffic officers along these routes during peak times to enforce speed limits and deter reckless driving. Their visibility can act as a deterrent to speeding, while providing immediate intervention when necessary. • Roadblocks and Traffic Enforcement: o Organise regular roadblocks in strategic neighbourhoods, including Pellissier and Fichardtpark, to deter reckless driving and ensure that vehicles comply with traffic regulations. Roadblocks can be used to check for speeding, impaired driving, and other violations, significantly reducing the occurrence of dangerous driving behaviours. o Collaborate with local law enforcement to ensure roadblocks are effective in reducing traffic violations while maintaining a strong community presence. • Improvement of Pedestrian Infrastructure: o Install well-marked pedestrian crossings at high-traffic intersections, especially near schools, parks, and commercial areas, to ensure that pedestrians can cross roads safely. o Ensure that walkways are properly maintained and clearly marked to guide pedestrians, with an emphasis on protecting vulnerable groups such as children and the elderly.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Enhanced Road Signage and Lighting: <ul style="list-style-type: none"> o Improve road signage at critical junctions and intersections to ensure that drivers are fully informed of road conditions, speed limits, and potential hazards. o Install additional street lighting at dark intersections and pedestrian crossings to increase visibility and reduce the risk of accidents during the night. • Public Awareness Campaigns: <ul style="list-style-type: none"> o Launch a road safety awareness campaign in the community to educate residents about the importance of obeying traffic laws and practising safe driving behaviour. The campaign will focus on promoting speed limits, the dangers of reckless driving, and the importance of pedestrian safety. o Distribute educational materials and use local media channels to reach a wide audience, including social media, radio, and community newsletters. • Traffic Calming Measures: <ul style="list-style-type: none"> o Implement traffic calming measures such as speed bumps, rumble strips, and traffic islands in key areas to encourage drivers to reduce speed, especially in residential zones. These measures can be particularly effective in slowing down traffic without the need for extensive road redesigns. • Collaboration with Local Organizations: <ul style="list-style-type: none"> o Work with local community organisations such as the Fichardt Park Neighbourhood Association (FNA) and Trots Pellissier to raise awareness of road safety issues and promote community involvement in traffic management. <p>Engage residents in community-driven initiatives, such as volunteer patrols or neighbourhood watch programmes, to further strengthen the enforcement of traffic laws.</p> <ul style="list-style-type: none"> • Desired Outcomes The implementation of these initiatives is expected to lead to significant improvements in road safety across Ward 25. Expected outcomes include: <ul style="list-style-type: none"> • A reduction in speeding on key roads, particularly Pellissier Drive, Volkspele Road, and Benade Drive, due to the introduction of speed-warning traffic lights and increased traffic enforcement. • A decline in traffic-related accidents and injuries, as reckless driving behaviours are deterred, and pedestrian safety is prioritised. • Improved community awareness of road safety practices, leading to more responsible driving behaviours and increased vigilance among pedestrians and cyclists. • Enhanced pedestrian safety through improved crossings and walkways, reducing the risk of accidents in busy areas.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Increased cooperation between residents, law enforcement, and local organisations, fostering a safer and more accountable road environment. Through these strategic initiatives, Ward 25 aims to create a safer and more pedestrian-friendly environment where road users can travel with confidence, reducing the risks of accidents and ensuring a higher quality of life for all residents. <p>Parks and Public Spaces Parks and public spaces are essential for the well-being of any community, providing residents with areas for recreation, relaxation, and social interaction. In Ward 25, including the areas of Pellissier and Fichardtpark, the availability and maintenance of these spaces directly impact the quality of life, contributing to physical and mental health, community cohesion, and environmental sustainability. However, many of the parks and public spaces in the ward require attention to ensure they are well maintained, accessible, and safe for all residents.</p> <ul style="list-style-type: none"> • Current Challenges with Parks and Public Spaces While Ward 25 is home to several parks and public spaces, these areas face a number of challenges that hinder their full potential. Key issues include: <ul style="list-style-type: none"> • Neglected Parks and Green Spaces: Some parks in the ward suffer from a lack of regular maintenance, leading to overgrown grass, broken fences, litter accumulation, and deteriorating infrastructure such as benches and play equipment. • Lack of Tree Maintenance: Trees in public spaces, if not properly maintained, can become a hazard, with branches overgrowing and obstructing pathways or posing a risk to safety during storms. • Limited Recreational Facilities: Many public parks lack modern facilities, such as sports equipment, exercise stations, or shaded areas, which could encourage more active and healthy lifestyles among residents. • Inadequate Lighting and Security: Insufficient lighting and the lack of visible security measures in certain parks can make these spaces feel unsafe, especially during the evening, discouraging their use after dark. • Underutilization of Available Spaces: Some parks and green spaces are underutilised due to poor infrastructure or a lack of community engagement, leading to missed opportunities for recreational or social activities. These issues not only affect the physical aesthetics of public spaces but also reduce their utility and accessibility, limiting the positive impact they can have on the community.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Proposed Initiatives for Enhancing Parks and Public Spaces To improve the quality and accessibility of parks and public spaces in Ward 25, the following initiatives are proposed:</p> <ul style="list-style-type: none"> • Regular Maintenance and Upkeep of Parks: o Establish a regular maintenance schedule for all public parks and green spaces in the ward, ensuring that grass is mowed, paths are cleared, litter is collected, and infrastructure is repaired promptly. • Engage local community groups, such as the Fichardt Park Neighbourhood Association (FNA) and Trots Pellissier, to take part in park clean-up days and other volunteer-driven maintenance activities, fostering a sense of ownership and pride in local parks. • Tree Maintenance and Safety: o Implement a tree trimming and maintenance programme to ensure that trees in public spaces are regularly pruned to prevent overgrowth and reduce the risk of branches causing obstructions or damage. • Remove any hazardous or damaged trees that pose a safety threat, and replace them with new trees to enhance the green canopy and improve the environment. • Upgrade and Expansion of Recreational Facilities: o Invest in upgrading and expanding the recreational facilities in public parks, such as installing new playground equipment, creating outdoor fitness areas, and building sports courts for community use. o Add shaded areas, benches, and picnic spots to encourage longer stays and make parks more comfortable for families, elderly residents, and individuals with mobility challenges. • Improved Lighting and Security: o Install adequate street lighting around park pathways and key recreational areas to increase visibility and enhance safety for evening visitors. • Collaborate with local law enforcement to improve park security, ensuring that these spaces are safe for all users, especially at night. Consider implementing community watch programmes or surveillance systems to deter criminal activity. <p>Public Engagement and Community Programming:</p> <ul style="list-style-type: none"> • Organise community events in public parks, such as outdoor movie nights, fitness classes, and cultural festivals, to encourage residents to utilise these spaces more frequently. o Work with local organisations and schools to host educational programmes about environmental sustainability, gardening, and the importance of preserving green spaces. <p>6. Environmental and Ecological Enhancements:</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Introduce sustainable practices such as rainwater harvesting systems for park irrigation, composting facilities, and the planting of indigenous plants that require less water and maintenance. • Promote biodiversity within parks by creating wildlife-friendly spaces, including bird feeders, butterfly gardens, and insect hotels, to encourage local wildlife and enhance the ecological value of public areas. <p>Accessibility Improvements:</p> <ul style="list-style-type: none"> • Ensure that all public parks and spaces are fully accessible for people with disabilities, including ramps, wider pathways, and designated parking spaces. <ul style="list-style-type: none"> o Improve signage within parks to ensure that visitors can easily navigate these spaces, including signs that indicate nearby facilities, safety features, and emergency contacts. • Desired Outcomes By implementing these initiatives, Ward 25 aims to create vibrant, well-maintained, and accessible parks and public spaces that meet the needs of the community. Expected outcomes include: <ul style="list-style-type: none"> • Enhanced Aesthetics and Cleanliness: Public parks will be cleaner, better maintained, and visually appealing, providing a pleasant environment for residents to enjoy. • Increased Use and Community Engagement: The improved facilities and upgraded parks will attract more residents, leading to increased physical activity, social interaction, and community cohesion. • Improved Safety and Security: Better lighting, increased security measures, and tree maintenance will make parks safer and more inviting, especially during evening hours. • Environmental Benefits: The introduction of sustainable practices and the enhancement of green spaces will improve the local environment, promoting biodiversity and reducing the urban heat island effect. • Greater Accessibility: Residents with mobility challenges, as well as elderly individuals and families with children, will be able to access and enjoy public parks with ease. Ultimately, the vision for parks and public spaces in Ward 25 is to create vibrant, safe, and inclusive areas where residents can connect with nature, engage in recreational activities, and build stronger community bonds. By investing in the maintenance and enhancement of these spaces, Ward 25 will not only improve the physical environment but also foster a sense of pride, ownership, and well-being among its residents.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Urban Planning and Property Management Urban planning and property management are integral to creating a well-functioning and thriving community. In Ward 25, encompassing the areas of Pellissier and Fichardt park, effective urban planning is essential for managing the growth and development of the neighbourhood, ensuring that land use is sustainable, and that residential, commercial, and public spaces are properly managed and maintained. Proper urban planning also contributes to the aesthetic appeal, safety, and functionality of the area, while property management helps to maintain the integrity of individual properties and neighbourhoods as a whole. • Current Urban Planning and Property Management Challenges Ward 25 faces several urban planning and property management challenges that require attention to ensure that the areas continue to develop in a sustainable, orderly, and inclusive manner. These include: <ul style="list-style-type: none"> • Neglected or Abandoned Properties: Certain properties, including 45 Castelyn Avenue, have been left abandoned or poorly maintained, contributing to blight in the neighbourhood. These properties can attract criminal activity, vandalism, and squatting, which pose safety risks for nearby residents. • Inadequate Land Use and Zoning Regulations: In some areas, there is a lack of clear zoning and land use planning, which can lead to the encroachment of unsuitable developments or poor land management practices. • Illegal Building Practices: Some properties may be constructed or renovated without proper permits, leading to structural issues, overcrowding, and potential safety hazards. • Property Value Decline: Poor property management, combined with neglected infrastructure, can result in a general decline in property values, which negatively impacts the economic well-being of the community. • Inconsistent Enforcement of Municipal By-Laws: There is sometimes a lack of consistent enforcement of property maintenance regulations, allowing properties to fall into disrepair, and contributing to unsightly and unsafe living conditions. <p>These challenges can result in a negative cycle where neighbourhoods become less desirable places to live, further exacerbating issues like crime, property devaluation, and community disengagement.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Proposed Initiatives for Urban Planning and Property Management To address the challenges of urban planning and property management in Ward 25, the following initiatives are proposed:</p> <ul style="list-style-type: none"> • Address Abandoned and Poorly Maintained Properties: • Issue Eviction Notices or Arrange Sales for Abandoned Properties: A focused approach will be taken to address abandoned or poorly maintained properties, such as 45 Castelyn Avenue, by issuing eviction notices or negotiating the sale of properties that have fallen into neglect. By working with the relevant authorities and property owners, we will ensure that these properties are either brought back into productive use or sold to responsible new owners. • Enforce Property Maintenance Standards: Municipal authorities will be urged to enforce property maintenance standards more consistently, holding property owners accountable for maintaining their properties in accordance with local regulations. This includes addressing derelict structures, unsightly yards, and any other property violations that impact the neighbourhood's aesthetics and safety. <p>Zoning and Land Use Regulations:</p> <ul style="list-style-type: none"> • Review and Update Zoning Plans: Ensure that the area's zoning and land use regulations are in alignment with the growing needs of the community. This includes conducting a review of current zoning maps to identify areas where land use may be more appropriately applied, such as the conversion of certain spaces for community services, retail, or residential use. o Encourage Sustainable and Responsible Development: Promote urban development projects that prioritise sustainability, green spaces, and community amenities. By guiding developments to align with the community's needs, we can ensure that growth is well-managed, orderly, and contributes positively to the area. <p>Combat Illegal Building Practices:</p> <ul style="list-style-type: none"> • Strengthen Building Inspections and Permits: Work with municipal authorities to ensure that all new building projects are inspected regularly and that appropriate building permits are obtained before any construction takes place. This will help to prevent illegal developments and ensure that all properties are built to code, safe for residents, and in keeping with local regulations.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Increase Awareness of Legal Building Practices: Educate property owners and builders about the importance of following legal building practices and the long-term benefits of ensuring that properties are safe and compliant with regulations. • Support Property Value Retention and Enhancement: <ul style="list-style-type: none"> o Promote Community Upkeep Initiatives: Encourage property owners to take pride in maintaining their properties and surroundings. Regular clean-up campaigns and beautification projects can help improve the overall aesthetics of the area, contributing to the retention and enhancement of property values. • Develop a Local Property Maintenance Guide: Create a user-friendly guide for property owners that outlines maintenance best practices, including landscaping, home improvement tips, and regular checks to ensure that homes are safe and up to code. 5. Enforce and Strengthen Municipal By-Laws: <ul style="list-style-type: none"> • Strengthen the Enforcement of Property Maintenance By-Laws: Advocate for stricter enforcement of municipal by-laws, particularly regarding property upkeep, waste disposal, and illegal dumping. This will help maintain the visual appeal of neighbourhoods and ensure that properties are kept in good condition. • Create a System for Reporting Property Violations: Implement a transparent system for reporting violations of property regulations, allowing residents to inform local authorities about neglected properties or illegal building practices in their neighbourhoods. • Encourage Mixed-Use Development: <ul style="list-style-type: none"> o Encourage the development of mixed-use zones where residential, commercial, and recreational spaces can coexist. This type of development can increase the vibrancy of an area while also improving access to services and reducing the need for long commutes. • Community Involvement in Urban Planning: <ul style="list-style-type: none"> o Engage residents in urban planning decisions by hosting community meetings or consultations, ensuring that the needs and concerns of local residents are taken into account in the planning process. This will not only foster a sense of ownership but also ensure that development decisions are made with the community's best interests in mind. • Work closely with local organisations such as Trots Pellissier and the Fichardt Park Neighbourhood Association (FNA) to facilitate discussions on urban development priorities and strategies for addressing property management concerns.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Desired Outcomes The implementation of these initiatives will lead to several positive outcomes, including:</p> <ul style="list-style-type: none"> • Improved Property Conditions: Abandoned and poorly maintained properties will either be rehabilitated or sold, reducing blight and enhancing the overall aesthetic of the neighbourhood. • Stronger Property Values: By improving property conditions and supporting responsible urban development, property values in Ward 25 are expected to rise, benefiting homeowners and contributing to the economic stability of the community. • Sustainable Development: The careful management of urban growth will help ensure that the development of Ward 25 is sustainable, balanced, and beneficial to residents. • Increased Community Satisfaction: Engaging residents in urban planning decisions will create a sense of community pride and satisfaction, ensuring that development reflects the needs and desires of the people who live there. • Stronger Municipal Accountability: A consistent approach to enforcing by-laws and maintaining properties will build trust between residents and the municipality, encouraging greater civic responsibility and accountability. By addressing urban planning and property management issues, Ward 25 can transform into a model for sustainable and thriving neighbourhoods, where properties are well-maintained, developments are carefully managed, and residents feel proud of their community. • Community Engagement Community engagement is essential for building trust, fostering collaboration, and addressing local issues in Ward 25. By ensuring residents are involved in decision-making processes, we can create sustainable, community-driven solutions that improve the overall quality of life in Pellissier and Fichardtpark. • Strengthening Community Participation Increasing community involvement is key to ensuring effective local governance. To enhance engagement, we propose: <ul style="list-style-type: none"> • Organizing Community Projects: Initiatives like tree planting and fundraising, in collaboration with local organisations such as the Fichardt Park Neighbourhood Association and Trots Pellissier, will promote unity and directly address community needs. • Regular Meetings and Feedback: Holding frequent community meetings to discuss ongoing projects, address concerns, and encourage participation.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Involving Vulnerable Groups: Targeted initiatives to include youth, the elderly, and low-income residents in decision-making and activities. <p>Enhancing Communication Channels</p> <ul style="list-style-type: none"> • Digital Platforms: Use social media, WhatsApp, and websites to inform residents and allow them to share feedback. • Surveys and Feedback Tools: Regularly gather input through online surveys to involve a broader range of voices. • Transparency: Clear communication on projects, goals, and progress ensures residents feel informed and connected to the process. <p>Improving Ward Committee Accountability</p> <ul style="list-style-type: none"> • Clear Roles: Ensure that Ward Committee members have defined responsibilities, with action plans to track progress on projects. • Regular Updates: Report on project status to the community, ensuring accountability and responsiveness. • Increase Resident Participation in local initiatives. • Build Trust and Accountability between residents and local authorities. • Strengthen Community Bonds through collaborative projects. • Develop Sustainable Solutions to address local challenges. This approach will create a more empowered and unified community, actively involved in shaping its future. • Holding the Municipality Accountable The Mangaung Metro Municipality has a duty to provide consistent and reliable services to its communities, but the persistent issues with water supply, poor infrastructure maintenance, and a malfunctioning prepaid meter system have shown that these services are often inadequate. To address this, we will: <ul style="list-style-type: none"> • Monitor Service Delivery: Regularly track the performance of municipal services to identify areas where there are delays, inefficiencies, or failures, particularly in water supply and infrastructure repairs. • Pressure for Improvement: Advocate for urgent action to resolve these issues by directly engaging with relevant municipal departments and pushing for the prioritisation of Ward 25's needs, especially in ensuring a stable water supply and functional infrastructure.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Engage Residents in Reporting Failures: Encourage residents to report service failures, ensuring that the municipality is held accountable through active monitoring and feedback from the community. • Skilled Professionals for Municipal Operations: Advocate for the hiring of skilled professionals, such as IT specialists, to address ongoing systemic issues like the malfunctioning prepaid meter system and other technical problems in municipal operations. Their expertise will be crucial in improving service systems and ensuring they are reliable and sustainable. • Improved Infrastructure Management: Work with skilled engineers and project managers to identify and implement effective maintenance strategies for existing infrastructure, ensuring that roads, sewage, and water systems are properly maintained and upgraded where necessary. • Collaborative Advocacy In addition to holding the municipality accountable, it is crucial to build alliances with other stakeholders, including local organisations, businesses, and external contractors. By collaborating with these groups, we can advocate for better service delivery and ensure that the needs of Ward 25 are prioritised. This approach will include: • Advocacy for External Support: Push for the involvement of external contractors with the necessary expertise to assist in infrastructure repairs and improvements where the municipality's capacity may be limited. • Community Involvement: Involve residents in tracking service delivery progress, ensuring that they are part of the process and can hold the municipality to account. • Desired Outcomes By focusing on service delivery accountability, we aim to achieve the following: <ul style="list-style-type: none"> • Reliable and Efficient Services in water supply, infrastructure, and prepaid metering. • Improved Municipal Operations through the inclusion of skilled professionals and technical expertise. • Strong Resident Involvement in reporting and tracking service delivery issues. • A transparent and accountable Municipality that is responsive to the needs of Ward 25. Through these efforts, we will work towards a municipality that delivers the services its residents deserve, ensuring that Ward 25 becomes a model of efficient and reliable governance. • Environmental Management Environmental management is crucial for ensuring the sustainability of our communities in Ward 25, particularly in the face of growing urbanisation and the need to preserve natural resources for future generations. Effective environmental management not only enhances the quality of life for residents but also supports the long-term health of the local

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>ecosystem. This includes managing waste, preserving green spaces, and promoting sustainable practices that benefit both the environment and the community.</p> <ul style="list-style-type: none"> • Promoting Sustainability in Ward 25 As urban areas continue to expand, the environmental impact of development becomes increasingly significant. It is essential to implement strategies that minimise negative environmental effects while encouraging responsible development. Key focus areas include: • Waste Management: Improve waste collection and recycling services to ensure that Ward 25 remains clean and waste is disposed of responsibly. Promote community-wide recycling initiatives and educate residents on the importance of reducing, reusing, and recycling waste. • Pollution Control: Take action to reduce air and water pollution by monitoring waste disposal practices and advocating for cleaner technologies in industrial areas and households. • Sustainable Landscaping: Encourage sustainable practices such as water-efficient gardening and the planting of indigenous plants that require fewer resources and are better suited to the local climate. • Protecting Green Spaces and Biodiversity Public parks, green spaces, and biodiversity are vital for the health and well-being of the community. These areas not only provide recreational opportunities but also contribute to environmental health by improving air quality, reducing urban heat islands, and offering habitats for local wildlife. In Ward 25, it is essential to: • Maintain and Upgrade Parks and Open Spaces: Ensure that parks and recreational areas are well-maintained, with regular grass cutting, tree planting, and the upkeep of playgrounds and sports facilities. • Tree Planting and Urban Greening Projects: Expand tree planting initiatives to enhance green coverage in urban areas, which will help improve air quality, provide shade, and support local wildlife. Encourage residents to participate in these efforts, fostering community pride and environmental stewardship. • Flood Prevention: Implement flood management systems, including the proper maintenance of drainage systems, to prevent waterlogging during heavy rains. • Energy Efficiency: Promote energy-saving initiatives, such as the use of solar energy in public buildings and the installation of energy-efficient street lighting.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Public Awareness Campaigns: Educate the community about the importance of climate change mitigation, such as reducing carbon footprints, saving water, and conserving energy, through local workshops and information campaigns. • Community Environmental Education: Organise workshops, seminars, and school programmes to educate residents, especially young people, on the importance of sustainability, waste reduction, and eco-friendly practices. • Volunteering and Partnerships: Encourage residents to get involved in environmental initiatives such as clean-up drives, tree planting campaigns, and biodiversity monitoring. Partner with local environmental organisations to amplify the impact of these activities. • Improved Waste Management through better collection systems and community-wide recycling efforts. • Greener Public Spaces with well-maintained parks, increased tree planting, and improved biodiversity. • Increased Community Involvement in environmental initiatives, fostering a shared responsibility for sustainability. • Enhanced Resilience to Climate Change through flood management and climate change mitigation strategies. With these measures, Ward 25 will become a more sustainable, green, and environmentally conscious community, ensuring a healthier environment for current and future generations. • Strengthening Police Presence: Advocate for an increased police presence in crime hotspots, including regular patrols, visibility, and collaboration with local law enforcement agencies to address rising concerns. • Crime Prevention Initiatives: Support the establishment of neighbourhood watch programmes and strengthen collaboration between residents and the South African Police Service (SAPS) to identify and prevent criminal activities before they escalate. • Enhanced Lighting in Public Spaces: Install better street lighting in poorly lit areas, especially near parks, pedestrian walkways, and bus stops, to increase visibility and deter criminal activity. • Community Policing Forums (CPF): Strengthen partnerships with Community Policing Forums to create safer environments, share intelligence, and address crime-related issues through collaborative efforts. • Traffic Calming Measures: Advocate for the installation of speed bumps, traffic signs, and pedestrian crossings, particularly in high-risk areas such as Pellissier Drive, Volkspele Road, and Benade Drive, to reduce speeding and protect residents.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Improved Road Safety Education: Organise campaigns to raise awareness about safe driving and pedestrian safety. These can include workshops in schools and local organisations to highlight the dangers of reckless driving, especially near schools, parks, and residential areas. • Enhanced Emergency Services Access: Ensure that emergency services, including ambulances and fire services, have quick access to key areas within Ward 25 by improving road networks and addressing traffic bottlenecks. 12.3 Promoting Safe Public Spaces Public parks, playgrounds, and community spaces are essential to the well-being of residents, especially families. Ensuring these areas are safe and well-maintained will foster a stronger sense of community: • Park Security: Collaborate with local authorities to enhance security at parks and public spaces by installing CCTV cameras, employing security personnel, or increasing police patrols in these areas. • Safe Play Areas for Children: Ensure that all playgrounds are secure and well-maintained, with appropriate fencing, safe equipment, and regular inspections to prevent accidents. • Community-Driven Initiatives: Encourage residents to participate in keeping public spaces safe, whether through organised clean-up drives or maintaining vigilance against vandalism or anti-social behaviour. 12.4 Strengthening Community Involvement in Safety A collaborative approach to safety, involving residents and local organisations, is key to building a sense of shared responsibility and enhancing security: • Neighbourhood Watch Programmes: Strengthen and expand neighbourhood watch initiatives to involve more residents in actively monitoring and reporting suspicious activity. • Community Safety Workshops: Host regular workshops and meetings to educate residents on crime prevention strategies, personal safety, and how to access local law enforcement support. • Youth Engagement: Engage local youth through after-school programmes, sports activities, and educational initiatives that steer them away from crime and provide opportunities for constructive community involvement. 12.5 Desired Outcomes The implementation of comprehensive safety and security measures will aim to achieve the following outcomes for Ward 25: <ul style="list-style-type: none"> • Reduced Crime Rates through improved police presence, community partnerships, and crime prevention initiatives. • Safer Roads and Public Spaces with better traffic management and improved road safety infrastructure.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Increased Community Engagement in safety efforts, fostering a sense of collective responsibility and vigilance. • Greater Public Confidence in the safety of their neighbourhoods, contributing to a stronger sense of community and well-being. By addressing both the immediate and long-term safety concerns in Ward 25, we will create a secure environment where residents feel safe to live, work, and socialise, thus fostering a stronger, more resilient community. • Business Incubation and Mentorship: Develop partnerships with local chambers of commerce, economic development agencies, and private sector organisations to provide training, mentorship, and incubation services to emerging entrepreneurs. This will equip them with the skills and resources necessary to grow and succeed. Access to Funding and Grants: Advocate for easier access to funding, grants, and lowinterest loans for small businesses, particularly those owned by young people, women, and historically disadvantaged individuals. By facilitating financial support, we can encourage local businesses to scale and create jobs. • Promoting Local Businesses: Launch campaigns to encourage residents to support local businesses and services, ensuring that more money circulates within the community, which in turn promotes sustainable economic growth. • Infrastructure Development to Attract Investment A key component of local economic development is ensuring that Ward 25 is an attractive destination for investment. Infrastructure improvements are necessary to support business growth, enhance service delivery, and create an environment conducive to economic activity: • Improved Transport Networks: Invest in transport infrastructure such as roads, bus routes, and cycle lanes to ensure that businesses have reliable access to markets, suppliers, and customers. Well-connected areas are more likely to attract investment and foster a thriving local economy. • Business Districts and Commercial Hubs: Develop commercial areas and business districts within Ward 25 to promote economic activity. These areas can serve as hubs for local businesses, retail, and service industries, attracting entrepreneurs and investors looking for opportunities in the region. • Promoting Digital Connectivity: Advocate for improved internet access and digital infrastructure to support the growing tech sector and allow local businesses to connect with global markets, especially in areas such as e-commerce, digital services, and remote working opportunities.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Skills Development and Employment Creation Education and skills development are fundamental to reducing unemployment and driving sustainable economic growth. It is essential to equip local residents with the skills needed to participate in the job market and become contributors to the economy: • Job Training and Skills Development Programs: Partner with local educational institutions, NGOs, and businesses to create skills development programs tailored to the needs of Ward 25's residents. This could include vocational training, business management workshops, and skills in emerging industries such as technology and renewable energy. • Youth Employment Initiatives: Launch youth-focused programmes aimed at equipping young people with the skills, experience, and confidence to enter the job market. These initiatives can include internships, apprenticeships, and work experience placements in local businesses. • Job Creation Projects: Initiate public works and infrastructure projects that not only address the community's needs but also provide employment opportunities. These projects could focus on road repairs, park upgrades, or environmental initiatives, benefiting both the community and the local workforce. • Enhancing Tourism and Local Attractions Ward 25 is home to a range of local attractions that can be leveraged to promote tourism and generate income for the community. By enhancing these attractions and supporting the tourism sector, we can create economic opportunities for local businesses: <ul style="list-style-type: none"> • Promoting Local Attractions: Increase awareness of local attractions, such as parks, historical sites, and community events, by creating marketing campaigns and partnerships with local tourism agencies. • Event Hosting and Cultural Activities: Organise cultural and recreational events, such as festivals, farmers' markets, and art exhibitions, to attract visitors and create opportunities for local vendors, artists, and performers to showcase their products and talents. • Eco-Tourism and Green Initiatives: Develop eco-tourism initiatives that highlight the natural beauty of the area, such as nature walks, birdwatching, or eco-friendly tours. These initiatives can provide sustainable income while promoting environmental conservation. • Increased Local Entrepreneurship with more businesses starting, growing, and thriving in the community. • Job Creation and Reduced Unemployment through targeted skills development programs and public works projects.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Increased Investment in local infrastructure and commercial areas, attracting both local and external investors. • A More Resilient Local Economy that is diverse, sustainable, and able to withstand external shocks. • Enhanced Tourism and Cultural Engagement that draws visitors to the area and provides new opportunities for local businesses. By focusing on local economic development, Ward 25 can create a more prosperous and self-sufficient community, where residents have the skills, resources, and opportunities they need to thrive. Through collaboration with stakeholders, targeted investments, and community engagement, we will build a strong, diversified economy that benefits everyone.
Ward 27	<ul style="list-style-type: none"> ✓ .Request for the waterborne toilets ✓ Request for the building of Community hall ✓ Request for filling of potholes and provision of paving. ✓ Request for the installation of high mast.
Ward 28	<ul style="list-style-type: none"> ✓ Request for the installation of waterborne toilets in W-section . ✓ Request for the maintenance of Botshabelo west road and construction of paving . ✓ Request for maintenance of stormwater in K-section. ✓ Request for the rehabilitation of parks ✓ Request for pruning of trees. ✓ Request for the outdoor centre behind Botshabelo Stadium to include the following projects:(two dressing rooms, two office spaces, toilets. ✓ Request for the crickets and ruby stadium. ✓ Request for the basket and net ball facilities.
Ward 29	<ul style="list-style-type: none"> ✓ Request for the provision of dust bins ✓ Request for the provision of Free basic electricity(FBE)

SUBMISSIONS BY:	COMMUNITY INPUTS
	Request for the allocation of sites in Industrial park square
Ward 30	<ul style="list-style-type: none"> ✓ Request for the maintenance of roads leading to school G- section and H- section. ✓ Request for the installation of electricity to the informal settlement next to Tau Nameng. ✓ Request for the maintenance of road and stormwater in H2 & H3. ✓ Request for MMM to utilise yellow fleet for the maintenance of roads. <p>Request for building of RDP houses</p>
Ward 32	<ul style="list-style-type: none"> ✓ Request for provision of waterborne toilets in C2 ✓ Request for the finalisation of RDP backlog. ✓ Request for the private companies to assist in building of low income houses. ✓ Request for the kids play ground/facilities. <p>Request for the maintenance of electricity.</p>
Ward 33	Request for the provision of gravel to maintain the road to cemetery.
Ward 34	<ul style="list-style-type: none"> ✓ Request for the provision of gravel to house number 1106 ✓ Request for the creation of employment and rehabilitation of FDC. ✓ Request for the flashing toilets at W & U section ✓ Request for the maintenance of stormwater channels at Mpatleng road. <p>Request for the assessment of the vacant land and allocation for residential.</p>
Ward 36	Request for the Disaster recovery Plan to mitigate the impact Climate Change.
Ward 37	<ul style="list-style-type: none"> ✓ Request for the proper assessment and verification of title deeds K-section. ✓ Request for investigation of title deeds for house number 244 K- section. ✓ Request for the provision of clinic and school in R-section

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> ✓ Request for the refurbishment of bridge. ✓ Request for the allocation of RDP houses.
Ward 38	<ul style="list-style-type: none"> ✓ Request for the gravel to maintain road and toilets <p>Request for the completion of Jesmin Mokgothu road.</p>
WARD 43 TIERPOORT BY LANDBOU / AGRICULTURE	<ol style="list-style-type: none"> 1. Maintenance and gravel of all roads to avoid vehicle accidents, with may lead to possible claims. 2. Replacement of storm water channels under roads. 3. Upgrading of sewage network and better service delivering by Mangaung Metropolitan Municipality to reduce/stop possible pollution of the Tierpoort River. (Sewage from Kgotsofalo Primary School and informal settlement called Jerusalem.) This is a health problem and risk, which can lead to possible claims. 4. Additional water supply, as well as sufficient water supply for Jerusalem informal settlement, to serve the community better. 5. Maintenance and cleaning of road shoulders/reserves, to avoid the risk of fire and the spreading of “Satansbos” seeds. 6. Contribute financially to the extension of the existing CCTV street cameras system in the area to reduce crime. 7. Fire prevention education for the community of Jerusalem informal settlement.
WARD 43 (Trust and Tierpoort)	<ol style="list-style-type: none"> 1.Yoxford vodacom network tower 2.Electricity connection of extensions Woodbridge2,Nogaspost,Balacava 3.Water and sanitation for the follwing extensions Motlatla,Gladston.e,Woodbridge2,Nogaspost,Balacava 4.Agriculture*-Install camera around south trust areas

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>*Fund the SMMES in south trust areas</p> <p>5.Tierpoort cementery</p>
WARD 43	<p>There is a spring stretching from Fontein Street, down Oxford Street to Brand Street and borders on the properties on residents.</p> <p>The spring is a security threat to residents and their property as criminals use the spring to commit crimes at these bordering households and then escape in the spring.</p> <ul style="list-style-type: none"> • The SAPS are also struggling to protect these residents and they are unable to catch the criminals as the spring is densely overgrown.
WARD 44	<ul style="list-style-type: none"> • Removal of the landfill in the northern side of the Bloemfontein. With the approval received from the municipality and the start of the development of the town houses in Jan Wilken street, it was promised that the dump side would have been closed within five years when the development started. This never happened. There was a lot of meetings from the community with the municipality, but it proved to be only empty promises. It was also getting a lot of media coverage in papers and on SABC. Squatters living on the dump side. Every week there are new, and more shacks erected on the dumpsite. This is a safety concern for the residence around the dump side due to increased crime. It also causes the property values to decrease.
WARD 44 BY WILD OLIVE ESTATE	<ul style="list-style-type: none"> • Review and Adjustment of Rates and Taxes, propose lowering tariffs for residential and commercial properties. • Closure and Rehabilitation of the Northern Landfill Site, request for an alternative landfill site. Directors : VP Singh / E Snyman / JD Snyman / AJ Boshoff / J Mophethe / L Companie • Implementation of sustainable waste management strategies such as recycling initiatives should be prioritized alongside the landfill closure • Road Maintenance and Resurfacing , the following roads require urgent attention : ○ Christo Groenewald Drive ○ Jan Marx / Christo Groenewald Drive intersection ○ Olympus Drive / Olympus Drive and Christo Groenewald Drive intersection • Implementation of speed cameras along Christo Groenewald Drive, Olea Drive and Olympus Drive • Strengthening traffic law enforcement

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Maintenance and Upgrading of Water Treatment Plant • Improved monitoring and testing of water quality should be implemented to comply with health and safety standards.
WARD 44	<ul style="list-style-type: none"> • Repair potholes in Olympus drive, Hippocrene street and other streets in Helicon Heights and Pentagon Park • Speed calming in Olympus drive , warning lights at mini circle cnr Olympus and Hippocrene; • Investigate possibility to install traffic lights cnr Gascony and Olympus; • Repair and replace traffic signs in Helicon Heights and Pentagon Park; • Update road markings regularly in Helicon Heights and Pentagon Park; • Repair Christo Groenewald street close to Northridge Mall entrance nearby Engen; • Prune sidewalk trees regularly at crossings where there is heavy traffic eg. Cnr Olympus and Limousine; • Fix large hole on sidewalk Limousine street. Fire hydrant removed. Problem many years; • Close and relocate Northern landfill site; • Ensure regular refuse removal for Helicon Heights and Pentagon Park;
WARD 44	<ul style="list-style-type: none"> • Closure of Hillside Dumping Side Northridge, constant burning of things and the smoke cover and pollute the entire area. <hr/> <ul style="list-style-type: none"> • No student houses be allowed in the area. • Guesthouses be allowed subject to legality and also strict rules and conditions • Vodacom Tower at Brebner High school needs cladding, it's an eye sore and a health risk !!!

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Taxis for school should park on the pavement next to the school at the double highway or a parking area can be made on the school grounds area where the buses park • Busses not be allowed to drive up eg Limousine street and other narrow roads it is a danger hazards • Cutting of trees <p>• As a resident of Park Avenue, I am critically concerned about the dumping site that is constantly burning things and the smoke cover and pollute the entire area. We are unable to carry on with our daily live due to the smoke effect causing sinuses and headaches. We have small children are unable to sleep during the day and more so at night due to this smoke. It will be very helpful to close the dumping side as promised by municipality before. The dumping has also attracted squatters that exhuming shacks every day on the dumping side, now our safety is also at risk.</p>
WARD 45	<ul style="list-style-type: none"> • Unfinished toilet Bergman 2 and Phase 4
WARD 46	<ul style="list-style-type: none"> • Request for the provisioning of meters • Request for the provisioning of electricity • Request for building of toilets
WARD 47	<ul style="list-style-type: none"> • Poor Water flow / Pressure in some areas, also the poor quality of the water. • Potholes all over the place (Needs immediate action / attention). • Street Lights needs attention • Traffic lights needs attention as well as the traffic signs and traffic lines on the road surface. • Rehabilitation of drainage systems to prevent roads from flooding • Regular collection of refuse, (Garbage trucks should be put back into service)

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Last and not the very least, a better effort is needed in upgrading our power supply and electricity to ensure a more reliable energy flow. Also better and faster communication to the public will be appreciated • painting of white line at Over the air road (Kruger Avenue) from N8 • to Raceway Park. • .Sidewalk paving next to Over the air road (Kruger Avenue) from N8 • to Raceway Park. • Road marking and marking of stop signs at Raceway Park. • Preparing wide base course surface (field) for children to play sport. •
WARD 47	<p>Deployment of metro traffic officers to at all major feeder routes into the city during morning peak hrs in, Rudolf Greyling-Dewetsdorp Rd, at East End junction,</p> <p>Estoire curve. Very dangerous spots</p>
WARD 48	<p>am writing to formally request the inclusion of the tarring of De Bruin Avenue (Ward 48) in the Integrated Development Plan (IDP). When the townhouse development Roxbury, along De Bruin Avenue was constructed, the developers covered the necessary costs for road infrastructure, and all required payments were made.</p> <p>However, despite these contributions, the road remains untarred and difficult to use, causing ongoing issues for residents. As a homeowner of one of the units in the Roxbury development, we were promised that the road would be complete that same year (2019) and still no progress has been made.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>The lack of proper surfacing has led to persistent dust, poor drainage, and difficult driving conditions including damages to vehicles wheels and tyres.</p> <p>Given that the financial obligations were met at the time of development, we urge the municipality to prioritize this matter and include De Bruin Avenue in the upcoming infrastructure projects.</p> <p>Tarring the road will not only improve the quality of life for residents but also enhance accessibility and contribute to the broader development of our community.</p>
WARD 48	<p>When the townhouse development along De Bruin Avenue was constructed, the developers had already covered the costs associated with road infrastructure, and the necessary payments were made. Despite this, the road remains untarred, creating ongoing challenges for residents, including dust, poor drainage, and difficult driving conditions, particularly during the rainy season. Given that the financial aspects were settled at the time of development, I urge the municipality to prioritize this project in the IDP and ensure that De Bruin Avenue is tarred as part of the upcoming development initiatives. This will significantly improve the quality of life for residents and contribute to the overall infrastructure development of the area. Please confirm receipt of this request and advise on the necessary steps to ensure its consideration in the IDP process. Looking forward to your response.</p>
WARD 48	<ol style="list-style-type: none"> 1) The Mangaung Wastewater plant in Woodland Hills Estate is not working efficient after the pipeline upgrade from Shellyvale and is causing a huge environmental disaster, Mangaung need to upgrade this plant in the next financial year and it's crucial that the Metro act quickly before the Metro face numerous lawsuits. 2) Reynecke Ave in Groenvlei is the worst tare road in Mangaung and the residents must drive through a field to get home. The road has been upgraded by developers only to the last townhouse complex. There is only 200m that need to be upgraded with tare road. 3) Venter Ave in Groenvlei need to be tared as residents are maintaining the partly gravel and tare road for years now, they have no services, yet they are paying property tax. Please consider including this road to tare the part that is gravel.

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>4) The Gravel Roads in Bainsvlei & Groenvlei was destroyed after the rain and zero maintenance for the last 30 years. All the roads must be re-gravelled ASAP.</p> <p>5) Helena Road and R64 inlet in Bainsvlei must be re-gravelled and the stormwater pipes replaced and the stormwater on each side must be re-constructed to protect the gravel road during the rainy season.</p> <p>6) Rayton and Hillsboro tare road the potholes must be fixed, and the tare roads must be resurfaced.</p> <p>7) New 3-way robot must be installed at the Reynecke Ave, Ray Champion Road & Frans Kleynans intersection.</p> <p>8) New 3-way stops must be erected at all the Bloemendal street intersections to calm the traffic at Flockeman Street, Lillyvale street and Ray Champion Street intersections.</p> <p>9) The Municipality must talk to the province to Tar the whole Arbrahamskraal Road and build a pavement for the pedestrians on the Arbrahamskraal Road in Bainsvlei.</p> <p>10) The drain and stormwater channel in Hillsboro but especially in the following streets need to be upgraded urgently, the drain water is overflowing into residents' houses: Spruyt Street, Howard st, Hohne St, Halle st, Seeliger st & Shand st.</p> <p>11) The Municipality needs to get contractors to clean and repair all the storm water inlets in Hillsboro, Rayton & Lillyvale.</p> <p>12) The Municipality need to get the contractors to help clean the sidewalk of residential areas of Hillsboro, Rayton, Spitskop & Lillyvale.</p> <p>13) Upgrade the Ednau Laan reservoir in Bainsvlei and upgrade all the water pipes in the Bainsvlei & Groenvlei area.</p> <p>14) To re-surface all the existing tare roads in Bainsvlei and Groenvlei. The potholes are enormous.</p> <p>15) To install street name boards in Lillyvale, Shellyvale, Groenvlei, Rayton and Hillsboro where missing.</p> <p>16) The stormwater channel in 15 Flockeman street in Hillsboro is totally damaged and residents cannot drive there after the rain.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>17) To install a Stop, sign on T-junction Frans Kleinhans and Kenilworth Street in Groenvlei and create a 3-way stop, we are experiencing many accidents there</p> <p>.18) To install 3-way, stop signs and walk over for kids in Kenilworth Street near Bainsvlei Combined School, kids are walking there, and residents are speeding.</p> <p>19) To install Robots on T-junction R64 & Kenilworth Street, R64 & Abrahamskraal Road, R64 & Oldsweg in Bainsvlei, Groenvlei & Spitskop area.</p> <p>20) We would furthermore like to please request that more money be budgeted for the maintenance of Rayton, Hillsboro & Lillyvale, perhaps a portion of the capital budget could be set-aside for this.</p> <p>Maintenance will include but will not be limited to:</p> <ul style="list-style-type: none"> § Parks; § Storm water drainage; § Sewerage Spills; § Street name boards; § Roads (potholes); and § Streetlights § Trees & Grass next to Road

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>21) Furthermore the Groenvlei, Bainsvlei and Rayton area experienced an enormous amount of power outages in the last 2 years and it is due to the trees growing into the power lines. Please budget to appoint a contractor that is certified to trim trees that is obstructing powerlines.</p> <p>22) Road markings in ward 48 is non-existent and need to be maintained on a frequent basis.</p> <p>23) Gilles vd Wall street & Toon vd Heever street must get 3 way stop signs rather than the circle that is currently there.</p> <p>24) Refuge removal in Rayton, Shellyvale & Hillsboro must be reinstated in the area.</p> <p>25) High mass lights must be installed in Piet Odendal street & Vergezocht Street in Bainsvlei to prevent crime.</p> <p>26) Pedestrian foot path in Piet Odendal Street to limit and prevent fatalities in the street.</p> <p>27) When the townhouse development along De Bruin Avenue, Rayton was constructed, the developers had already covered the costs associated with road infrastructure, and the necessary payments were made. Despite this, the road remains untarred, creating ongoing challenges for residents, including dust, poor drainage, and difficult driving conditions, particularly during the rainy season. Given that the financial aspects were settled at the time of development, we urge the municipality to prioritize this project in the IDP and ensure that De Bruin Avenue is tarred as part of the upcoming development initiatives.</p> <p>28) Spitskop reservoir must be upgraded, and new pumps must be installed to get the water to all the surrounding areas and Groenvlei and especially Reynecke Ave that is without water for weeks on end. The Metro approve two 500 000L private reservoirs at N1 garage and it is creating a huge problem for 3000 residents because Spitskop reservoir is now too small to give adequate water to the surrounding areas.</p>
WARD 49	<p>Permanent eradication of VIP toilets we need sewage system,PTOs for all informal settlements, electricity, water and toilets pavement where buses travel daily in Mokoena</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 50	<p data-bbox="539 268 680 293">1. <u>WATER</u></p> <p data-bbox="488 316 2085 386">Sufficient funds be made available to ensure all residents have 24/7 access to clean, tapped water as per Chapter 2 (Bill of Rights) of the Constitution of RSA (Act 108 of 1996) – 27 (1) b.</p> <p data-bbox="488 427 2085 497">The current water infrastructure is not sufficient to supply water to all households in Van Stadensrus resulting in the communities of Phahameng and Old Location receiving no water supply even though water pipes, taps etc. are in place.</p> <p data-bbox="488 539 2085 609">Also to ensure the Van Stadensrus Regional Office is equipped with the necessary equipment and vehicles too be able to address daily maintenance, leaking pipes and meters etc.</p> <p data-bbox="539 651 741 676">2. <u>SEWERAGE</u></p> <p data-bbox="488 718 1541 813">Sufficient funds be made available to ensure the refurbishment of the sewerage system in Van Stadensrus.</p> <p data-bbox="488 855 2085 925">Also to ensure the Van Stadensrus Regional Office is equipped with the necessary equipment and vehicles to be able to address daily maintenance, blocked and overflowing drains etc.</p> <p data-bbox="488 967 2085 1088">We also request that the municipality check that all households that have the necessary infrastructure is connected to the sewerage system and that households that still have to make use of pit toilets and the bucket system receive water borne sanitation services as a matter of urgency.</p> <p data-bbox="539 1129 763 1155">3. <u>ELECTRICITY</u></p> <p data-bbox="488 1197 2085 1267">Sufficient funds be made available to address the electricity infrastructure problems. Currently the electricity infrastructure is not stable and at the first sign of wind or rain a power outage occurs.</p>

SUBMISSIONS BY:	COMMUNITY INPUTS
	<p>Also to ensure that the electricity infrastructure is maintained, street light bulbs are replaced as requested, trees that grow between electricity lines are trimmed etc.</p> <p>4. <u>LANDFILL SITE AND REFUSE REMOVAL</u></p> <p>Sufficient funds be made available to ensure the Van Stadensrus Landfill Site is capacitated with the necessary security, equipment, vehicles and officials to ensure the landfill site is operational. Currently the landfill site is closed as it does not have the necessary operations license.</p> <p>Also to ensure the Van Stadensrus Regional Office is equipped with the necessary equipment and vehicles to collect household and business refuse as per the MMM Daily Refuse Collection Schedule.</p> <p>5. <u>ROADS and STORMWATER INFRASTRUCTURE</u></p> <p>Sufficient funds be made available to ensure the roads and stormwater infrastructure of Van Stadensrus is refurbished and maintained.</p>
WARD 51	<ul style="list-style-type: none"> • Request for maintenance of high mast at Phase 7, Groot vlei, Caleb Motshabi and Matlharantlheng. • Request for the additional three (3) high mast for Phase 7, Groot vlei, Caleb Motshabi and Matlharantlheng. • Request for Provincial Government to assist on outstanding/ incomplete projects.
WARD 51	<p>Phomolong area:</p> <ul style="list-style-type: none"> • Provision of pavement • Provision of stormwater • Provision of water and sanitation <p>Caleb motshabi area:</p> <ul style="list-style-type: none"> • Provision of water and sanitation

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Provision of high mast lights • Primary health care • Police station <p>Phase 6 Area:</p> <ul style="list-style-type: none"> • Provision of pavement • Provision of water and sanitation • Provision of stormwater • Streetnaming • Title deeds for every household <p>Phase 7 area:</p> <ul style="list-style-type: none"> • Provision of stormwater • Provision Of pavement • Provision of high mast lights • provision of clinic • Provision of water and sanitation • Formalization of phola park and matyre informal settlement • Removal of illegal dumping side <p>Matlharantlheng Area:</p> <ul style="list-style-type: none"> • Provision of high mast light • Provision of pavement

SUBMISSIONS BY:	COMMUNITY INPUTS
	<ul style="list-style-type: none"> • Formalization of masakeng • Provision of water and sanitation • Removal of illegal dumping <p>Phase 3 Area:</p> <ul style="list-style-type: none"> • sewerage system maitanance • Removal of illegal dumping side • Streetnaming

Appendix 2: IDP Community Aspirations 2024/2025

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 1								
Community Aspirations by number	1.1) Request Formalization of Tambo Square. 1.2) Rezoning of CANSA centre into residential 1.3) Completion of Ramkraal project 1.4) Request for creating of Job opportunities.	1.5) Request for the construction of Buitesig bridge. 1.6) Request the completion of paving in the following streets: Mooki, Makholiso, Molokoane, Kotsi, Tshongwane. 1.7) Request upgrading of Stormwaters (Thambo Square, Lusaka Square, Matli Street, Hostel No 1 1.8) Request upgrading of sewer system in (Thambo Square, Shuping Square & Lusaka Square). 1.9) Request installation of Stormwaters in Thema Street and continues maintenance of drains at least every 3 months 1.10) Request covering of the stormwater canal near Batho Police Station. 1.18) Installation of robots next to Moshashe mortuary and fixing of robots at cnr Dr Belcher and Lovedale	1.12) Request for Mangaung Park be upgraded to a regional park and all dilapidated parks to be upgraded. 1.13) <u>Request for the conversion of the open space in Hostel 1 into a park.</u> 1.16) <u>Rehabilitation of Masekeng stadium*</u> 1.19) <u>Cleaning of weeds on pavements and removal of illegal dumping sites</u>	1.11) Request Installation of streets and High mast lights in Thema Street. 1.17) ***Street lights from Phahamisan g school Lovedale road to Jordan Street on the main entrance***			1.14) Request the upgrading of the Municipal Chamber in Batho.	1.15) Request the building of RDP Houses. 1.16) Request the building of Multi-Purpose Centre with inclusion of Library.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Service and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 2								
Community Aspirations by number	2.1) Request for the rehabilitation of the following: - Klein Magasa Hall. - Johnson Bendile Sport Centre. - Bochacela Boxing Arena.	2.2) Request the rehabilitation of roads (Speed humps included) and storm water drainage in Batho and Bochabela Location.: Makgatho Street Hamilton, Maphikela, Ford Hare Roads) 2.3) Request for the provision of paved roads in Platjie, Tshabalala, Masito, Goronyane, Mthimkhulu and King Street.		2.4) Request the Installation of street lights in the following street: • Cooper street (Bochabela) • Mompathi street (Bochabela) • King & and streets that are cutting through • Maleleka strees (Bochabela) • Morakile steet (Bochabela) • Nyokong street (Bochabela)				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Service and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 2								
				<ul style="list-style-type: none"> • *** Incomplete installation of streetlights. • Other high mast light no working*** 				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 3								
Community Aspirations by number	3.1) Request for Rezoning of Kagisho square <u>3.11) Site allocation in Kagisho square*</u>	3.2) Request for Paved roads with Stormwater at the following streets and squares: <ul style="list-style-type: none"> ▪ Kokozela, Tsoai, Maseti, Maqumba, Mathambo, Nzume, Dlamini/Maibolotse and Santho and all small streets. Khathrada, Kagisho, Thabo Mbeki, <u>Segopi Sqaures, moikanyi, mophoso, duma, mapena and lekgabane*</u> 3.3) Request for the upgrading and Maintenance of Sewer networks 3.4) Request a Provision of speed humps in Maphisa, Fort Hare, <u>Mathambo and Dlamani roads*</u>	3.5) Request for removal of all illegal dumping sites. 3.7) Request for the maintenance of Phola Park Grounds, Fransleen United sports field, all other parks and Cleaning of Cemeteries 3.8) Request for the upgrading of Cripple home and Suzan Mary Creche	3.6) Request the upgrading and Provision of <u>High mast lights in Mangengenene street Phahameng</u> *** Refurbishment of electrical line in Phola Park****			3.9) Request for the provision of Multipurpose centre and renovation of the silver city offices and Phola park hall.	3.10) Request the demolition of all 2room houses and Provision of RDP houses to be made.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 4								
Community Aspirations by number	4.9) Request that the unutilized business site be converted into residential sites	4.1) Request for the maintenance and upgrading of Sewerage lines at: <ul style="list-style-type: none"> ▪ Address 27500 Namibia. ▪ Address 27504 Namibia ▪ Address 27381 Namibia 	4.4) Request for the following illegal dumping sites to be removed:	4.5) Request for the provision of high mast at Address 6184 Matlhape street	4.6) Request for Indigent			

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 4									
	<p><u>4.10) Request for upgrading or relocation of Kgatelopele*</u></p> <p><u>4.11) Request for naming of streets and provision of stand numbers</u></p>	<ul style="list-style-type: none"> ▪ Address 27546 Namibia ▪ Address 9361 Joe Slovo) ▪ Address 9000 Joe Slovo. ▪ Address 9287 and 8431 Joe Slovo ▪ Address 8990 Joe Slovo ▪ Address 4953 Dr Belcher ▪ Address 4679 Kokozela Bochabela Location ▪ Address 5215 Ramatshoele ▪ Address 27516 to 27517 Namibia ▪ Address 9700 Namibia ▪ Address 27366 and 27367 Namibia ▪ Address Tiervis 1 Bloemside 1 <p>4.2) Request for the maintenance/upgrading of roads with paving* and stormwater at</p> <ul style="list-style-type: none"> ▪ Mathape street in Phahameng ▪ Main Crescent and Mosina street ▪ Nambia area address 27421 next to Lemo Mall ▪ Joe Slovo /Kgatelo Pele ▪ Bloemside 1. ▪ Bataung street ▪ Address 8588 Joe Slovo ▪ Address 27419 ▪ Address 8544 and 8555 Namibia ▪ <u>Odwa*</u> <p>4.3) Request for the maintenance and upgrading of roads at</p> <ul style="list-style-type: none"> ▪ Mafata street at Phahameng ▪ Moshompela Phahameng potholes <p>Geelvislaan Bloemside 1</p> <ul style="list-style-type: none"> ▪ Namibia Street that enters from Unique Homes to ZCC Church 	<p>Namibia ZCC, Khamanda next to Private Clinic, Kagisho High School, Bataung Street, Zion Church at Namibia, Dr Belcher / Joe Slovo Corner, Masakhane/ Kgatelo Pele, Lesedi Primary, Bloemside 1.</p> <p>4.6) Request that the unutilized Fire station turned into either a community hall or youth center.</p> <p>4.7) Request for the sports grounds to be maintained</p> <p>4.8) Request for a Library</p>	<p>next to Mabeaona Primary School and Address 5307 Khechane Street Phahameng High Master needs maintenance</p> <p>The Address 27298 Namibia square Electric Pole is about to fall.</p> <p>Address 27297 Electric Pole is hanging.</p> <p>Address 55 Geelvis Bloemside Street light is dead.</p>	registrations				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 5								
Community Aspirations by number	<p><u>5.18) Request for the upgrading of informal settlement within the ward*</u></p> <p><u>5.19) Request for rezoning of Crawford to be resedintial</u></p>	<p>5.1) Request that all old, cracked toilets must be rebuilt and sewage pipes maintained.</p> <p>5.2) Request for all main-holes that are inside the yards be removed and placed on the street side, for maintenance and unblocking.</p> <p>5.3) Request for the increment of water pressure at Unique Homes and Phelindaba.</p> <p>5.4) Request that Lehasa Street to be paved with stormwater drainage due to high flooding (Ward 5 & 13)</p> <p>5.5) Request that Moseme street be refilled with tarred road and installed with speed humps, Letlabika Street need paving.</p> <p>5.6) Request that China Square experience flooding problem stormwater required.</p> <p>5.7) Request for Crawford, Sefatsa, Mathebula, Mjiba, Malefane, Luzipho, Zim, Pasane, Manyane Setlaba, and Makhaola Street to be paved or tarred including storm water.</p> <p>5.8) Request that Tsekeletsa street ±200m to be paved/tired and Morobe street ±300m paved/tired with speed humps.</p> <p>5.9) Request for speed humps in the following streets: (Kgomo top Priority), Makhaola, lehasa, Thakalekwane hanise, Ngalo, Nazo, Mophethe, Morobe</p> <p>5.10) Request at Mokoloko, Nkolonyane, De Wee Street Ngalo, Moshoeshoe raod, Dlabu and Mophethe street to be resurfaced <u>with proper stormwater*</u>.</p> <p>5.11) Request for roads to be Gravelled/Paved in MK SQ, Mathebula, Mjali, Bobo, <u>Pampiri, Machogo, Mohonono, Mazibuko, Hlobo</u>, Phaphama, Rani and China and Rankie square streets</p>	<p>5.13) Request that all open spaces must be developed as community parks to reduce rate of crime.</p> <p>5.14) Request that Phaphama Park, Pasane, Unique Homes Park Phelindaba park need maintenance and development</p> <p>**** Implementation of by laws for environmental purpose***</p>	5.12) Request to install new High mast Lights and maintain the existing.			<p><u>5.20) Request for title deeds for old Phelindaba and Rocklands houses</u></p>	<p>5.17) All cracking houses (two and three room) houses be demolished and rebuild as four rooms.</p> <p>5.15) Request for all asbestos houses in China square and other areas be removed.</p> <p>5.16) Request that Thari ya tshope be renovated and new toilets installed</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 5								
		Replacement of old water, sewerage and roads infrastructure*						

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 6									
Community Aspirations by number	<p>6.1) Request for employment opportunities.</p> <p><u>6.14) Request for the formalisation of Baepei square in Peter Swarts*</u></p> <p><u>6.15) Request for site allocations*</u></p> <p><u>6.17) Resolving of informal settlement near freedom square spare and request for sites</u></p>	<p>6.2) Request for provision of Paved roads with stormwater Freedom square, Namibia and Peter Swart</p> <p>6.3) Request for provision of water and waterborne sanitation Freedom square, Namibia and Peter Swart</p> <p>6.4) Request for maintenance of road infrastructure Freedom square, Namibia and Peter Swart</p> <p>6.5) Request for maintenance of Stormwater Freedom square, Namibia and Peter Swart</p> <p>6.6) Request for maintenance of sewerage infrastructure Freedom square, Namibia and Peter Swart</p> <p>***Refurbishment of stormwater on Dewetsdorp road near Mokriki****</p> <p>***Refurbishment of sewerage lines****</p>	<p>6.7) Request for the removal of illegal dumping site Freedom square, Namibia and Peter Swart</p> <p>6.10) Request for construction of Sports Facility</p> <p>6.11) Request for the visibility of Law enforcement</p>	<p>6.8) Request the maintenance of transformers to avoid frequent electricity outages</p> <p>6.9) Request that high mast lights be maintained</p> <p><u>6.16) Request for electricity at Mbeki square</u></p> <p>****Improvement of high mast at freedom square west***</p>				6.12) Request for the building of Community Hall with Cllr's office	6.13) Request for the replacement of asbestos roofings in Namibia RDP houses

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 7								
Community Aspirations by number	<u>7.1) Request for the Formalisation of Kaleya Square*</u>	7.2) Request for gravelling of roads in Freedom Square and maintenance of sewer pipes <u>7.3) Request for Storm water channel running from Bophelong including Bridge at Turflaagte*</u> <u>7.4) Request for Paving of Mapangwana Road Freedom Square and Chris Hani Street Phelindaba*</u> 7.5) Request for Water and Sanitation for Winkie (69 units) and Mkhonto Square (111 units) <u>Turflaagte site 32274 (110 units) *</u> and (Including 6 sites Meriting)	<u>7.8) Request for fencing and re-zoning of cemetery at Freedom Square to avoid illegal occupation of land*</u> *** Implementation of by laws for stray animals**	7.6) Request for the installation of two High mast light for Turflaagte. 7.7) Request for the electrification at newly formalized 32274 Turflaagte (108 Sites)				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 8								
Community Aspirations by number	8.1) Request for employment opportunities 8.8) Request for visibility of Law enforcement and enforcement of By Laws for Stray Animals. <u>8.11) Request of sites for 400 families in informal settlement*</u>	8.2) Request for maintenance of road infrastructure (Grassland Primary School road has turned into gravel) <u>8.3) Request for paving of 4 main roads and Maintenance of Stormwater system.</u> 8.4) Request for maintenance of sewerage system and leakages of water. Also maintain infrastructure in Peter Swarts and the main gate of Grassland Primary School cannot be utilised. <u>8.13) Request for toilets 590 (Bergman 2 and Peterswart square)*</u> <u>8.14) Request for the maintenance of potholes and gravelling of roads</u>	8.5) Request for the removal of illegal dumping sites 8.7) Request for the construction of Sports Facility <u>8.16) Request for maintenance of Parks</u>	8.6) Request for maintenance of transformers to curb frequent electricity outage <u>8.12) Request for High Mast lights (Waterfront, Cloversite, GMG site in Peterswart)*</u>			<u>8.17) Request for youth centre</u>	8.9) Request for the building of Technical High School 8.10) Request for the construction of Health Clinic.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 8								
		8.15 maintance of slot on Peterswart						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 9								
Community Aspirations by number		<p>9.1) <u>Request for the maintenance of all roads and Hakotho Vaphi street.</u></p> <p>9.2) Request for Paving: Hillside View next to St Mark Roman Catholic Church.</p> <p>9.3) Request for Street names in 17318, 17694, 2692, 2657 and Catherine Pete Street <u>with board names</u></p> <p>9.4) Request for the removal of Potholes (Hillside view and Phase 2)</p> <p>9.9) <u>Request for the maintance of stormwater systems</u></p> <p>9.10) <u>Request for speed humps in Taelo Molosioa</u></p> <p>9.11) <u>Request for maintenance of sewer plant next to playgrounds</u></p> <p>***Request assistance with sewerage behind matatiele****</p>	<p>9.5) <u>Request for a youth centre.</u></p> <p>9.8) <u>Request for maintenance of sports ground</u></p> <p>****Visibility of Law Enforcement****</p>					<p>9.6) Request for the provision of Clinic in phase 2</p> <p>9.7) <u>Request for Police Station</u></p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 10								
Community Aspirations by number	<p>10.1) Formalization of Informal Settlement in Caleb Motshabi</p> <p>10.2) Request for a Borehole in JB Mafora</p>	<p>10.3) Request for the paving of main streets Caleb Motshabi, JB Mafora and gravelling of other streets</p> <p>10.4) Request for the construction of roads and stormwater Taelo Molosioa.</p> <p>10.5) Request for the building of a proper bridge in Caleb Motshabi</p> <p>10.6) Request for the provision of flushing toilets, Water & Sanitation Caleb Motshabi and JB Mafora block 4</p> <p>10.7) Request for the renaming of streets.</p> <p>10.8) Request for speed humps in the main streets of Hillside view ext. 35</p> <p><u>10.18) Request for upgrading of sewerage system in Matatiele, Caleb Motshabi and JB Mafora*</u></p> <p>**** Refurbishment of sewer lines behind Hillside view***</p> <p>*****Sewer spillages from incomplete toilet in Calib Motshabi affect Hillside view***</p>	<p><u>10.11) Request for the development of a recreational Parks*.</u></p> <p>10.12) Request for the building multi-purpose centre and Library</p> <p><u>10.19) Request for regular waste collection in Matatiele and Caleb Motshabi*</u></p>	<p>10.9) Request for the Installation and fixing of current High mast lights.</p> <p>10.10) Request for Electrifying new rezoned area in JB Mafora block 4</p>			<p><u>10.17) Request for provision of Title Deeds*</u></p>	<p>10.13) Request for the building of a Clinic</p> <p><u>10.14) Request for the building of RDP Houses +-38*</u></p> <p>10.15) Request for building of Public or Satellite Police Station.</p> <p>10.16) Request for the building of a High School</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 11								
Community Aspirations by number	<p>11.1) Request for rezoning and site allocations including <u>site 33675 for rezoning for elderly centre</u></p>	<p><u>11.2) Request for the provision of water and street numbering near ZCC Mezwinking, Thembaletu, Turflaagte centre and Naturena</u></p>	<p>11.8) Request for the construction of Park next to Church in Turflaagte</p>	<p>11.7) Request for the installation of 8 High mast lights.</p>			<p><u>11.12) Request for title deeds of Masakhane houses</u></p>	<p>11.10) Request for the assistance with mobile clinic (to operate 24hrs).</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 11								
		11.3) Request for paving between Thembaletu and Kopanong Road, Turflaagte 2 and Machaineng streets 11.4) Request for building of a reservoir 11.5) Request for the construction of Bridge behind <u>Police Station, Turflaagte 1 & 2 next to Kopanong School</u> 11.6) Request for the construction of Storm water (near ZCC Church) 11.14) Request for maintenance of water and sewer systems around the ward	11.9) Request for the provision of site for Sports and information Centre. 11.13) Request for waste removal to curb illegal dumping					11.11) Request for the completion of incomplete RDP Houses.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 12								
Community Aspirations by number	12.1) Request for the formalization of informal settlements naming of Streets. 12.2) Request for the Creation of job opportunities	12.3) Request for the construction of storm water and maintenance of sewerage lines. 12.4) Request for the maintenance of existing stormwater. (21230) 12.5) Request for paving and storm water in small and main roads of the following areas: Phase 3, Turflaagte 2 (20997 to 39628/9 and 54116), Ipopeng Location in 58261 to 54253 and street 21233 12.6) Request for maintenance of roads and building of a Bridge in Kgotsong. 12.7) Request for paving in Modisenyane Mohibidu, Mputlane, Thakane, Maria and Taolo Molosiwa Street Streets.	12.10) Request for the removal of illegal dumping sites 12.13) Request for 39482 Home of elderly be converted to a Community Hall 12.14) Request for the building of Resource centre for youth (next to Machaeneng)	12.11) Request for the installations of High mast lights. 12.12) Request for the maintenance of High mast lights no 21068 in the park			12.15) Request for the provision of Tittle Deeds	12.16) Request for the completion of Incomplete RDP Houses 12.17) Request for the building of Secondary School □

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 12								
		12.8) Request for installation and maintenance of sewerage spilling in Block 6 and Phase 3. 12.9) Request for building of new toilets in Kgotsong and Ipopeng (58288 and 58289).						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 13								
Community Aspirations by number	13.1) Request for all open space areas to be rezoned for business areas.	13.2) Request for the provisions of Toilets and MK toilets to be replaced. 13.3) Request for Road and Storm water in Moipolai, Monaheng, Ntema, Mohlabi, Ramokotsweu, Walter Sisulu, Letsoela, Motloi, Lehasa and Extension 5. 13.4) Request for the provision of drainage, Stormwater and Water & Sanitation at Makgasane street (6 houses for Main holes and Skoti old pipes.	13.6) Request for open space to be turned to parks. 13.7) Request for the pruning of trees. 13.8) Request for the development of a Trim park. ****Cleaning of illegal dumping behind Shoprite complex in Rocklands****	13.5) Request for all High mast lights to be repaired.				13.9) Request to increase staff at MUCCP Clinic. 13.10) Request for home based care to be revisited. 13.11) Request for all old 2 rooms to be demolished and replaced with RDPs. 13.12) Request for 3 roomed house cracks to be fixed. 13.13) Request for all the Clinics be renovated.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 14								
Community Aspirations by number	14.1) Request for the construction of SMME stalls	14.3) Request for tarred Roads and Paving at the following streets; Mekoa, Letebele, Modisenyane, Tlhapane, Mosiane, Molawa, Kgaile, Monamodi, Motsamai, Mancoe,	14.9) Request for the rehabilitation of parks 14.13) CCTV cameras to be installed at the	14.5) Request for the maintenance of substation to curb power cuts.	14.11) All outstanding indigents to be			14.10) Request for the building of 2 and 3 bedroom houses.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 14								
	<p>14.2) Request for the initiatives for funding of local shops, salons to create employment</p> <p>14.14) 5 shops to be supported as per the spaza shops initiative.</p> <p>14.15) 4 Small scale restaurants to be capacitated</p> <p>14.16) 31 youth to be capacitated with business skills through partnership with SEDA etc.</p>	<p>Dimpane, Tsatsinyane, Logabane and Phutagae Streets.</p> <p>14.4) Request for the upgrading of drainage system and stormwater</p> <p>14.17) maintenance of ALL sections of roads that have developed potholes or are developing potholes in :</p> <ul style="list-style-type: none"> • Moipolai street • Entire Mojatau street(Part A to be paved and part B to be maintained for potholes) • The roads leading from the upper part of Lekhulong VD connecting to Tebelelo VD needs to be paved. See attached photos. • Stormwater drainage repair at corner Mojatau street and Chief Moroka crescent. <p>***Provision and maintenance of prepaid water boxes (key pads, etc.)***</p>	<p>traffic junction corner Moshoeshoe road and Chief Moroka crescent covering corners entering the Ward and our VD</p> <p>14.18) The upgrading of Phutagae Park which is been turned into a dumping area.</p>	<p>14.6) Request for the building of substation in Mafora area</p> <p>14.7) Request for the maintenance and upgrading of high mast lights</p> <p>14.8) Request for the provision of licence for Electricity vendors 6. 3 streetlights to be repaired or replaced.</p>	<p>registered and assisted.</p> <p>14.12) Reconciliation of all outstanding debts to be done and all account to be updated.</p>			

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 15								
Community Aspirations by number		15.1) Request for paving of streets in Bloemanda and Sejake. 15.2) Request for storm water drainage (Tshwene and Kgomo Streets) 15.3) Request for maintenance of Sewerage Systems. 15.4) Request for speed humps to be constructed 15.5) Request for the maintenance of storm water channels/drainage (Masia Streest). 15.6) Request for the provision of waterborne toilets for informal settlement. 15.7) Request for the resurfacing of gravel roads, repair and reseal of potholes.	15.8) Request for the removal of illegal dumping site.					15.9) Request for mobile Police Station in Sejake

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 16								
Community Aspirations by number	16.1) Request for projects on Local Economic Development. 16.2) Request for the installation of stalls for Hawkers. 16.8) Request for the provision of land for RDP Houses and other settlement. 16.9) Request for an urgent relocation of the resident of Gatvol to a more conducive space with services.	16.3) Request for the maintenance of Sewerage Systems. 16.4) Request for the Installation and maintenance of stormwater drainage (Dr Belcher) next to Pelonomi.	16.5) Request for full occupation of the old age centre for utilisation for Gender Based Violence (GBV) projects. 16.6) Request for the visibility of Law enforcement. <u>16.13) Request for recycling initiatives for SMMEs*</u>			16.10) Request to accelerate the implementation of the IPTN Bus depot.	16.7) Request for the provision of Title Deeds.	16.11) Request for visible Policing 16.12) Request for the asbestos Houses to be eradicated ****Provision or Maintenance of toilets at Olimpia school****

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 17 – GLEN								
Community Aspirations by number	G17.4) Request for sites allocations and provision of Title deeds G17.5) Request for the allocation of land for a Township		G17.1) Request for a transfer station for waste recycling G17.3) Request for the provision of recreational Facility	G17.2) Request for the installation of high mast lights			G17.6) Request for building of Community Hall	G17.7) Request for the building of a High School G17.8) Request for the upgrading of libraries G17.9) Request for the upgrading of Health Clinic that will be in operation for 24hrs G17.10) Request for transport for Scholars

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 17								
Community Aspirations by number	17.1) Request for the formalisation of Khayelitsha Informal Settlement and provision of sites. 17.2) Request for the removal of animal enclosures in the location. 17.3) Request for the fixing of boreholes in Khayelitsha and Bergman. 17.12) Request for a suitable land allocation in Khayelitsha. 17.13) Request for the relocation of people who lives under power lines and graveyards in Khayelitsha	17.4) Request for the installation of tap water and sanitation (flushing toilets) in Khayelitsha and Bergman Square (Grassland and Phase 3) 17.5) Request for the construction of Roads and storm water in Khayelitsha, Bergman, Grassland, Lakeview Plots and Mandela View. 17.6) Request for storm water to redirect water to the existing boreholes.	17.7) Request for the removal of illegal dumping sites. Khayelitsha, Bergman and Mandela View (lack of waste removal). 17.9) Request for the restorations and development of parks in Khayelitsha and Mandela View. 17.10) Request for pruning or removal of trees in Mandela View and Maselspoort road cutting and pruning of roadside grass and trees.	17.8) Request for the installation of ± 15 high mast lights in Lakeview, Bloemspruit Bergman square phase 3 and Khayelitsha (both community and plots).		17.11) Request for correct meter readings of Plot owners.	17.14) Request for the building of Community Hall	17.15) Request for the fixing of foundations build on wetlands in Bergman. 17.16) Request for the building of combined High and Primary School in Khayelitsha. 17.19) Request for the building of Police Station Khayelitsha and Bergman Square 17.20) Request for the building of Hospital in Lakeview to service Khayelitsha Bergman and Plots

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 18								
Community Aspirations by number	<p>18.1) Request for urgent clean-up, rehabilitation and fencing required for the Rooidam dam estuary in Lourier Park and Bainsvlei Conservatory to prevent illegal fishing, and to create jobs and income for municipality and community to preserve the area.</p>	<p>18.1) Request for rebuilding, gravel and resurfacing is needed for the dirt roads in Geluksdam, Bloemdal, Ferreira, Qwaggafontein, Kelly's View, Kloofeinde, Spitskop and Bainsvlei and Abrahamskraal road</p> <p>18.2) Request for resurfacing and pothole filling of tar roads in Fauna, Lourier Park, Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei.</p> <p>18.3) Request for blocked stormwater drains and stormwater channels to be cleared and rehabilitated in Fauna, Lourier Park, Ferriara, Bloemdal, Qwaggafontein, Kelly's view, Spitskop and Bainsvlei.</p> <p>18.4) Request for stormwater channel in Blouberglaan, Spitskop is non-existent.</p> <p>18.5) Request for repairing of the bridge in Kruger Avenue, Bloemdal</p> <p>18.6) Request for road signs and road markings to be replaced.</p> <p>18.7) Request for speed humps to be installed in front of the park in Jacaranda Road, Lourierpark main roads (Kokkerboom and Doringklaat Roads), nursery schools, near parks and main roads in Fauna (Koedoe Road, Springbok Road Lechwe Road and Eland Crescent)</p>	<p>18.11) Request for the rehabilitation of the Southern landfill site and regular refuse collection in Fauna, Lourier Park and Spitskop</p> <p>18.13) Request for the maintaining and cutting of trees in Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei</p> <p>18.14) Request for the rehabilitation of Parks and open areas in Fauna and Lourier Park</p> <p>18.15) Request for the building of sports facilities in Fauna.</p> <p>18.16) Request for the renovation of sports facilities in Lourierpark. (Soccer field and Netball Court for both suburbs</p>	<p>18.12) Request for the maintenance of electrical infrastructure in Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei</p> <p>*prune all trees that are affecting Centlec infrastructure</p>		<p>18.22) Request for Bicycle lanes in Abrahamskraal to the circle route of the Abrahamskraal road, Vergezocht avenue and Piet Odendaal road and Bus stop with tar</p>	<p>18.17) Request for the upgrading of the Municipality Community Centre in Lourier Park</p>	<p>18.18) Request for the provincial roads to be tarred: Arbrahamskraal Road and build a pavement for the pedestrians on the Arbrahamskraal Road in Bainsvlei.</p> <p>18.19) Request for rebuilding the gravel roads in the farming areas of Geluksdam, Bainsvlei, Kelly's View, Bredenkamp and Bloemdal East.</p> <p>18.20) Request for the upgrading of the Lerato Creche in Bainsvlei</p> <p>18.21) Request for the upgrading of Lourier Park and Bainsvlei Clinic</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 18								
		<p>18.8) Request for sewerage infrastructure for rehabilitation needed in Lourier Park and Fauna</p> <p>18.9) Request for stormwater-drain to be installed at 190 Koedoe Road Fauna.</p> <p>18.10) Request for Building of fence between Eland Crescent and Curie Avenue (Fauna).</p> <p><u>18.22) Request for Traffic light at the Memorium and Vereeniging Road intersection inforont of the bridge and speed humps top regulate speed</u></p> <p><u>18.23) The stormwater channels in Olds, Lebomboberg, Outeniqua, Swartberg, Nuweveldberg, Loodsberg, Drakensberg, Tafelberg, Waterberg, Soutpansberg and Blouberg Avenues, Spitskop, Kelly's View, Ferreira are non-existent and residents' walls are collapsing, we need urgent attention and finances for this project.</u></p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 19								
Community Aspirations by number	19.12) Request for Land for the provision of Shopping Centre or shopping mall	19.1) Request for the implementation of the Traffic Lights on the existing OR	19.7) Request for regular collection of refuse.	19.8) Request for electricity infrastructure upgrade			19.13) Request for the	19.14) Request for the assistance

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 19								
		<p>Tambo Road at the intersection Next to Lengau traffic department.</p> <p>19.2) Request for resurfacing of Roads infrastructure and Paving of Internal Roads.</p> <p>19.3) Request for the replacement of tar with Paving for Vista Park Phase 3 roads from the street above De Waal until the railway line and from Gutsche Street up to Phase 3 of Vista Park (railway line). Orangesig gemsbok and kieter street to be paved instead of tarred road.*</p> <p>19.4) Request for security fence on the side of the Railway since the existing Fence is tempered.</p> <p>19.5) Request for the maintenance of Stormwater Drains</p> <p>19.6) Request for the implementation of Two Exit and Entrance Roads with Bridges to join Ferreira Road. and implement the traffic lights on the two roads.</p>	<p>19.10) Request for Regular cutting of gardens, grass on traffic islands and pruning of trees, removal of fallen trees and broken branches.</p> <p>19.11) Request for the upgrading of parks to provide proper recreation facilities such as gymnasium</p>	<p>to avoid constant loss of power.</p> <p>19.9) Request for the relocation of Vista Park Main Electric supplier to be taken off from Namibia.</p>			<p>construction of a Community Hall.</p>	<p>with mobile police station</p> <p>19.15) Request for the assistance with mobile clinic</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 20								
Community Aspirations by number	<u>20.1) Request for the enforcement of By-laws in relation to illegal construction</u>	<u>20.3) Request for the traffic calming measures at the following areas: Cnr. 131 General Dan Pienaar Avenue Dan Pienaar intersection at Albrecht and Brill Streets.</u>	<u>20.8) Request for the effective refuse removal*</u>	<u>20.9) Request for the upgrading of electricity infrastructure in Ward 20.</u>		<u>22.24) Construction of a laybay facility (drop</u>		20.16) Request for visible policing in

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 20								
	<p>in suburb of Brandwag and Student housing regulations*</p> <p>20.2) Request of action against illegal street vendors in Brandwag and Westdene.*</p> <p>20.15) Request to curb illegal occupation of municipal land (parks) adjacent to Albrecht Street, Westdene.</p> <p>***Demolition of ablution facilities at Emily Hobhouse Park, Deale Road, Dan Pienaar – the facilities are not in use and has become an eye sow for the residents, and is negatively affecting businesses across the park. Not in use and must be demolished.</p>	<p>Westdene, iii) Brandwag Primary School, Melville Drive, and dangerous bend in General Hertzog Street, Dan Pienaar (next to Eie Haard Hostel) and Eddie de Beer Street, Heuwelsig and speed humps, zebra crossing and Spar Heuwelsig Centre, Ogilvie Thompson Street, Heuwelsig, to allow for elderly residents to cross the street from the old age home (Aliquando and others) to the Shopping Centre.</p> <p>20.4) Request for the damaged storm water at Dan Pienaar drainage system, sidewalks, to be maintained.</p> <p>20.5) Request to Increasing of capacity of sewerage lines in Brandwag and Heuwelsig*. Moreover, regular maintenance to sewerage lines regular sewerage blockages.*</p> <p>20.6) Request for tarring / maintenance / fixing of potholes in Westdene, and gravelling of road in at Rayton Ridge Road, Heuwelsig and Westdene Roads. Additional Cnr Lucas Steyn, General Dan Pienaar and Reynecke Avenue* and Road infrastructure upgrades – General Conroy Street (Siesta Retirement Village), Langenhoven Street, Dias, Waverley, General Beyers, Toon van den Heever, and Graaff-Reinette Steets (Dan Pienaar – all high traffic roads), Curlewis, Surrey and Ben Tindall Streets (Heuwelsig – all high traffic roads), Noble Street (Brandwag), Borchenhagen and Brebner Roads (Westdene).</p> <p>20.7) Request for pedestrian bridge over Nelson Mandela to the UFS main entrance</p>	<p>20.11) request for regular pruning of Municipal trees running through power lines in Dan Pienaar and Westdene.*</p> <p>20.12) Request for the Installation of CCTV cameras in hotspot areas across Ward 20 – Social Housing Units (Brandwag), corner of Albrecht and Brill Street, Westdene).</p> <p>20.13) Request for the traffic management to curb the congestion around Mimosa Mall due to Taxi congestion and also traffic Lucas Steyn robot and speed cameras next to main entrance of St Andrew School.</p> <p>20.14) Request for the investigation of the amount of business selling liquor in close proximity to the school</p> <p>20.18) Request for the development of recreational park in Brandwag cnr Hiemstra and Hugo Street (erf 13365) *</p> <p>20.19) Request for fencing of open space Reyger (Westdene) and Kmdt Senekal Street (Dan Peinaar) open space adjacent to Albrecht Street*</p> <p>20.20) Children Crossing Signage in Thomson & Reyger Streets at Bambi Pre-Primary School and General Dan Pienaar at St Andrews School.*</p>	<p>especialy in Dan Pienaar and Westdene. *</p> <p>20.10) Request for Medium mast lighting in open parks at Nettleton Street, Brandwag (currently no lights), James Scott Street, Brandwag (currently no lights), corner General Dan Pienaar Drive and Jan van Riebeeck Park, Dan Pienaar (currently no lights), Emily Hobhouse Park, Deale and General Dan Pienaar Drive (two small lights which are inadequate) and Leo van der Heever Crescent Park, Heuwelsig (open space with view across from Heuwelkruin Townhouses, currently no mast lighting). These open spaces are hotspots and require adequate public lighting</p> <p>20.23) Request for the installation of High mast / streetlights in and around areas of Grey College, UFS and Engen garage at College Square* and Rayton Ridge and all other hotspot areas in Brandwag (Social Housing Units, Open</p>		<p><u>off and pick up zone) where taxis and other vehicles can safely park and passengers can get off and on in General Beyer Street, Dan Pienaar (next to Bewarea Retirement Village).</u></p> <p>*Upgrade and expansion of the Taxi stand at Mimosa Mall</p>		<p>and around the Westdene area.</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 20								
		<p>and proper sidewalks around the UFS campus.</p> <p><u>20.17) Request for upgrading of Telemetric device for Gilles van der Wall Street Water Reservoir and pressure Tower***</u></p> <p><u>20.20) Request for paving in and around areas of Grey College, UFS and Engen garage at College Square*</u></p> <p><u>20.21) Traffic engineering assessment and upgrading of area around Emily Hobhouse Square*</u></p> <p><u>20.22) Request upgrading of parking infrastructure in Graaff-Reinett Street, Preller Shopping Complex, Dan Pienaar.</u></p> <p><u>20.25) Re-surfacing of the open storm water canal in Dan Pienaar (between General Klopper and Van der Stel Street, Dan Pienaar and Replacement of stolen pot-iron manhole covers with concrete manhole covers.</u></p> <p>****painting of road markings and signage around Schools and ECDs, being:</p> <ol style="list-style-type: none"> 1. Brandwag Primary School, Melville Drive, Brandwag; 2. St Michaels School for Girls, Klerck Avenue, Brandwag; 3. St Andrews School, General Dan Pienaar Drive and 3rd Avenue, Westdene; 4. Bambi Pre-school, Thompson Street, Westdene; 		<p>Spaces around student houses – Mc Hardy, Reitsma, Melville Drive, Brandwag and Nettleton and Furstenburg Road Park Street, Noble Street, Mc Hardy Drive and Hugo Street Westdene), High mast in 2nd avenue*</p> <p><u>20.24) Park lighting at Captain Proctor Street power substation (Erf 14051)</u></p> <p>***Increased security / Fencing off Centlec substations in Brandwag and Westdene – several substations have been victim to theft/vandalism leaving the areas dark for extended periods. Consider repairing the outside lights of these building, better locking mechanism and ultimately further fencing.</p>				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 20								
		<p>5. <i>Hoërskool Sentraal, Louw Wepener and General Cronje Streets, Dan Pienaar; and</i></p> <p>6. <i>Willem Postma Primary School, Albrecht Street, Dan Pienaar****</i></p> <p>***Road infrastructure upgrades – Resurfacing - Langenhoven Street, Dias, Waverley, General Beyers, Toon van den Heever, and Graaff-Reinette Steets (Dan Pienaar – all high traffic roads), Curlewis, and Ben Tindall Streets (Heuwelsig – all high traffic roads), Noble Street (Brandweg), Borchenhagen and Brebner Roads (Westdene).</p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 21								
Community Aspirations by number	<p>21.7 Check of all businesses conducted from residential properties for correct zoning and if they pay the correct rates and taxes. (all residential areas)</p> <p>21.8 Provide the necessary infrastructure by the establishment of a business park for small and startup retail and service businesses in the Hilton area to regulate, integrate and strengthen the economic sector in Hilton.</p> <p>21.9 Development of the Naval Hill conservatory area</p>	<p>21.16 Capital project: The renewal of most tar roads in Hilton, Navalsig and Waverley</p> <p>21.17 Capital Project: Planned renewal of sewer system in the older suburbs Hilton, Navalsig and Waverley over the next four years</p> <p>21.18 Capital project: Planned renewal of electricity distribution system in the older suburbs Hilton, Navalsig and Waverley over the next four years</p> <p>21.19 Capital project: Planned renewal of the water supply line system in all suburbs.</p> <p>21.20 Planned maintenance of all the road surface in all suburbs.</p>	<p>21.27 Reintroduce a weekly reliable refuse removal schedule in all suburbs</p> <p>21.28 Introduce 6 household refuse holding areas to cater for Hilton Navalsig, Arboretum and City Centre.</p> <p>21.29 Establish 4 holding areas for garden refuse. Waverley/ Bays Village. Dan Pienaar. Arboretum. Navalsig. Hilton Business. Hilton Residential</p> <p>21.30 Educate residents pertaining to refuse removal and illegal dumping</p> <p>21.31 Educate residents pertaining to refuse removal and illegal dumping</p> <p>21.32 Implement and execute a quality control system over the refuse removal function</p>	<p>21.9) Request for the maintenance of electrical Supply system to curb regular power outages.</p> <p>21.10) Request for the replacement of damaged</p>	<p>21.47 Compile a budget that directly correlates with the IDP on a timeline with actual vs planned and updated on a monthly basis and accessible to all stakeholders</p> <p>21.48 Transparanc</p>	<p>2.1 The establishment of an integrated call centre under direct control of the Office of the Municipal Manager. To include a walk in customer centre and to process Email, WhatsApp, SMS and telephonic end</p>	<p>21.52 Upgrade customer service through continuous training and development</p> <p>21.53 Fill critical skilled vacancies on the structure .</p> <p>Renumerate market related in accordance with job evaluation and renumeration</p>	<p>21.56 A clinic in the Hilton area to serve the community of Hilton, Navalsig and City Centre</p> <p>21.57 People are bussed in to pre and primary schools in Hilton/</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 21								
	<p>and all existing amenities, to provide a unique world class nature conservatory and tourist attraction. (Private, public and self sustainable).</p> <p>21.10 Complete restoration of Arther Nathan swimming complex. The pool must comply with international swimming pool standards and must be used for recreation and organised swimming . (Public/private agreement and business model to ensure sustainability and the upkeep of facility)</p> <p>21.11 Development of a Municipal sport facility to cater primarily for soccer and netball in the suburb of Hilton. These facilities have to comprise of secure changing rooms, and public toilets</p> <p>21.12 Protect the integrity of all suburbs as residential areas by strictly limiting the type of business activities. (Procedurally sanctioned by ward committee and Councillor) (all residential areas)</p> <p>21.13 Provision for low cost cluster housing (flats) for young working families with children in the Hilton area. The focus must be on affordable ownership of units in order to allow for family capacity building (join public private initiative).</p>	<p>21.21 Planned maintenance of road signs all suburbs in Ward 21</p> <p>21.22 Planned maintenance of road markings in all suburbs.</p> <p>21.23 Planned maintenance, renewal and extension of prepaid water meter system</p> <p>21.24 Planned maintenance and renewal on the power distribution network.</p> <p>21.25 Planned maintenance of the robot system in all suburbs</p> <p>21.26 Capital project. Taxi rank (pic up and drop point) in Raymond Mhalaba and Link Road in City Centre area</p> <p>**** Upgrading of the main sewerage and water line in Long Street Hilton</p> <p>****The construction of an additional roundabout in Willocks Street between Bayswater roundabout and Raymond Mhlaba roundabout.</p>	<p>21.33 Reintroduce a weekly reliable service for garden refuse</p> <p>21.34 Reintroduce a reliable weekly refuse removal system for bulk refuse removal for businesses</p> <p>21.35 Enforce the Law pertaining to illegal dumping of household, business and garden refuse</p> <p>21.36 Mechanise refuse removal in line with bets and productive practises</p> <p>21.37 Introduce a wheely- bin system like in Cape Town with the correct specified compactor trucks</p> <p>21.38 Much more planning, organising, leadership and control over landfill areas. Better access and safety for residents</p> <p>21.39 Head of Department to answer to the residents and be kept responsible for all activities pertaining to his department. 24 hour direct customer lesson. 21.40 Revise and develop bylaws and regulations for applicability to ensure a safe, clean and prosperous Metro</p> <p>21.41 Create capacity through training and development of a highly efficient and public service City Law enforcement</p> <p>21.42 Implement all existing Laws and bylaws. Apply penalties for transgressors . Re-establish order.</p> <p>21.43 Establish the capability and capacity for continuous speed calming .</p> <p>21.44 Deal with homeless people/job seekers . Provide shelter and protection</p> <p>21.45 Improve working relations with SAPS, CPF, private security groups and constituted community groups</p> <p>21.46 Special programme to ensure safety at all schools in the wards. Traffic and criminality around schools</p>	<p>streetlights and repairs.</p>	<p>y of the supply chain and tender practises</p> <p>21.49 Improve friendly customer service at all public counters. (attitude problem)</p> <p>21.50 Improve collection of revenue. Identify lost opportunities and manage accordingly.</p> <p>21.51 Stop the practice of underfunded budgets and radical adjustments on budget. Spend money for the purpose it was budgeted for</p>	<p>queries on a 24 hour basis</p> <p>21.2 Establishment of Customer satisfaction and corruption watch portal. (pertaining to municipal officials, unsatisfactory treatment by any official as well as attempts of bribery)</p> <p>21.4 Establishment of a Communication Management Department where all correspondence and communication from residents are received, replied to and saved for future reference.</p> <p>21.5 Scheduled Maintenance project progress report</p>	<p>scales. Make sure employees are productive</p> <p>21.54 Improve labour relations with unions. Train supervisors and managers in labour relation practises</p> <p>21.55 Provide Management training on all levels to enhance planning, organising, leadership and control on all levels</p>	<p>Navalsig to the detriment of residents living in Hilton and Navalsig 21.58 People are bussed in to pre and tertiary in Hilton/ Navalsig to the detriment of residents living in Hilton and Navalsig</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 21								
	<p><u>21.14 Protect and develop Happy Valley, Kiepersol and Deale Road Conservatory. Focus on plant and animal wild life, accessibility and safety</u></p> <p><u>21.15 Protect the integrity of the Waverley and Dan Pienaar areas as an upper middle class suburb by limiting further subdivision of stands, limiting business activities, minimum standards for the erection of new dwellings and extension of existing houses. The renewal of the sewerage network in Waverley is of high importance (all developments, buildings and subdivisions sanctioned by ward committee and councillor)</u></p>					21.6 Capital projects progress reports		

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 22								
Community Aspirations by number		<p><u>22.1) Request for the resurfacing of Roads especially Du Plessis Avenue and the service road of Du Plessis Avenue as well as Jan Spies Drive;</u></p> <p><u>22.2) Request for the painting of Road Markings; (all streets but especially the main roads: Jan Spies Drive, NP van Wyk Louw Street, Dirk Opperman Street, Du Plessis Avenue, Elias Motsoaledi Street and Totius Avenue);</u></p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 22								
		<p>22.3) Request for the refurbishment of Storm-water-drains;</p> <p>22.4) Request for the maintenance of dilapidated sewerage lines;</p> <p>22.5) Request for the removal of a Traffic Lights (junction) Dirk Opperman and Du Plessis Street to ease traffic.</p> <p>22.6) Request for speed humps in <u>C.P. Hoogenhout Street, Topsy Smith Street, Boerneef Street, Eugene Marais Street and the Service Road of Du Plessis Avenue. Traffic calming measures in Jan Spies Drive, NP van Wyk Louw Street, Dirk Opperman Street, Du Plessis Avenue, Elias Motsoaledi Street and Totius Avenue.</u></p> <p>22.7) • The erection of a Traffic Light where N.P. van Wyk Louw street meets Du Plessis Avenue;</p> <p>****Upgrading of the main sewerage line. Suburb: Langenhoven Park and One off project to repaint all road markings.</p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 23								
Community Aspirations No.	<p>23.1) Request for firm measures regarding Student accommodations that must comply with Town Planning Scheme guidelines and SPLUMA.</p> <p>23.2) Request for strict measures regarding Illegal Billboards</p>	<p>23.3) Request for the resealing and fix potholes at Jac van Rhyn, Koos vd Walt, Stoffel van Wyk, Nelson Mandela (All wards), Tommy Border, Wickie Mostert, Christoffel du Plessis, Gannie Viljoen, Piet Lategan, Calvyn/John Knox, Jock Meiring, Bell, Groenewoud and Arndt- around Ultra High-Density Student Accommodation, Badenhorst, Bell, President Paul Kruger</p>	<p>23.8) Request for installation and cleaning of 23 litter bins at Bus Stops and in Parks</p> <p>23.11) Request for e. Parks: Maintenance of open erf belonging to Mangaung along Nelson Mandela Avenue between N1 and Jca Van Rhyn. Mowingbof gield and maintenance of trees. Tree Landscaping in Ward, specifically Parkwest.</p>	<p>23.9) Request for the replacement and improving of insufficient/archaic streetlights in rest of Park West, Meditas Pedestrian Route and Dark Spots behind Provincial Archive, Dreyer Str Park, Gunn Str Park, Strauss Str Open Space, Twell Str</p>			<p>23.14) Request for a complaint resolution and tracking system, WhatsApp reporting & cell phone app</p>	<p>NATIONAL GOVERNMENT 23.15) ****Rezoning of 1 Jock Moiring 296 Paul Kruger hose needs to be completed urgently to allow SAPS offices.</p>

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 23									
	<p><u>23.2) Request for strict measures to prevent illegal informal traders</u></p>	<p>23.4) Request for water refurbishing for degraded water pipes in Parkwest and Ditches in Donald Murray Avenue must be repaired.</p> <p>23.5) Request for sewerage Refurbishment. Info campaign and enforcement against Stormwater infiltrating W23 Sewer Network. Wynand Mouton Avenue 74 to 2 MidBlock line, DF Malherbe Avenue 12-2, Major line in Veld Parallel to Nelson Mandela Avenue and Jac Van Rhyn, frequently overflowing line in DF Malherbe Avenue between Nelson Mandela and the bridge. Sewer lines in Universitas Ridge that regularly overflow. Network must be upgraded and maintained before any further student accommodation can be allowed in any street in the ward.</p> <p>23.6) Request for Stormwater maintenance in Universitas Ridge roads have caused ditches in road. Stormwater pipes need to be re-laid with proper foundation. 203 Jac van Rhyn: Blocked stormwater due to suspected pipes that moved causes flooding on sharp dangerous turn.</p> <p><u>23.7) Request for Road Signs, paint markings & street names All intersections in Nelson Mandela, Parfitt, Walter Sisulu, Boersma, Koos vd Walt, Jac van Rhyn, Pres Paul Kruger, Jim Fouche, DF Malherbe, Scholtz</u></p>	<p><u>Paving of pedestrian desire paths at Kwarts Park & Poles around open space behind FS Provincial Archives, Dreyer Park, Calvyn Park. Fencing around open space Behind Magnolia complex in Parfitt Avenue. Frequent Grass cutting on Median in DF Malherbe, Paul Kruger, Nelson Mandela and Haldon. Grass cutting on parks: Calvyn, Coligny, Dreyer, Kiewiet Park, Wynand Mouton, Niel van Loggerenberg, Stoffel van Wyk. Pruning of trees for improvement of lighting in Donald Murray Ave, Coligny Cres, Victoria Rd, Steven Street, Jim Fouche Ave, Jacobs Street, Magneet Street, Strauss Street</u></p> <p><u>23.12) Request for Traffic Calming and/or Speed Cameras: Jock Meiring (Grey Primary School)- followed by President Paul Kruger Avenue in the vicinity of Magneet & Gerhard Beukes Streets High Density of Students Accident prone compound curves), Boersma Street, Jac van Rhyn Avenue.</u></p> <p><u>23.13) Request of CCTV Installation at SAPS identified hotspots and Meditas Pedestrian Route (i.e. Maarten Str, Magneet Str, Arndt Str, Kornalyn Str, Archimedes Str, Steven street, Scholtz str/DF Malherbe/Wynand Mouton/Besselsen)</u></p> <p>23.14) Traffic Law Enforcement:</p>	<p><u>Park. Missing pole covers must be replaced regularly.</u></p> <p><u>23.10) Request for electric boxes that must be locked and closed, broken ones replaced and the switching equipment for substations in Universitas Ridge and w23 must be refurbished and maintained.</u></p>					<p>PROVINCIAL GOVERNMENT: 23.16) Request that the open land behind the FS Provincial Archive that is meant for the expansion of the Archive must be developed. The Archive has reached capacity long ago and needs to be expanded. Furthermore the roof and building needs urgent maintenance.</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 23								
			Traffic Offences System (Including Speed Cameras), ticketing for skipping stop streets Traffic Calming and/or Speed Cameras: Jock Meiring (Grey Primary School)- followed by President Paul Kruger Avenue in the vicinity of Magneet & Gerhard Beukes Streets (High Density of Students), Boersma Street, Jac van Rhyn Avenue					

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 24								
Community Aspirations by number	<p>24.1) <u>Request for the Redevelopment of Memorium Avenue to assist businesses.</u></p> <p>24.2) Request for a proper taxi rank with ablution block at Fleurdal Mall and <u>Rezoning of open spaces in Curie Avenue and Benade Drive for informal traders with ablution blocks.</u></p> <p>****Request for firm measures regarding Student accommodations and rezoning of properties for business purposes that must comply with Town Planning Scheme guidelines and SPLUMA.</p>	<p>24.3) Request for the maintenance on the storm water channel in Pasteur Avenue Hospitaalpark.</p> <p><u>24.4) Request for a Parking Area for NG Church in Hospitaalpark</u></p> <p><u>24.5) Request for Speed humps in: Hudson Drive Fichardtpark, Hippocrates Avenue Hospitaalpark, Kolbooi, Kolonel Blake Street, Bandelier Road and Korps Avenue in Fleurdal, Generaal Hattingh Street, Bermuda Crescent and St Helena Crescent in Uitsig, Pasteur Avenue in front of Sand du Plessis High School alongside the storm channel next to Bobbiespark and Fichardt Park Sportclub</u></p> <p><u>24.11) Request for redevelopment of surrounding pavement at:</u> • Rosestad Retirement Village</p>	<p>24.6) <u>Request for Speed camera's in Hudson Drive, Benade Drive Fichardtpark, Castelyn Road Curie Avenue Genl de Wet, Fichardtpark and Memorium Road Uitsig</u></p> <p>***Maintenance of Memorium Cemetery</p> <p>****Request for the maintaining and cutting of trees in Hospitaalpark, Gen de wet, Uitsig, Fleurdal and Fichardtpark</p> <p>***Maintenance of Southern Landfill site</p>	<p>24.10) <u>Request for electric boxes that must be locked and closed, broken ones replaced and the switching equipment for substations in Fleurdal, Gen de Wet, Uitsig, Hospitaalpark and Fichardtpark</u></p> <p>****Request for the</p>	<p>24.7) <u>Request that more money be budgeted for the maintenance of Ward 24 which include Uitsig, Fleurdal, Hospitaalpark, General de Wet and Fichardtpark</u></p> <p>*** Proposed Tariff Increases</p>			<p>24.8) Request for Sport Facilities.</p> <p>24.9) Request for the Redevelop Open Space in Nico van der Merwe Avenue for Driving Schools and Redevelopment of surrounding sidewalks at Rosestad, Rosenheim and Welgedacht Retirement Village</p>

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 24									
	<p>****Request for strict measures to prevent illegal informal traders.</p> <p>****Request for the enforcement of By-laws in relation to illegal construction in Uitsig, Fleurdal, Hospitaalpark, Gen de Wet and Fichardtpark</p>	<p>• <u>Rosenheim Retirement Village and Welgedacht Retirement Village</u></p> <p>***<i>Upgrade of the main sewerage line at Memorium Cemetery</i></p> <p>****<i>Upgrade of main sewerage line in Hospitaal Park</i></p> <p>****<i>Maintenance of the Water Network Infrastructure</i></p> <p>**** <i>We urgently appeal to the local authorities to install speed humps near schools and retirement villages</i></p> <p>****<i>Request for Prepaid Meters to be available when resident request a meter and paid for it.</i></p> <p>****<i>Request for strict measures regarding traffic violations</i></p>		<p>upgrading of electricity infrastructure in Uitsig, Fleurdal, Gen de Wet, Hospitaalpark and Fichardtpark</p>	<p>**** Request for accurate billing and timeous delivery of accounts</p>				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 25								
Community Aspirations by number	<p>25.1) Request for the provision of boreholes</p>	<p>25.2) Request for the building of the reservoir is needed urgently</p> <p>25.3) Request for the paving around Fichardt Park and President Brand Primary School</p> <p>25.4) Request for the repairing of potholes in Fichardt Park and Pellissier.</p>	<p>25.10) Request for efficient waste removal</p> <p><u>25.11) Request for Speed Cameras in Benade, Castelyn and Pellissier drive*</u></p> <p><u>25.12) Request for control of illegal parking next to Rose Park (Gustav Ave, Schnehage Ave)*</u></p>					

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 25								
		<p>25.5) Request for the repairing of all storm water inlets in the ward.</p> <p>25.6) Request for the Maintenance of sewer systems and replacing missing covers*</p> <p>25.7) Request for the painting of road marks in the ward</p> <p>25.8) Request for the replacement of all the missing stop and traffic signs in the ward Upgrading of the entrance to Pellissier from the Casino</p> <p>25.9) Request for fencing next to railway line in Fichardtpark from Du Plooy Ave to Brandkop</p>	<p>25.13) request barrier at the corner of Benade Drive, Fichardpark, close to Safe Rite Supermarket.*</p>					

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 26								
Community Aspirations No.		<p>26.1) Request the repair and reseal of tar roads in entire wards (Potholes)</p> <p>26.2) Request the upgrading of stormwater and sewer pipes, Wilgehof. (Structure very old)</p> <p>26.3) Request that the Stormwater inlets to be cleaned and covered with cement</p> <p>26.4) Request new stormwater pipes to be erected at Abraham Greyling Street. (±25 meters)</p> <p>26.5) request the repainting of street marks entire ward</p>	<p>26.10) Request for regular cutting of grass (Procurement of small Tractor with shaft grass cutter).</p> <p>26.11) Request for speed cameras in De Bruin and Paul Kruger Streets.</p>	<p>26.9) Request the provision of medium high mast light on the island of Westphall street Universitas</p>				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 26								
		<p>26.6) Request for Paving to be re-erected on pavement in portion of Weits street and Dawre Roode Street (Striata Retirement centre)</p> <p>26.7) Request for painting of street names on paving curbs and street name board provided and traffic signs</p> <p>26.8) Request for Traffic lights at corner of Stals and Jasmyn Str – Gardenia including corner of Paul Kruger and De Bruin Universitas</p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 27								
Community Aspirations by number	<p><u>27.11) Request for allocations of PTOs and Site allocations*</u></p> <p><u>27.12) Request for commonages for stray animals*</u></p>	<p>27.1) Request for flushing Toilets (Water Bowl System) for Botshabelo West and Extension 1.</p> <p><u>27.2) Request for Paving of main roads (Semphurwaneng to Clinic & join church road to Clinic) and all other roads in the ward*</u></p>	<p><u>27.3) Request for frequent refuse removal* and Illegal dumping sites to be removed</u></p> <p>27.9) Request for the maintenance of Parks.</p>	<p>27.5) Request for the maintenance of streetlights and maintenance</p> <p>27.6) Request for the Installation of High mast lights.</p> <p><u>27.12) Issues regarding electrical boxes (exploded or damaged)* and meters showing wrong address*</u></p>			<p>27.10) Request for community multipurpose centre and a Hall at ERF 2520 F Section</p> <p><u>27.13) Request for allocations Tittle Deeds*</u></p>	

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 28								
Community Aspirations by number	28.1) Request for Job Creation through MMM initiatives	28.2) Request for provision of bridge Canals in Mathlaranthleng	28.6) Request for the removal of illegal dumping site.	28.8) Request for the maintenance			28.13) Request for the	28.14) Request for a mobile Police Station.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 28								
	28.12) Request for Sites provision or relocation in flood plains.	28.3) Request for the completion on the installation of waterborne toilets in K Section. 28.4) Request for the fast tracking to commission the Reservoir not working in K Section. 28.5) Request for the provision of Paved roads and resurfacing of tarred roads with stormwater	28.7) Request for the provision of refuse Bins. 28.10) Request for the provision of a Park 28.11) Request for the visibility of Law enforcement.	of street and high mast lights			construction of Community Hall.	28.14) Request for the construction of High School.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 29								
Community Aspirations by number	29.7) Request for the allocation of sites	<u>29.1) Request for the upgrading of sewerage system.* urgently in J section and other sections</u> <u>29.2) Request for the resealing of potholes and resurfacing of damaged roads (K section and J Section)*</u> 29.3) Request for the Re - Gravelling of streets Construction of paved roads and installation of storm water.*	29.4) Request for the removal of illegal dumping sites <u>29.10) Request for visible municipal law enforcement*</u>	29.5) Request for the Installation and maintenance of streetlights 29.6) Request for the Provision of Solar Geysers.			29.8) Request for building of a community hall	<u>29.9) Request for visible policing*</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 30								
Community Aspirations by number	30.1) Request for the auditing of vacant land and allocation of sites.	30.2) Request for resurfacing of tarred roads <u>and resealing of potholes</u> 30.3) Construction of roads including stormwater and paving of H1, H3 section almost 3km and G (Modulaghooa Road). 30.4) Request for the maintenance/ <u>unblocking and installation of slabs Stormwater G, H1, H2 (Tshedi 's Tavern Zone) and H3 sections.</u> 37.8) Request for <ul style="list-style-type: none"> • G Section: <u>Mountain side facelifting put bigger culverts) modify the road and storm drainage system and</u> • H1 Section: <u>4 X Hanging pedestrian bridge and (school, from mall to the park and replace the old unprofessional one from the Metro Bus Stop and passage to Chabas.</u> • H1 Section: <u>Facelifting of Lenyora La Thuto Robots bridge (installing bigger culverts) modifying the road and storm drainage.</u> 	30.5) Request for the upgrading and maintenance of park next to the new Botshabelo Mall, <u>also fencing and new equipment at G and H1 sections</u> 30.9 <u>Request for the removal of illegal dumping in H2 and Pruning of trees</u>	30.6) Request for Electricity supply in H2 <u>and installation of Highmast</u>				30.7) <u>Establish G & H3 Old age and disability centres with buildings infrastructure and paved training open space.</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 31								
Community Aspirations by number	31.7) Request for the allocation of sites.	31.1) Request for the Paving of access roads with inclusion of stormwater control in all sections of the ward. 31.3) Request for the building of pedestrian bridge 1356c Mashampo and stormwater 31.4) Request for the provision of waterborne toilets in Mohlaulutswe and <u>replacement of temporary toilets structures to bricks and</u>	31.6) Request for the provision of park and Maintenance of "A" park and swimming pool 31.11) <u>Request for refuse removal to curb illegal dumping</u>	31.5) Request for the Installation and repairing of high mast lights. 31.12 <u>Request for upgrading of</u>			31.10) <u>Request for issuing of title deeds</u>	31.8) Request for the completion of RDP houses

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 31								
		provision in all other affected sections in the <u>ward</u> 31.9) request for the repairing of leakages of sewer and water		<u>electricity network</u>				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 32								
Community Aspirations by number	32.7) Request for land to building of Churches, ECDs and Business	32.1) Request for the provision of waterborne toilet in C2, E2 & T2. * <u>32.2) Request for paved roads and installation of stormwater drainage</u> **** Eradication of bucket system and provision of Water Reservoir.****	32.5) Request for the development of a Park <u>32.11) Request for the regular removal of waste to curb illegal dumpings</u>	32.3) Request for the provision of high volt transformers <u>to curb instability</u> 32.4) Request for the provision of Solar Geysers	32.6) Request for the assistance for with provision of Free Basic services to scholars at Schools	32.8) Request for an improved intermodal facility	32.8) Request for the development of Multipurpose Centre. <u>32.12) Request for issuing of title deeds</u>	32.9) Request for the Building of clinic and to operate for 24hours. 32.10) Request for the Provision of RDP houses.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 33								
Community Aspirations by number	33.1) Request for a New Town Establishment (A2) 33.2) Request for Job creation through various Municipal Programmes.	33.3) Request for the construction of all access roads with paving and stormwater. 33.4) Request for the construction of Pedestrian Bridge between B Section and Old Age. 33.5) Request for the construction of Paving of Interstate Bus depo and Graveyard route.	33.7) Request for the development of a park in site 2	33.6) Request for the Installation of high mast lights.			33.8) Request for the rehabilitation of Nicro Hall.	<u>33.9) Request for RDP houses in B section</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 34								
Community Aspirations by number	34.9) Request for rezoning for residential areas at (N 1953 - 1960) and (T 2990- 1711) refer to ward map.	<p>34.1) Request for the provision of Flashing toilets (M, T, N Section) 97% of ward remains with VIP toilets</p> <p>34.2) Request for the building and maintenance of all Stormwater system and <u>most specifically N1 road/ Sefuthi Road/ Mpatleng Road.</u></p> <p>34.3) Request for the upgrading of Public Road and make them Paving Road instead of Tarred Road <u>and the following need serious intervention and reconstruction:</u> <u>T section Samuels Mashala Road/ Batiha Road/ Madibaks road/ T20 road / N Section N6 Road/ N12 Road/ 17 Road M Section Sebatatso road/ Rome Road</u></p> <p>34.4) Request for Potholes that needs maintenance must be priorities and <u>resealing of Mpatleng Road and N6 to Ntumediseng high school road</u></p> <p>*****34.5) Request for a Mini Bridge or walking bridge in T & N Section for scholar during bad weather and rainy season. Walking bridge also assist in terms of free flow of movement*****</p>		<p><u>34.7) Request for 6 High Mast at M.T.N. Sections respectively and Streetlight which covers the area of T Section Mpatleng Road and N Section N6 Main Road</u></p> <p><u>34.8) Requested that Centlec to rebuild the anticipated power station to assist to curb high consumption from other wards</u></p>				<p>34.6) Request for the building Public Clinic (4633 population live on T section they are without Clinic.</p> <p><u>34.10) Request for building of RDP and completion of incomplete structures.</u></p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 35								
Community Aspirations by number	<u>35.10) Request for the provision of PTO in Marikana*</u>	<u>35.1) Request for the provision of water borne system (flushing toilets)*</u> 35.2) Request for the provision of paved roads. 35.3) Request for the installation of storm water. <u>35.7) Request for upgrading and maintaining of sewer lines*</u> <u>35.8) Request for frequent allocation of honey suckers*</u> <u>35.9) Request for the provision of water*</u>	35.4) Request for removal of all illegal dumping sites.	<u>35.11) Request for the provision of High mast light in Marikana*</u>			35.5) Request for the provision of Community Hall and <u>building of the Cllr's office*</u> <u>35.6) Request for fair distribution of Tittle Deeds*</u>	

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 36								
Community Aspirations by number	36.1) Request for Job creation through various Municipal Programmes	36.2) Request for the provision of waterborne toilets in U Section 36.3) Request for the provision of paved roads and the installation of stormwater in W Section. <u>36.6) Request for the repairing of sewerage and water systems to curb leakages</u>		36.4) Request for the Installation of high mast lights.				36.5) Request for the <u>building of Public Clinic and to operate 24hrs</u>

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 37									
Community Aspirations by number	<p><u>37.16) Processing, relocating and servicing about 450 informal settles within Ward 37 (R Section)</u></p>	<p><u>37.1) Request for water borne Toilets)</u> <u>W section</u> <u>U section</u> <u>V section</u> <u>S section</u> W section R section</p> <p>37.2) Request for roads to be gravelled and rehabilitation of potholes</p> <p>37.3) Request for upgrading of sewerage system and stormwater in V Section (X2), U Section (X2) and S (X1)</p> <p><u>37.4) Request for the construction of paved roads:</u> <u>U section (Katamelo Primary School),</u> <u>W section Mamolaola Road</u> <u>V section Fish Road</u> <u>U section Monokotswai</u></p> <p>37.12) Request for the maintenance of water system to curb leakages</p> <p><u>37.13 Request for stormwater at</u> <u>S section (1000meters)</u> <u>U Section (3000meters)</u> <u>V Section (1000meters)</u></p> <p><u>37.14) Request for Provision of household water taps (about 1600 units)</u></p>	<p>37.5) Request for the effective refuse removal in R Section</p> <p>37.7) Request for the recreation of parks in the following sections: R, U, V, W</p> <p><u>37.11) Request for the provision of dustbins</u></p>	<p><u>37.6) Request for the Installation of high mast lights (4) in R Section and (1) in U Section</u></p>				<p>37.8) Request for the construction of Community Hall.</p>	<p><u>37.9) Request for the building of Clinic in V Section. (and meanwhile a 2 mobile clinics will assist).</u></p> <p>37.10) Request for the construction of Sports Facilities in U Section</p> <p><u>37.15) Kgotsa Taole Secondary School be changed from Secondary to Combined School to accommodate particularly children from R & V Section. Kgotsa Taole School should also be urgently relocated from the current location to location between R & V Section</u></p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 38								
Community Aspirations by number		<p>38.1) <u>Request for the construction of paved roads and installation of storm water at the following VDs:</u></p> <ul style="list-style-type: none"> • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School</u> • <u>VD: Lesedi Pre School</u> • <u>VD: Weslyne</u> • <u>VD: Roma</u> • <u>VD: Kgorathuto Secondary School</u> • <u>VD: Ntumediseng</u> <p>38.2) Request for waterborne toilets at the following VDs:</p> <ul style="list-style-type: none"> • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School (1483 stand)</u> • <u>VD: Lesedi Pre School</u> • <u>VD: Weslyne</u> • <u>VD: Roma</u> • <u>VD: Kgorathuto Secondary School (148 stand)</u> • <u>VD: Ntumediseng</u> <p><u>38.3) Request the upgrading of infrastructure; water pipes, sewer pipes to curb spillages.</u></p> <p><u>38.4) Request the maintenance of potholes in all roads in general and all VDs.</u></p> <p>38.5) Request for the eradication of Pit latrines / pit toilets and waterborne toilets.</p>	<p><u>38.6) Request for the removal all illegal dumping site. at the following VDs:</u></p> <ul style="list-style-type: none"> • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School</u> • <u>VD: Lesedi Pre School</u> • <u>VD: Weslyne</u> • <u>VD: Roma</u> • <u>VD: Kgorathuto Secondary School</u> • <u>VD: Ntumediseng</u> 	<p>38.7) Request for upgrading of power lines.</p> <p>38.8) Request for the installation and upgrading of <u>High mast lights at the following VDs:</u></p> <ul style="list-style-type: none"> • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School</u> • <u>VD: Weslyne</u> • <u>VD: Ntumediseng</u> 				<p><u>38.9) Request for the completion and new building of RDP Houses at the following VDs:</u></p> <ul style="list-style-type: none"> • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School</u> • <u>VD: Lesedi Pre School</u> • <u>VD: Weslyne</u> • <u>VD: Roma</u> • <u>VD: Kgorathuto Secondary School</u> • <u>VD: Ntumediseng</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 39								
Community Aspirations by number	<p>39.5) Request for P.T.O's (for Moroka EXT 40, Selahliwe Ratau EXT, Hlambaza Ratau EXT, Moroka EXT 27)</p> <p><u>39.6) Request for site allocations in all infills</u></p> <p>36.7) Request for the allocation of empty stands (all VD's)</p>	<p>39.1) Request for the provision Water and Sanitation (flushing toilets in all VD's, especially Ereskuld, Basil Read EXT.)</p> <p>39.2) Request for the construction of paved and tarred roads and installation of storm water.</p> <p><u>39.12) Request for maintenance of water and sewer systems</u></p> <p><u>39.13) Request for Reservoir</u></p> <p>**** • Provision of toilet at Rutegang VD and Ratau Ext 27</p> <p>• Vacuuming of toilet****</p>	<p><u>39.11) request for refuse removal</u></p>	<p>39.3) Request for the installation of high mast Lights (5+ per VD)</p> <p>39.4) Request for the provision of electricity (For all Extensions)</p>			<p><u>39.10) Request for provision of Title deeds</u></p>	<p>39.8) Request for construction of 1000 houses + for each VD.</p> <p>39.9) Request for construction of RDP houses that was previously approved but not in good condition.</p> <p>****Eskom office to be operational and security and clinics****</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 40								
Community Aspirations by number	<p><u>40.11) Request for street naming Station view, Ratlou, Moroka Ext and Location, Unit 1 and unit 1 ext, Seloseha ext 3 and Selosesha stands.</u></p>	<p>40.1) Request for the construction of paved roads at: Moroka ext. (Tshoga)-entrance and Boitumelong entrance Selosesha, Mokgadinyane street, Betany drive, Moipone street, dc mokala street, Kgomo street, Losaba street Ratlou location- main roads, station view 2 main roads, stands- main road, unit ext.- 4 main roads Selosesha ext. 3 (Sakanyoka) - 4 main roads estimation of all roads that</p>	<p><u>40.12) Request for assistance with scholar patrol coordination*</u></p> <p>****Refurbishment of</p>	<p>40.7) Request for the installation of High mast lights at the following areas: - Moroka ext. (Tshoga) (1) - Flenter (1) - Unit one ext. Ttloa (2) - Unit one (2)</p>			<p>40.8) Request for the provision of title deeds</p> <p>40.9) Request for the construction of</p>	<p>40.10) Request for the construction of RDP Houses at: 1. Moroka ext. Tshoga) 2. Flenter and provision of house numbers</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 40								
	<p><u>40.14 Request for land</u></p> <p><u>40.15) Infills for business Selosesha and Selosesha Ext 3 and Unit Ext</u></p> <p>***Provision of commonages and Law enforcement to assist with roaming animals***</p>	<p>needs to be paved in ward 40 is 60km gravel: all roads that needs gravel, must be gravelled tar-roads: all the tar-roads in ward 40, must be repaired. Additionally, street names must be provided.</p> <p>40.2) Request for the construction of speed humps: 1. chief moroka street 2. goronyane and st augustine's school road 3. station road next to selosesha ext (sakanyoka)</p> <p>40.3) Request for the installation of Storm water drainage: 1. Selosesha ext 3 (Sakanyoka) 2. Unit one ext. (Tlola) 3. Ratlou location 4. Moroka ext. (Tshoga)</p> <p>40.4) Request for the provision of toilets at 1. Moroka ext. (Tshoga) 2. Flenter</p> <p>****40.5) Request for Water provision in: 1. Selosesha ext. 3 (Sakanyoka)****</p> <p>40.6) Request for the construction of Bridge: 1. Pedestrian bridge at the stream at the stream at zone 3 for school kids coming from Selosesha ext3 (Sakanyoka). 2. Moroka ext. (Tshoga) bridge at the stream</p> <p><u>40.16) Request for the provision of traffic Robot next Tawana primary school and selosesha Library*</u></p>	<p>vandalised stadium and park***</p>	<p>- Ratlou location (2) - Selosesha extension (1) - Selosesha Stands (2) - Selosesha (2)</p> <p><u>40.) Repairs of streetlights and high mast</u></p>			Community Hall.	<p>3. Ratlou location.</p> <p><u>40.13) Request for a clinic*</u></p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 41								
Community Aspirations by number	<u>41.7) Request for sites in zone 1 phalafala 7de laan</u>	41.1) Request for the construction of Roads and Stormwater at: 1.Seroalo main entrance Pavement 2.Seroalo taxi and bus route Pavement 3.Storm Water Systems (4 in quantity) 4.Zone 1 penetration routes Pavement. 5. Seven Delaan Storm water system (prepared for perusal) 41.2) Request for the provision of water at Seroalo Informal Settlement. <u>41.9) Request for the maintenance of water and sewer spillages</u>	41.3) Request for the installation of fencing of Cemeteries with Security deployed 41.4) Request for centre that will assist in Social Behavioural Change programmes and GBV for abused person's 41.5) Request for the Establishment of CPF ward structure				<u>41.8) Request for tittle deeds</u>	41.6) Request the provision of ±200 houses for disadvantaged households

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 41 Rural Area								
Community Aspirations by number	RA41.1) Request for the provision of Fencing of animal camps and rehabilitation of Windmills RA41.2) Request for supporting of cooperatives	<u>RA41.3) Request for the maintenance internal roads in rural areas such as Kgalala and all other internal roads of other Trusts</u> <u>RA41.4) Request for urgent provision of water borne toilets and also the maintenance of VIP toilet (vacuuming)</u> <u>RA41.12) Request for the maintenance of water pipes in Sediba and Mofolo. Other trust are also affected.</u>		RA41.5) Request for the installation of High mast lights RA41.6) Request for electrification of Mariasdal, Ratabane, Merino, Thubisi, Paradys, Middeldeel, Feloane, Morago and Sediba villages			RA41.7) Request for the construction of Multipurpose Centre	<u>RA41.8) Request for the construction and completing of RDP houses such as in Sediba and all other Trusts</u> RA41.9) Request for the provision of Old age home RA41.10) Request for the upgrading of all main roads to all the trust RA41.11) Request for the Provision of Mobile clinic and a visit at least once or twice a week in all trust

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 41 Rural Area								
		<u>RA41.13) Request for a proper bridge in Sediba</u> <u>RA41.14 Request for the provision of water in most of the Trust</u>						

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 42									
Community Aspirations by number	42.7) Request for the provision of Issuing of Tittle Deeds. <u>42.12) Request for sites</u> ***Request for formalisation of informal settlement in Phomolong Ext****	42.1) Request for the construction of Paved roads with stormwater and speed humps. 42.2) Request for provision of water borne toilets. 42.3) Request for gravelling and the rehabilitation of roads (potholes) <u>42.11) Request for proper roads in Zone 2</u> ***** Vacuuming of toilet and Provision of roads in phomolong****	42..5) Request for the fencing of Cemetery in zone 2 42.6) Request for the provision of Community Centre <u>42.13) Request for recycling initiatives</u> ***Fencing of Cemeteries***	42.4) Request for the Maintenance and Installation of High mast lights			42.8) Request for the construction of Community Hall ****Rehabilitation of community hall***	42.9) Request for the construction of Primary School. 42.10) Request for the construction of Clinic	

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 43 (Dewetsdorp)								
Community Aspirations by number	<u>D43.8) Request for the allocation site for Houses in Jim Ross</u> <u>D43.14) Request for SMMEs initiatives</u> <u>D43.15) Request for commonages</u> <u>****Devils fork to be erected at the spring where it borders on the property of residents. (Fontein Street, down Oxford Street to Brand Street)</u>	D43.1) Request for the upgrading of internal street and paving with stormwater. <u>D43.2) Request for the upgrading of water infrastructure including the reservoir</u> D43.3) Request for the Installation of flashing toilets. D43.4) Request for the refurbishment of sewage system in Dewetsdorp	D43.5) Request for an operational Landfill site <u>D43.12) Request for upgrading or provision of new cemeteries</u> <u>D43.13) Request for parks</u>	D43.6) Request for the maintenance ne and upgrading electricity infrastructure D43.7) Request for the provision of Electricity at Jim Ross			D43.9) Request for building of Multi-Purpose centre with sport facilities	D43.10) Request for the provision of Ambulance services <u>D43.11) Request for tarring of roads from Dewetsdorp to Botshabelo and Thaba Nchu</u> <u>D43.12) Request for provision of Primary and High School</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 43 (Tierpoort)								
Community Aspirations by number	T43.5) Request for the provision of housing	T43.1) Request for the provision of water infrastructure T43.2) Request for the construction on of waterborne toilets <u>T43.8) Request for the maintenance of gravel roads and replacement of stormwater channels*</u> <u>T43.9) Request for the upgrading of sewer lines to curb spillages to the Tierpoort river*</u>	T43.4) Request for provision of cemeteries <u>T43.10) request for additional CCTV*</u> <u>T43.11) Request for fire prevention awareness*</u>	T43.3) Request for provision of electricity and high mast light				T43.6) Request for the construction of Clinic T43.7) Request for the construction of RDP Houses

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 43 (Rural Areas)								
Community Aspirations by number	<u>RA43.1) Request for the Supporting of cooperatives and windmill rehabilitation. Commonages</u> <u>RA43.12) request for employment opportunities through MMM initiatives</u>	RA43.2) Request for the provision of water connections (stand water taps) and water borne toilets RA43.3) Request for the provision of water stand pipes taps and waterborne toilets in all affected trusts <u>including the vacuuming of VIPs</u> RA43.4) Request for the provision of Paved roads with Stormwater in all the Trusts RA43.15) <u>Request for area signage panels</u>	<u>RA43.11) Request for better roads leading to cemeteries in most Trust</u> <u>RA43.13) Request for Sport Facilities</u>	RA43.5) Request for the provision of electricity for all extensions in the trusts Balaclava, Gladstone and Woodbridge2, Yorksford etc. <u>RA43.14) request for High Mast in Yorksford and other Trust with extensions</u>			RA43.6) Request for the Issuing of Tittle deeds <u>RA43.14) Request for Community Halls around Trusts</u>	RA43.7) Request for the construction of Clinics RA43.8) Request for the construction of RDP Houses. RA43.9) Request for the upgrading of all main roads to all the trust RA43.10) Request for the provision of satellite police station accessible to all the trust <u>RA43.16) Request for High School with the Trusts</u> ***Completion of RDP houses in Motlatla and provision of RDPs in Balaclava*** ****Rehabilitation of Phetogo clinic in Gledstone**** *****Eskom electrification in Motlatla****

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 44								
Community Aspirations by number		<u>44.1) Request for maintenance of drainage systems.</u> <u>44.2) Request for gravelling of roads, maintenance of tarred roads in the entire Bayswater are cracked, crumbling and potholes</u>	<u>44.10) Request for the provision of Operational Landfill site, regular collection of refuse, Maintenance of a large tract of vacant land opposite the modern and popular North Ridge Mall, Kenneth Kaunda Street which is overgrown with</u>	<u>44.12) Request for the repairing of damaged and neglected streetlights and Electric boxes.</u> <u>44.13) Request for the upgrading of Electricity.</u>				44.18) Request that the S1066. provincial ring road running through the area. While it has been referred to in the previous

Community Aspirations for 2024/2025									
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.	
Ward 44									
		<p>44.3) Request for the upgrading of Bayswater defective sewerage system.</p> <p>44.4) Request for the construction of speed humps in Waverley, Olympus, Kenneth Kaunda, Christo Groenewald streets. ets</p> <p>44.5) Request for the repairing of potholes, road markings, traffic lights.</p> <p>44.6) Request for the provision of road signs, faded signs and adequate marking.</p> <p>44.7) Request for the upgrading of old leaking pipes</p> <p>44.8) Request for the upgrading of clogged storm water drains Maintenance of sewer blockage.</p> <p>44.9) Request for the repainting of old street markings on road surfaces.</p> <p>*** Repaint of roadmaking's and new traffic signs in Gasconey street. Suburb; Pentagon Park</p> <p>****Gravel Roads and stormwater refurbishment as follows: Douglas Valley,</p>	<p>vegetation, and covered with litter and an unsightly mound of rock . Maintenance of vacant sites around the Bayswater KwikSpar and the Bayswater Clinic are overgrown and used for dumping waste.</p> <p>44.11) Request for the maintenance of Canal running alongside Rhyn Avenue is overgrown and unhygienic</p> <p>44.16) Request for maintaining of Parks and gardens and regular cutting of undergrowth encroaching on road at the bend grass on traffic islands.</p> <p>44.17) Request for pruning of trees and removal of fallen/broken trees. Open erven should be cleaned.</p> <p>****The closure and rehabilitation of the northern landfill site.</p>	<p>Infrastructure to avoid constant loss of power.</p> <p>44.14) Request for the provision of lockable Street Meter to avoid unauthorized access to the meters</p> <p>44.15 Request for the maintenance of Electricity supply in Ribblesdale to avoid power outages.</p> <p>***Security to protect Centlec infrastructure or replacement of coper cables or moving cables underground.</p> <p>****Upgrading of Centlec infrastructure (Sub stations) as follows: Harlem Street, Noordhoek Normandy street, Bayswater</p>					<p>sections, the state of this section of S1066 is extremely bad. Across the N1 the ditch in the road (illustrated by the red dot) is so deep, it comes up to the bonnet of a bakkie</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 44 - Ikgomotseng/Soutpan								
Community Aspirations by number	<u>IS44.5) Request for the formalisation of informal settlement and allocation of sites</u> <u>IS44.11) Request for SMMEs initiatives and Cooperatives support</u>	IS44.1) Request for provision of Water borne toilets and Reservoirs provide clean water on standpipes IS44.2) Request for the rehabilitation of internal streets with paving with stormwater	IS44.4) Request for the provision of Cemeteries and Community park in Ikgomotseng <u>IS44.12) Request for removal of illegal dumping</u>	IS44.3) Request to increase the number of High mast lights in Ikgomotseng and maintenance			IS44.13) Request for	IS44.6) Request for upgrading of community clinic (to operate 24 hours) and provision of ambulance services in Ikgomotseng IS44.7) Request for the construction of RDP houses and dilapidated once in Ikgomotseng IS44.8) Request for the Provision of Satellite police station Ikgomotseng IS44.9) Request for Intervention with Post office IS44.10) Request for the construction of primary School (to avoid exposing young children to high school learners) Ikgomotseng

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 45								
Community Aspirations by number	<u>45.1) Request for the construction of sites for Human Settlement.</u> <u>45.15) Request for Formalization of information Settlement (phase 9)</u>	<u>45.2) Request for the construction of paved road with stormwater of the following: PHASE, 4, 9 and BERGMAN 2.</u> <u>45.3) Request for the installation of Water and Sanitation in Phase 9, Bergman and Phase 4 Sonner Water.</u> <u>45.4) Request for the upgrading of sewerage pipes.</u>	<u>45.18) Request for traffic calming measures in highway and meadows road</u> <u>45.19) Request for cutting of trees inside the road.</u> <u>45.20) Request for the maintenance of sports fields</u>	45.6) Request to upgrade unstable electric infrastructure <u>45.17) Request for the installation of high mast light in phase</u>			45.7) Request for the construction of Community Hall.	45.8) Request for the re-opening of Sonskyn Police Station. 45.9) Request for construction of RDP Houses. 45.10) Request for the construction of Public Library.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 45								
		45.5) Request for conducting a study on underground water in Phase 9. 45.16) Request for the completion of +- 700 unfinished toilets at Bergman 2 45.23) Request for Refurbishment of road between phase 4 and Pieterswart. 45.24) Request for the maintenance of natural swamp at 8152 phase 4	45.21) Request for Re-zoning of parks phase 4, phase 9 45.22) Request for Removal of Dumping sites	4.phase 9, Bergman 2				45.11) Request for the construction of Clinic. 46.13) Request for the construction of High School. 45.14) Request for rehabilitation Centre.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 46								
Community Aspirations by number	46.1) Request for the Formalisation of new Squatter Camp (Monnahalatwe) and provision of site to registered residents	46.2) Request for the construction of stormwater. 46.3) Request for the vacuuming of VIPs (Phase 6) 46.4) Request for the provision of Water and Sanitation (Water borne toilets) Phase 9 & 10 46.10) Request for the refurbishment of sewer systems and install early warning light for dysfunctionality, booster pumps for pushing flow to plants or sewer farms. (Installation of cameras will assist for damages and irregularities).	46.5) Request for the construction of Operational Landfill site for waste removal to avoid illegal dumping site.	46.6) Request for the Installation of 3 high mast lights in phase 6,9&10.			46.7) Request for the provision of Title Deeds to registered beneficiaries	46.8) Request the completion of Houses. (Phase 5 and 6) 46.9) Request to complete the backlog of unfinished houses without plumbing system @ house no 11682,11928 and 11800 46.11) Request for the provision of Police Station and Clinic

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 47								
Community Aspirations by number		<p>47.1) Request for the Maintenance of >Sand du Plessis laan. >Bloekomroad, >Lessing Road.</p> <p>47.2) Request for the provision of stop signs in Tibbie Visser and Rudolf Greyling an AW Louw Rudolf Greyling</p> <p>47.3) Request for the upgrading and retarring of the following avenues: >Tibbie Visser >DF Malherbe >Marais >Zaltsman >Clarkson</p> <p>47.4) Request for the installation of Road signs.</p> <p>47.5) Request for the repairing of potholes and construction of drainage system.</p> <p>47.6) Request for the provision of stormwater to eliminate the standing water in the ditch next to the Old Thaba Nchu roads.</p> <p>47.7) Request to install the traffic lights on the corner of Frikkie Van Kraaienberg joining the M10 to ease the flow of traffic during peak hours.</p> <p>47.8) Request to upgrade sewerage infrastructure to avoid spillage at corner Hoofavenue / Carel van Pletzen and NG Church Estoire</p> <p>47.9) Request to upgrade storm water drains that is hazardous to children</p>	<p>47.11) Request for Operational Landfill Site and <u>Recycling initiatives</u></p> <p>47.15) Request for the pruning of trees growing close to Primary Schools.</p> <p>47.16) Request for cutting of grass on the roads that pose a great security risk to the Community. (Front opposite the police stations and next to police station area)</p> <p><u>47.17 Request for the upgrading of Cricket Stadium and Clive Solomon.</u></p>	<p>47.12). Request to upgrade electricity infrastructure (i.e. Poles are broken).</p> <p>47.13) Request to upgrade electricity supply to >Vaalbankzuid, >Roodewal >Estoire, > Olive Hill Cambleton</p> <p>47.14) Request for installation of high mast in: Roodewal, Vaalbank, Olivehill, Bloemside Heidedal 4ways stop, and Pine heaven Bloemspruit.</p> <p>****Upgrading of Centlec infrastructure (Sub stations) Bloemspruit</p>				

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 47								
		<p>47.10) Request to reconstruct and fixing of potholes in and out of Pine Haven on the following roads next to sand city: > Buxton Estate > Dene Ave (in front of police station) as well as the last street entering into old Pine Haven (next to the Field).</p> <p>****Gravel Roads and stormwater refurbishment Bloemspruit</p> <p>****Further upgrading of the Maselspoort water treatment plant.</p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 48								
Community Aspirations by number		<p>48.1) Request for gravelling of Bainsvlei & Groenvlei (Reynecke and Venter Avenues) roads and Potholes fixed at Rayton and Hillsboro</p> <p>48.2) Request for the construction of speed humps in Reynecke Ave in Groenvlei, Kenilworth Street near Bainsvlei Combined School, , Kleykans Road.</p> <p>48.3 Request for the installation of Street Name Boards in: >Lillyvale, >Shellyvale, >Groenvlei, >Rayton >Hillsboro</p> <p>48.4) Request for the upgrading of all the storm water inlets Bainsvlei (Helena and R64 roads) re gravelled and new or maintenance of stormwater inlets in the following streets: >Hillsboro, >Rayton& >Lillyvale, > 15 Flockeman</p>	<p>48.8) Request for the regular cleaning of sidewalk in Hillsboro, Rayton, Spitskop and Lillyvale. and maintenance of parks</p> <p>48.15) Refuse removal at Rayton, Shellyville and Hillsboro</p>	<p>48.7) Request for the upgrading of electric infrastructure and pruning of trees that destroys powerlines</p> <p>48.14) High mass lights must be installed in Piet Odendal street & Vergezocht Street in Bainsvlei to prevent crime.</p>				<p>48.9) Request the fixing of potholes in Bloemendal Road, Kenilworth Road and Frans Kleykans Road.</p> <p>48.13) Tar the whole Arbrahamskraal Road and build a pavement for the pedestrians on the Arbrahamskraal Road in Bainsvlei.</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 48								
		<p>48.5) Request for the upgrading of Ednau Laan reservoir in Bainsvlei and upgrading of all the water pipes in Bainsvlei area.</p> <p>48.6) Request for the installation of Stop sign on T-junction Frans Kleynhans and Kenilworth Street Groenvlei.</p> <p><u>48.10) Sewer system Shellyville to Woodlands and 7 dammes need urgent interventions</u></p> <p><u>48.11) New 3-way robot must be installed at the Reynecke Ave, Ray Champion Road & Frans Kleynans intersection.</u></p> <p><u>48.12) New 3-way stops must be erected at all the Bloemendal street intersections to calm the traffic at Flockeman Street, Lillyvale street and Ray Champion Street intersections.</u></p> <p><u>48.16) Road markings in ward 48 is non-existent and need to be maintained on a frequent basis.</u></p> <p><u>48.17) Gilles vd Wall street & Toon vd Heever street must get 3 way stop signs rather than the circle that is currently there.</u></p>						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 49								
Community Aspirations by number	49.5) Request for Sites allocations	<p>49.1) Request for provision of water borne toilets in Zone 3, 4, Mokoena and Mapetsa</p> <p>49.2) Request for construction of Roads and Stormwater in Themba Section Behind R. T Mokgopa School and completion of incomplete</p>	49.4) Request for fencing of graveyards in zone 3	49.3) Request for the installation of High mast lights			49.6) Request for the construction of multi-purpose centre	49.7) Request for the construction of Satellite police station

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 49								
		roads and paving of roads, streets and speed humps in Eldorado ****Provision of house stand water connections at Makurung*** ****Provision of flushing toilet in Zone 4**** ****Completion of water prepaid meters****						

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 50 – Wepener								
Community Aspirations by number	W50.1) Request for the demolition of the buildings opposite Sophia W50.2) Request for the purchasing of Farms or allocation of land to construct Commonage W50.3) Request for the construction of boreholes <u>W50.12) Request for site allocations</u> <u>****Upgrading of the Wepener boreholes</u>	<u>W50.4) Request to upgrade gravel roads to paving with stormwater</u> W50.5) Request for the construction of water infrastructure <u>W50.6) Request the provision of clean tap water and waterborne sanitation in Ext 7 Kanana and other old locations</u> 50.11) Request for the refurbishment of sewage system W50.7) Request for gravelling of roads in Sophia and Nyarela	W50.5) Request for the operational Landfill site and regular collection of waste removal W50.7) Request for the Maintenance of sport field <u>W50.13) Request for the implementation of By Laws</u>	W50.6) Request for the provision of stable electric infrastructure			W50.9) Request for the rehabilitation of Town Hall W50.8) Request for the issuing of Tittle deeds.	W50.10) Request for the construction of RDP houses in Kwetla. <u>W50.14) Request for the visible Policing due to high crime</u>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 50 – Van Stadensrus								
Community Aspirations by number	<p>VS50.1) Request for the formalization of Informal settlement</p> <p>VS50.2) Request for the provision of Commonages and SMME support and cooperatives</p> <p>VS50.10) Request for sites and relocation of churches in residential sites</p>	<p>VS50.3) Request for the provision of services in Kgotsong upgrading of reservoirs to provide reliable water, installation of water taps and water borne toilets</p> <p>VS50.4) Request for the Construction of roads with paving and stormwater with focus in greenfield</p> <p>VS50.5) Request for the maintenance of sewer systems</p>	VS50.6) Request for the completion of incomplete sports stadium in Van Stadensrus	<p>VS50.5) Request for the installation of High Mast Lights</p> <p>VS50.11) Request for the removal of fallen electric poles and upgrading of substation</p>				<p>VS50.7) Request for the upgrading of clinic</p> <p>VS50.8) Request the provision of additional school</p> <p>VS50.9) Request for the construction of RDP houses</p>

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 51								
Community Aspirations by number	51.1) Request for the formalisation of MASAKENG settlements.	<p>51.2) Request for the provision of piped water and waterborne sanitation in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Mostshabi, Kgotsong and Matlharanthleng.</p> <p>51.3) Request for the provision of paved roads and stormwater in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Mostshabi, seven de lan Kgotsong and Matlharanthleng.</p> <p>51.4) Request for Permanent Bridges at phase 3, 6, 7 Masenkeng, Phomolong, Caleb Mostshabi, seven de lan Kgotsong and Matlharanthleng .</p>	51.6) Request for the removal of all illegal dumping site.	51.7) Request for the provision of electricity and high mast in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Motshabi, Seven de laan, Kgotsong and Matlharanthleng.			51.8) Request for the provision of multipurpose centres in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Motshabi, Seven de laan Kgotsong and Matlharanthleng.	51.9) Request for the construction of Clinics, police stations in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Motshabi, Seven de laan Kgotsong and Matlharanthleng.

Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 51								
		51.5) Request for maintenance of Sewerage spillage (Matla School.						