



MANGAUNG

AT THE HEART OF IT ALL

**FINAL REVIEWED
INTEGRATED DEVELOPMENT PLAN
2026/2027**

Prepared by Office of the City Manager: IDP and OPM Office

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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 review process of this Integrated Development Plan marks a significant time as the last review of this council. The process commenced with taking into consideration new developments both internal and external. The first round of public participation, via print media commenced from 01 August 2025 till 27 February 2026. The second and final phase of the process was conducted from 15 – 17 April 2026 with Radio Interviews and Media Briefing and physical meetings from 21 April 2026 and concluded on 04 May 2026.

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.

Mangaung is transitioning toward a focused **financial and governance recovery**. This final IDP review of the current council term serves as a strategic roadmap to restore the city's status as a model of good governance.

The municipality has identified areas to address existing infrastructure and social gaps:

- **Institutional Capacity:** Enhancing the city's ability to translate IDP community needs into funded, measurable performance indicators.
- **Infrastructure & Roads:** Executing a Comprehensive Integrated Transport Plan to fix public and economic transit routes.
- **Spatial Transformation:** Developing sustainable human settlements through the Catalytic Land Development Programme.
- **Economic Growth:** Leveraging the momentum to drive job creation and rural development.

Governance & Financial Recovery

The "positive trajectory" mentioned is supported by several structural shifts:

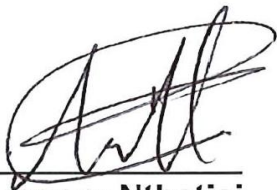
- **Audit Improvement:** A concerted effort to move beyond the **2024/2025 qualified audit opinion**
- **Oversight Alignment:** The MPAC's work plans are now strictly aligned with National Treasury and COGTA guidelines to ensure effective accountability.
- **Political Stability:** Regular sittings of the Municipal Council and committees signal an end to the administrative-political tensions that previously hindered growth.

The Role of Partnerships

The city is in some extent requiring external expertise to bridge the gap between planning and implementation:

- **Higher Education:** Utilizing existing MOUs with local universities for research, training, and technical support.
- **Community Ombudsmen:** Encouraging the public and media to act as monitors of performance management and service delivery.
- **Civic Responsibility:** Cascading "cleanliness endeavours" from the CBD to ward levels, requiring active citizen participation to restore the city's aesthetic and safety.

I therefore present the final reviewed IDP 2026/2027 that will strengthen the intentions to make Mangaung a better city for the future.



Cllr. Gregory Nthatsi
Executive Mayor
Mangaung Metropolitan Municipality

Date: 21/06/2026

Preface by City Manager

The commitment by the city is to put legality at the apex. Local Government Objectives as enshrined in the Constitution serves as the barometer for the existence of the city. Thus, the Mangaung Metropolitan Municipality's primary focus continues to be the comprehension of communities' developmental requirements and the execution of initiatives related to those needs and preferences. Crucially, the city is improving its capacity to comprehend legality and grasp the functions and expectations of each of the three spheres of government. This is done in order to improve ties even further and hasten the fulfillment of the requirements and goals of the community.

The review process is affected amongst others by the following:

- Recent statistics on Population (ward level)
- The National and Provincial Department Projects (IGR meeting held)
- Updated Community Aspiration `
- Reviewed Sectoral Plans of the City
- Planned Projects and Programmes of the City
- Corrective actions to improve on slow implementation of the IDP projects as identified
- Community Aspirations not fully prioritised
- Increasing backlogs on provision of services

Following the above, and as stated in several sections of legislation, this updated strategic plan has contextualized changes that required the review process. This blueprint's second chapter will provide the reader with a concise illustration of this modification through summarized chapters and amendments within the five stages of IDP. This will guarantee the council's continued dedication to accomplishing its predetermined goals. The goal is to achieve a synergy between the five (5) phases of integrated development planning and the priority areas that are in line with the IDP Strategic Development Objectives and the criteria that apply to metropolitan municipalities.



Mr. Sello More
City Manager
Mangaung Metropolitan Municipality

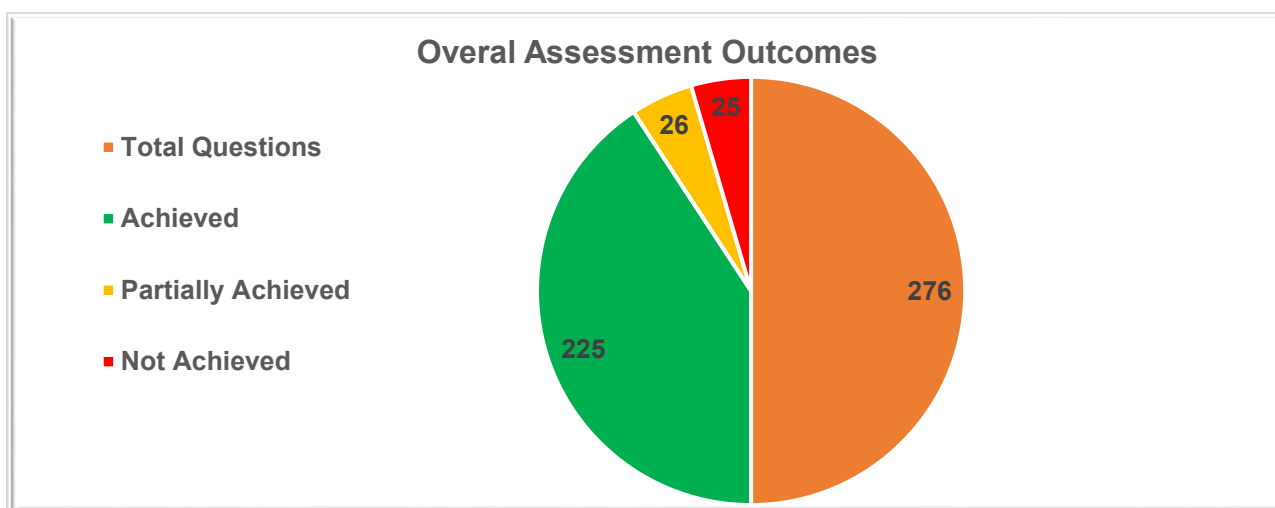
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Chapter 1: Assessing the Integrated Development Planning Process

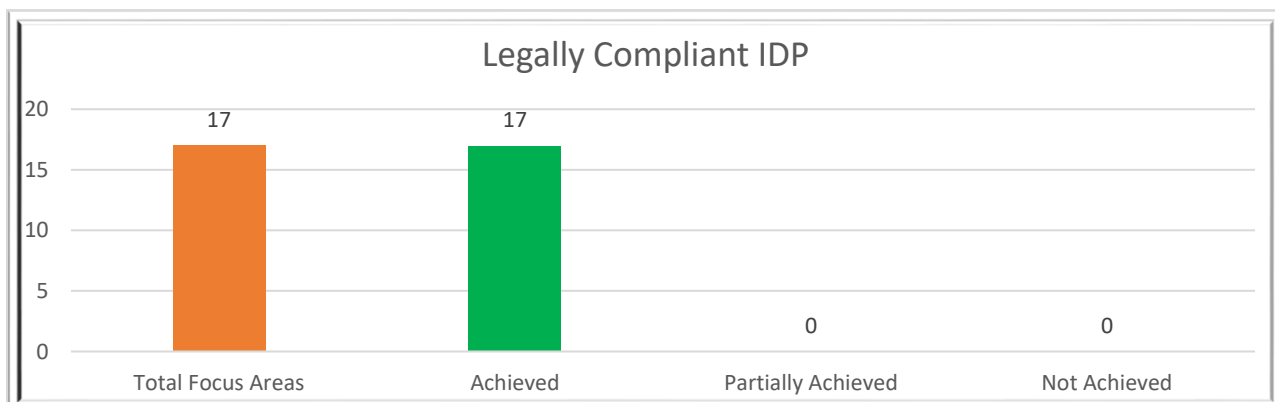
Following the noting of the Draft IDP by municipal Council on 30 March 2026. The City submitted the Draft IDP to MEC Provincial COGTA, which an oversight role was done and led by provincial COGTA and other Sector departments by assessing the draft IDP, Budget and Sectoral Plans on Friday, 24 April 2026. The assessment was structured with the focus on 14 Areas which had 276 questions. Lastly, the National Treasury assessment conducted on Wednesday, 06 May 2026, concluded on the following relating to the city's IDP:

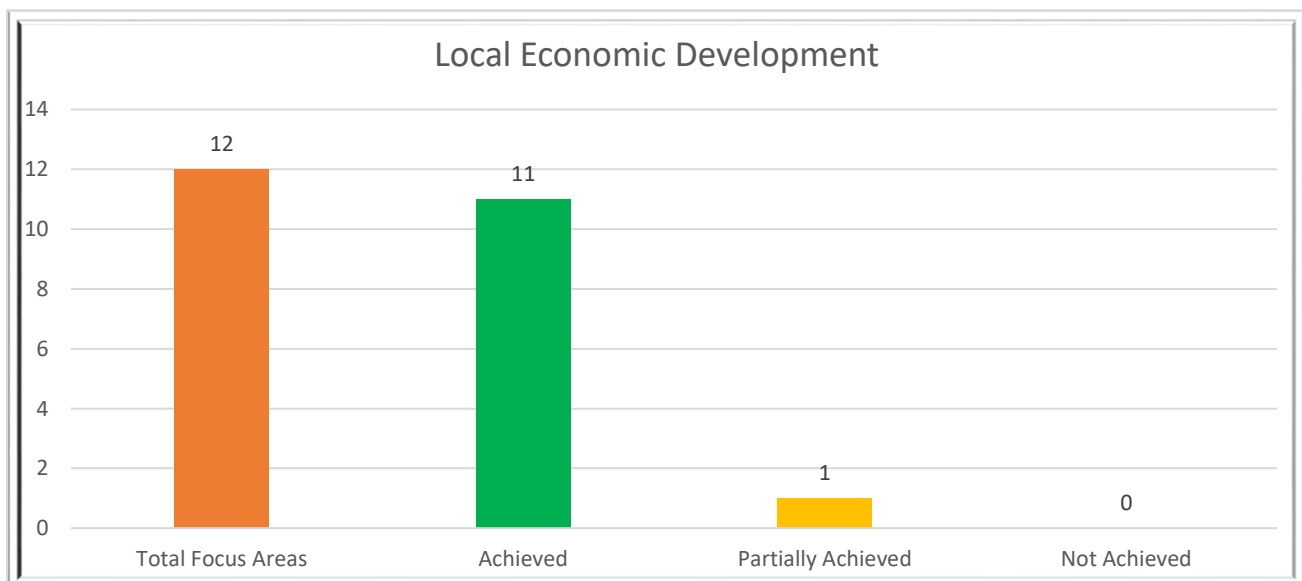
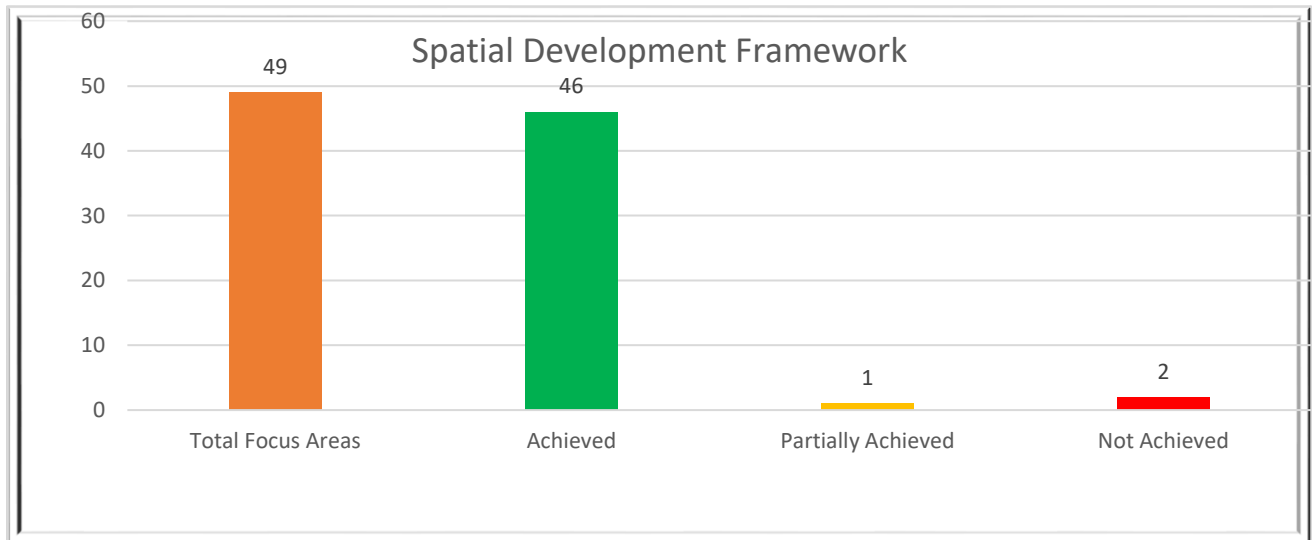
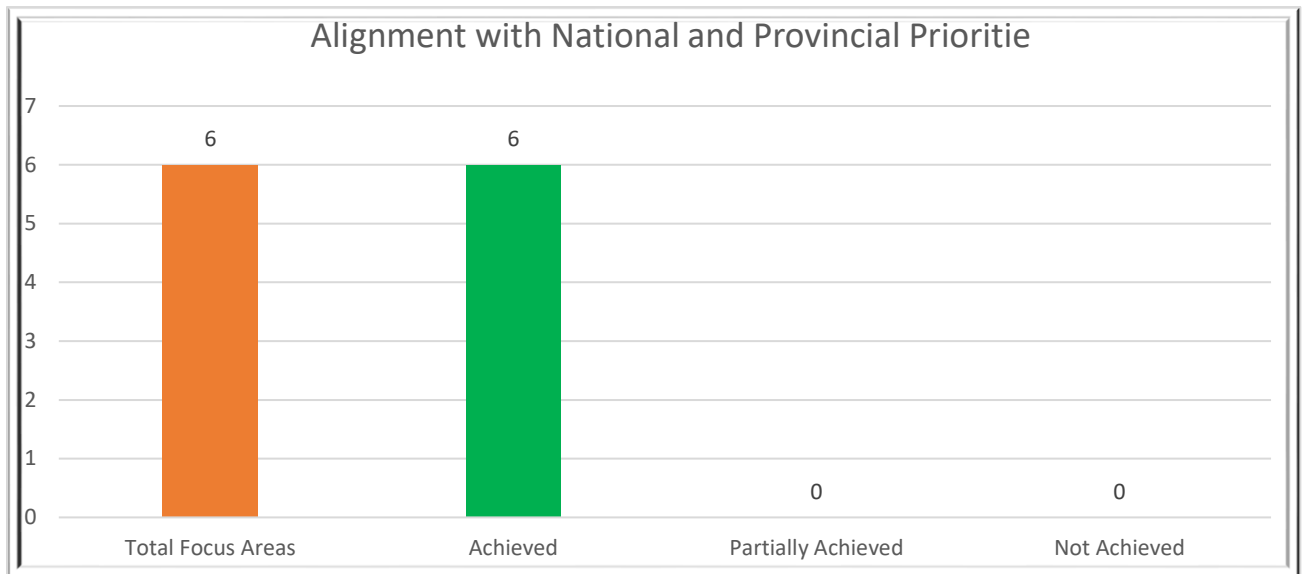
- **Credible**
 - There was political oversight on the IDP and budget process as the budget timetable was adopted by council.
- **Relevance**
 - IDP strategic objectives aligns to National and Provincial strategies
 - Alignment is articulated on the budget narratives, indicated on table SA4 - SA6 of the MBRR
 - The city used the guidance provided in the MFMA budget circulars

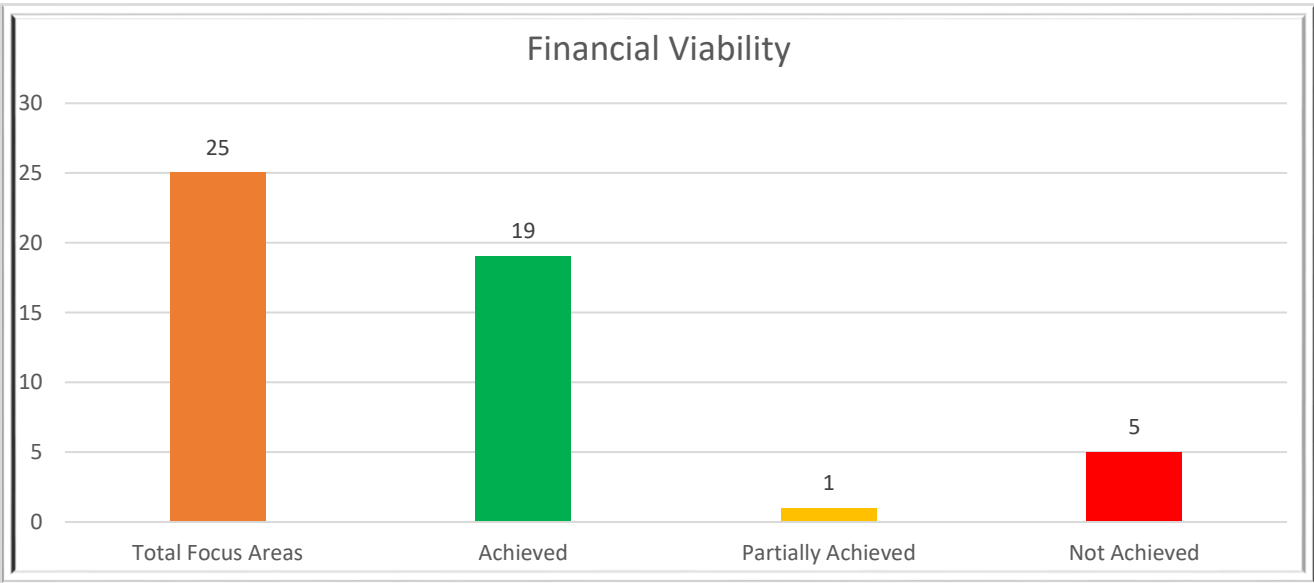
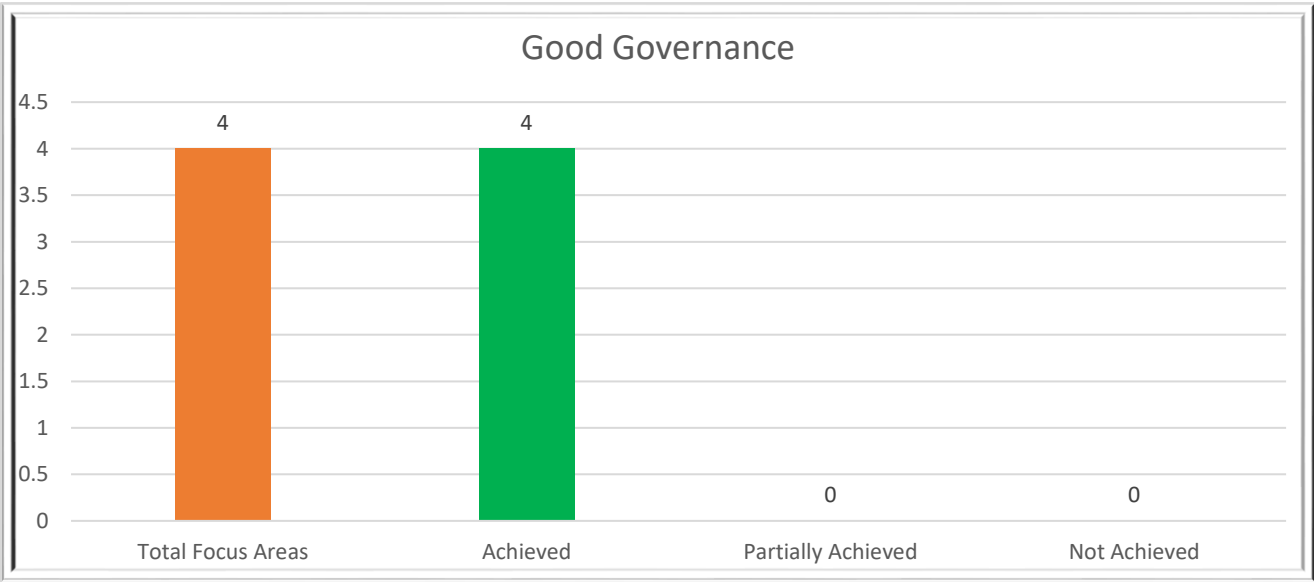
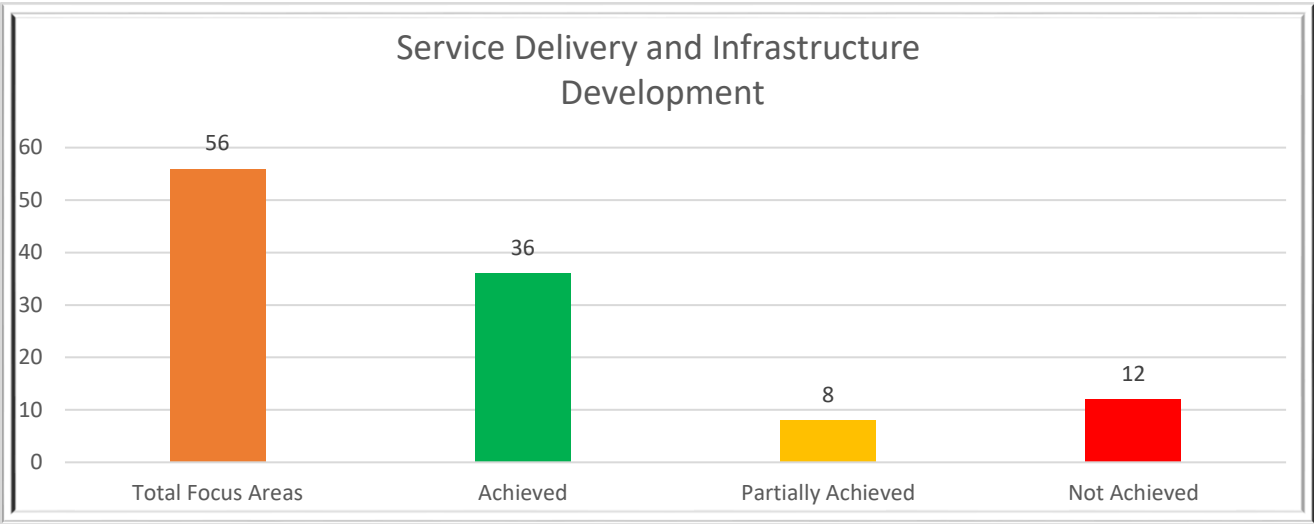
The overall outcomes of the COGTA assessment were as follows:

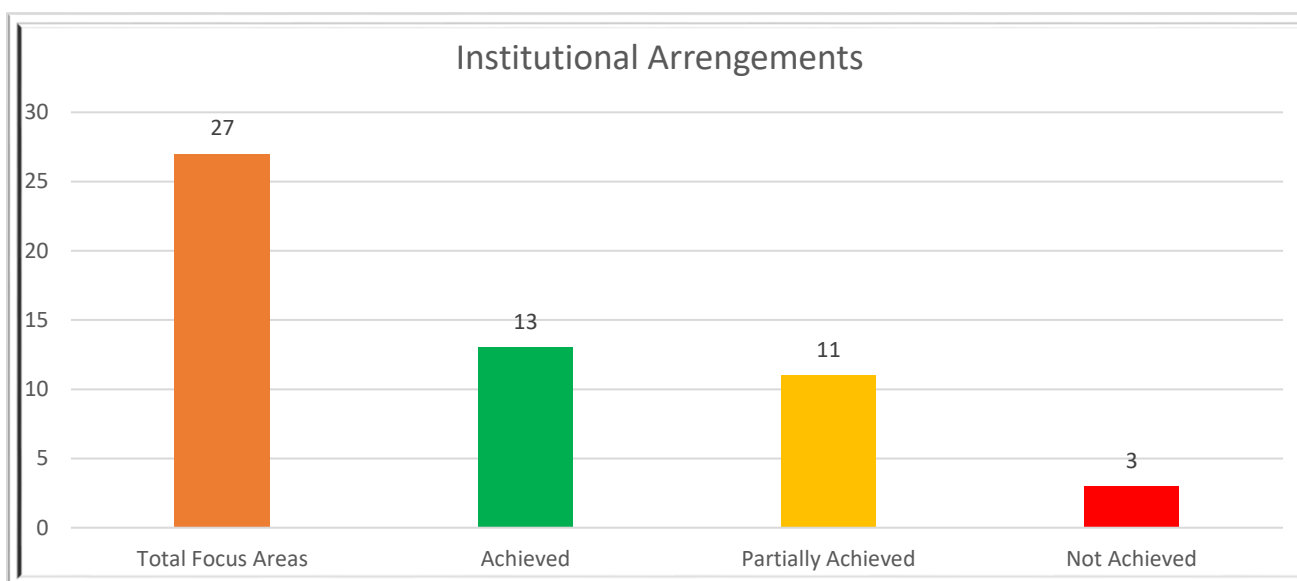
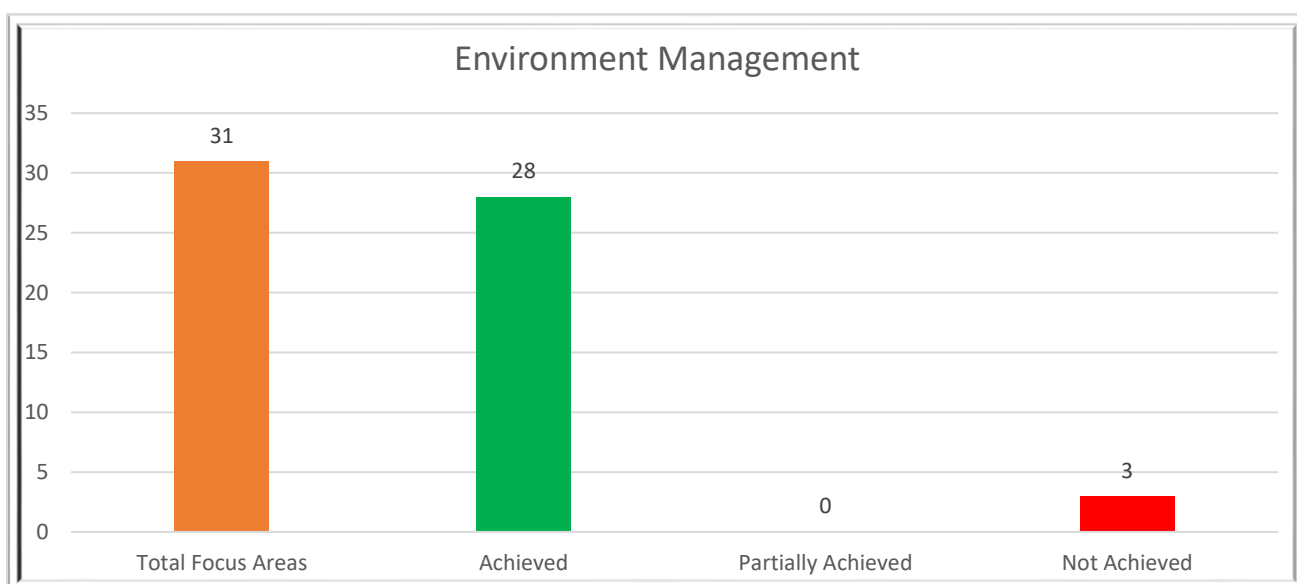
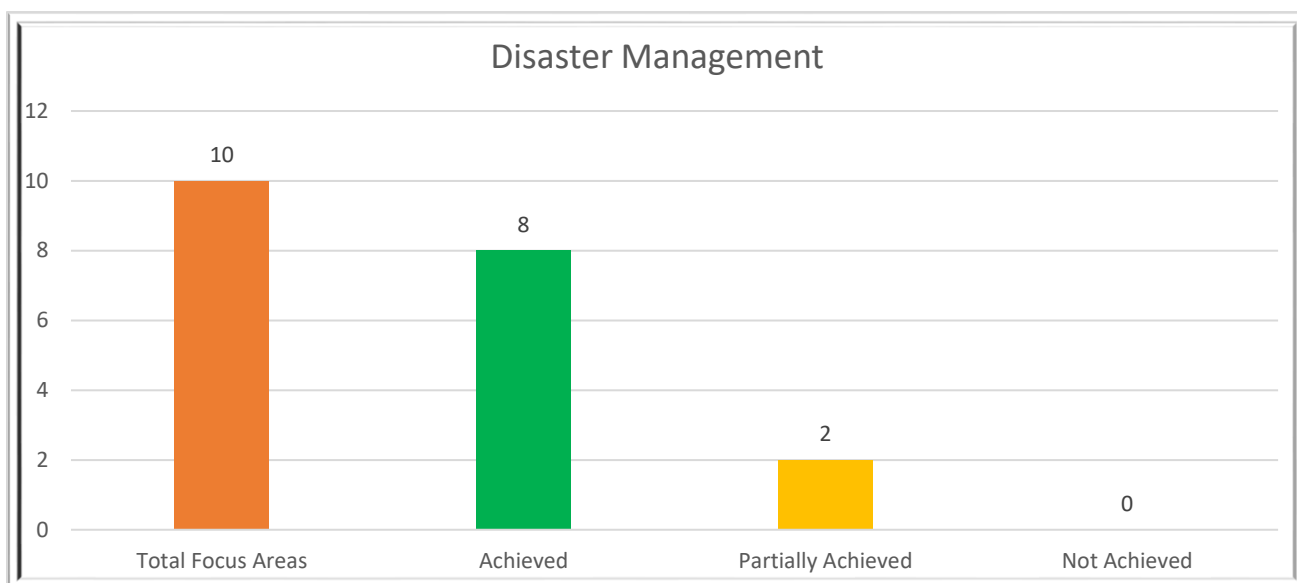


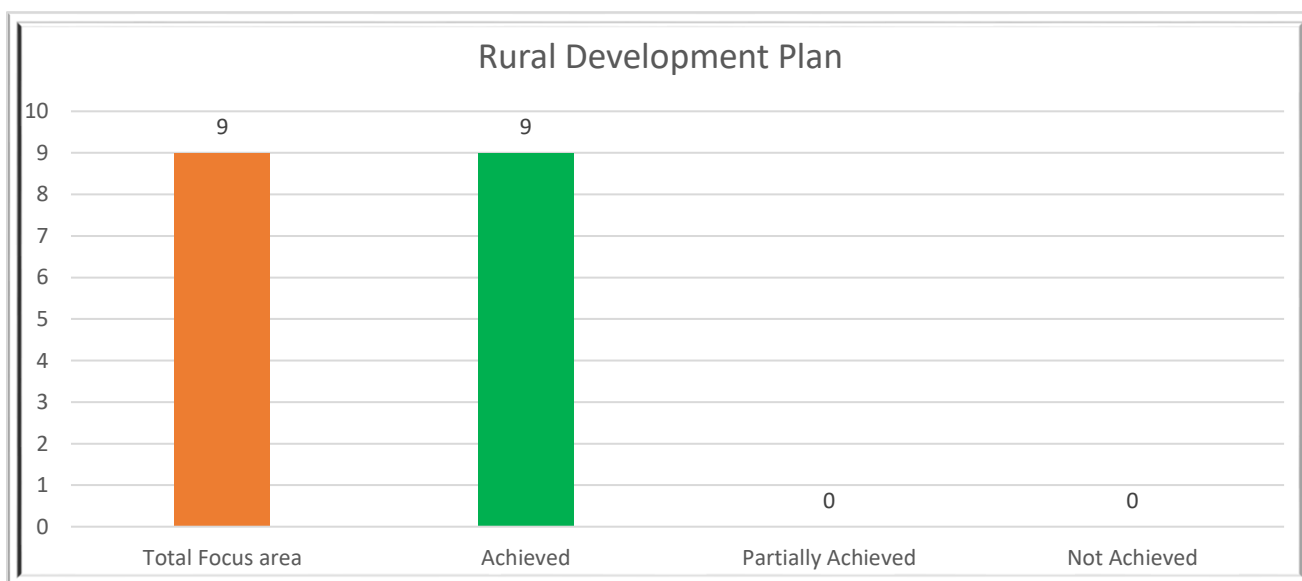
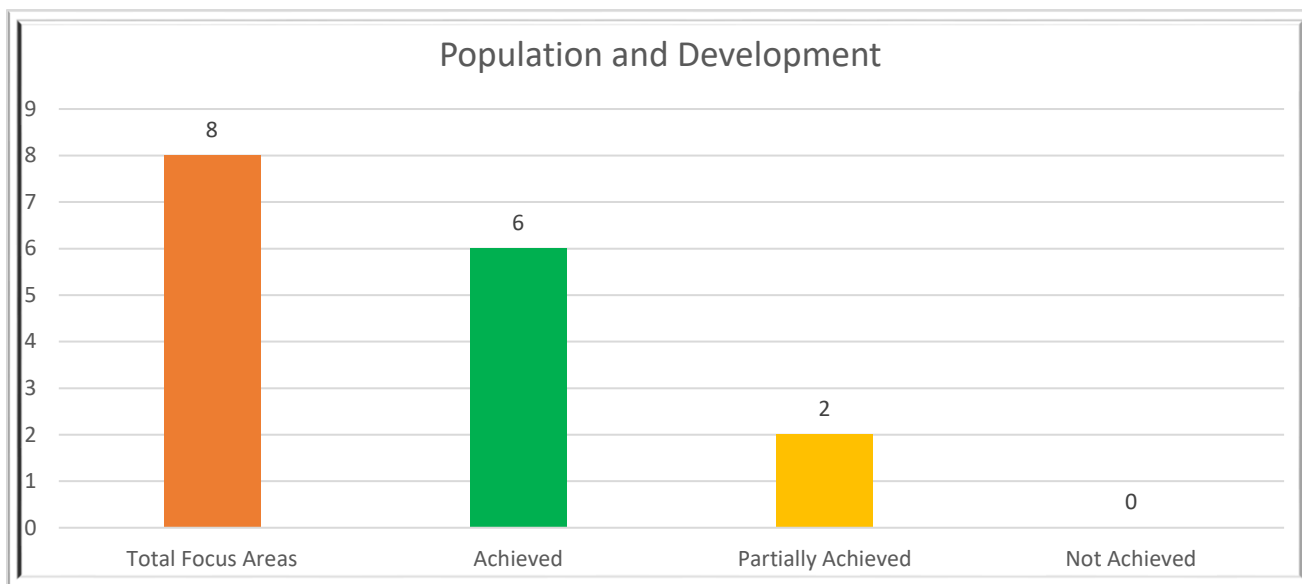
ASSESSMENT OF OUTCOMES OF INTERGRATED DEVELOPMENT PLAN 2026/2027











Chapter 2: Annual Reviews of Integrated Development Planning

The review process for 2026/2027 is the last IDP for the current term of Council and will be used as a compass for the new council and the next generation of the IDP. Following the above, key concepts regarding the approach to planning and implementation in Mangaung are as follows:

- **Development-Focused Approach:** This is described as a **holistic method** designed to transform communities within Mangaung and achieve the specific strategic objectives outlined in the Integrated Development Plan (IDP).
- **Integrated Implementation:** This involves coordinating the delivery of programs, projects, and services, both within the municipality and across different spheres or sectors of government.
- **Purpose:** This coordinated approach is essential for achieving the strategic development objectives.
- **Intergovernmental Relations (IGR):** The concept of integrated implementation is deeply tied to IGR, which is explored further 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; and
- (ii) to the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process



The review process was informed by the observations below and details on the progress is indicated.

1 Preparation Phase

Chapters	Observations necessitating amendments	Progress
1. Assessing the integrated development planning process	The IDP has considered the 2026 assessment conducted on 24 April 2026	The reviewed sectoral plans informed this final document and the assessments' outcomes.
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., the assessment above in Chapter 1 was considered necessary for the review of the IDP.	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	1. Consideration of SONA and SOPA 2. Assessment of the council priorities 3. Outdated FSDGS 2030	1. Incorporated SONA (12/02/2026) and SOPA (20/02/2026) priorities 2. Incorporate IDP and Budget Steering committee inputs (02/12/2025, 10/03/2026 and 14 May 2026) 3. Updating of FSGDS 2050
5. Planning inter-governmentally	The implementation period of some of the projects has lapsed as per the Annual Performance Plans (APP) of other spheres of government.	IGR meeting held on 26 February 2026 with sector departments on Progress update of existing projects and inclusion of new projects as received from sector departments and COGTA
6. Planning with the public	There are some aspirations and needs completed by the city and new ones have been received.	From August 2025 till February 2026 additional Inputs were received from different stakeholders. Additionally, from 15 – 17 April 2026 Radio Interviews and from 21 April – 04 May 2026 physical meetings conducted.

2 Strategy phase

Chapters	Observations necessitating amendments	Progress
4. Integrated planning within Metro Departments	Assessment of sectoral plans and new developments	Incorporated revised and new Sectoral Plans to meet current developments.
7. Planning and strategy-led budgeting	1. Progress on the performance of the budget and adjustment budget. 2. Policy directive or Circulars on the requirement of MTREF	Incorporated MTREF budget and priorities 2026/2027 – 2028/2029

3 Projects 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 draft programmes and projects and priorities 2026/2027 – 2028/2029 Alignment of the FSGDS priorities with MMM IDP Objectives

4 Integration phase

Chapters	Observations necessitating amendments	Progress
5. Planning inter-governmentally	The implementation period of some of the projects has lapsed as per the Annual Performance Plans (APP) of other spheres of government.	IGR meeting held on 26 February 2026 with sector departments on Progress update of existing projects and inclusion of new projects as received from sector departments and COGTA
8. Prioritizing programmes and projects in integrated development planning	Progress made on the implementation of the budget on set of indicators and targets	Incorporated programmes and projects and priorities 2026/2027 – 2028/2029

5 Approval phase

Chapters	Observations necessitating amendments	Progress
9. Monitoring and reporting on implementation	Observation of the 2024/2025 Annual Report and audit outcomes	Incorporated corrective actions to accelerate performance and required audit action plans.

The above will ensure that Council remains committed to achieving its predetermined objectives. The focus is on realising a synergy between the five phases of Integrated Development Planning and the priority areas outlined in the guidelines applicable to the Metropolitan Municipalities. These are aligned with the Municipality's **IDP Strategic Development Objectives:**

- **Spatial Transformation:** Implement an 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.

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 Government¹

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

¹ During the review of the IDP, the departments of Corporative Governance was in the process of public consultations in regard to the revised White Paper on Local Government February 2026.

- 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 Amendment Act, No. 03 of 2021

The Act as amended provide / reflect on the insertion and to amend certain definitions. Moreover, continues to 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

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No) *	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
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
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/Ikgomotseng.

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 Amendment Act, No 03 of 2022

The Act as amended provide / reflect on the insertion and to amend certain definitions. Moreover, the Act continues to provide 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 Medium-Term Development Plan (MTDP) outlines the fundamental principles and priorities set by Government. 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.

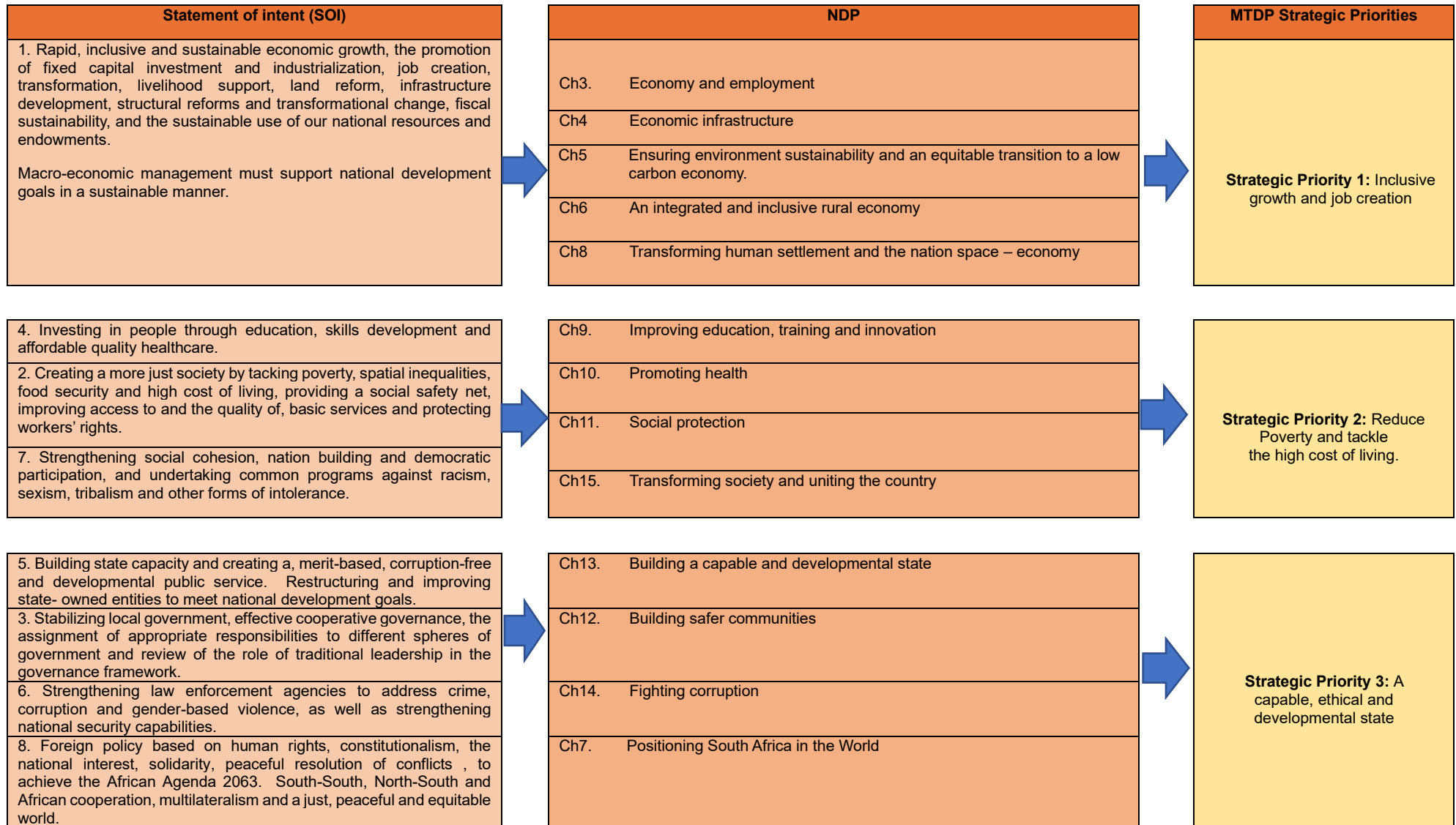
The MTDP will have a greater emphasis on the development outcomes and be framed as an economic plan to address the existing socio-economic challenges. The MTDP 2024-2029 has identified priorities adopted by the sixth administration to three strategic priority areas, viz:

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, developed the National Development Plan to eliminate poverty and reduce inequality by 2030. It focuses on building citizens' capabilities through education and skills development, health care, public transport, employment, social protection, housing and basic services, and safety. The NDP proposes strategies that include:

- 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) 2050

The Free State Growth and Development Strategy (FSGDS), rooted in South Africa's National Development Plan (NDP) and aligned with the Medium-Term Development Plan (MTDP), articulates a bold, inclusive, and long-term agenda for sustainable growth and development through to 2050. It responds to the province's unique challenges, socio-economic dynamics, and development potential, while acknowledging the evolving domestic and global landscape. The strategy draws on the province's developmental experiences—both the successes and the systemic constraints—and outlines a forward-looking pathway to inclusive growth, socio economic transformation, and enhanced resilience, anchored in strategic development corridors.

The key objectives of the FSGDS are to:

- Establish uniformity in planning methodologies and practices across the province.
- Formulate and prioritise development programmes that reflect the aspirations and needs of communities.
- Promote inclusive planning processes that actively engage all sectors of society.
- Address the root causes of developmental challenges, rather than their symptoms, to ensure the optimal use of scarce resources.
- Accelerate the implementation of government plans and programmes.
- Identify and unlock investment opportunities by fostering a stable and predictable development environment.

- Serve as a foundation for forging provincial social compacts with key partners across society.
- Provide a unifying vision that guides coordinated action across government and its stakeholders.
- Act as a framework for integrated budgeting, implementation, and performance management.
- Support effective spatial planning and land use management across the province.
- Monitor the implementation of key plans and evaluate their impact against strategic developmental priorities.

The FSGDS is built on the following four strategic pillars, each with a defined set of drivers:

1. **Inclusive Economic Growth, Job Creation, and Sustainable Rural Development Key drivers:** Agriculture-led growth, industrial diversification, tourism and heritage economy, township and rural enterprise development, and value-chain localisation.
2. **Education, Innovation, and Skills Development Key drivers:** Foundational education, postschool training, digital inclusion, research and development, and public-private education partnerships.
3. **Improved Quality of Life and Social Cohesion Key drivers:** Universal access to healthcare, integrated human settlements, food and water security, social protection, community safety, and cultural inclusion.
4. **Good Governance Key drivers:** Institutional capacity, fiscal discipline, digital governance, participatory planning, and intergovernmental coordination.

The implementation of the FSGDS is further supported by a suite of sectoral master plans, departmental strategic and annual performance plans, municipal Integrated Development Plans (IDPs), and other programme-specific frameworks.

3.2.4 Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a universal set of goals, targets and indicators that all United Nations Member states use to guide their development agendas and policy priorities over a 15-year period. 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.

The SDGs are integrated and indivisible and balance the three dimensions of sustainable development; namely, the economic, social and environmental. In participating in the programme, MMM is committing herself as reflected below:

The Goals and targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet. i.e:

a) People

MMM is determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.

b) Planet

MMM is determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.

c) Prosperity

MMM is determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

d) Peace

MMM is determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

e) Partnership

MMM is determined to mobilize the means required to implement this Agenda through a revitalised Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focussed on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders, and all people.

The interlinkages and integrated nature of the Sustainable Development Goals are of crucial importance in ensuring that the purpose of the new Agenda is realised. If MMM realize her ambitions across the full extent of the agenda, the lives of all will be profoundly improved and our world will be transformed for the better.

The 17 SDGs include 169 targets and 230 indicators covering a wide range of development issues. Of these, 110 directly relate to local government responsibilities. Mangaung is expected to contribute meaningfully 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 the SDGs were developed at a global level, it is essential to domesticate them by adapting those most relevant to South Africa, the Free State Province and Mangaung 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	- Ch 3. Economy and employment. - Ch 4. Economic Infrastructure. - Ch 5. Ensuring sustainability and an equitable transition to a low-carbon economy. - Ch 6. An integrated and inclusive rural economy. - Ch 8. Transforming human settlements and the national space economy.	Strategic Priority 1: Inclusive growth and job creation	FSGDS Priority 1: Inclusive Economic Growth, Job Creation and 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	- Ch 9. Improving education, training and innovation. - Ch 10. Promoting health. - Ch 11. Social protection. - Ch 15 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 and Social Cohesion	Goal 2: Spatial Transformation Goal 3: Service Delivery Improvements
Goal 16: Peace, Justice and Strong Institutions Goal 17: Partnerships for the Goals	- Ch 13. Building a capable and developmental state. - Ch 12. Building safer communities. - Ch 14. Fighting corruption. - Ch 7. Positioning South Africa in the world.	Strategic Priority 3: A capable, ethical and developmental state.	FSGDS Priority 3: Improved Quality of Life and Social Cohesion FSGDS Priority 4: Good Governance	Goal 4: Financial Health Improvement Goal 5: Organisational Strength

3.2.5 mSCOA (Municipal Standard Chart of Accounts)

The city has been implementing the Regulations, a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government and became effective from 1 July 2017, with the first action being the conversion from the as is as at 30 June 2017, to an mSCOA compliant chart with the same modules on 1 July 2017. From 1 July 2027, municipalities were expected to develop a Project Plan to fully adopt mSCOA. The project plan was then updated with an mSCOA Roadmap that has been in implementation since 1 November 2024. mSCOA 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 municipalities '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 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-off 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 but 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 separate systems 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 Proposal for the upgrade.	Upgrade of SOLAR is priority for the municipality. The advantage of this upgrade is

Business Process	Status	Comments	Priority
		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.	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
10. Full asset lifecycle management and	0%	Module available	Arrange demonstration

Business Process	Status	Comments	Priority
maintenance management			
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 Implementation	Of	Comments
1. Version upgrade to have licensed access to other modules that are part of the current package	R0	1 December 2024		Active
2. Conversion of Asset Register for the purposes of implementing Financial Assets Module that comes with standard SOLAR	R400 000	1 April 2026		Implemented
3. Financial Statements Application that integrates with the GL	R100 000	31 March 2026		Date met
4. SCM and Contracts Management Module	R6 m	1 July 2026		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 developed modules	1 July 2025		Serves as a baseline for billing and valuation. Drives the TP and BC activities. Municipality will derive all its revenues without delay through integrated BP between TP, Building and Valuation
6. Valuations	R4 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	R2 million	1 April 2027		
8. Document Management	R0	Re-Training		To be arranged by CTO
9. Indigent Management solution	R6m	1 April 2026		Being implemented
10. HR and Payroll integration	R200 000.00	1 July 2026		In the process of discussions with relevant directorates and third-party vendors

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 7 of 05 December 2025.

3.3 Mangaung IDP Strategic Development Objectives

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:

“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 3.6 below is the linkage:

Table:3.6 IDP Objectives Linked with Strategic Risks

IDP Objectives	Overall Strategic Risks
1. Spatial Transformation	1.1 Illegal building activities, illegal land uses and illegal outdoor advertising.
	1.2 Road infrastructure collapse
	1.3 Contamination of water source
	1.4 Climate change, drought, floods, adverse weather conditions.
	1.5 Perpetual segregation
	1.6 Pollution
2. Economic Growth	2.1 Inconducive environment to retain and attract investments
3. Service Delivery Improvement	3.1 Contracting/ Reduction in resources
	3.2 Informal settlement sprawl
	3.3 Spread of infectious diseases
	3.4 Inaccessibility of available cemetery land
	3.5 Degradation of the environment
	3.6 Inoperative Zoo
	3.7 Public disorder
	3.8 Uncoordinated disaster risk reduction and response activities
	3.9 Fire emergencies
4. Financial Health Improvement	4.1 Financial sustainability due to rising costs of services against declining affordability of citizens
	4.2 Prolonged stay in cabinet intervention
	4.3 High unemployment rate
5. Organizational Strength	5.1 Poor /weakened administration
	5.2 Change in legislation
	5.3 Ineffective and compromised public participation
	5.4 Technological and governance failure
	5.5 Corporate Governance Failure
	5.6 Litigations
	5.7 Occupational health diseases

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

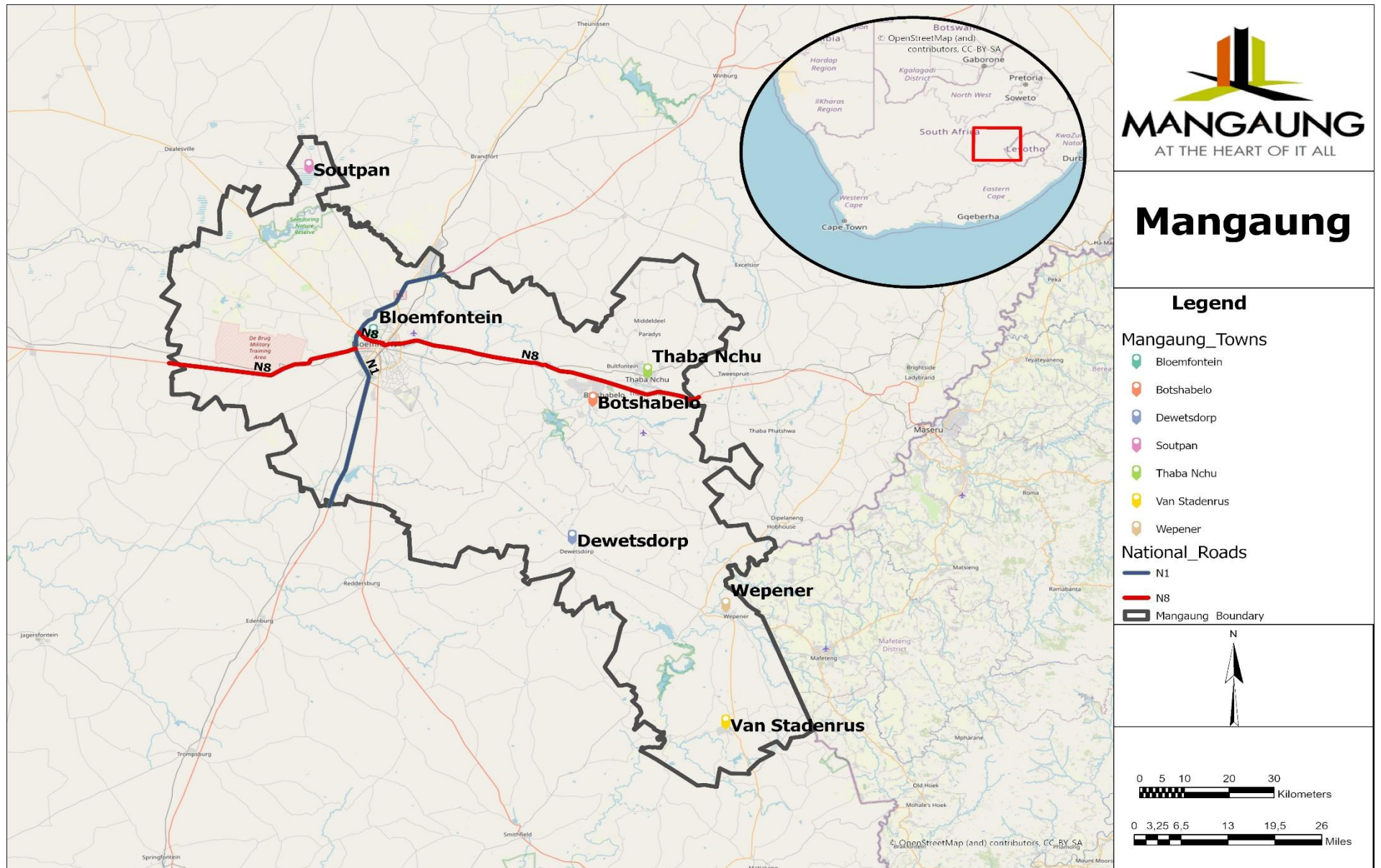
<u>Strategic Outcome</u>	<u>Strategic Outcome Goal Description</u>
To promote a safe and healthy environment	There will be absolute reductions in the total volume of waste disposal from households to landfill creating safe, healthy and economically sustainable areas
To encourage the involvement of communities and community organisations in the matters of local government.	Regular engagements with communities by political office bearers, effective governance structures will be pursued for maximum accountability to the residents.

3.5 The State of Development in Mangaung – Social Analysis

3.5.1 Introduction

Mangaung Metropolitan Municipality area is 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 and Service Provision Analysis

Name	2024 GHS Estimates	2022	2011
Total population	849 697	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)	10,7%	6,7%	5,4%
Dependency ratio	-	46,7	48,0
Sex ratio	-	90,6	93,9
No schooling (20+ years)	1,7%	3,0%	4,5%
Higher education (20+ years)	94,5%	13,3%	13,5%
Number of households	295 710	229 426	240 700
Average household size	3,2	3,5	3,2
Formal dwellings	84,0%	90,1%	83,8%
Flush toilets connected to sewerage	71,0%	71,0%	63,5%
Weekly refuse disposal service	79,1%	59,1%	77,8%
Access to piped water in the dwelling	97,0%	47,3%	45,5%
Electricity for lighting	95,0%	95,5%	91,4%

Population Group and Sex per Ward									
Ward Code	Ward No	Black African	Coloured	Indian/ Asian	White	Other	Male	Female	Total
49400001	1	8 811	104	11	11	10	4 311	4 638	8 949
49400002	2	12 318	182	33	14	17	6 047	6 517	12 564
49400003	3	11 425	110	31	14	28	5 654	5 955	11 609
49400004	4	14 463	1 461	41	22	21	7 455	8 553	16 008
49400005	5	14 905	124	24	13	20	7 061	8 025	15 087
49400006	6	18 336	944	37	31	52	9 304	10 097	19 400
49400007	7	10 448	86	24	8	10	4 959	5 616	10 575
49400008	8	14 500	2 152	56	142	42	8 262	8 630	16 893
49400009	9	12 515	99	32	9	14	5 807	6 862	12 669
49400010	10	18 501	399	36	49	18	9 122	9 880	19 002
49400011	11	15 684	166	36	6	11	7 510	8 393	15 903
49400012	12	17 808	215	58	13	7	8 420	9 680	18 099
49400013	13	14 693	148	22	12	23	6 857	8 041	14 898
49400014	14	18 309	104	44	9	15	11 338	7 144	18 482
49400015	15	8 913	120	33	13	3	4 332	4 750	9 082
49400016	16	2 524	12 411	171	35	34	7 543	7 633	15 175
49400017	17	26 050	1 186	94	1 105	17	14 177	14 275	28 451
49400018	18	3 171	308	41	3 234	39	3 334	3 460	6 794
49400019	19	20 263	488	93	1 414	612	8 259	14 610	22 869

Population Group and Sex per Ward									
Ward Code	Ward No	Black African	Coloured	Indian/ Asian	White	Other	Male	Female	Total
49400020	20	1 543	185	119	5 289	131	3 198	4 070	7 268
49400021	21	5 883	652	280	5 084	455	6 042	6 312	12 354
49400022	22	508	102	100	5 530	100	2 870	3 470	6 340
49400023	23	1 757	148	53	1 759	9	1 778	1 948	3 726
49400024	24	1 543	338	82	8 627	55	4 820	5 825	10 645
49400025	25	1 637	330	87	11 682	77	6 482	7 333	13 815
49400026	26	569	133	32	6 089	41	3 123	3 739	6 862
49400027	27	22 953	111	60	459	18	11 286	12 316	23 602
49400028	28	20 434	57	31	3	24	9 685	10 865	20 549
49400029	29	18 775	48	48	21	11	8 914	9 989	18 903
49400030	30	15 519	45	31	7	50	7 226	8 427	15 653
49400031	31	16 116	42	32	3	32	7 693	8 530	16 223
49400032	32	14 935	39	56	4	16	6 936	8 114	15 049
49400033	33	15 637	17	34	71	26	7 417	8 369	15 786
49400034	34	17 955	87	55	9	15	8 346	9 774	18 120
49400035	35	15 263	26	37	6	7	7 207	8 132	15 339
49400036	36	16 078	61	85	2	10	7 743	8 493	16 237
49400037	37	26 930	90	60	8	42	12 914	14 216	27 130
49400038	38	17 868	70	49	17	15	8 374	9 645	18 019
49400039	39	19 661	231	149	51	28	9 532	10 587	20 119
49400040	40	19 143	101	47	20	10	9 001	10 320	19 321
49400041	41	16 416	48	21	15	100	7 884	8 716	16 600
49400042	42	18 398	50	37	20	22	8 900	9 626	18 526
49400043	43	16 354	109	47	815	52	8 000	9 377	17 376
49400044	44	5 087	244	98	5 048	108	4 892	5 692	10 584
49400045	45	16 631	1 261	63	23	30	8 700	9 309	18 008
49400046	46	29 325	780	83	31	60	14 963	15 317	30 279
49400047	47	8 139	2 601	47	1 473	28	5 897	6 391	12 288
49400048	48	2 135	268	45	3 801	82	3 291	3 040	6 331
49400049	49	18 314	84	17	7	45	8 798	9 669	18 468
49400050	50	12 852	363	236	496	137	6 694	7 391	14 085
49400051	51	34 043	857	118	245	54	17 456	17 861	35 317

Source: Statistic South Africa Census 2022, 2011 and General Household Survey (GHS) 2024.

Figure 3.2: Income and Expenditure Survey 2023

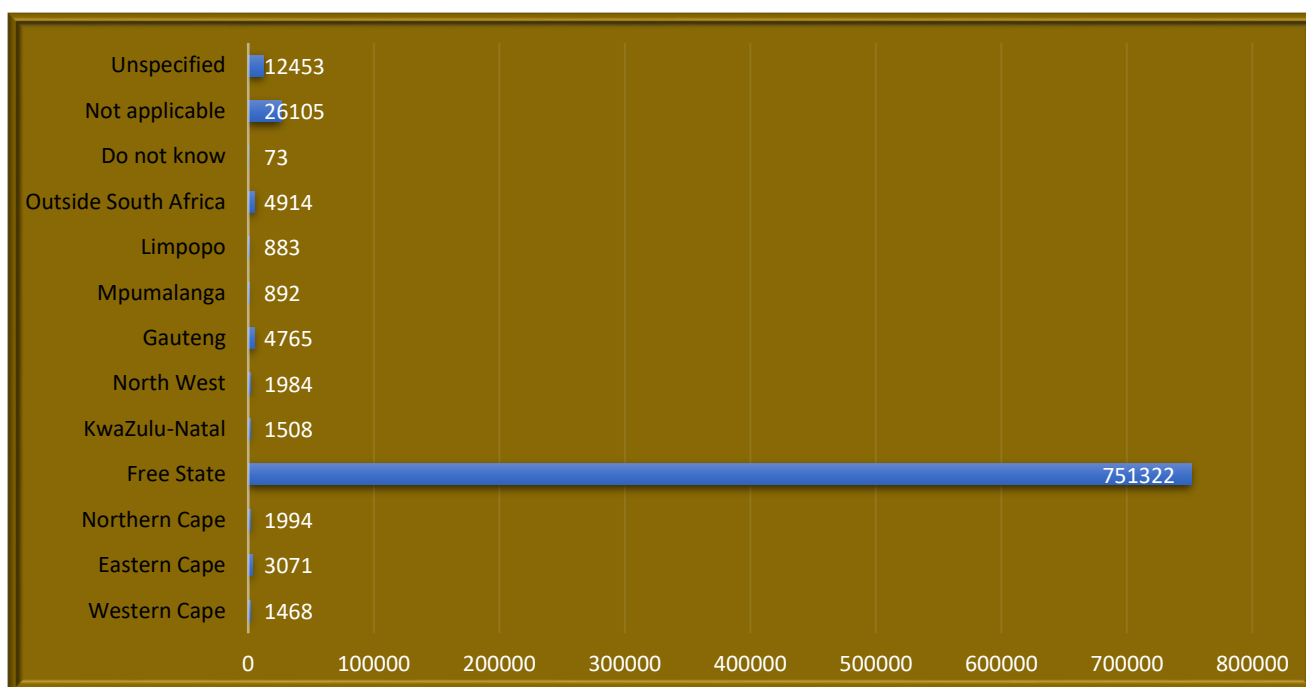
Average annual household consumption expenditure by sex of household head for Mangaung Metropolitan 2023			Percentage distribution of annual household for Mangaung Metropolitan, 2023		Household per capita income shares for Mangaung Metropolitan, 2023	
			Sex	Income	Income Shares	Percent (%)
Sex	Expenditure	Income	Male	69.6	Bottom 40%	9.6
Male average	132 554	208 792	Female	30.4	Middle 50%	49.6
Female average	101 484	121 783	Total	100.00	Top 10%	40.8
Overall average Male + Female	119 245	171 522				
Average annual household consumption expenditure by sex of household head for Mangaung Metropolitan, 2023				Average annual household consumption expenditure for Mangaung Metropolitan, 2023		
Division Expenditure	Male	Female	Total	Division Expenditure	Average	Percent (%)
Food and non-alcoholic beverage	23 520	22 193	22 951	Food and non-alcoholic beverage	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	4 471	3 417	4 019	Furnishings, household equipment and routine	4 019	3,4
Health	1 897	947	1 490	Health	1 490	1,2
Transport	18 756	7 9 59	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	2036	Restaurants and accommodation services	2 036	1,7
Insurance and financial services	15 9 21	9 370	13 115	Insurance and financial services	13 115	11,0
Personal care, social protection and miscellaneous goods	5190	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

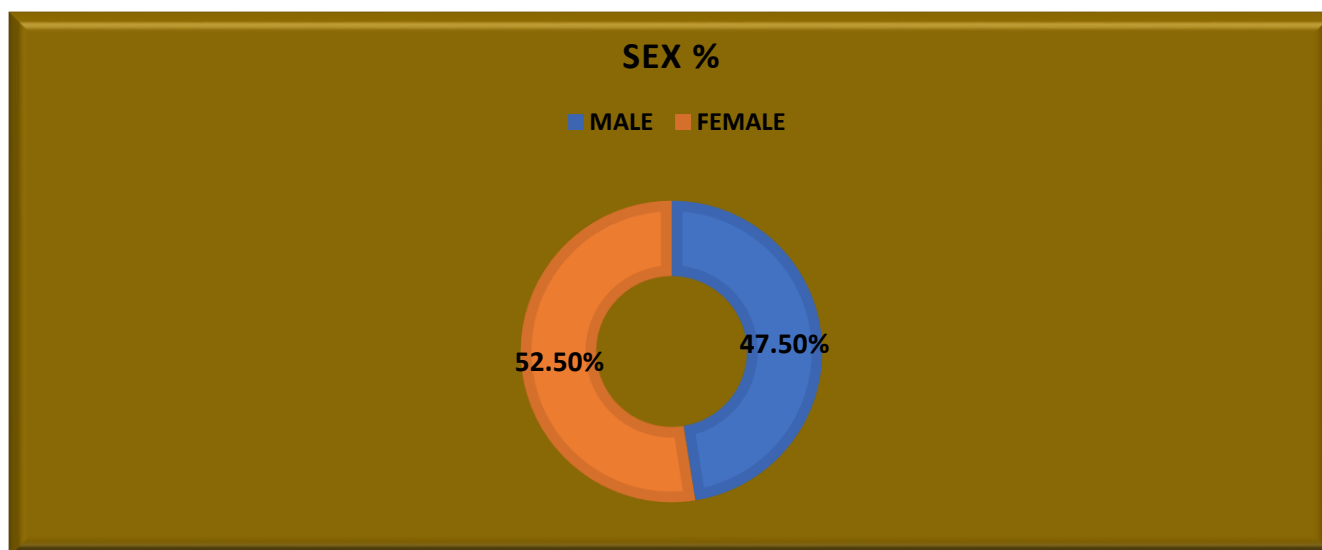
Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income. Based on the table above, below are graphs to assist the reader to interpret 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.

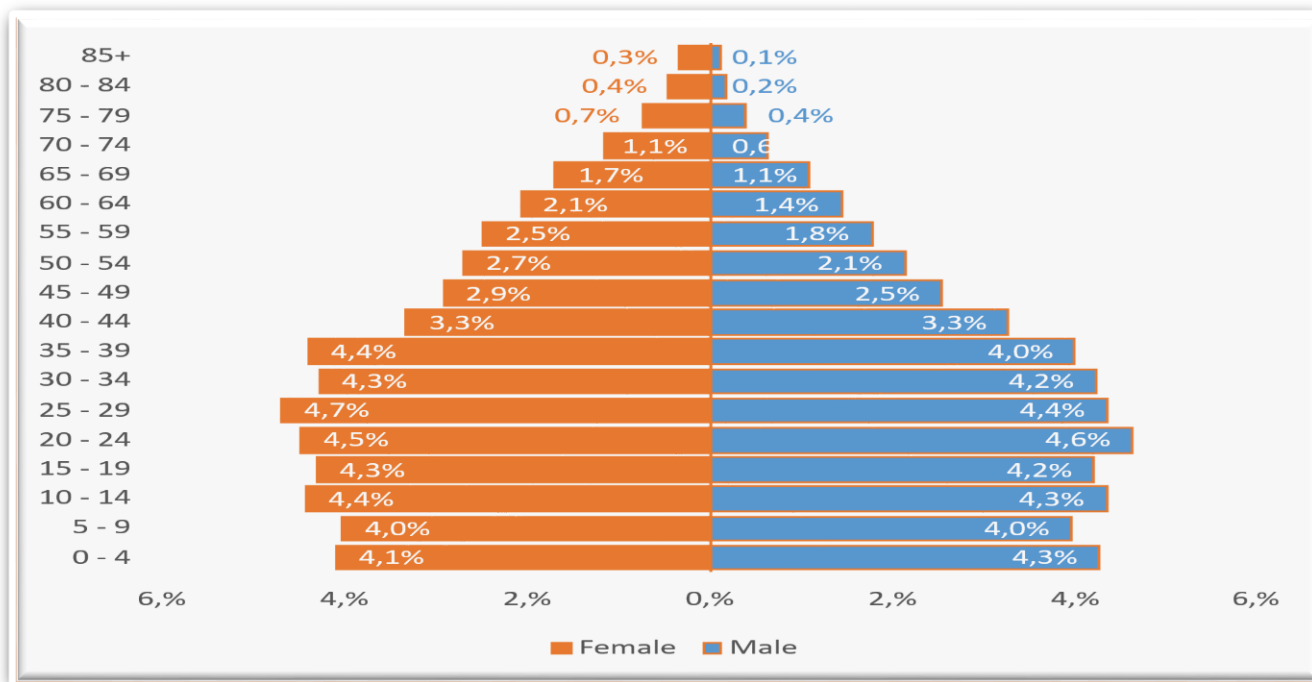
Figure 3.4: Sex Distribution



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.

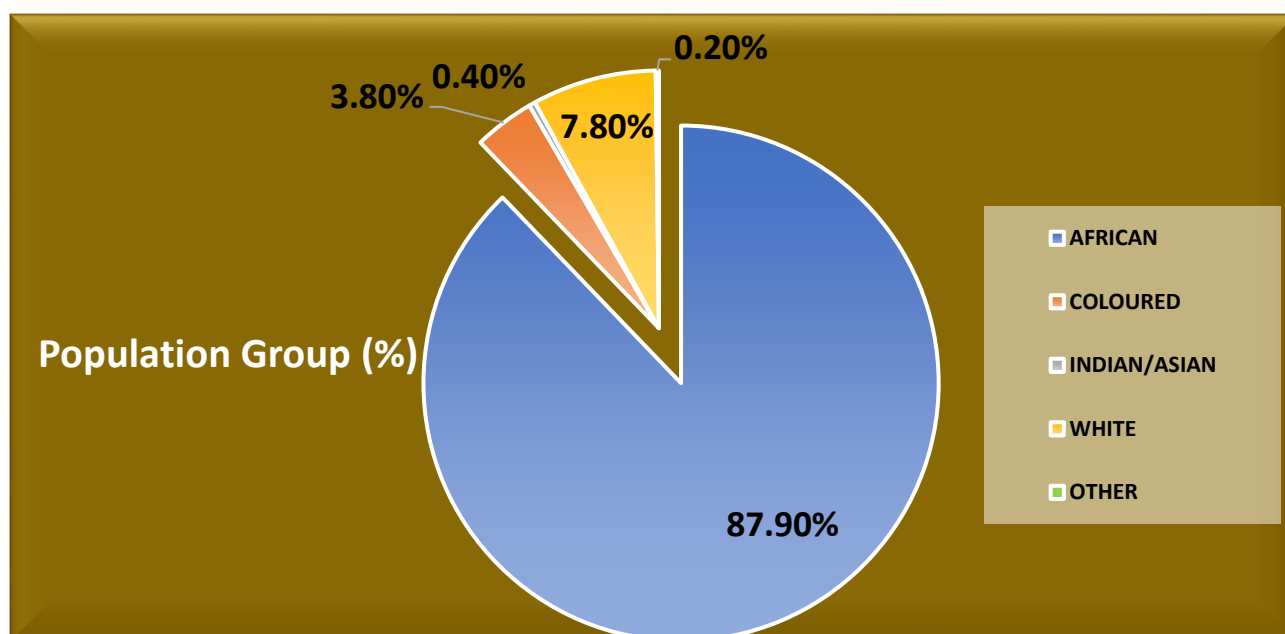
Figure 3.5: Sex and Age Distribution



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 and Disability by Age

	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

Disability by Age and Status							
	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
0 - 4							
Seeing	-	-	-	-	-	67769	-
Hearing	-	-	-	-	-	67769	-
Communication	-	-	-	-	-	67769	-

	Disability by Age and Status						Unspecified
	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	
Walking	-	-	-	-	-	67769	-
Remembering	-	-	-	-	-	67769	-
Self-care	-	-	-	-	-	67769	-
5 - 9							
Seeing	61470	2212	424	15	28	169	425
Hearing	63371	624	120	14	19	169	426
Communication	63265	667	124	73	20	169	426
Walking	63642	351	72	60	23	169	426
Remembering	63416	551	121	33	27	169	426
Self-care	62926	776	187	230	28	169	426
10 - 14							
Seeing	65608	3883	748	10	28	355	428
Hearing	69209	869	151	22	26	355	428
Communication	69399	655	139	63	21	355	428
Walking	69622	459	93	75	28	355	428
Remembering	69239	782	184	42	29	355	428
Self-care	69507	492	101	141	35	355	428
15 - 19							
Seeing	62461	4324	831	15	21	938	406
Hearing	66606	851	155	22	17	938	408
Communication	66818	601	130	84	16	938	409
Walking	67060	399	104	72	13	938	410
Remembering	66531	836	198	55	28	938	410
Self-care	67032	407	91	103	15	938	410
20 - 24							
Seeing	63174	4797	768	14	45	4635	423
Hearing	67725	896	112	30	35	4635	423
Communication	67969	629	109	59	32	4635	423
Walking	68111	476	105	65	40	4635	423
Remembering	67601	908	200	45	43	4635	423
Self-care	68259	342	77	83	34	4635	424
25 - 29							
Seeing	62086	4905	757	18	44	5144	353
Hearing	66743	898	97	29	43	5144	353

	Disability by Age and Status						
	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Communication	67076	537	108	54	35	5144	353
Walking	67060	543	126	48	34	5144	353
Remembering	66644	877	205	38	46	5144	353
Self-care	67253	358	106	52	41	5144	353
30 - 34							
Seeing	60908	5470	853	33	43	1322	359
Hearing	66051	1042	134	38	41	1322	359
Communication	66533	581	118	42	31	1322	359
Walking	66374	655	194	48	34	1322	360
Remembering	65976	1037	217	31	43	1322	360
Self-care	66727	370	106	66	35	1322	361
35 - 39							
Seeing	55533	5905	983	37	39	5309	295
Hearing	61267	1010	154	32	34	5309	295
Communication	61785	543	97	37	34	5309	297
Walking	61432	758	204	75	25	5309	297
Remembering	61066	1117	250	20	37	5309	302
Self-care	61971	335	102	59	27	5309	298
40 - 44							
Seeing	44969	6019	1126	29	31	971	327
Hearing	50934	1036	149	32	25	971	327
Communication	51567	471	80	38	19	971	327
Walking	50915	919	257	58	26	971	327
Remembering	50661	1232	234	24	23	971	327
Self-care	51639	367	87	53	29	971	327
45 - 49							
Seeing	34165	7702	1293	37	48	621	429
Hearing	41788	1206	175	35	41	621	429
Communication	42666	410	93	34	41	621	429
Walking	41702	1114	319	68	41	621	429
Remembering	41506	1394	287	16	41	621	429
Self-care	42726	359	82	40	35	621	433
50 - 54							
Seeing	27769	8948	1559	45	42	438	378

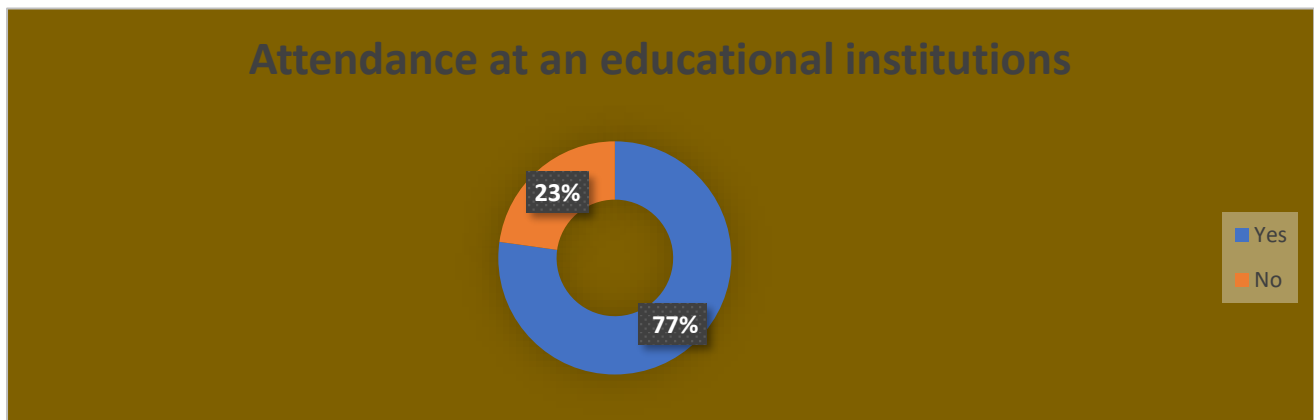
Disability by Age and Status							
	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Hearing	36500	1514	276	32	40	438	379
Communication	37731	488	80	31	32	438	379
Walking	36278	1531	447	74	32	438	379
Remembering	36071	1816	403	23	48	438	379
Self-care	37723	452	113	46	27	438	379
55 - 59							
Seeing	23118	9057	1639	52	19	369	253
Hearing	31940	1685	227	19	14	369	253
Communication	33316	435	96	19	17	369	255
Walking	31191	1990	600	88	16	369	255
Remembering	31018	2302	532	10	22	369	255
Self-care	33148	558	111	49	17	369	255
60 - 64							
Seeing	18227	8136	1597	52	14	291	164
Hearing	25425	2245	329	15	13	291	164
Communication	27420	483	96	18	9	291	164
Walking	24942	2314	653	103	14	291	164
Remembering	24904	2565	526	17	14	291	164
Self-care	27255	530	163	65	14	291	164
65 - 69							
Seeing	13976	6718	1458	60	9	113	107
Hearing	19661	2180	341	26	12	113	107
Communication	21630	480	77	22	11	113	107
Walking	18881	2469	709	151	11	113	107
Remembering	19045	2538	600	17	20	113	107
Self-care	21389	559	177	84	11	113	108
70 - 74							
Seeing	8102	4846	1202	50	14	88	59
Hearing	11730	2115	351	8	10	88	59
Communication	13703	416	67	11	15	88	60
Walking	10962	2342	760	139	9	88	60
Remembering	11350	2254	584	16	9	88	60
Self-care	13331	609	180	81	12	88	60
75 - 79							

	Disability by Age and Status						
	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Seeing	4998	3187	885	48	-	77	41
Hearing	6901	1855	343	18	1	77	41
Communication	8632	410	63	13	-	77	41
Walking	6473	1804	724	116	-	77	41
Remembering	7027	1642	410	37	1	77	41
Self-care	8281	540	199	94	4	77	41
80 +							
Seeing	4115	3057	1158	84	1	201	24
Hearing	5174	2381	827	31	1	201	24
Communication	7628	618	155	10	4	201	24
Walking	4679	2297	1198	235	5	201	24
Remembering	5467	2182	714	44	9	201	24
Self-care	6728	1050	410	217	9	201	24

Source: Statistic South Africa, Census 2022.

3.5.2.2 Education Level Distribution

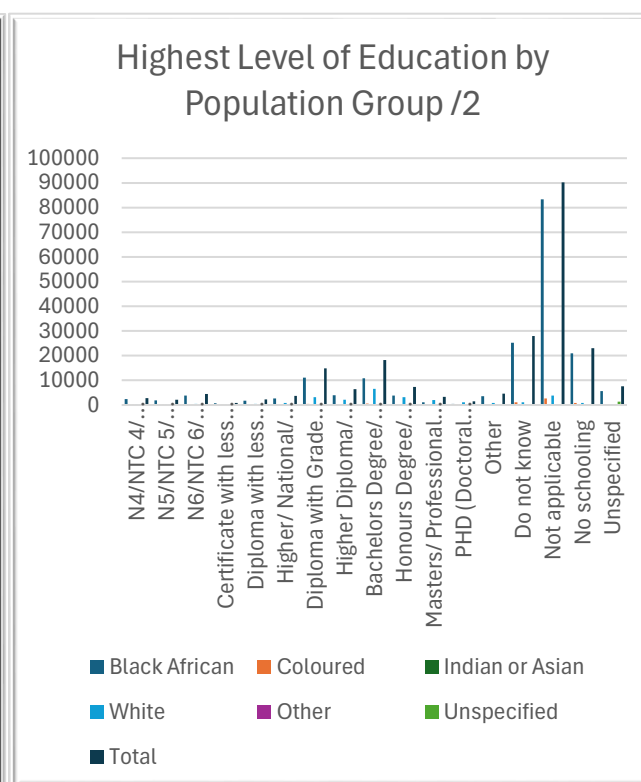
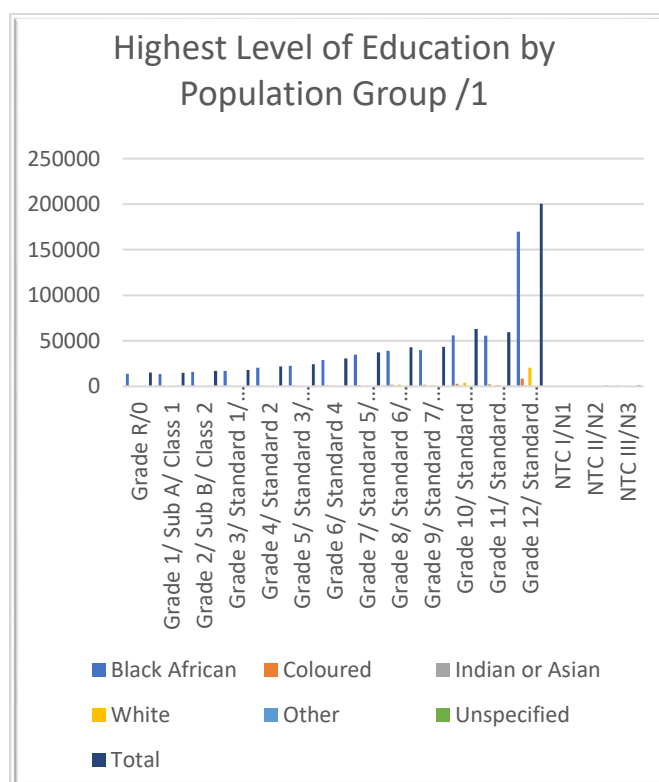
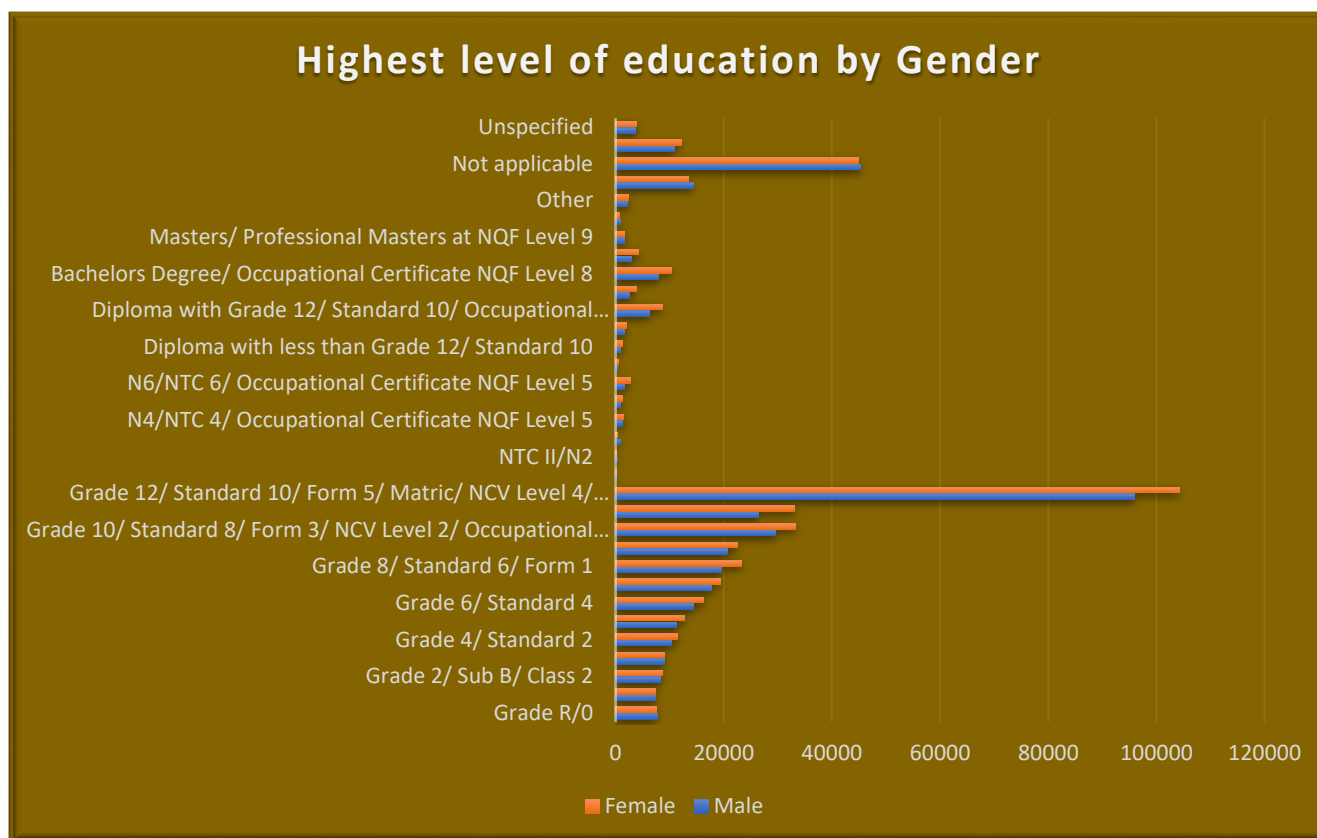
Figure 3.7: Attendance at an educational institution (5 – 24 years)



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.

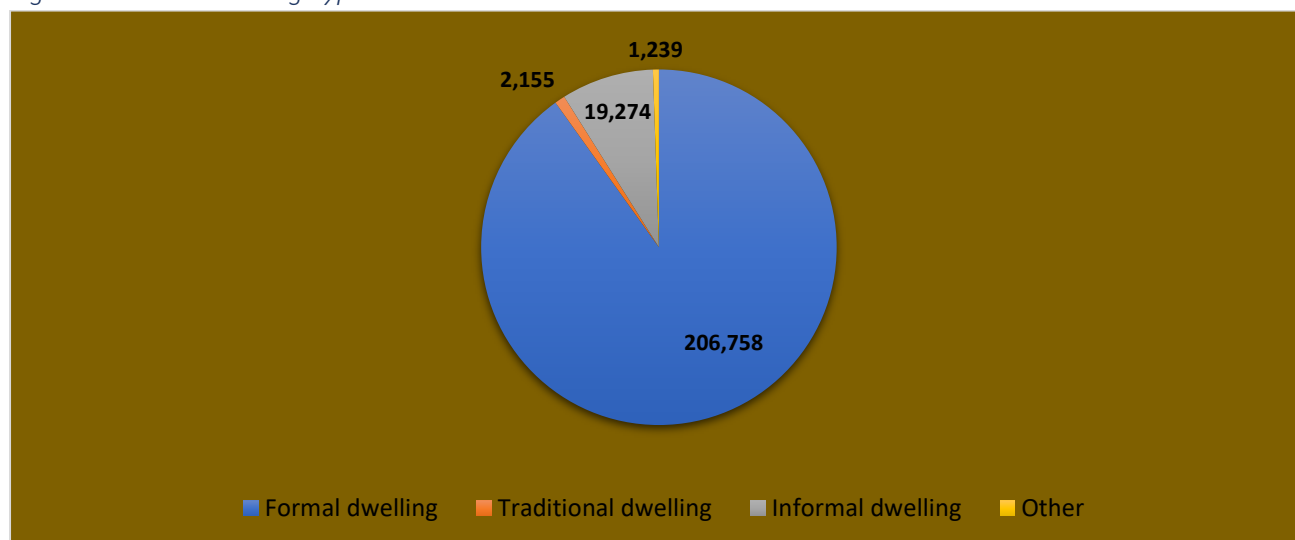
- Tenure status by Population group of the head of household
- Dwelling Type
- Access to piped water
- Main toilet facilities
- Refuse disposal
- Energy for cooking and Lighting.

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.

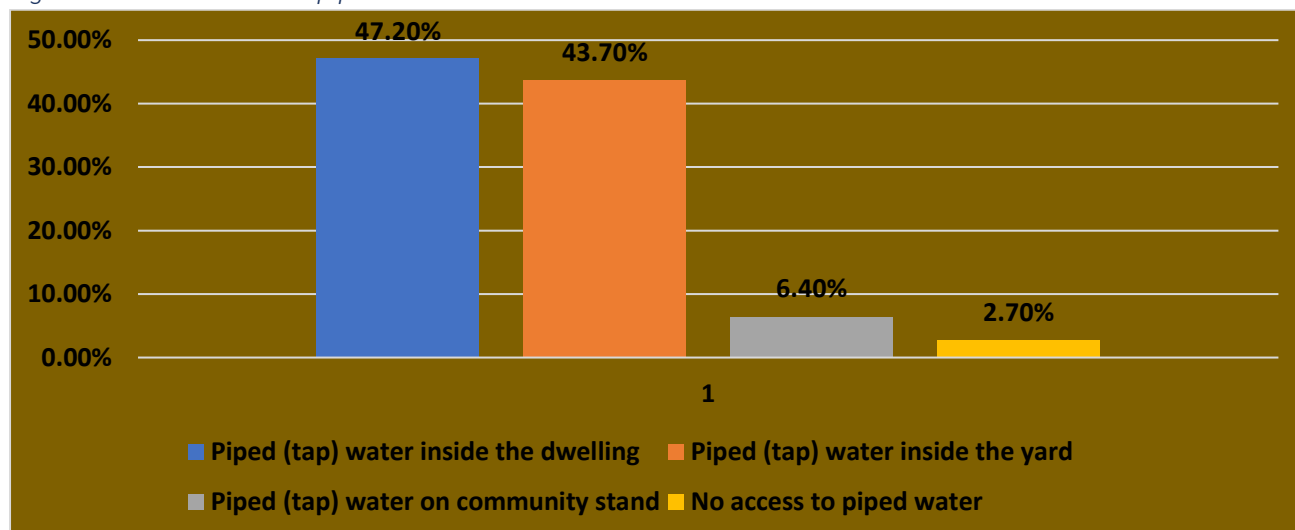
Figure 3.9: Dwelling Type



Source: Statistic South Africa, Census 2022.

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

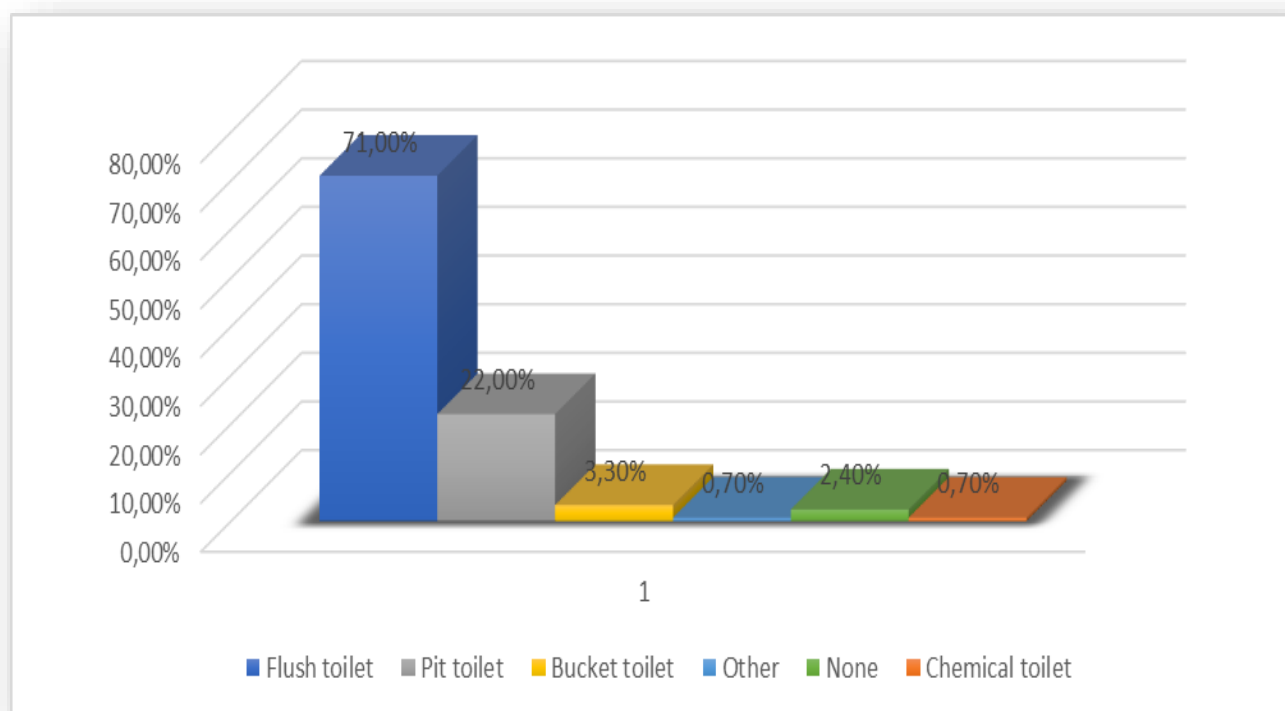
Figure 3.10: Access to piped water



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.

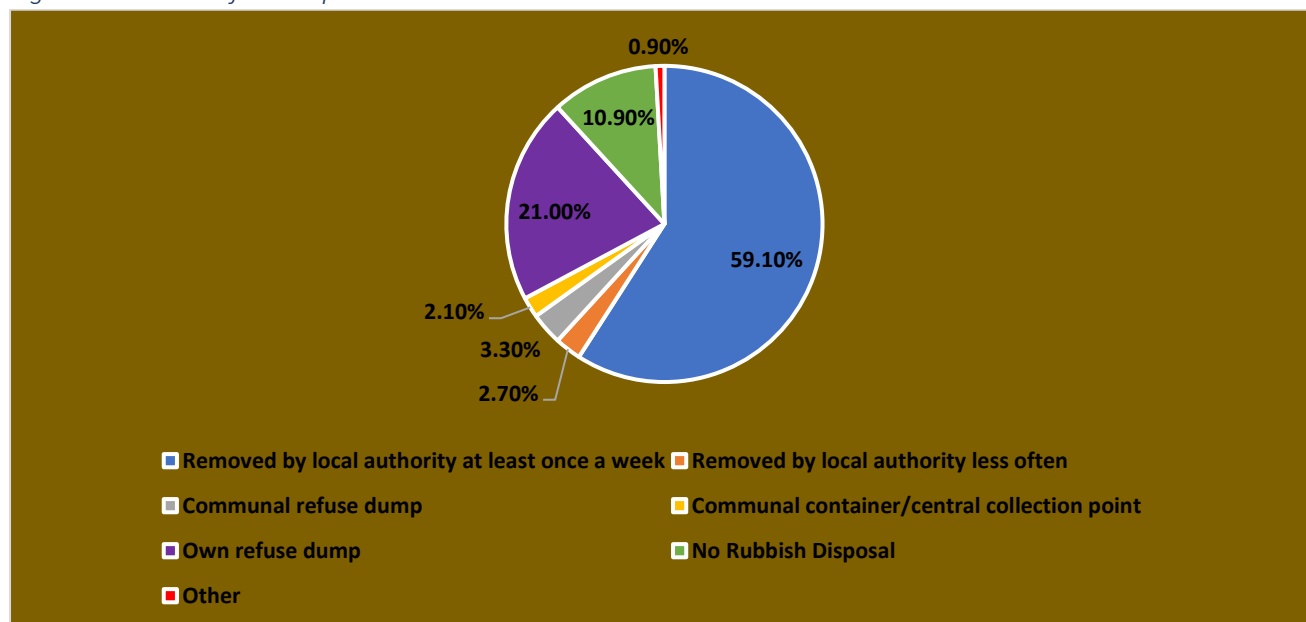
Figure 3.11: Main Toilet facilities



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.

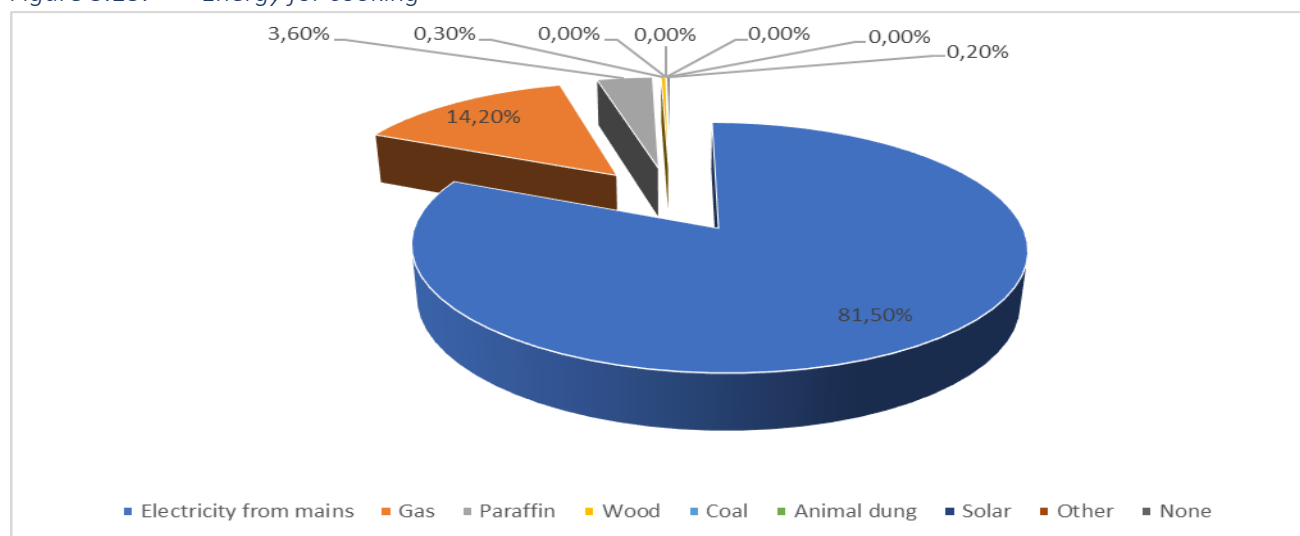
Figure 3.12: Refuse Disposal



Source: Statistic South Africa, Census 2022.

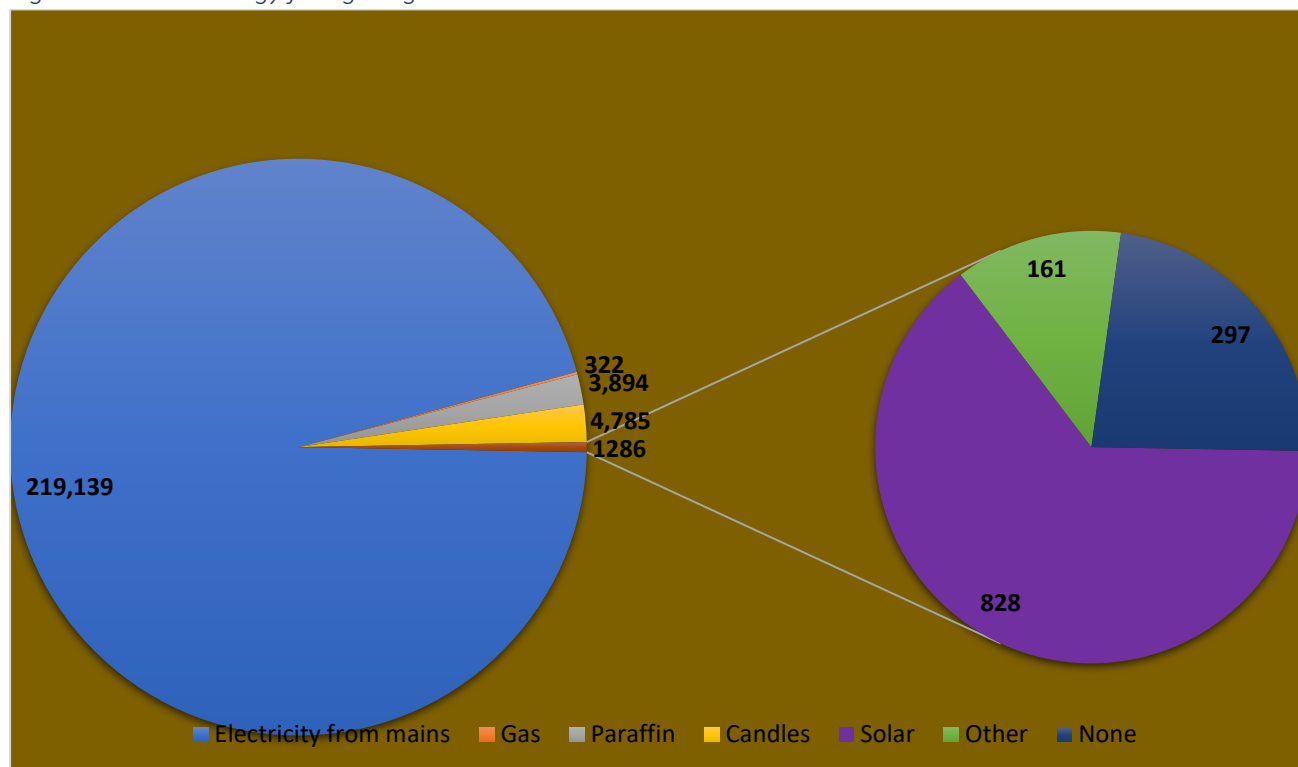
Figure 3.12 below provide details in regard to challenges of waste removal which indicates that almost 41% of household are not receiving the removal as prescribed by the law and the city should improve measures to correct this important function.

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 continuing to improve on this function.

Chapter 4: Integrated Planning Across Metro Departments

This chapter provides how the city's departments should approach integrated and cohesive planning. This IDP refers to the shared strategic outcomes of the sector strategies and highlights what work in the sector strategy will be prioritised for the period of the IDP. It includes detailed summary of the sector strategy and progress toward the same strategic outcomes.

Cross-departmental plans are summarized below as segmented into Five (5) Key performance Areas as required by the legislation viz:

- Basic Service Delivery
- Economic Development
- Financial Viability
- Good Governance and Public Participation
- Institutional Development and Organisational Transformation

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 relating to the Energy Plan:

1. Grid Modernization

Grid modernization through smart technology is a foundational enabler of a resilient, efficient, and sustainable Integrated Energy Plan (IEP). It transforms the traditional electricity network into an intelligent, flexible, and digitally enabled system capable of integrating diverse energy sources while improving reliability, operational efficiency, and customer service.

1.1 State of implementation

Centlec is currently deploying smart technology on the network, including trip savers, with the goal of reducing outage frequency and duration. The self-healing capability of trip savers during transient faults distinguishes them from the traditional drop-out fuses.

2. Renewable Energy Integration

The integration of Distributed Energy Sources (DES) into the electrical network offers several strategic and operational benefits. DES reduces dependency on centralized generation and long transmission lines, thereby lowering transmission losses and improving voltage support within local networks. During peak demand periods, distributed generation can supplement grid capacity and alleviate pressure on substations and feeders. In areas prone to outages or constrained infrastructure, distributed energy systems enhance network resilience and improve continuity of supply.

2.1 State of implementation

Supply Chain Management (SCM) processes are underway to solicit business proposals for renewable and alternative energy sources such as solar PV farms, microgrids, and battery energy storages.

3. Electricity Master Plan

The CENTLEC Electricity Network Master Plan provides a structured framework to ensure a reliable, efficient, and sustainable power system. The load flow assessment which is based on the Demand & Customer Consumption Analysis data evaluates the current and future electricity consumption patterns to inform capacity planning, followed by an evaluation and forecasting of the Eskom Energy Purchases. CENTLEC continues to strive to be the leading energy distributor entrusted with the electrification of all formalized settlements within Mangaung Metro Municipality through planning and execution.

3.1 State of Implementation

All projects including maintenance, refurbishment, upgrading, strengthening, and new, are planned, budgeted and executed in line with the MTREF processes.

4. Smart Metering Programme (AMI) Phase 1A

Programme Ref	Phase 1A (Self-funded Pilot - 715 meters, R5.38M)
Status	In Progress - Access challenges being addressed

Current Progress

Phase 1A is currently underway, with active implementation focused on an identified area with high losses. Data Concentrators (DCs) have been successfully installed on one Transformer Zone to date.

Meter rollout — identified area with high losses (two identified Transformer Zones):

155 smart meters installed out of 284 connections (54.6% complete). 129 meters remain outstanding.

Key Constraint

Access challenges are currently being experienced at certain locations within the identified area, limiting meter exchange progress. Mitigation strategies are being explored to resolve no-access cases and maintain programme momentum.

Next Steps

- Continue smart meter rollout in the identified area to complete the two Transformer Zones.
- Resolve no-access cases through customer engagement and escalation.
- Progress DC installation on the second identified Transformer Zone.

6. SSEG Net Billing Tariff & AMR System Integration

Programme Ref	SSEG Net Billing - NERSA 2026/27 Tariff Application
Status	Awaiting NERSA Approval - Pilot preparation underway

Regulatory Status

The SSEG Net Billing Tariff has been formally submitted to NERSA as part of the 2026/27 tariff application. NERSA approval is anticipated in late May or early June 2026, with the approved tariff required to be implemented with effect from 1 July 2026.

AMR System Readiness

AMR System amendments are being initiated to accommodate the Net Billing Tariff, ensuring billing infrastructure is fully prepared for implementation upon NERSA approval. System configuration and testing will run concurrently with the pilot programme.

Pilot Programme - June to September 2026

Given the proximity of the anticipated NERSA approval date to the 1 July 2026 implementation deadline, a structured four-month pilot has been planned prior to full-scale rollout. The pilot period (June to September 2026) has been deliberately designed to capture three winter months and one summer month, providing a representative seasonal dataset to inform operational and billing decisions before wider deployment.

Pilot clients confirmed / identified:

Category	Confirmation
MV Connection	Confirmed
LV >150A	Pending
LV <150A	Pending

Timeline

June 2026 Pilot start (NERSA approval)	July 2026 Full tariff implementation date	Aug - Sep 2026 Winter & Summer data collection	Oct 2026 onwards Full-scale rollout (post pilot)

Note: The pilot will overlap into the start of the 2026/27 financial year. The four-month pilot window (June - September 2026) is designed to generate sufficient seasonal data, covering three winter months and one summer month before committing to full-scale deployment.

Next Steps

- Confirm LV pilot clients for >150A and <150A categories.
- Complete AMR system amendments to accommodate Net Billing Tariff configuration.
- Finalise pilot monitoring framework and data collection plan.
- Proceed to full scale implementation following successful pilot conclusion (October 2026 onwards).

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 includes the following amongst others:

- Klipfontein (Phomolong),
- Matlharantheng,
- Rodenbeck,
- Caleb Motshabi

- Gaba Square - Van Stadensrus,
- Kanana C - Wepener,
- S Section-Botshabelo,
- L Section-Botshabelo,
- K Section-Botshabelo,
- F Section-Botshabelo,
- T Section-Botshabelo,

Proclaimed and registered areas listed below were provided with household connections during the 2025/2026 financial year. The following is a list of electrified settlements:

- Phomolong Ph 3
- Botshabelo F
- Wepener
- Khayelitsha

Proclaimed and registered areas listed below were provided with public lighting and streetlights during the 2025/2026 financial year.

- Bloemfontein
 - Namibia
 - Bloemside 7
 - Bochabela
 - Bophelong
 - Caleb Motshabi
 - Chris Hani 2
 - Freedom Sq
 - Grassland 2
 - Grassland 3
 - JB Mafora
 - Khayelitsha
 - Maphikela Sq
 - Peter Swarts
 - Phahameng
 - Turflaagte
 - Turflaagte 2
- Botshabelo
 - Botshabelo F
 - Botshabelo G
 - Botshabelo K
 - Botshabelo L

- Botshabelo N
 - Botshabelo D
 - Botshabelo M
- Dewetsdorp
 - Morojaneng
- Soutpan
 - Ikgomotseng
- Thaba Nchu
 - Mokwena T
 - Moroka Loc T
 - Seloshesha T
 - Zone 4 T
 - Thaba Nchu Villages
- Wepener
 - Wepener Kanana C

Dedicated grants will be earmarked to ensure effective rollout and expanded access to the electricity grid. Considering 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 a diverse directorate within the Municipality. It is also responsible for promoting literacy in communities by ensuring access to library materials, marketing of the library services and offering library outreach programmes. The plight of vulnerable groups such as street children, people with disabilities, the

elderly, youth, other vulnerable individuals is of importance to the Directorate. Poverty alleviation through community projects, along with 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, parks and cemeteries.

4.1.2.1 Developmental Issues on Social Services

Developmental issues	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 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 is currently in the process of creating a disability forum through the office of the Executive Mayor. The department held several meetings with the sector to identify the needs
<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>	There are programs conducted with Libraries services that are focused on empowerment activities for parenting programmes
<i>What does the municipality do to support the ECD programmes?</i>	Continued inspections and engagement with the department of Social Development and Municipal Health Services as well as Provincial Education Department.
<i>What plans does the municipality have to prevent and reduce crime? How does the municipality support victims of crime and violence? What does the municipality do to educate perpetrators of crime in order to reduce and prevent crime?</i>	The Municipality has long-standing arrangements with relevant stakeholders in the public and private sectors for collaborative actions aimed at anti-violence public information sessions and response units for timeous actions in case of need through internal and external standing arrangements.
<i>What plans does the municipality have to address human trafficking? How does the municipality support the victims of human trafficking?</i>	The Municipality maintains close and robust partnerships with communities through Ward Committees and in partnerships with the relevant security cluster formations (SAPS & SANDF) as well as the Departments Social Development Home Affairs and Health and conducts public campaigns at public places and central business districts (CBDs) as well as at the border areas to highlight the fight against the scourge of human trafficking.

Developmental issues**Progress to date**

What does the municipality do to prevent and reduce domestic violence? How does the municipality support victims of domestic violence? What does the municipality do to educate perpetrators of domestic violence to reduce and prevent domestic violence?

Through its Community Development Division, the city is engaged in regular and ongoing public-private programs, initiatives and campaigns against violence towards persons in general including children and the elderly and is also in the process of registering with the COGTA Department for participation in the 100 Days Challenge aimed at reducing incidents of GBVF in Mangaung.

What does the municipality do to prevent substance abuse? What does the municipality do to support victims of substance abuse and dependency?

Preparations are at an advanced stage towards the re-establishment of a Local Drug Action Committee (LDAC) that will formalize existing Mangaung- wide efforts to reduce and prevent substance abuse through collaboration in public-private partnerships to enhance joint activities and operations towards that end.

How are Persons with Disabilities who needs a day care and residential care supported?

There are long standing, ongoing and quite stable arrangements and collaborative actions between the Municipality, local NGOs and relevant Provincial Departments towards addressing the overall needs of people with disabilities through exchange of information, referrals to places of both long term and day care as well as facilitation of access to social, material and psychological services.

How does the municipality support the NGOs (in particular CBOs)?

The Municipality supports NGOs particularly CBOs through facilitation of access to critically needed materials for their operations, referrals to public and private sources of support and providing guidance in everyday administration of their entities.

What does the municipality do to support impoverished and vulnerable communities, households and individuals to reduce impact of poverty?

Measures towards poverty alleviation in vulnerable communities including the empowerment of women in Mangaung are centred around regular skills development programmes offered by the Economic Development Unit as well as partnerships with SASSA, the Red Cross, Meals On Wheels NGO, Babu Foundation, Anchor of Hope and referrals to public financing institutions like SEDA to assist communities, in establishing poverty alleviation projects.

- Additional measures towards poverty alleviation in Mangaung is encouraging back yard gardens for food security to augment social benefit and encourage healthy lifestyles.

Developmental issues**Progress to date**

What does the municipality do to specifically empower women development? What are community projects or activities that are designed specifically for women?

Preferred status on Municipal service provider database.
Back yard gardens and home industries as well as facilitation of exposure and access to skills development programs and funding opportunities.

4.1.2.2 Gender and Diversity Management

The Community development in collaboration with internal and external stakeholders has established rapid response teams in all the identified hot spot areas within Mangaung jurisdiction. All the rapid response teams are operational and eases of GBVF are reported, in collaboration with Law enforcement agencies i.e. SAPS, Social Development (Social Workers). The directorate is in a process of registering for this year 100 days GBVF.

Waste Management

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 residential areas within Mangaung Metro Municipal area
	Development of a multipurpose Recycling facility, Material Recovery Facility (MRF)
	Development of a drop -off facility for general and green waste

	Supply of refuse receptacles (wheelie bins) and specialised compaction trucks for storage all collection of household waste in Mangaung Metro Municipality
	Major upgrading and refurbishment of the Southern landfill site (design Develop airspace
	Appointment of a service provider for gas to energy

- Supply of refuse receptacles (wheelie bins) and specialised compaction trucks for storage and collection of household waste in Mangaung Metro Municipality
- There is currently no project for the supply of wheely bins for the households in the Metro.
- 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

Status quo of all seven landfills sites:

- Northern Landfill site- permit no 16/2/7C522/D1/Z2/P478
- Southern Landfill site-permit no B33/2/350/2/P162
- Botshabelo Landfill site-permit no -16/27/C521/d1/1/P255
- Van Stadensrus Landfill-License no WML/BAR/02/2015
- Wepener Landfill-License no WML/BAR/14/2014
- Dewetsdorp Landfill-Not Licensed
- Soutpan/Ikgomotseng Landfill-Licence No WML/BAR/14/2014

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

- Fencing – Southern Landfill Site: A Service Provider was appointed and started on the 6 January 2025. The fencing project is complete.
- Maintenance and procurement of service delivery Fleet
- Installation of 2 x weigh bridges (N/S) landfill sites: A deviation letter was prepared for the appointment of a Sole agent to repair the weighbridges at the Northern, Southern and Botshabelo landfill site. The work is ongoing.
- 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. The user department always try to clear the backlogs a day after a scheduled collection day. However, in some days the resource shortages are extreme and making it impossible for collection a day that follows a scheduled collection day.

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

- Collecting waste according to the waste collection schedule
- Waste is in most cases is collected according to the waste collection schedule; it is due to a shortage of resources that the division is sometimes unable to stick to the waste collection schedule.
- Identifying illegal dumps and develop a cleanup programme.
- Illegal dumps are constantly identified and cleared. Community complaints in that regard are also attended to in accordance with the resource availability.
- Arrange and conduct sessions of awareness and Education campaigns.
- Placement of refuse bins in metro CBDs.
- Bins have been procured and placed in the CBDs across the Metro.
- 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
		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

		PROBLEM STATEMENT	ACTIONS	OUTPUT
		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 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

The table shows that there are 3 374 km of road in Mangaung with roughly 85% of these roads are Class 5 Access roads with the balance being Class 4 Collectors with a few Class 1, 2 and 3 roads. The road inventory has been divided between 8 geographic to obtain an indication of the relative needs of each area, many which have only recently been incorporated into the Metro.

The road classification is summarised in the tables and figures below:

Table 4.1: Road Class

Municipality	Road Class					Grand Total
	1: Principal	2: Arterial	3: Distributor	4: Collector	5: Access	
Bloemfontein	30.2	34.3	188.0	203.2	1577.5	2033.2
Botshabelo	0.0	0.0	17.2	107.7	612.3	737.2
Dewetsdorp	0.0	0.0	0.0	8.7	52.8	61.5
Mangaung Rural	0.0	0.0	0.0	12.1	266.6	278.7
Soutpan	0.0	0.0	0.0	0.0	31.1	31.1
Thaba Nchu	0.0	0.0	8.6	47.2	388.6	444.5
Vanstadensrus	0.0	0.0	0.0	4.0	18.2	22.2
Wepener	0.0	0.0	0.0	9.1	57.0	66.2
Grand Total	30.2	34.3	213.8	392.1	3004.1	3674.5

Figure 4.1: Percentage Road Class per Area

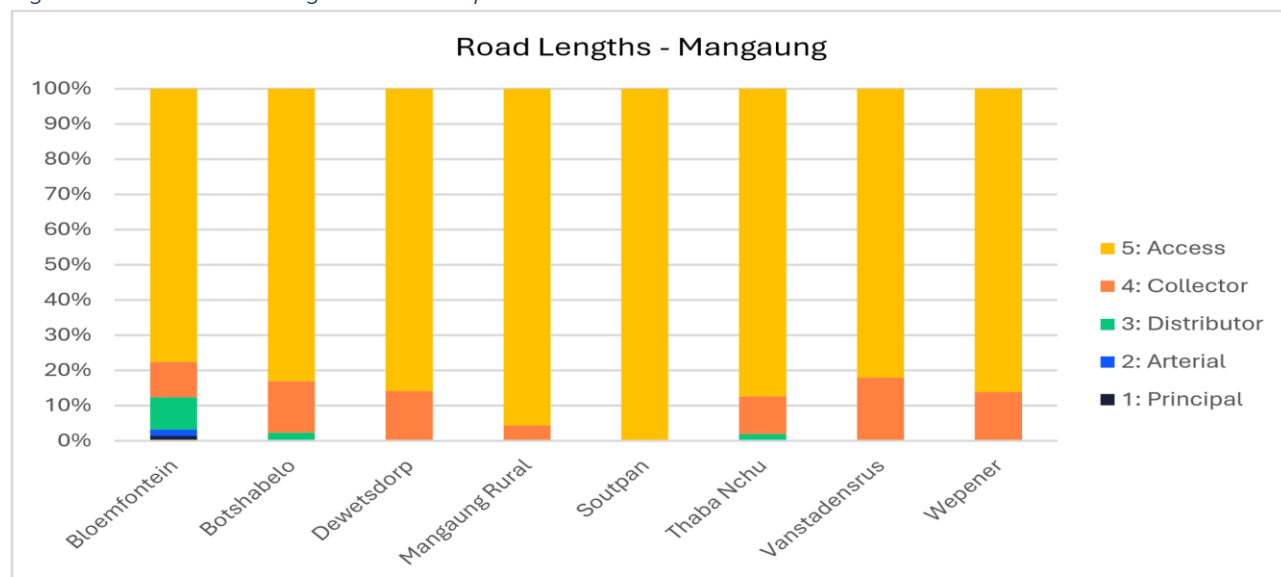
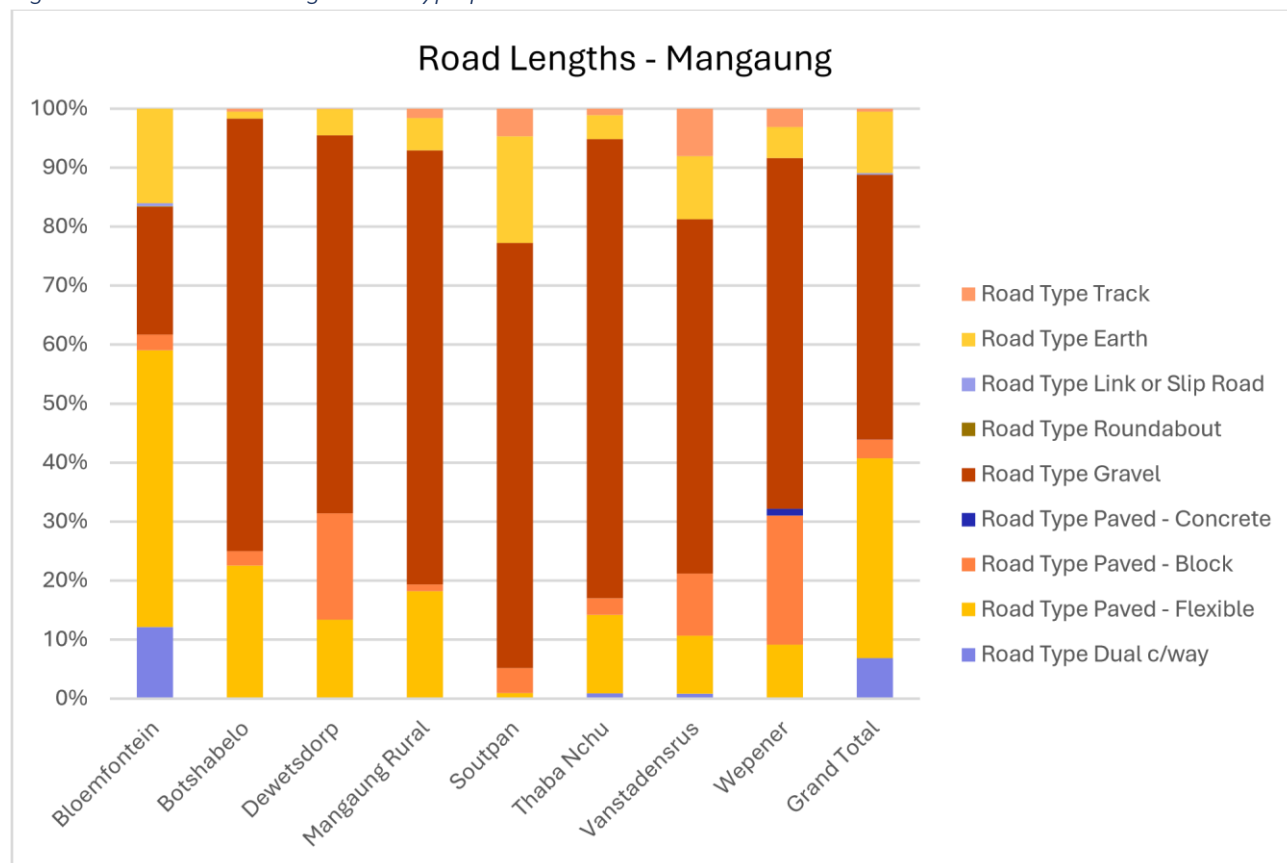


Figure 4.2: Percentage Road Type per Area



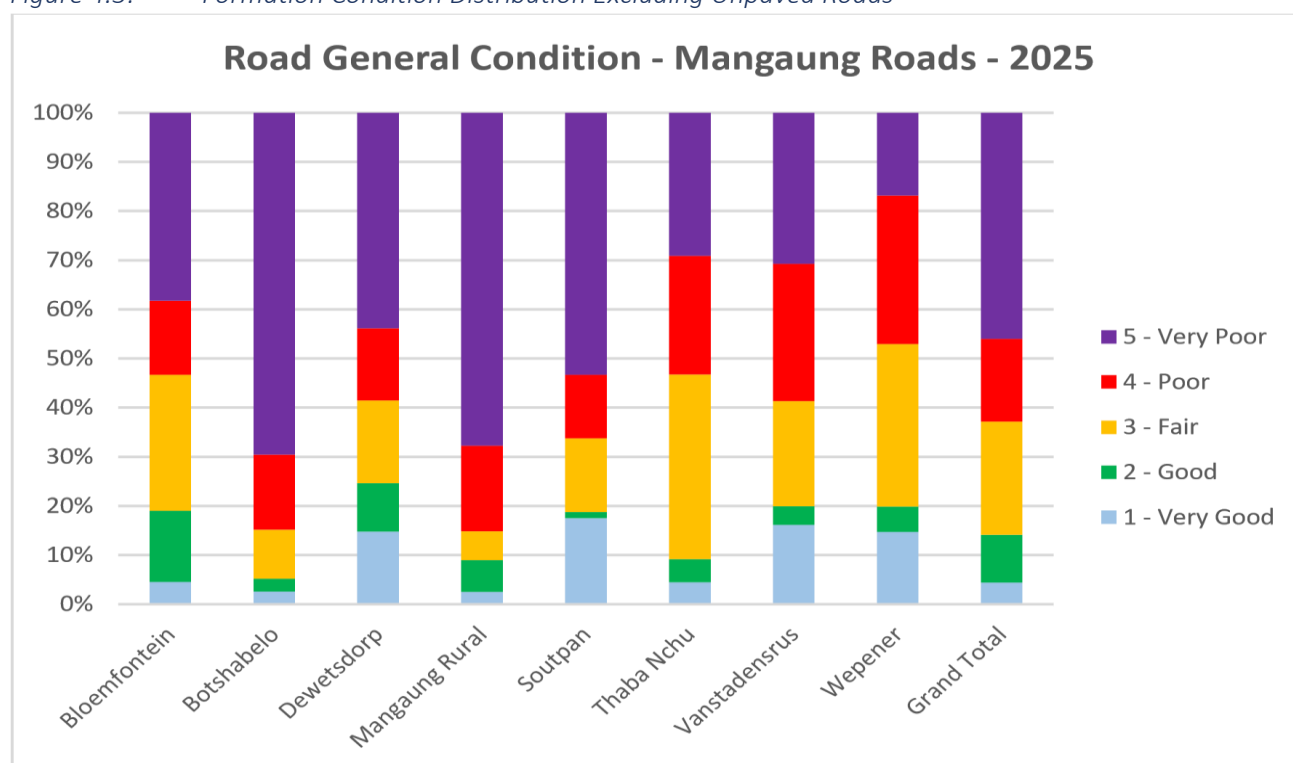
Road Conditions

The assessment indicates that a significant portion of the road network within Mangaung Metropolitan Municipality is in poor condition. Out of a total network length of 3,617 km, approximately 2,312 km (60%) falls within the Poor and Very Poor categories.

Bloemfontein has the largest share of the network (1,921 km) and, while it contains sections in poor condition, it also has the highest proportion of roads in Very Good and Good condition compared to other regions. In contrast, Botshabelo and Mangaung Rural show particularly high proportions of roads classified as Very Poor. Thaba Nchu also reflects notable deterioration, with a substantial portion of its 453 km network rated as Fair to Very Poor, while smaller towns such as Dewetsdorp, Soutpan, Vanstadensrus, and Wepener have relatively limited network lengths but varying localized maintenance needs.

Overall, the data highlights an urgent need for prioritised maintenance and rehabilitation interventions, particularly in areas with high concentrations of roads in Poor and 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 R8 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 R2.4 billion which is less than half of the replacement cost.

Table 4.2: Roads - Current Replacement Cost

Road Current Replacement Cost (CRC R1000s)				
Municipality	Formation	Pavement	Surfacing	Total
Bloemfontein	R 1 911 016	R 1 940 578	R 1 068 891	R 4 920 485
Botshabelo	R 788 198	R 284 480	R 442 911	R 1 515 589
Dewetsdorp	R 48 169	R 28 155	R 22 094	R 98 419
Mangaung Rural	R 322 399	R 116 591	R 183 991	R 622 981
Soutpan	R 13 379	R 2 084	R 7 021	R 22 483
Thaba Nchu	R 410 925	R 124 967	R 227 502	R 763 395
Vanstadensrus	R 14 517	R 5 636	R 7 086	R 27 240
Wepener	R 51 892	R 30 968	R 22 055	R 104 915
Grand Total	R 3 560 495	R 2 533 460	R 1 981 552	R 8 075 507

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

Road Depreciated Replacement Cost (DRC R1000s)				
Municipality	Formation	Pavement	Surfacing	Total
Bloemfontein	R 984 036	R 393 000	R 170 937	R 1 547 972
Botshabelo	R 165 366	R 52 004	R 66 800	R 284 170
Dewetsdorp	R 19 797	R 11 009	R 5 449	R 36 255
Mangaung Rural	R 91 139	R 20 224	R 33 988	R 145 351
Soutpan	R 4 945	R 1 647	R 2 210	R 8 802
Thaba Nchu	R 180 914	R 48 421	R 84 319	R 313 654
Vanstadensrus	R 7 598	R 2 781	R 2 787	R 13 165
Wepener	R 29 078	R 18 748	R 8 212	R 56 038
Grand Total	R 1 482 872	R 547 833	R 374 702	R 2 405 407

Issues and Risks

The estimated long term annual need for the municipality based on current replacement cost is of the order of R229 million while the long-term annual resurfacing need (10%) is of the order of R112 million.

However, 95% of the road surfacing's are in a poor and very poor condition and these will need to be attended to over time as a priority to try and arrest 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 lives of the surfacing's. This can be followed with repairs and resurfacing of the poorer areas and finally major patching and rehabilitation where required.

The strategy shows that the primary determinant in selecting roads to be maintained is the condition of the surfacing. In this way, primarily the roads that are in need of urgent attention, as well as a few roads in a uniquely poor condition, will be included on the programme. The approach is also to treat all class 5 access roads with dry and old surfacing's with a diluted emulsion at this stage in order to rejuvenate the surfacing and to monitor the results and assess the effectiveness of the treatment. It is expected that this approach will work well on these streets, and the treatment could be repeated in 2 to 3 years' time, if required. When budgets are more consistent a reseal or micro-surfacing can be applied to these streets when required.

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.

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.

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 Services²

² The City is currently in the process of finalising the requirements of business reforms

Water Services

Mangaung Metropolitan Municipality is a Water Services Authority (WSA) which serves the following areas: Bloemfontein, Botshabelo, Thaba Nchu, Dewetsdorp, Wepener, Van Stadensrus, Soutpan. The Water Services Provider (Vaal Central) operates three Water Treatment Works (WTWs):

- Welbedacht WTW (Wepener)
- Rustfontein WTW (near Botshabelo)
- Groothoek WTW (Thaba Nchu)

MMM owns and operates Maselspoort WTW for supply of water to Bloemfontein area.

Overview of Blue Drop

The Blue drop programme is a regulatory assessment tool used to measure and incentivise excellence in the management of drinking water quality by the Water Services Authorities (WSAs). It evaluates how well water supply systems protect public health and ensure safe drinking water. A score above 95% earns a “Blue Drop Certification.”

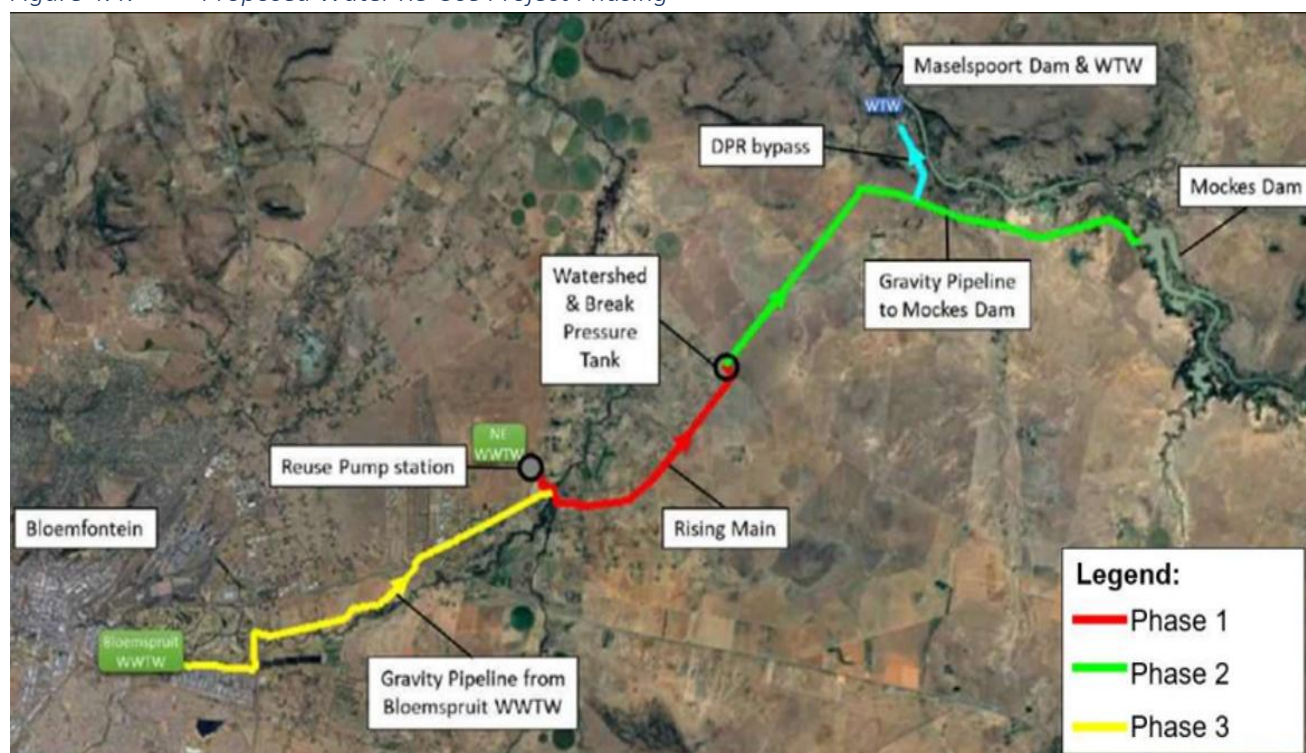
Table 4.4: Identified Strategic Influence on Water Balance: Year-on-Year Projection

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	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 SIV3	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 Less 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	680-7 427	-6,818,100	-7,058,675	-6,812,010	-7,101,909	-7,397,593	-7,662,504
	Strategy RL1	-2,165,180	-2,404,756	-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 AL 2	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 BMC 2	0	0	22,905	22,905	45,809	45,809	68,714	68,714	91,618	91,618
	Strategy BMC 3	0	0	0	35,308	35,308	35,308	35,308	35,308	35,308	35,308
	Strategy BMC 4	0	18,954	39,026	273,394	260	376,510	376,510	376,510	541,040	541,040
	Total BMC	334,155,791	33,689,004	34,259,453	35,645,298	37,305,728	39,062,408	536	44,486,206	47,696,310	51,527,956
	(Based on 2023/24 Base Tear)										

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 needs 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 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.

To establish a more accurate cost estimate for the identified programme, the results of this ad hoc valve audit were converted to percentages and applied to the total theoretical number of valves within MMM. This provided an estimated number of valves requiring refurbishment, replacement, or chamber refurbishment or installation, based on the indicative percentages identified during the audit.

Figure 4.5: Indicative Percentage of Valves for Replacement or Refurbishment

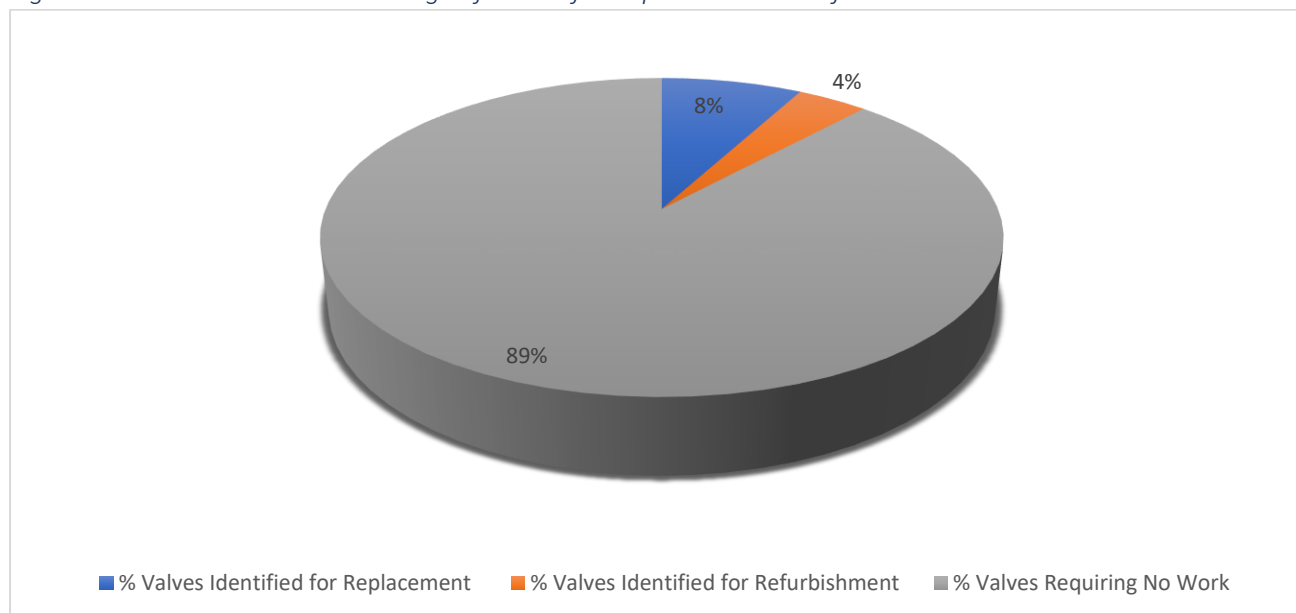


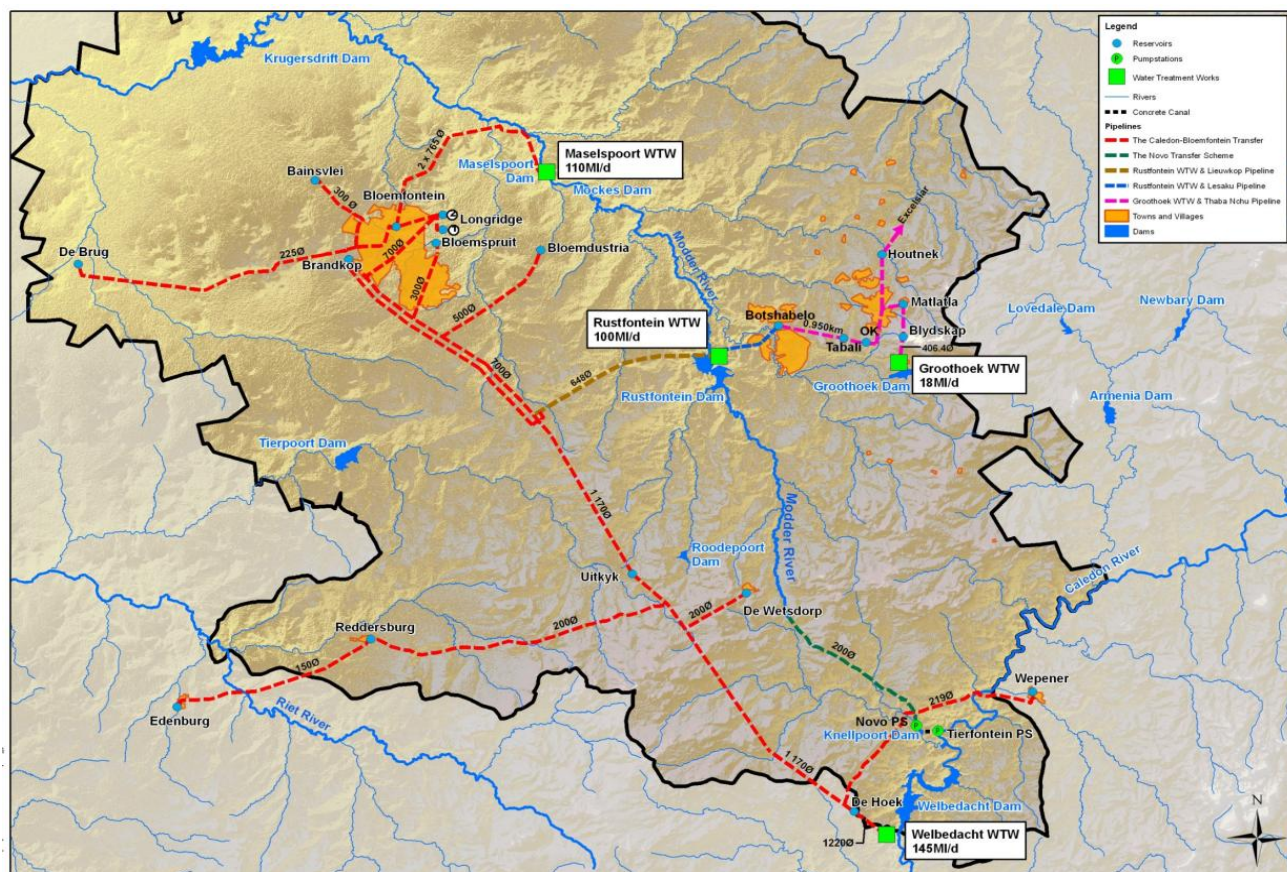
Table 4.5: Total Theoretical Number of Valves within MMM

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

Welbedacht WTW with treatment capacity of 145ML/day supplies water to Bloemfontein and Wepener, Dewetsdorp. **Rustfontein** WTW with treatment capacity of 100 ML/day receives water from the Novo transfer scheme and supplies water to Botshabelo and Thaba Nchu. **Grootshoek** WTW with treatment capacity of 18 ML/day. It supplies water to certain parts of the Northern and Southern rural villages and certain parts of Thaba Nchu peri-urban areas. **Maselspoort** WTW has a treatment capacity of 110ML/day and receives water from Mockes dam. It supplies water to northern areas of Bloemfontein.

Sanitation Services

Mangaung has 13 Wastewater Treatment Works and 19 Sewer pump stations across the city. Sanitation services provided by the city, to the households, are as follow:

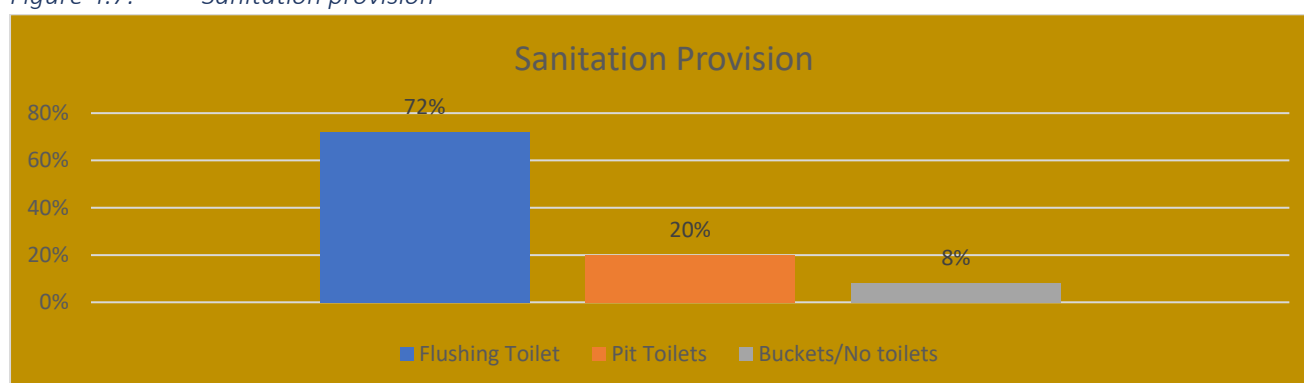
- Waterborne Sanitation 205 154 (72%)
- Ventilated Improved Pit Latrine (VIP) 50 477(18%)
- Buckets 1512 (0.5%)
- Un-serviced 27 093 (9.5%)

The City has a total design flow of 138 MI/d and is currently using 132MI/d leaving 6 MI/d spare capacity. Nine (9) of the plants are mechanized, three (3) are ponds and one (1) is both mechanized and ponds. Dewetsdorp was upgraded to activated sludge process, but electric cables were stolen, then it was taken back to ponds.

Plants conditions: 3 plants are in good condition; 6 are fair and 4 are in poor conditions. Sterkwater is the only plant that has more flow than the design capacity (design 20MI/d and flow 42MI/d) even though almost half of that flow is clean water due to high water losses in the area that end up in the sewer system through leaking taps and toilets.

If every household in the city can be connected on the sewer network grid, the city would need about 192 MI/day to 202 MI/day bulk treatment capacity which means an addition of 54 MI/day to 64 MI/day would need to be constructed.

Figure 4.7: Sanitation provision



Source: Stats SA

Table 4.6: Current level of services, demands and backlogs

SERVICE		
	Access	Backlog
Water	97%	3%
Sanitation	72%	28%
Electricity	95%	5%
Solid Waste	79.1%	20.9%
Roads and Stormwater	3 374km	2 231km

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

The Mangaung IHSP gives consideration to a number of National Housing Programmes that serve as tools to plan and develop integrated settlements including all the necessary land uses, housing typologies and price categories to ensure truly integrated and sustainable communities.

Integrated Residential Development Programme (IRDP)

The National Integrated Residential Development Programme (IRDP) provides for planning and developing an integrated project, focusing on housing, as well as social and economic needs of different income categories. It does away with the requirement found in other policy programmes to identify subsidised housing recipients up front and provides for both subsidised, as well as finance linked housing, social and rental housing, commercial, institutional and other land uses to be developed (NDHS, Part 3 - Volume 4 - Integrated Residential Development Plan, 2009).

Owing to the holistic planning and development approach, this instrument also provides for substantial economies of scale to be realised. Integration is achieved through the provision of both bonded and subsidised housing in a mix appropriate to the project location, which in turn lends itself to facilitating inclusionary housing development, requiring a certain number of affordable housing units to be delivered in any residential development.

Projects can be planned and developed in two phases. The first phase encompassing planning, land acquisition, township establishment and providing serviced residential stands in a variety of price categories, as well as stands for other land uses to ensure a holistic and sustainable community. In the second phase houses are constructed for qualifying beneficiaries, the sale of stands to non-qualifying beneficiaries, as well as to investors with commercial and other interests.

In summary, the IRDP provides for a phased approach to provide for:

- Land acquisition where required;
- Township planning and engineering services designs;
- Township establishment and the provision of engineering services to all the stands where no alternative funds are available;
- The sale of the stands not intended for subsidised housing; and
- The construction of houses by registered contractors for housing subsidy beneficiaries who chose contractor built houses, which can be achieved through a variety of contracting options.

Eight parcels of land owned by the Municipality, and falling within the Cities urban edge, have been identified as infill areas to be integrated successfully within the existing urban fabric (formerly known as the “7 land parcels” initiative). These land parcels are strategically located between the affluent and poor parts of the city, and present excellent opportunities for integrating the city spatially, socially and economically. The land parcels have already become and will remain the main focus areas for planning and development in future, and are aimed at accommodating mixed housing developments through medium to long term infill planning and densification projects.

The extent of the eight land parcels are listed in the table below:

Table 4.7: Extent and status of Eight priority land parcels.

Project Name	Size (Ha)	Expected Output		Development Status				
		Density	No. Units	Land Assembly	Planning	Infrastr.	Housing	Tenure
1 Cecilia 2532	155	12.26	1900	✓	○	✗	✗	✗
2 Brandkop Race Track (Bfn 654)	140	7.86	1100	✓	○	✗	✗	✗
3 Pellissier Infill	22	9.09	200	✓	○	✗	✗	✗
4 Brandkop 702	285	9.47	2700	✓	○	✗	✗	✗
5 Vista Park 2 (Bfn 654)	155	36.13	5600	✓	✓	○	✗	✗
6 Vista Park 3 (Bfn 654)	131	38.93	5100	✓	✓	○	✗	✗
7 Hillside View (Rocklands 684)	85	48.29	4100	✓	✓	○	○	✗
8 ADN (Sunnyside 2620)	700	12.5	8700	✓	○	✗	✗	✗

The identified land parcels are mostly vacant and are meant to provide sustainable human settlements through integrated development, making available 29 400 housing opportunities for mixed development at an average density of 17,5 units per hectare. Three of these land parcels are currently being developed for mixed land-use initiatives as part of the Cities Mega Project approach to boost the delivery of housing and to benefit from economies of scale.

In addition, the MMM has already developed conceptual designs for mixed land-use developments in respect of three other remaining land parcels including Cecilia, Brandkop and the Airport Node (ADN).

Upgrading of informal settlements programme

Many cities in the world and in South Africa are facing the challenges of informal settlements. The influx into these settlements is driven by unemployment, poverty in rural areas, and perceived job opportunities in cities, along with the lower cost of living associated with informal areas. 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 terms of the latest figures from the registered beneficiaries from the National Housing Needs Register (NHNR) there is a total of 77 733 as at February 2026. The breakdown in terms of the seven (7) towns/ regions within the Metro is as follows:

- Bloemfontein and surrounding areas is 40 694 i.e. 52.35%
- Thaba Nchu and surrounding areas is 14 751 i.e. 18.97%
- Botshabelo and surrounding areas is 18 512 i.e. 23.81%
- Soutpan and surrounding areas is 1 038 i.e. 1.35%
- Dewetsdorp and surrounding areas is 1 371 i.e. 1.76%
- Wepener and surrounding areas is 827 i.e. 1.06%
- Van Stadensrus and surrounding areas is 540 i.e. 0.7%

At present, there are 59 informal settlement areas in the Metro, housing approximately 38 512 households in informal dwellings. 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 upgraded thirteen (13) informal settlements with total of 4 293 households have been upgraded to phase 3 of the programme i.e. provision of individual household connection of water and sanitation. Some of the informal settlements are being upgraded in phases with 5 260 households having received individual water connections and no sewer connection due capacity challenges to provide sewer.

The Metro is currently in the process of upgrading a further twenty-three (23) settlements to phase 3 by providing individual water, sanitation connection, electricity, roads and stormwater to benefit more than 12 213 households. The Metro is also prioritising the relocation, allocation and land release programme to provide safe

and orderly housing targeting six (6) land parcels which are under land development processes. This programme is targeting category C “relocation” informal settlements and also to respond to the increasing housing needs out of the NHNR wherein basic services shall be provided through communal water and sanitation where possible.

In addition to these settlements, there were more informal settlements with land invasion across the jurisdiction of the Metro. The Metro is in the process of conducting feasibility, enumeration and categorisation of the new informal settlements which are estimated to be 29 in total and thus increasing housing needs and pressure to provide services to the residents within the Metro.

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
Mkhonto Erf 32109 and Saliva water and sewer	ISUPG	R14 940 942	R0	Contractor has been appointed to start with construction

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
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 with Engineer to appoint contractor

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
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 from the panel in September 2025

DETAIL OF EXPENDITURE	SOURCE	BUDGET 2025/2026	BUDGET 2026/2027	STATUS
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 must align with the City's Sustainable Human Settlements agenda, guided by five key 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	➤ Botshabelo (Section R extension)	2430 households	➤ 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
	➤ Soutpan Ikgomotseng	93 households	➤ All the sites have been allocated to households and electricity is 99% completed
	➤ Wepener	398 households	➤ 500 sites have been allocated and PTO's issued. ➤ Currently busy with verifications to update information for the purpose of electrification project planned
	➤ Botshabelo Section L1124 & 2441	500 households	

	Settlements name	No. of households	Status
	➤ Section M	91 households	➤ 1124 L Section received waterborne toilets however, the link sewer is currently being resolved ➤ 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)
	➤ Turflaagte 2 (erf 53820)	400 households	➤ All 67 sites allocated to beneficiaries; some have been issued with PTO's

	Settlements name	No. of households	Status
	➤ Turflaagte 2 (erven 39701 & 39702) ➤ Section L211 and 212 Caleb Motshabi Section F Ext.3 (N8 Park)	27 households 322 erven but only 272 allocated as the church occupied 50 erven +/-600 Households 2040 erven and households allocated	➤ 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 ➤ Electrification for 500 households is under construction for completion by June 2025
Areas to be relocated due to floodlines, servitudes, cemetery sites and shortage of sites	➤ Farm Klipfontein on wet land ➤ Tambo Square ➤ Rankie Square (remainder) ➤ Thabo Mbeki (remainder) ➤ Sekhupi Square ➤ Omega	+100 households 98 households 5 households 38 households 38 households 08 households	➤ 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) ➤ 08 Household were relocated to Phase 6 (Madihlhabela)

	Settlements name	No. of households	Status
	➤ Khayelitsha ➤ Holy trinity church ➤ Freedom Square Ext 2 (remainder) ➤ Heidedal (Gatvol) ➤ Winkie Square ➤ Lusaka ➤ Mkhondo ➤ Cancer ➤ Hostel Hall ➤ Hostel 1 ➤ Kgatelopele	18 households 45 households 117 households 109 households 107 households 23 households + - 3000 households 20households 50 Households 20 Households 100 Households	➤ To be relocated ➤ To be relocated ➤ 54 families relocated to Turflaagte erf 32399 and the remaining were relocated to Turflaagte 53820 ➤ To be relocated ➤ To be relocated ➤ Relocation of the 23 households underway ➤ 111 allocated at Mkhonto, the remaining 22 will be relocated to Farm Klipfontein ➤ To be relocated ➤ To be relocated ➤ To be relocated ➤ To be relocated
Challenges / Recommendations	Challenges ➤ Land Invasion continues unabated, and this destruct the Metro from implementing its development objectives. ➤ There are many foreign nationals in the informal settlements, that we need assistance with, and		Recommendations ➤ Continuous and improved anti-land invasion programme to reduce the risk of increasing invasion. ➤ The Metro to continuously engage with the responsible Departments and

	Settlements name	No. of households	Status
	relevant provincial departments need to intervene in dealing with the crisis.		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
2024-2025	489	0	2759
TOTALS	6267	3934	11181

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.

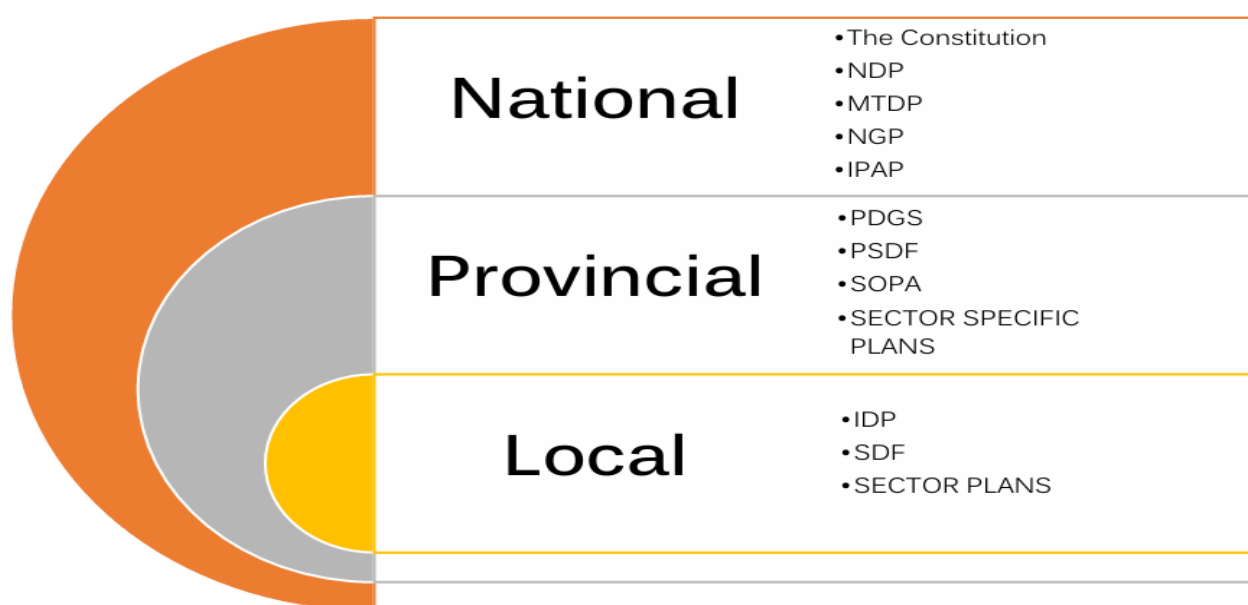
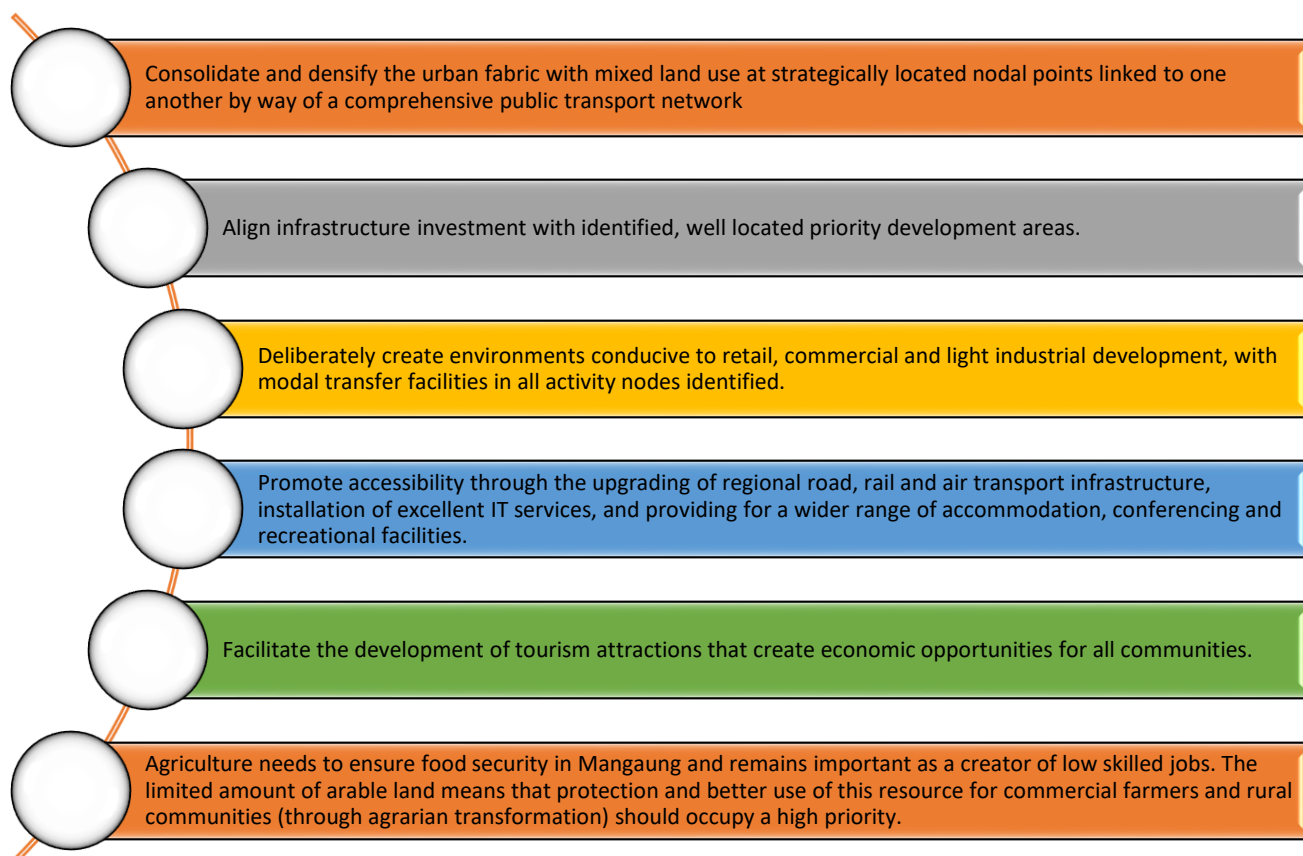


Figure 4.8 Mangaung Population trend



Source: Stats SA

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. 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:

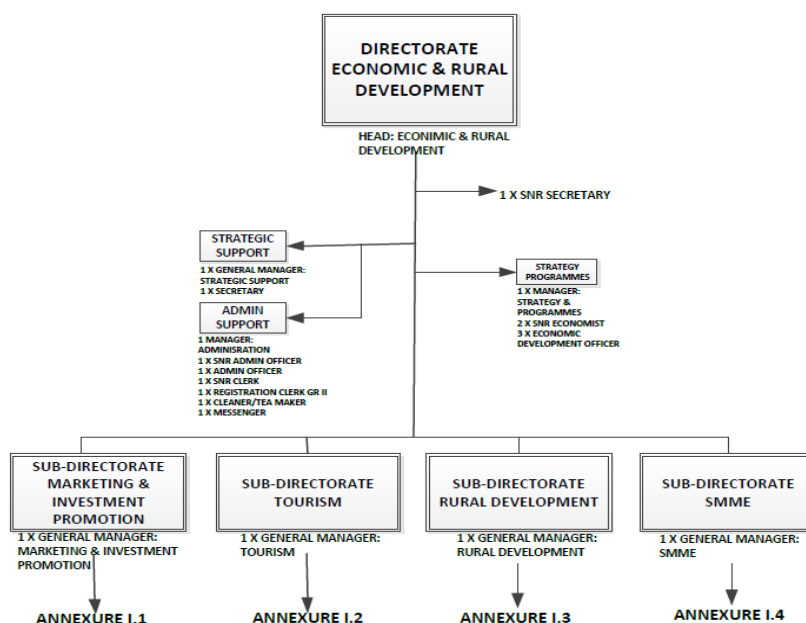
“ To facilitate economic growth and transformation through effective planning, coordination, implementation, monitoring, and evaluation of economic development initiatives.”

- (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.

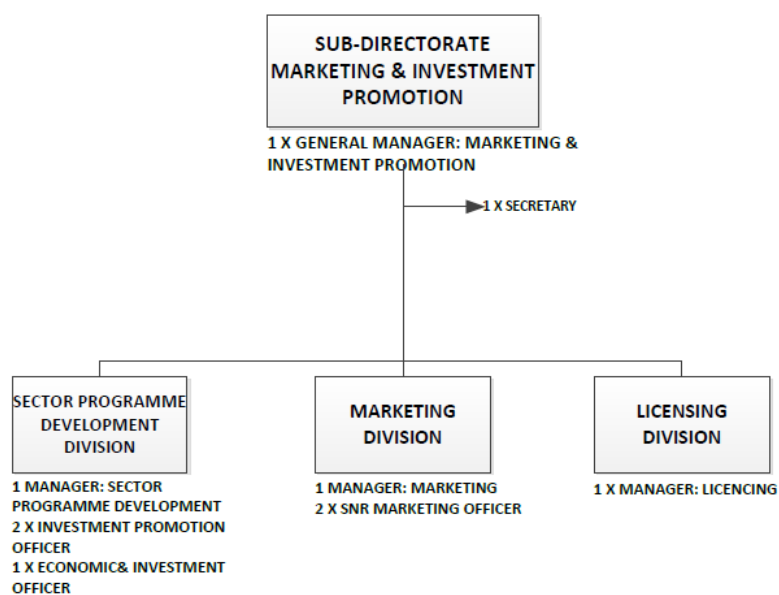
Approved Organisational Structure: DIRECTORATE ECONOMIC AND RURAL DEVELOPMENT



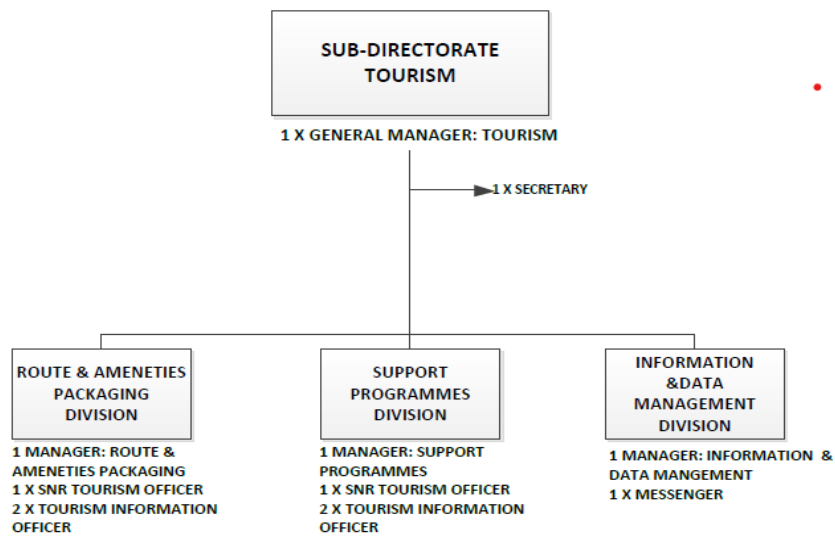
Below the HOD: ERD, there are four sub-directorates that headed by General Managers and they cover the following functional areas:

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

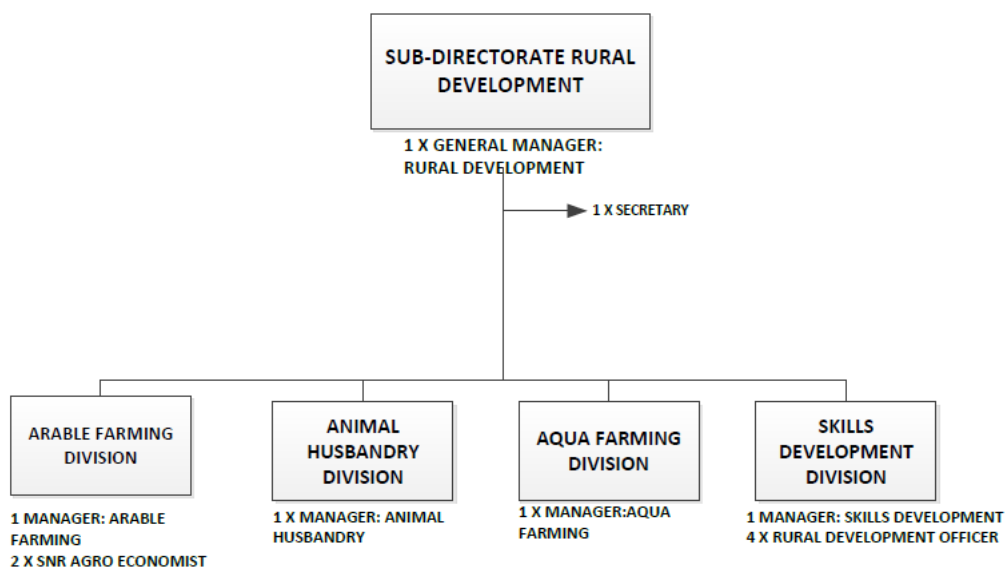
SUB- DIRECTORATE MARKETING & INVESTMENT PROMOTION



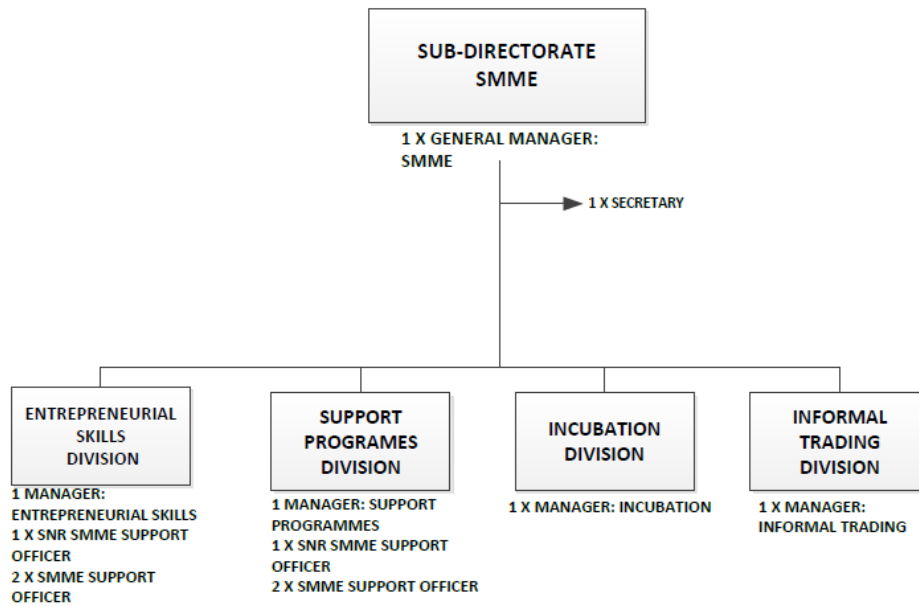
SUB-DIRECTORATE TOURISM



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 ¹	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).

Table 4.12: Existing Projects to diversify the Mangaung economy

Economic Development Project	Project Progress
Spatial Development	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. 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. The rural settlements that exist to the north and south of Thaba Nchu and many of those in municipalities bordering Mangaung are significantly 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. 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.
Ecological Potential and Biodiversity	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. The eastern part is dominated by Grasslands Biome. Here, frost, fire and grazing maintain the grass dominance and inhibit the establishment of trees.

Economic Project	Development	Project Progress
	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. 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 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. 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.	
Economic Projects	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: • 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	

Economic Project	Development	Project Progress
Mangaung Airport Node	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. 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.	
Thaba Nchu Agri-Park	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 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. 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. 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.	

Economic Project	Development	Project Progress
Technical Services	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). 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.	

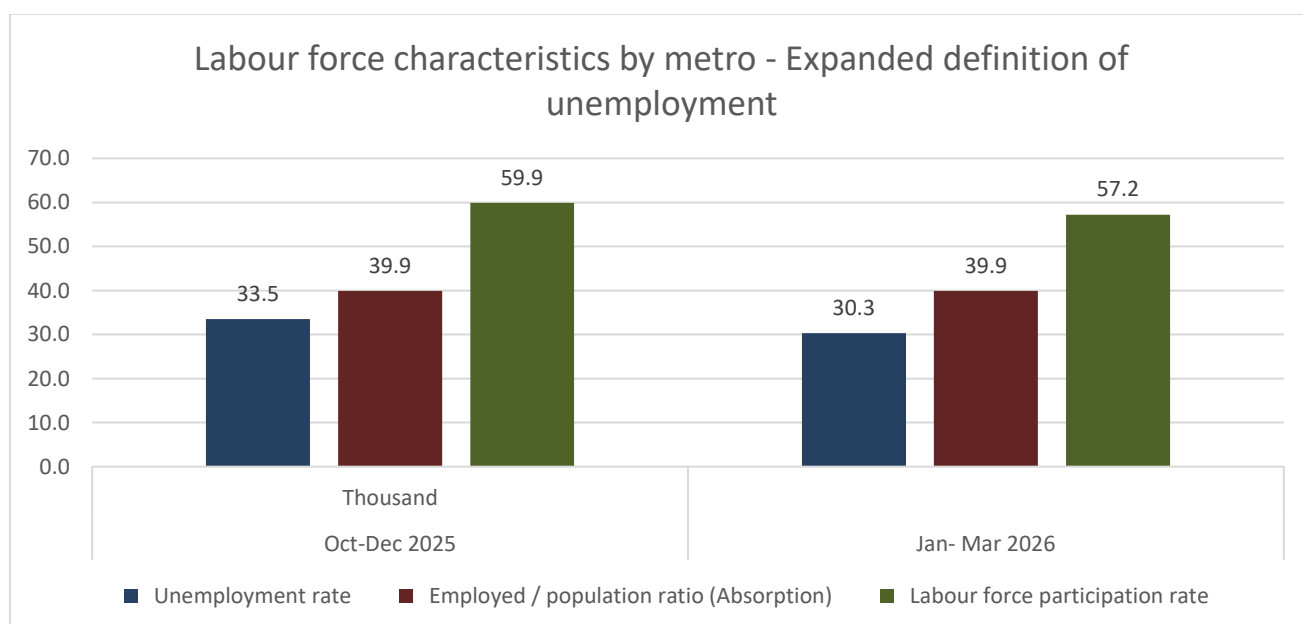
Source: DDM, 2024

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 30,3% as of March 2026 which indicate a slight decrease when compared to 33,5% of December 2025.



Source: Stats SA – Quarterly Labour Force Survey (Quarter 1 of 2026)

The Gini coefficient, which measures income inequality, is 0.64 (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.

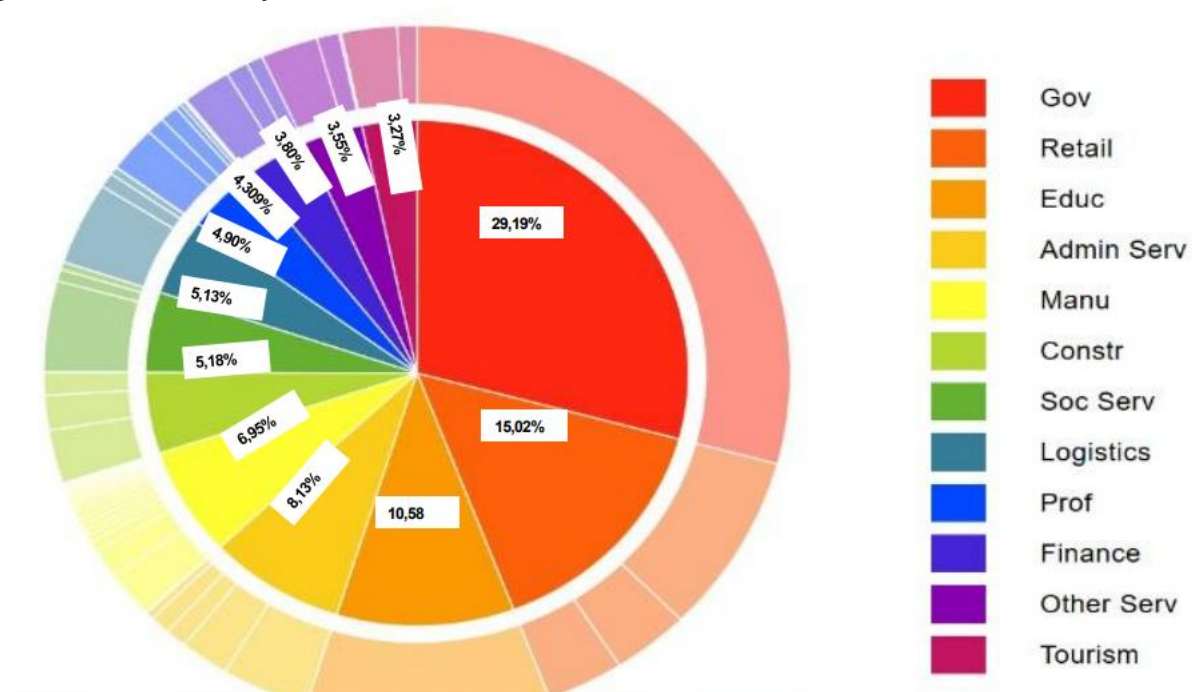
The Mangaung Metropolitan Municipality is characterised as a dual economy, reflecting both rural and urban economic structures. It is important to recognise this rural–urban interdependence and to adopt a comprehensive, integrated approach to economic development. Encouraging rural–urban linkages will promote the development of cohesive, inclusive regional economies. Historically, the Metro benefited from mining, manufacturing, and agriculture. However, their contribution to the Gross Regional Domestic Product (GRDP) has declined, accompanied by a shift towards financial, business, and trade services. The Metro also serves as an administrative hub, hosting most provincial departments and the seat of the Provincial Government.

4.2.2.2 Mangaung Economic Performance

Mangaung has a diverse and resilient economy, with strong sectors such as finance, trade, and community services. The municipality contributes averagely 40 % to the provincial GDP and 2% to the national GDP.

Mangaung also faces high levels of poverty, unemployment, inequality, and social ills. The poverty headcount ratio is 38%, which is higher than the provincial average of 35%.

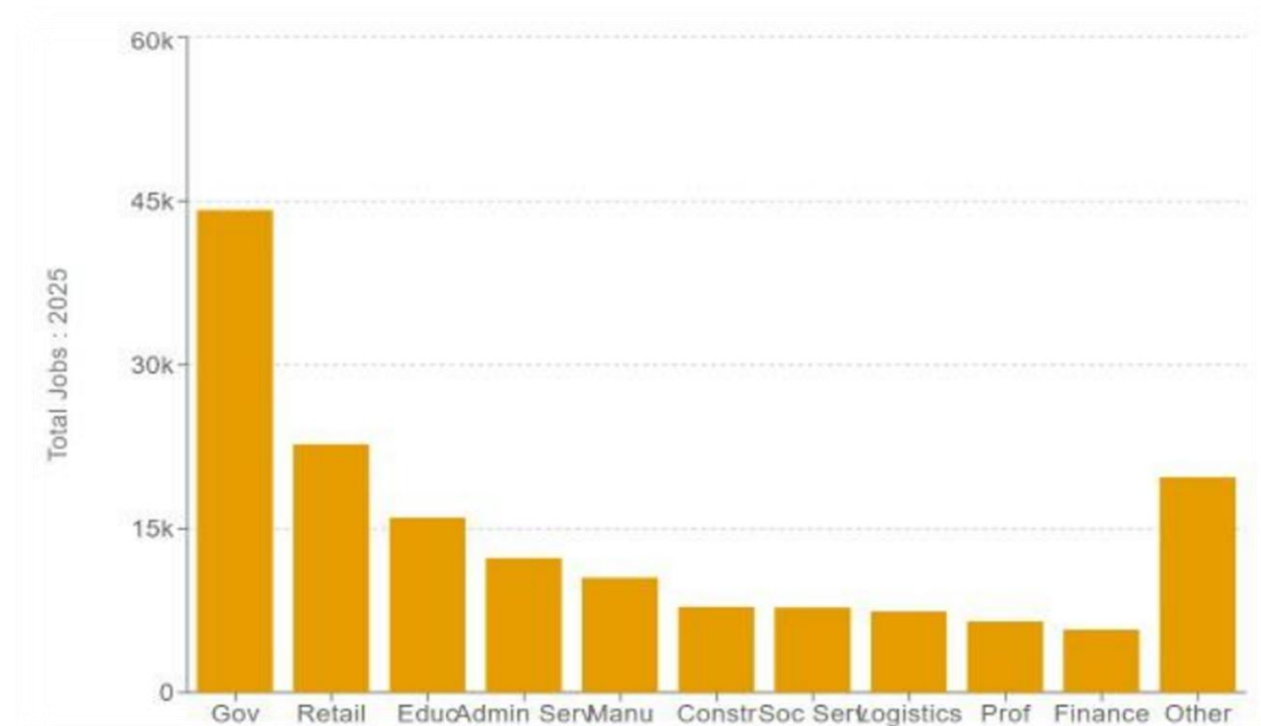
Figure 4.9: Economic Profile MMM



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 have often been evaluated on their ability to attract large foreign companies — those that can invest substantial capital, sustain local supply chains, operate responsibly, create quality jobs, contribute to community development, and maintain long-term local presence.

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

To identify priority sectors for investment attraction within Mangaung, the following evaluation criteria must be considered:

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
Ascertain if market meets minimum criteria for business model. <u>General:</u> • Market-area population, income and demographics • Economic stability • Political stability • Availability of labour	Due diligence on project feasibility given local conditions/requirements. • Competition • Clarity of public-sector requirements • Responsiveness of approval authorities	Design, construction, pre-opening activities and ongoing operations. • Cost of land and construction • Transportation linkages/access

Stages and Elements of the Investment Opportunity Evaluation Process		
Identify	Assess	Develop and operate
- Operating costs - Tax regime - Infrastructure including transportation	- Fairness of legislative regime - Time requirements - Access to/cost of financing	- 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, tradeshow and for new lead generation.
GOAL 2: INCREASE BUSINESS DEVELOPMENT PRESENCE			
Action	Timeline	Deliverables	Outcome(s)
1. Attend 2 tradeshow, 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

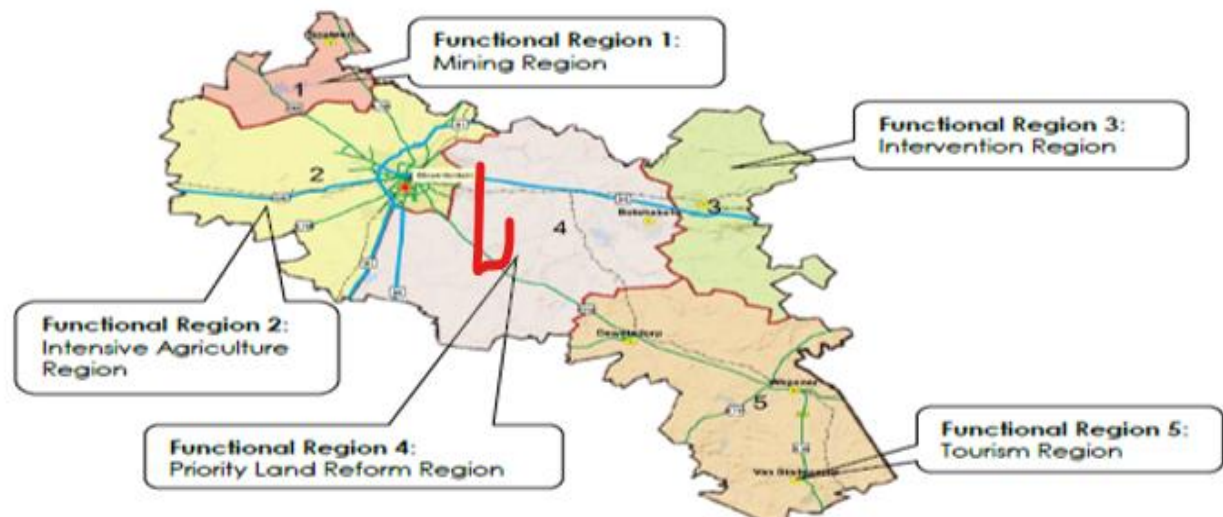
Action	Timeline	Deliverables	Outcome(s)
1. Perform sector analysis	Q1 - Q3 2025/26	A hardcopy set of recommendations for potential industries and types to pursue for the Mangaung economy.	Results will provide direction for generating new leads, target businesses to pursue.
2. Review developer goals, 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,	Nurtured leads provided with timely, updated and relevant market related

		reported monthly at the management committee.	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 serves as the main cluster for agro-processing and related activities. It will function as the central node where agricultural produce is collected and processed. This will be the focus of where the agricultural produce will go to and be further processed. It is envisaged that anchor agri-businesses will generate spin-off opportunities that will revitalise the entire area, serving as a catalyst for community empowerment through job creation 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.

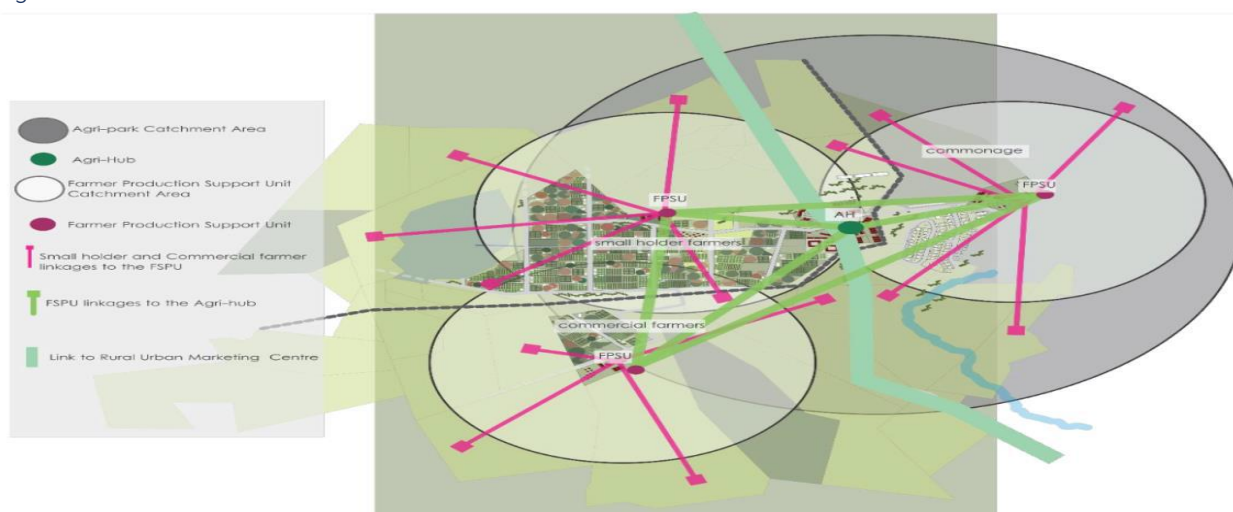
Farmer Production Support Units (FPSUs) play a supporting role to the main Agri-Hub, where most of the Agro-processing activities within the value chain take place. These include but are not limited to:

- 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.

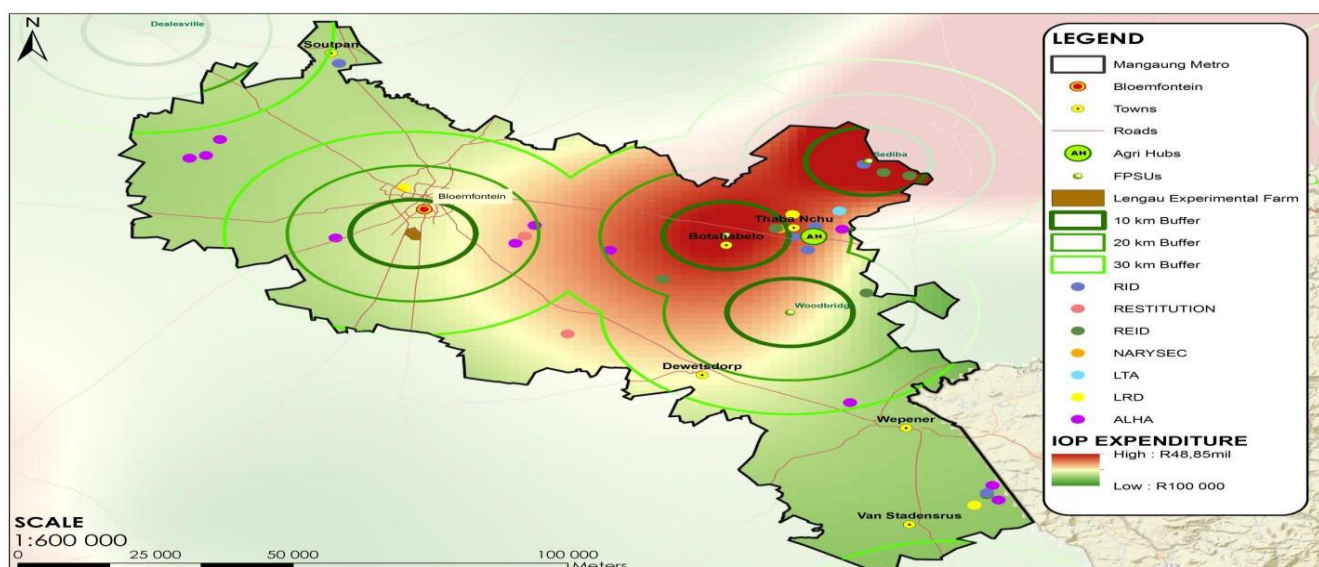
The figure 4.12 and 4.13 below illustrates the Agri-Park Concept and the catchment areas of the AH & FPSU's with the actual coverage of these sites in the MMM.

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 framework in so far as it relates to the departure only , in such form as the municipality may determine without necessarily amending the full municipal spatial development framework , prior to taking a decision which constitutes a departure 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 broad opportunities for economic development and investment attraction by creating inclusive employment, supporting innovative enterprises, financing conservation of natural and cultural assets, and enhancing economic empowerment. Tourism can further create a distinctive and appealing identity for the city, strengthening its competitiveness as a destination for business and investment. The sector also promotes local products and services, thereby expanding both demand and supply within the city's economy.

The Mangaung Metropolitan Municipality Tourism Information Office maintains a comprehensive database that includes: Women in Tourism, Kasi Amakhaya Home-Based Accommodation, MACUFE, CUFA and LEMO FEST Accommodation, restaurants, tour guides, tour operators, airlines, bus and taxi services, travel agents, hotels, lodges, bed-and-breakfast establishments, hostels, backpackers, and both private and government-owned tourist attractions, as well as Tourism SMME records.

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 may include Revenue raising strategies; (i) <i>Revenue raising strategies;</i> (ii) <i>Asset management strategies;</i> (iii) <i>Financial management strategies;</i> (iv) <i>Capital financing strategies;</i> (v) <i>Operational financing strategies; and</i> (vi) <i>Strategies that would enhance cost-effectiveness.</i>	Available

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 2026/2027	31 March 2026	29 May 2026
<i>Cost containment policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Virement policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Travel and Subsistence Policy</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Skills Development Policy</i>	Provided – internal policy Review process for 2025/2026	31 March 2026	29 May 2026
<i>Study Assistance Scheme</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Overtime Policy</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Debt Write Off Policy</i>	Provided – public participation	31 March 2026	29 May 2026

	Review process for 2026/2027		
<i>Credit Control and Debt Collection Policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Indigent Management Policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Principles and Policy on writing off of Irrecoverable Debt</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Property rates policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Investment Incentive Policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Cash and Investment Management Policy</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Assets Management Policy</i>	Provided – internal policy Review process for 2025/2026	31 March 2026	29 May 2026
<i>Expenditure Management Policy</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Policy on the Identification and Prevention of UIFW</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026
<i>Tariff Policy</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Policy on In-kind grants and donations</i>	Provided – public participation Review process for 2026/2027	31 March 2026	29 May 2026
<i>Payments Policy</i>	Provided – internal policy Review process for 2026/2027	31 March 2026	29 May 2026

4.3.3 Auditor General's Findings

The city and its entity Centlec have during the Audit period for 2024/2025 financial year, received Qualified Audit Opinion from the Auditor General. The details of the opinion form part of the Audit Action Plan as indicated below:

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

The Audit Action Plan for 2024/2025 financial year is to systematically address audit findings identified by the Auditor-General of South Africa and internal audit processes within Mangaung Metropolitan Municipality. The plan aims to implement corrective actions, strengthen internal controls, enhance compliance with applicable legislation and policies, and improve governance, financial management, and audit outcomes through effective monitoring and accountability mechanisms.

The Audit Action Plan for the 2024/2025 financial year addresses a total of **342 audit-related matters**, comprising **108 matters affecting the audit report** and **234 other important matters** identified during the audit process. Matters affecting the audit report relate to significant findings that have a direct impact on the audit opinion and financial reporting, while the other important matters relate to internal control deficiencies, compliance issues, and operational weaknesses that require management attention.

The Audit Action Plan (AAP) for the 2024/2025 financial year at Mangaung Metropolitan Municipality has been fully developed at **100%**. This indicates that all planned corrective actions are developed and captured on the Financial Management Capability Maturity Model (FMCMM) by the responsible departments. The Audit Action Plan (AAP) implementation status currently reflects **64.3%** of the actions have not yet started, while **35.7%** are in progress. Continuous monitoring will be undertaken to ensure that responsible departments implement the planned corrective measures to address audit findings raised by the Auditor-General of South Africa (AGSA).

The IDP and OPM office continue to monitor the plan to expedite the implementation of the required corrective actions. These include the submission of outstanding **Proof of Evidence (POE's)** and strengthening management oversight and monitoring to ensure the timely and full resolution of the outstanding matters.

Audit Action Plan

Financial Year

2024/2025

Print

Annexure



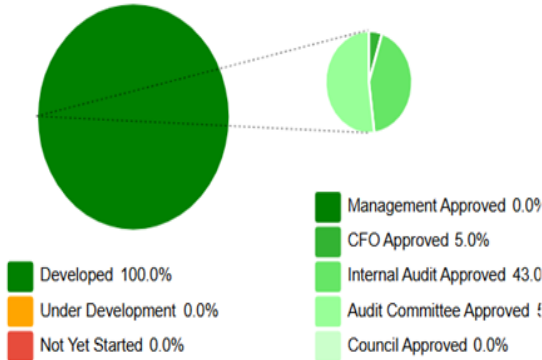
Matters Affecting Audit Report

108

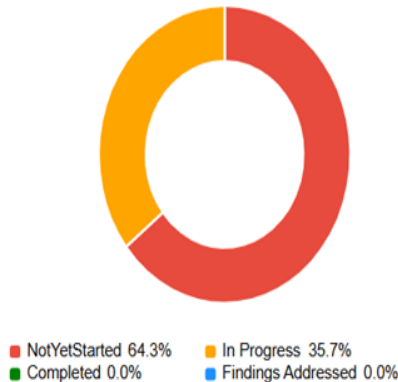
Other Important Matters

234

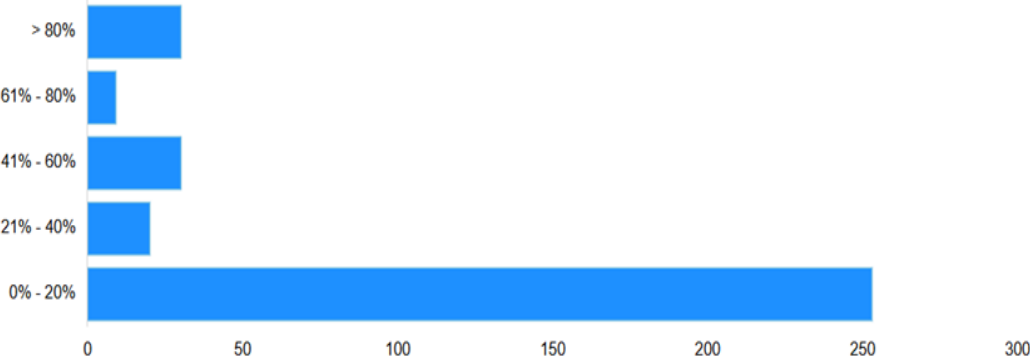
Audit Action Plan Status



Implementation AAP Status



Implementation AAP Progress Tracker

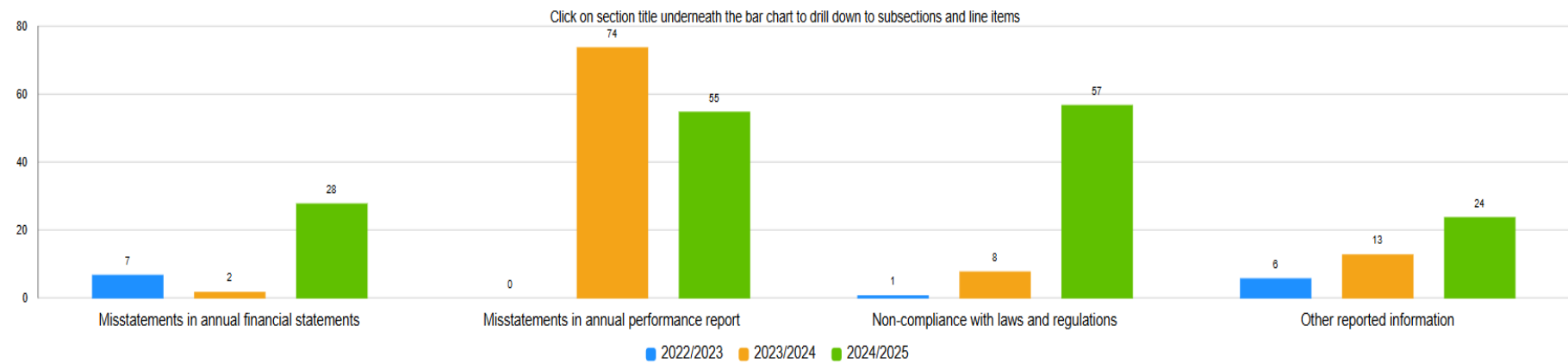


Audit Outcomes: 3 Year Trend

Financial Year	Audit Opinion
2022/2023	Qualified
2023/2024	Qualified
2024/2025	Qualified

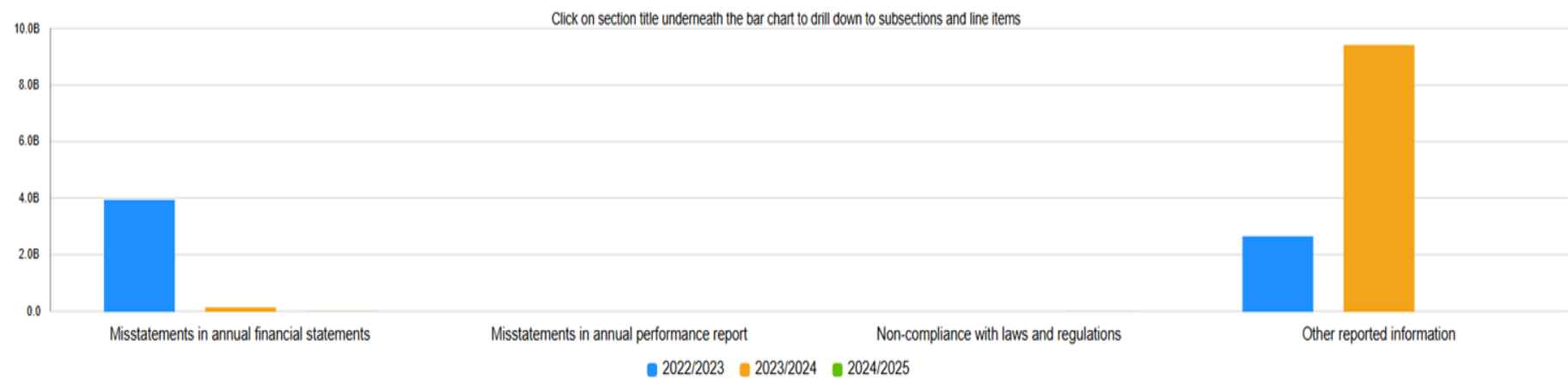
No. of findings by sections

Repeat



Total findings amount by sections

Repeat



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 2026/2027
<i>A funded budget</i>	A funded budget and adjustment budget have been tabled and approved in March 2026 and February 2026 respectively.
<i>Capital budget procurement plan not in place</i>	Procurement plans are in place.
<i>Cash management is poor and cash balances are too low</i>	Grants are ringfenced and debt collection committee have been established to increase collection.
<i>Irregular, unauthorised, fruitless and wasteful expenditure</i>	- UIFW cases up to 2020/21 have been referred to MPAC for investigation. - Reports on newly identified UIFW have been submitted to Council. - Remaining UIFW cases are being finalised for submission to MPAC.
<i>Review outsourcing contracts with a view to reducing costs and improving effectiveness</i>	- The Cost Containment Policy has been approved by Council. - The Macrostructure has been approved by Council, with the intention of investigating opportunities for insourcing additional 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

3.4.1 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 stakeholders, sector departments and institutions on an alignment and cooperation with national, provincial and state-owned enterprises, the engagements were held as follows:

- Public Participation via Print Media and Councillors Submissions: 01 September 2025 – 28 February 2026
- Continuous Population Survey – Household Survey Programme Redesign: 03 December 2025
- Population Policy Session: 11 – 12 February 2026
- National Treasury Mid Term visit: 16 – 17 February 2026
- National and Provincial Departments Engagements (IGR session): 26 February 2026 and 12 May 2026
- COGTA provincial IDP Managers Forums: 06 March 2026
- IDP and Budget Steering Committee: 02 December 2025, 06 February 2026 ,17 March 2026 and 14 May 2026

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 continue 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 investigations into the financial affairs of the Municipality or any municipal entity, as requested by the Municipal Council, the parent municipality, or the board of directors of the entity; and
- (e) perform such other functions as may be prescribed by Council.

4.4.1.3 Risk Management

The Mangaung Metropolitan Municipality operates in a complex and dynamic environment. For this reason, the Municipality seeks to identify, understand, and manage threats and opportunities that may impact service delivery, municipal plans, and strategic objectives. Risk management is a crucial component of good governance and plays a pivotal role in achieving municipal objectives by ensuring that risks are effectively identified and actively managed. The Municipality further acknowledges that achieving its objectives depends largely on implementing programmes and projects designed to withstand operational challenges and turbulence.

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 composed exclusively of external members. Heads of Departments are standing invitees. Furthermore, General Managers responsible for Internal Audit, Information Technology, Legal Services, and Risk Champions from various Directorates are invited to the Committee’s meetings. The Municipal Council has approved a Risk Management Policy that aims to promote a culture of risk awareness within the Municipality and enhance transparency for all stakeholders.

The following are Mangaung’s Top 10 Strategic Risks, as identified through comparison with the IRMSA and Global Risk Reports. Heads of Departments are responsible for ensuring that these risks are mitigated to within tolerable levels:

Table 4.16: Mangaung top 10 Strategic Risks

<i>Mangaung</i>	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

2. <i>Informal settlement sprawl</i>	2. Rule of law (crime, governance failures)	2. Extreme weather events
3. <i>Road infrastructure collapse</i>	3. Economic (global, national)	3. Societal polarization
4. <i>Illegal building activities and illegal land uses</i>	4. Social security, inequality	4. Cyber insecurity
5. <i>High unemployment rate</i>	5. Politics, national policy, geopolitics	5. Interstate armed conflict
6. <i>Climate change</i>	6. Infrastructure	6. Lack of economic opportunity
7. <i>Inconducive environment to retain and attract investments</i>	7. Skills, education	7. Inflation
8. <i>Contamination of the water source</i>	8. Climate change	8. Involuntary migration
9. <i>Technological and governance failure</i>	9. Functional state	9. Economic downturn
10. <i>Pollution</i>	10. Water	10. Pollution

Mitigation strategies have been developed to address and minimize the impact of these risks on the City's objectives. The Municipality is implementing several initiatives to improve its risk management processes, with the objective of achieving the desired maturity levels within the next three to five years.

4.4.2 Corporate Services

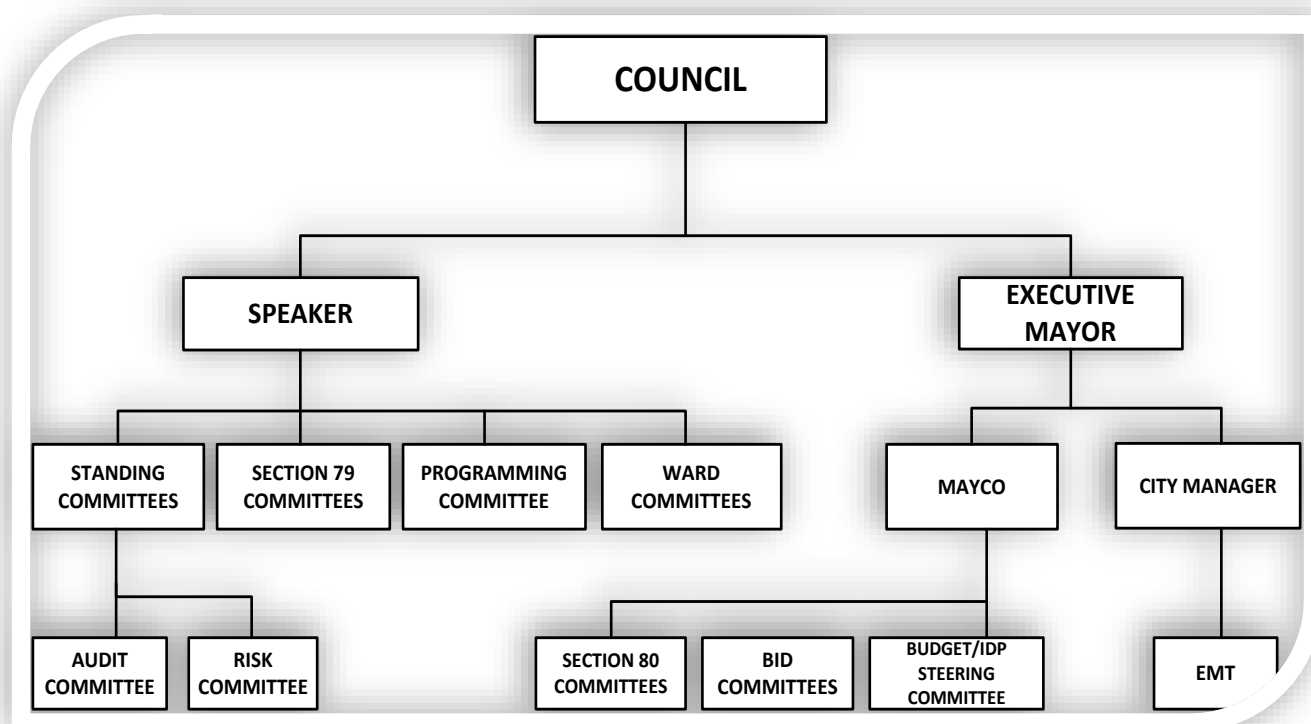
Governance and Management Structures

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 every five-year term, within three months of a new Council's inception. The current delegations assign the Office of the Speaker 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.

Standing Rules and Orders Review Process

The review of the Standing Rules and Orders forms part of the broader process of reviewing policies and by-laws. The new Chairperson of the Rules Committee is currently developing a programme for this review.

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 Municipal Systems Act (MSA) provides that the Code of Conduct, contained in Schedule 2 of the Act, applies to every municipal staff member. It further requires that the Code be provided to all staff and communicated to the local community.

Section 17(2)(a) of the MSA requires municipalities to establish appropriate mechanisms, processes, and procedures to enable local community participation in municipal affairs. To remain current, the Code of Conduct must be reviewed regularly to ensure alignment with existing legislation. The Collective Agreement on Disciplinary Procedures further regulates the disciplinary processes applicable to 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 in terms of section 54 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 in term of section 59 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 established in accordance with the Municipal Structures Act, with roles and responsibilities aligned to Chapter 6 of the Municipal Systems Act, which requires municipalities to develop and approve a Delegations of Powers Policy. The Delegations of Powers Policy aligns with both the approved governance structures and the approved macro organisational structure of the Municipality. The development and approval of the Integrated Development Plan (IDP) are aligned with the approved budgets and macro structures. The guiding principle of “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 acknowledges that concerns have been raised regarding its Governance Model, particularly around its continued effectiveness in delivering quality services in a cost-effective manner. There have also been discussions on whether it is time to shift from the current combined Governance Model to a system of separation of powers between the Legislative and Executive arms.

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 governance, service delivery, and institutional transformation consistent with the intent of relevant legislation, are to prioritise systematic actions and programmes that strengthen the Audit and Risk Management Committees. These interventions ensure the committees are capacitated to execute their oversight roles effectively. Significant progress has already been achieved in this regard.

It has always been the strategic intent of the MMM Council, its Committees, and the administration to pursue the Smart City Concept and principles, positioning the City towards the Fourth Industrial Revolution (4IR). Although the planned launch through the Inaugural 4IR Colloquium (June 2019) was superseded by a similar event hosted by the Free State Provincial Government, steady progress continues to be observed.

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-year ICT Strategic Plan and Implementation Roadmap provides a structured approach to modernisation, aligned with MMM’s strategic objectives, to prevent misaligned implementation efforts.

The alignment between ICT objectives and MMM's strategic goals will improve project coordination, optimise operations, enhance stakeholder engagement through the mSCOA implementation roadmap, and support sustainable digital innovation and long-term return on investment (ROI).

This macro-organisational design is well-suited for the Metro's extensive spatial context. The priority now is to achieve full integration of systems and staff, ensuring equitable allocation of human and capital resources so that all residents experience uniform service standards.

The ICT Strategic Plan and Implementation roadmap is designed to help metro modernize its operations, integrate emerging technologies, and drive efficiency across Mangaung 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	Progress to date
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.	A) 12 Policies, Frameworks and strategy was developed and approved by Council. b) ICT Steering Committee was reestablished and its functional.
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.	a) AI Social Media Sentiments Analysis. b) AI Bulk SMS System implemented. c) Implemented Cloud version for water meter readings, and Sending Water Meter Readings to the Metro made easier via mobile app. d) Implementation of Copilot (AI) is at the planning stage. e) Migrated to Exchange online, Cloud version for all e-mails. f) User Identity / Authentication are also Cloud-based now. g) We are currently busy migrating other ICT Services to the Cloud. h) Concluded the RT15-2021 Contract, following the appointment of Service Providers to address the Mobility and Unified Communications Infrastructure requirements. i) We are busy with the addition of the payroll module into the HR system, and to integrate the HR system into SOLAR system. j) CaseWare has also been integrated into SOLAR. k) DRAAS: We have implemented site to site recovery onto the MS Cloud Azure platform for disaster recovery. l) Upgraded and expanding functionalities of the ORBIT DMS, specifically UIFW functionality and more folder structures etc.

Strategic Focus Area	Business Objectives and Goals	ICT Objectives and Goals	Outcome	Progress to date
				m) The digitization of Housing records into the ORBIT DMS are currently underway.
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 Marga Mangrove Metropolitan Municipality structured and unstructured data to provide insights into service delivery and financial management performance including performance monitoring & evaluation of the metro.	No progress
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 Marga Mangrove Metropolitan Municipality website into a SMART Website d) introduce electronic payment-method to pay for different services.	a) Self Service Property Valuation Objection Portal functioning and also for Sending Water Meter Readings to the Metro made easier. b) Part of RT15-2021 implementation underway for the digital contact centre. c) Work in Progress on the Power Platform, new Website and Service Delivery app underway. d) Next phase, will include 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.	a) Asset Management module is currently being activated. b) Busy with the User requirements with Microsoft partner at the moment.

Strategic Focus Area	Business Objectives and Goals	ICT Objectives and Goals	Outcome	Progress to date
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.	a) Identity & Access Management completed. b) Intelligent Threat Detection implemented, SENTINEL. c) Data Leak Prevention is currently a work in progress. d) POPIA compliance is also ongoing.
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.	a) Main challenge is budget from the side of HRD. b) Hardware, Access to Internet, Funding and Budget challenges. c) Developed an ICT Strategy that address all these items accordingly.
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.	We will be measuring our efforts, service delivery etc. after implementation. After end of financial year we will be measuring our successes.

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.

In consultation with its social partners, the City will intensify efforts to implement micro-configuration management that promotes efficiency, aligns with the Municipal Staff Regulations, and realises the objectives of the reviewed IDP.

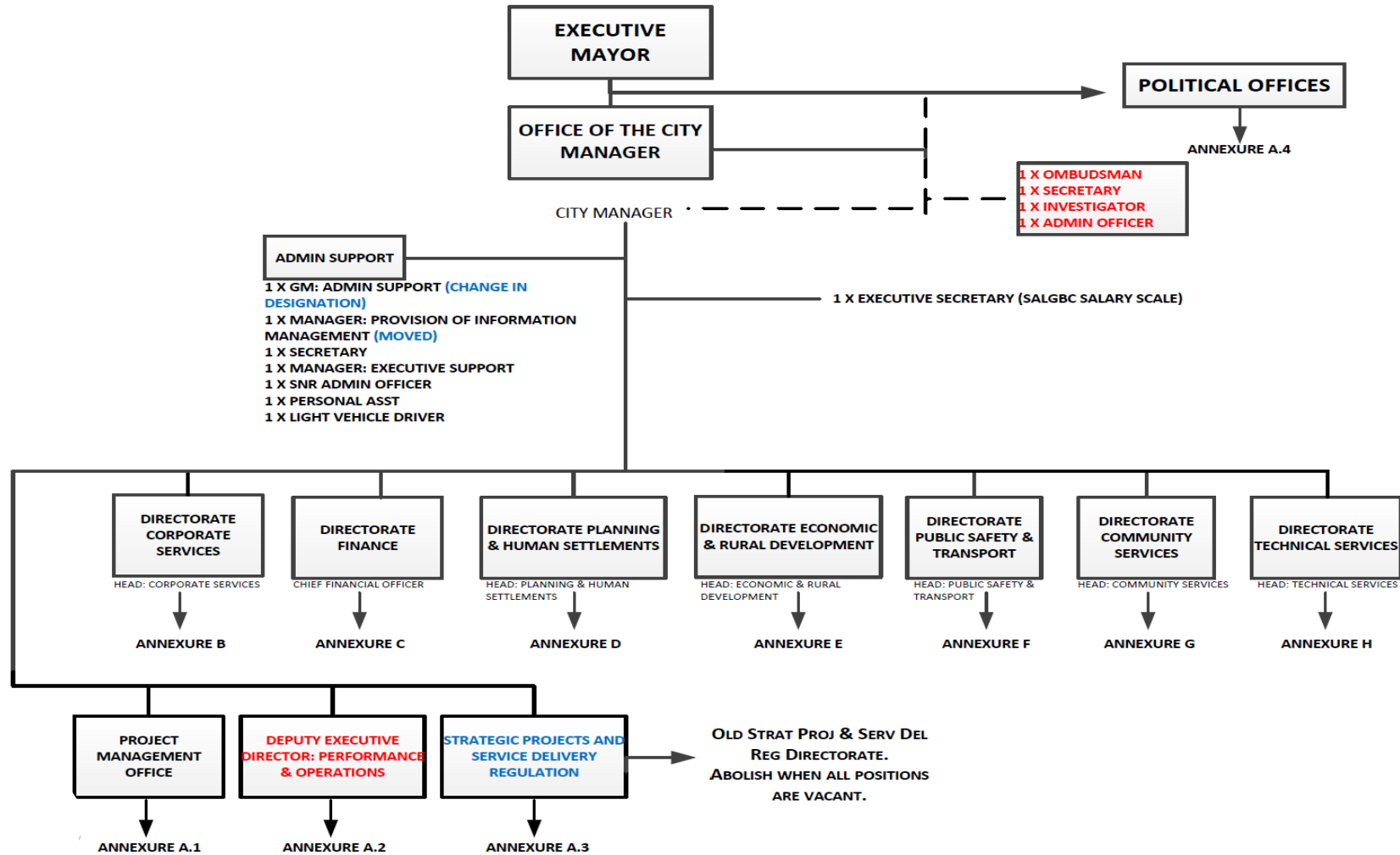
In this context, significant progress was made by the administration towards the finalisation of the new Macro as well as Micro Organisational structures of the Metro which advances a strong sense of functional clustering that allows for even more greater coherence and dedicated focus through the grouping 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

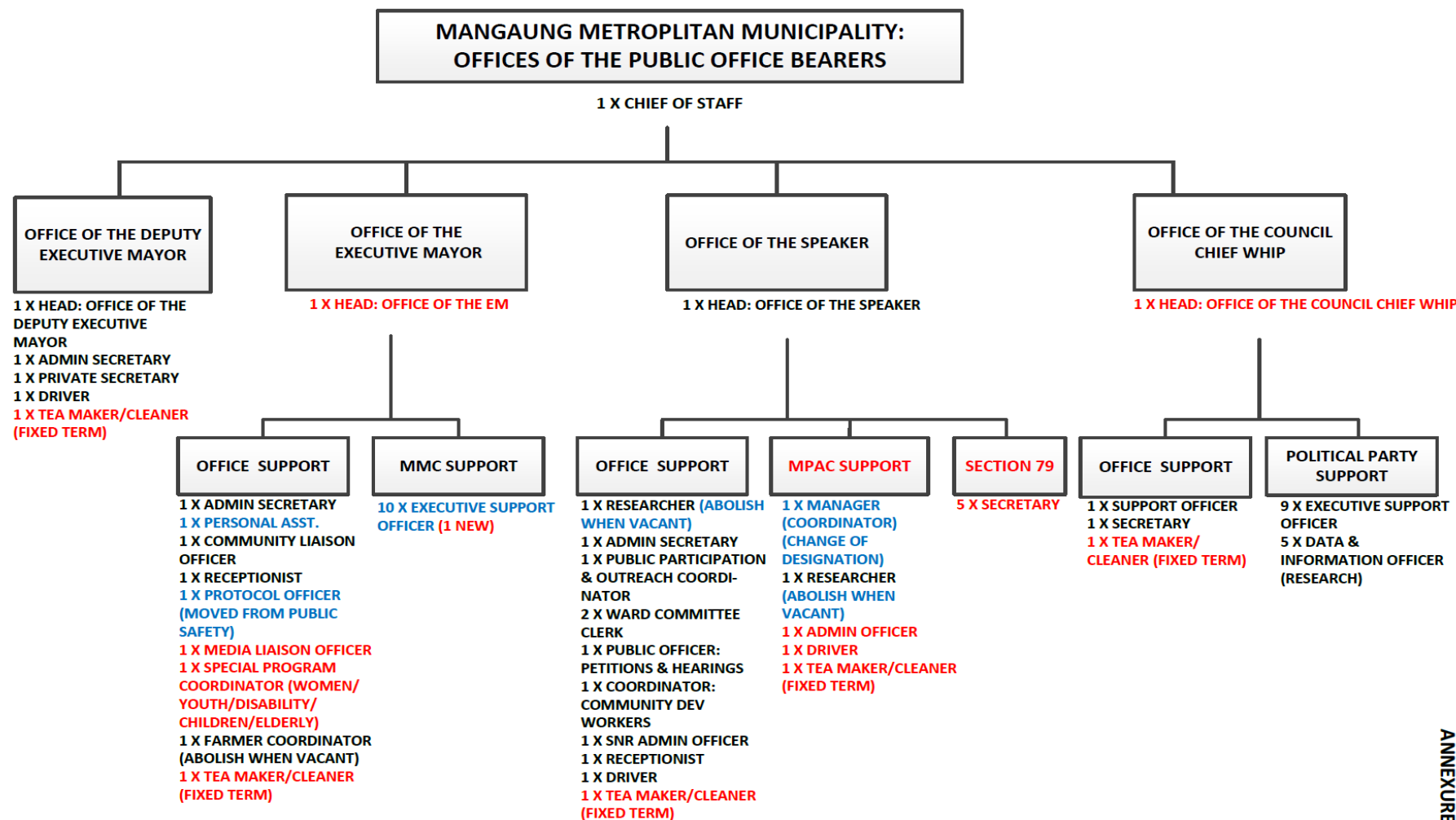
APPROVED ORGANISATIONAL STRUCTURE: OFFICE OF THE CITY MANAGER (CORRECTIONS AND NOTES)

MONDAY, 30 JUNE 2025



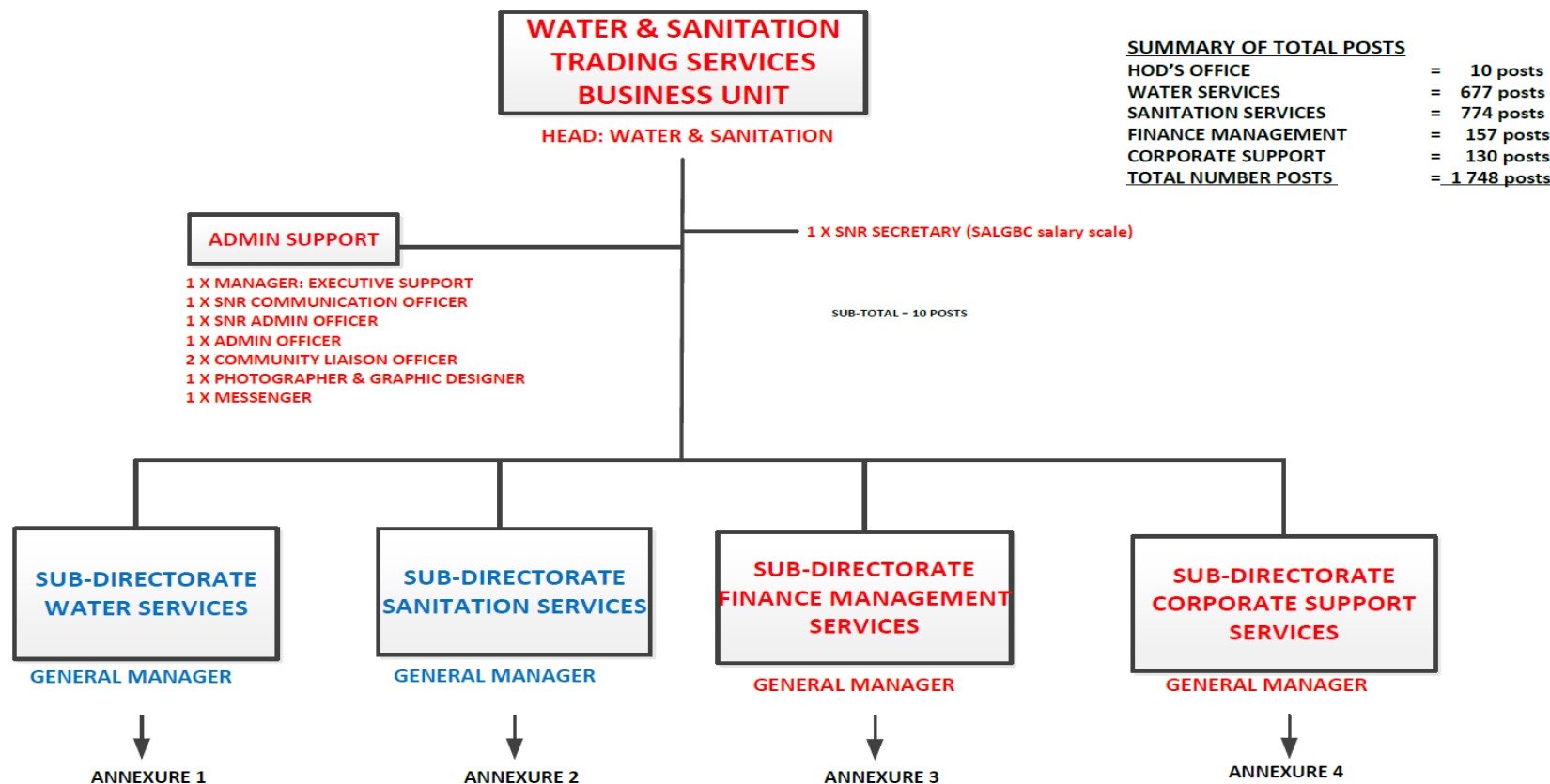
**APPROVED ORGANISATIONAL STRUCTURE:
MANGAUNG METRO MUNICIPALITY: OFFICES OF THE PUBLIC OFFICE BEARERS**

MONDAY, 30 JUNE, 2025



ANNEXURE A.4

PROPOSED ORGANISATIONAL STRUCTURE: WATER & SANITATION TRADING SERVICES BUSINESS UNIT



BLACK = ALL READY APPROVED
RED = NEW STRUCTURE / POST
BLUE = MINOR CHANGES FROM OLD STRUCTURE

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

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. The EMT also keeps staff informed about Council directives and identifies gaps in service delivery. Together with Council, it monitors progress on established 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 Complement³

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%

³ During the compilation of this section, the staff establishment as per the new structure was in the process of being finalised and will enable to provide final staff complement.

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

During this period, Council, in partnership with organised labour, will prioritise fundamental Human Resource (HR) audits and assessments to establish baseline HR data and inform institutional strategic decisions.

The search for the right quantity and quality of human capital, supported by technology and aligned to IDP objectives remains a key priority and a critical outcome of the planned audits and assessments.

The requirement for performance plans for officials below senior management is an integral part of the Performance Management and Development System (PMDS), as outlined in the Local Government: Municipal Staff Regulations, gazetted by the Minister of COGTA, effective 1 July 2022.

To date, SALGA and COGTA have provided support on best practices for institutionalising performance management within MMM, with clarity obtained in 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

The Council leadership fundamentally recognises that MMM's most valuable asset is its Human Capital (employees), whose collective energy, skills, and discipline drive service excellence.

The Human Resources Strategy and Plan is a five-year plan linked to the IDP and reviewed annually to accommodate shifts in strategic priorities and environmental conditions.

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 expanding public employment opportunities for the unemployed, with a specific focus on women, youth, and persons with disabilities. It further calls for economic transformation that promotes women's active participation and empowerment, prioritising the removal of social, cultural, religious, and educational barriers to women entering the job market. Improved access to safe water, electricity, and early childhood education can also reduce women's unpaid labour burdens and enable economic participation.

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 Marga Metro, the Senior Management will have *KPIs* reflecting female and persons with disabilities appointments.

Climate Surveys

The City firmly believes in the intrinsic link between employee satisfaction, sound labour relations, quality service delivery, and resident satisfaction, and welcomes the employee and community climate surveys conducted to date in line with Council priorities.

During the current period, the Council will allocate sufficient budget to conduct full-scale, periodic Climate Surveys to measure satisfaction levels among both employees and the broader community. These surveys will provide valuable insights into perceptions of employee value, service quality, and community engagement.

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 prioritizes 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 and Soft 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. Whilst, Soft services are related to keeping the workplace comfortable and secure:

Hard Services	Soft Services
• Building maintenance; • Maintenance of HVAC systems; • Energy management; • Elevators and escalators; • Lighting; • Fire safety; and • Plumbing and drainage.	• 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

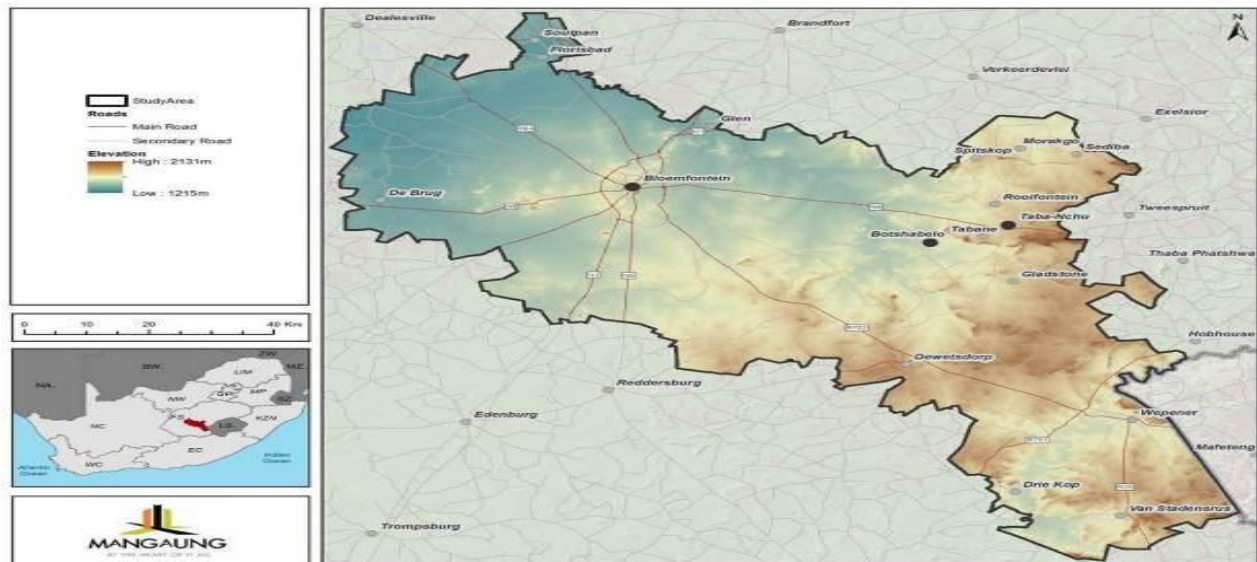


Figure 4.16: Topography 1

At a scale of 1:50 000, the Free State is situated on vast, flat plains in the heart of South Africa, with elevations ranging between 1 000 m and 1 500 m above sea level. 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).

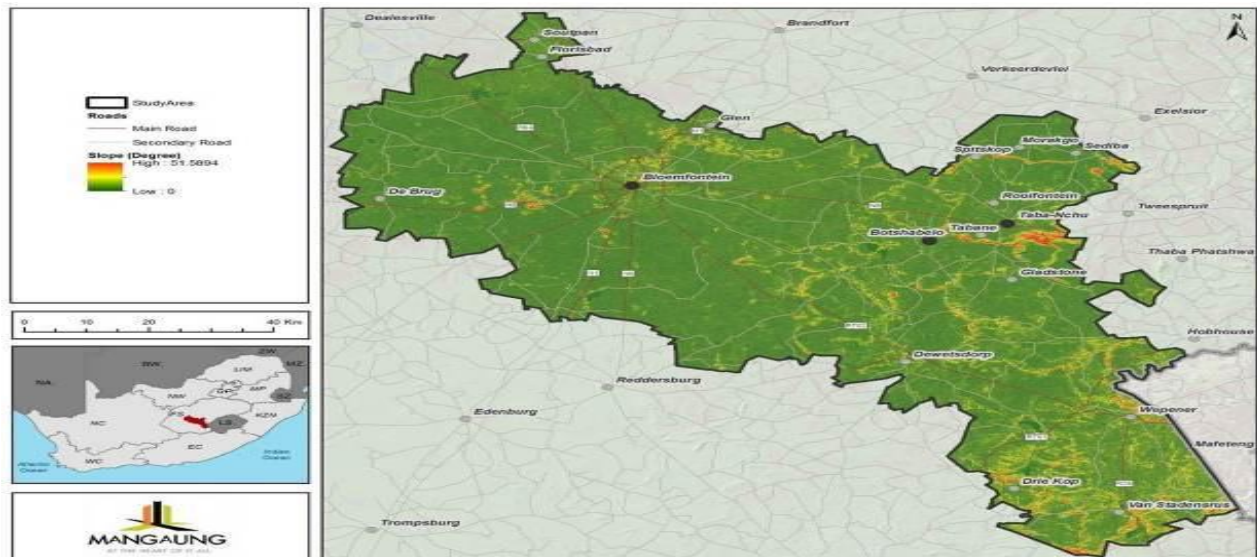


Figure 4.17: Topography 2

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

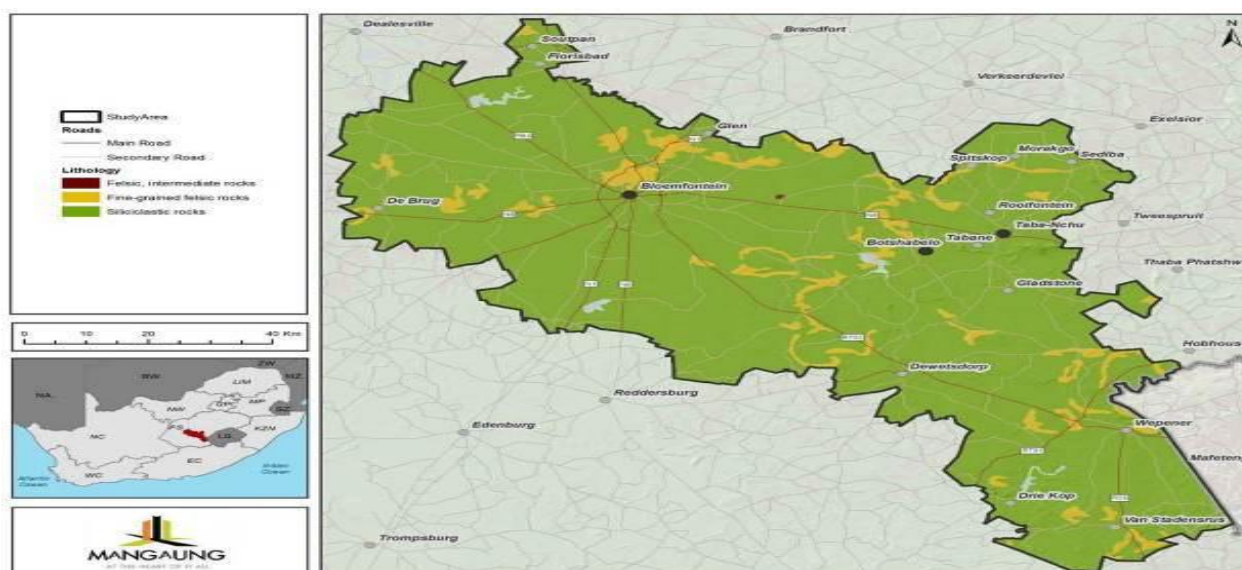


Figure 4.18: Geology

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 Eccca 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

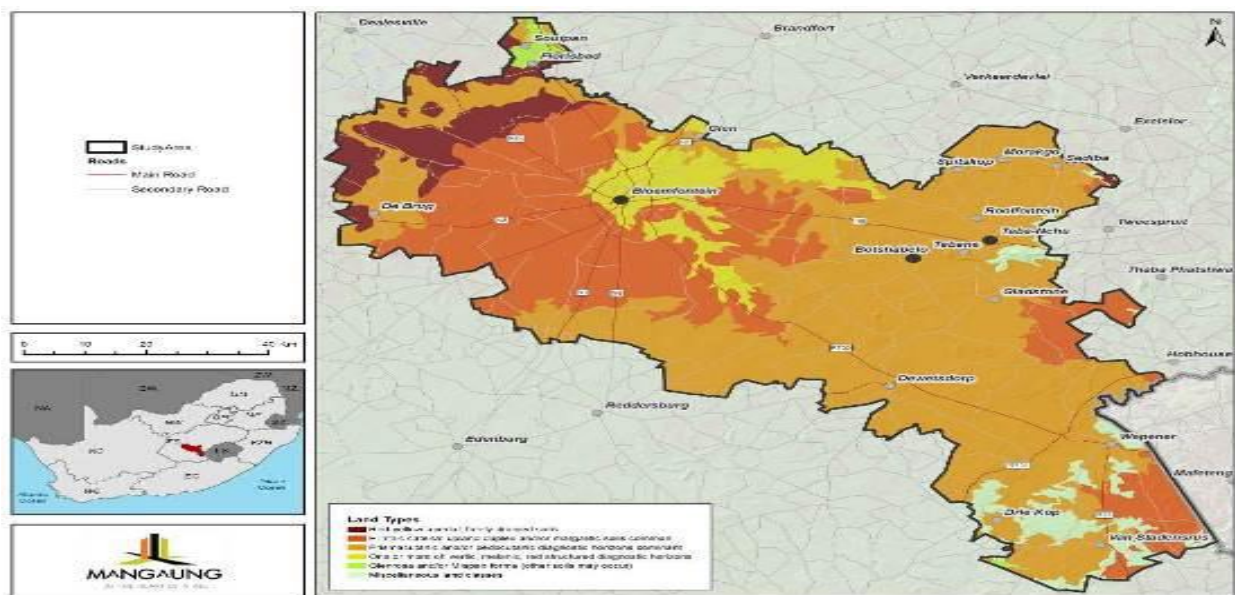
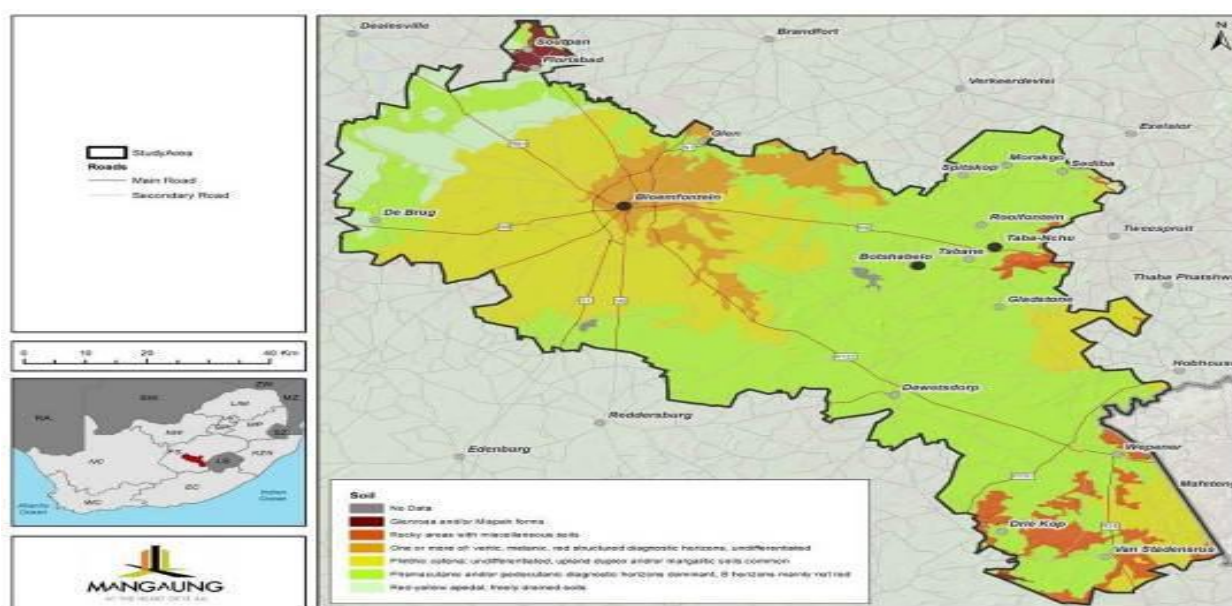


Figure 4.19: Land Types, Soil, and Clay

Soils within a landscape are not randomly distributed but are shaped by the interaction of five key soil-forming factors — geology, climate, topography, biological activity, and time — operating over thousands of years. The combined influence of these factors determines the morphology and sequence of horizons within a given soil profile. Soils exhibiting similar diagnostic horizons are grouped into soil forms, which represent the broadest classification category in the South African Soil Classification System. Each soil form is further divided into specific soil families (Hensley et al., 2006).

Obtaining detailed soil information is both complex and resource-intensive. Soil properties and their corresponding potentials or constraints can vary significantly over short distances. Accurate measurement, classification, and mapping therefore require substantial financial investment as well as specialised technical expertise, making the process 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).



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.

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

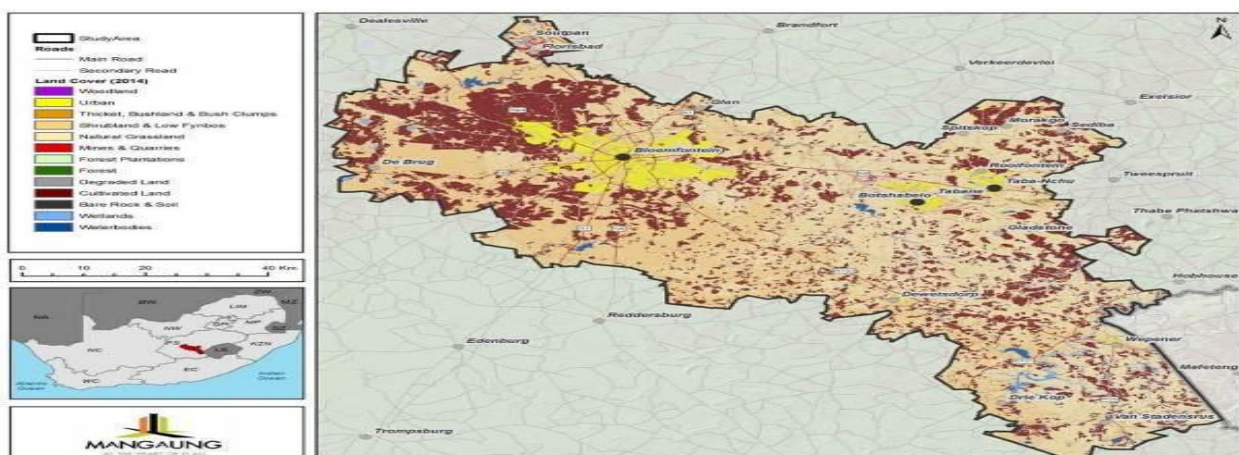


Figure 4.21: Land Cover

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.

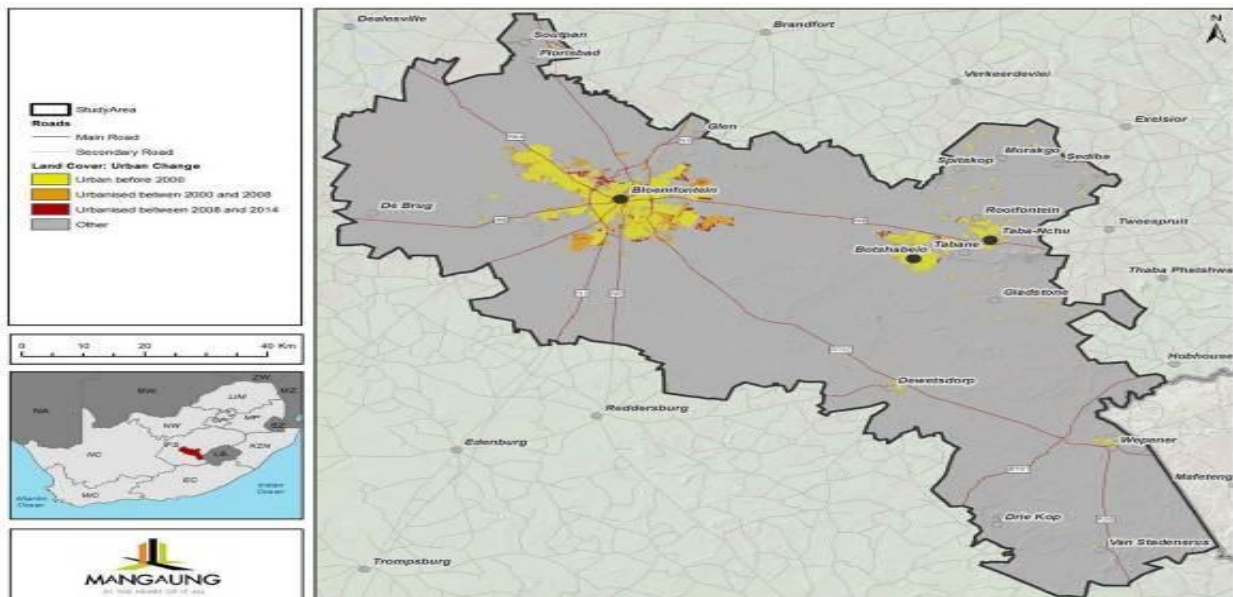


Figure 4.22: Land cover: Urban Change

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.

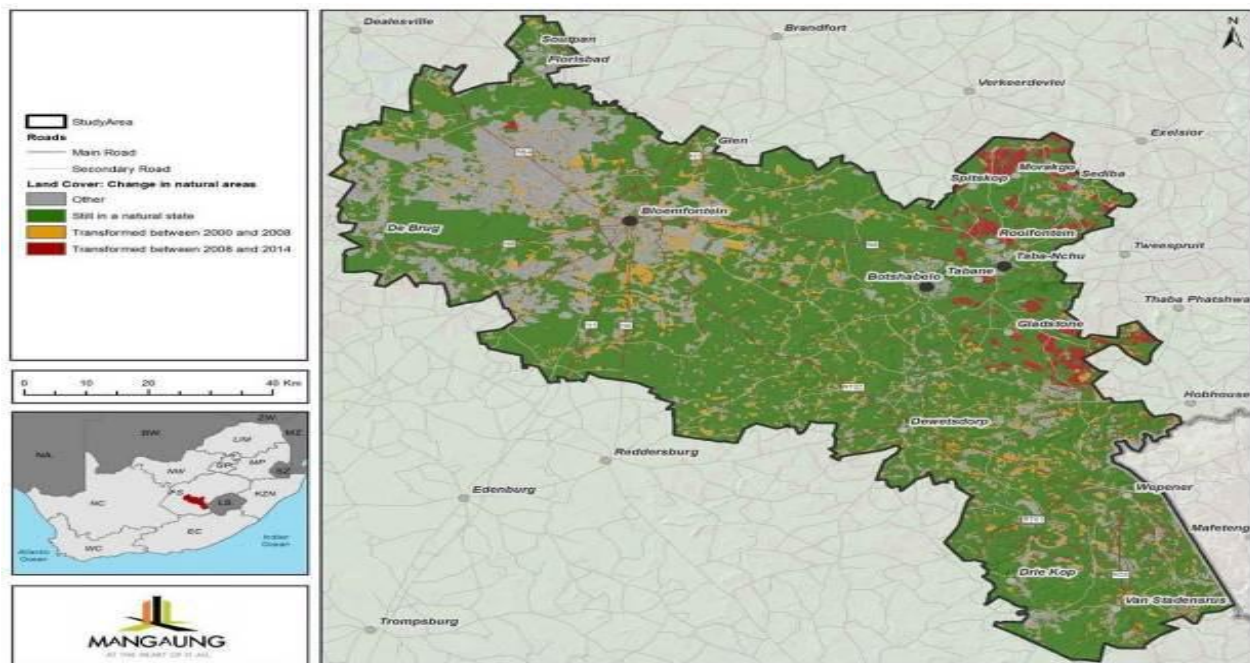


Figure 4.23: Land Cover Change – Change in Natural Areas

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.

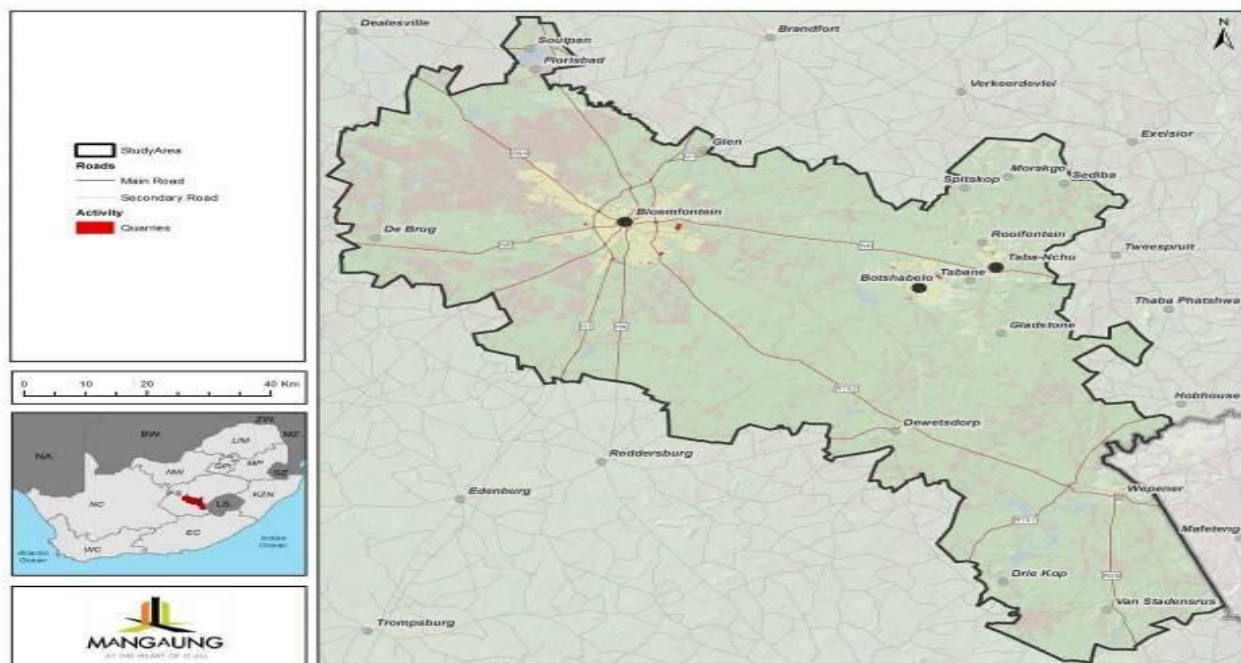


Figure 4.24: Reflection of Mining Authorisations

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.

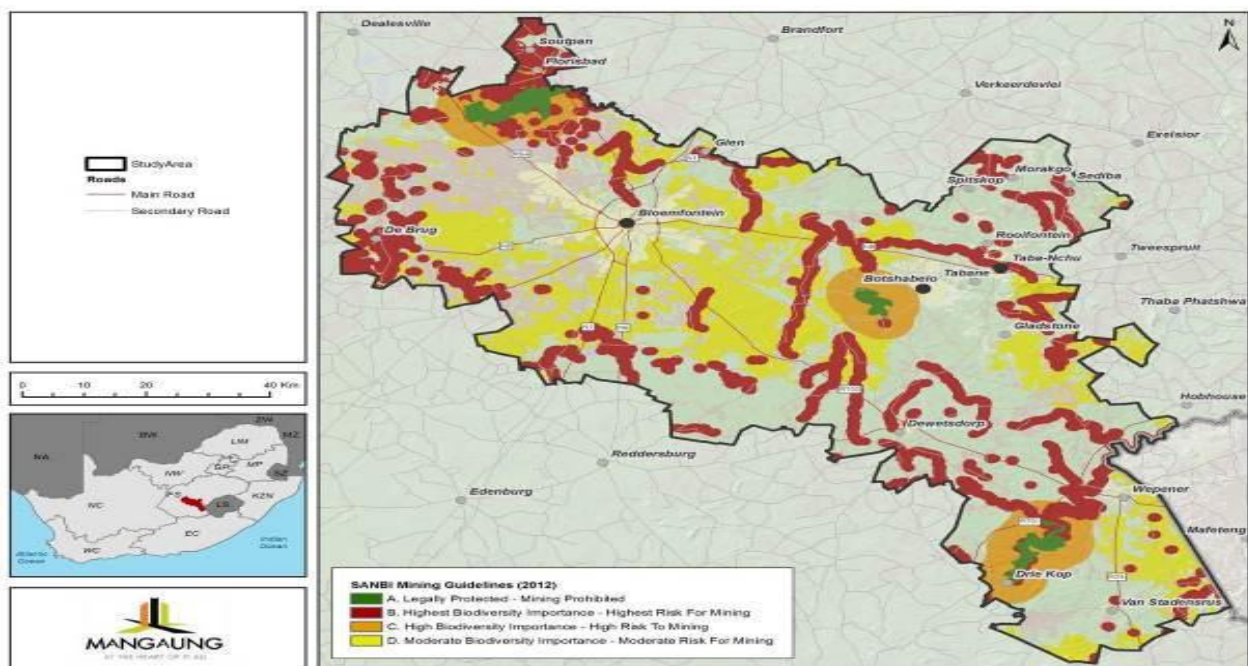


Figure 4.25: Biodiversity priority areas vs Mining

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.

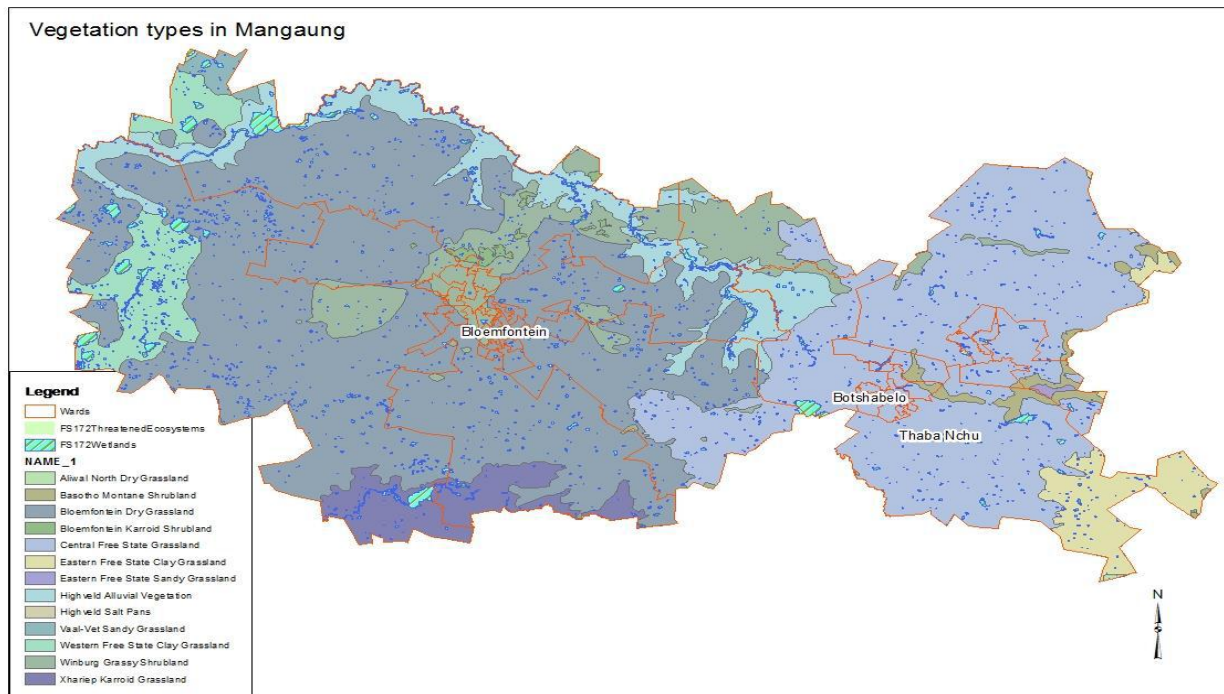


Figure 4.26: Vegetation types in Mangaung

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 Mangaung, 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 Mangaung 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 Mangaung 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).

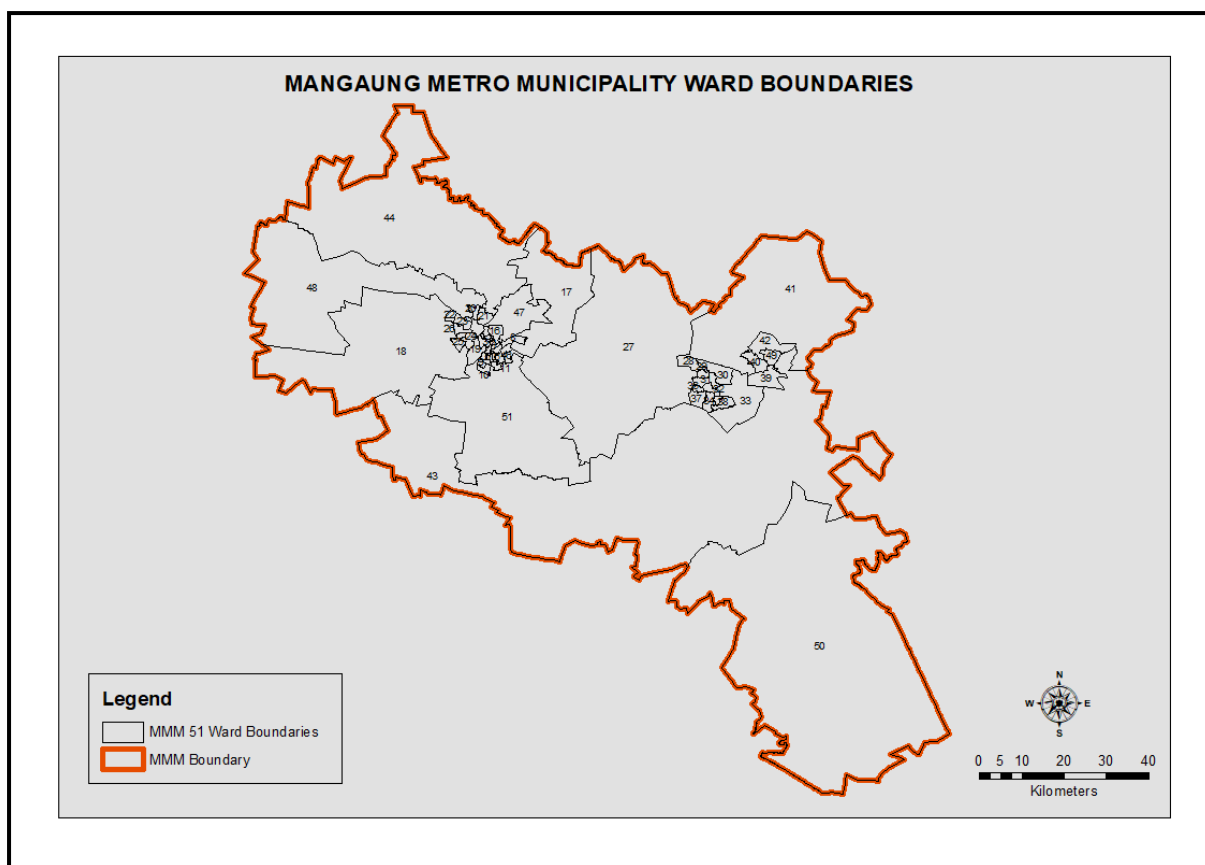


Figure 4.27: Mangaung Metropolitan Municipality ward boundaries 2021.

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.

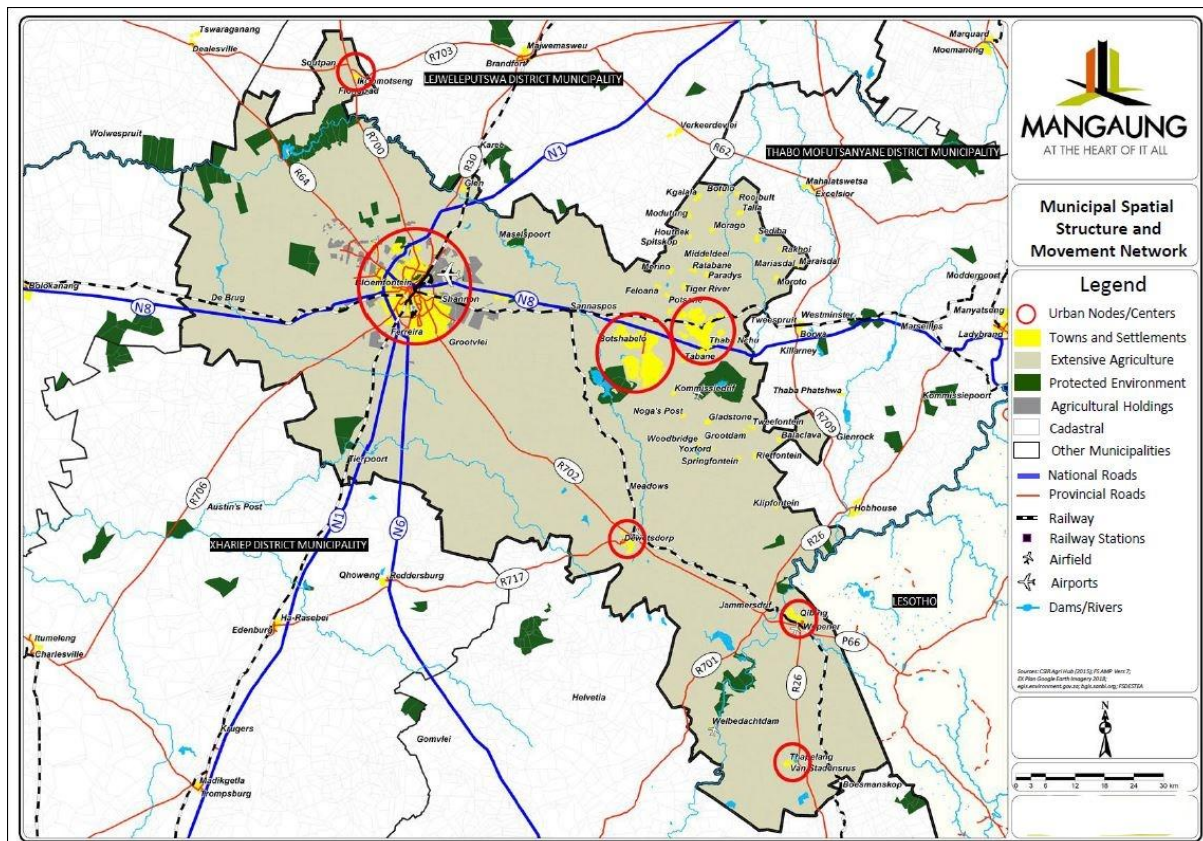


Figure 4.28: Spatial structure and movement network of MMM.

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.

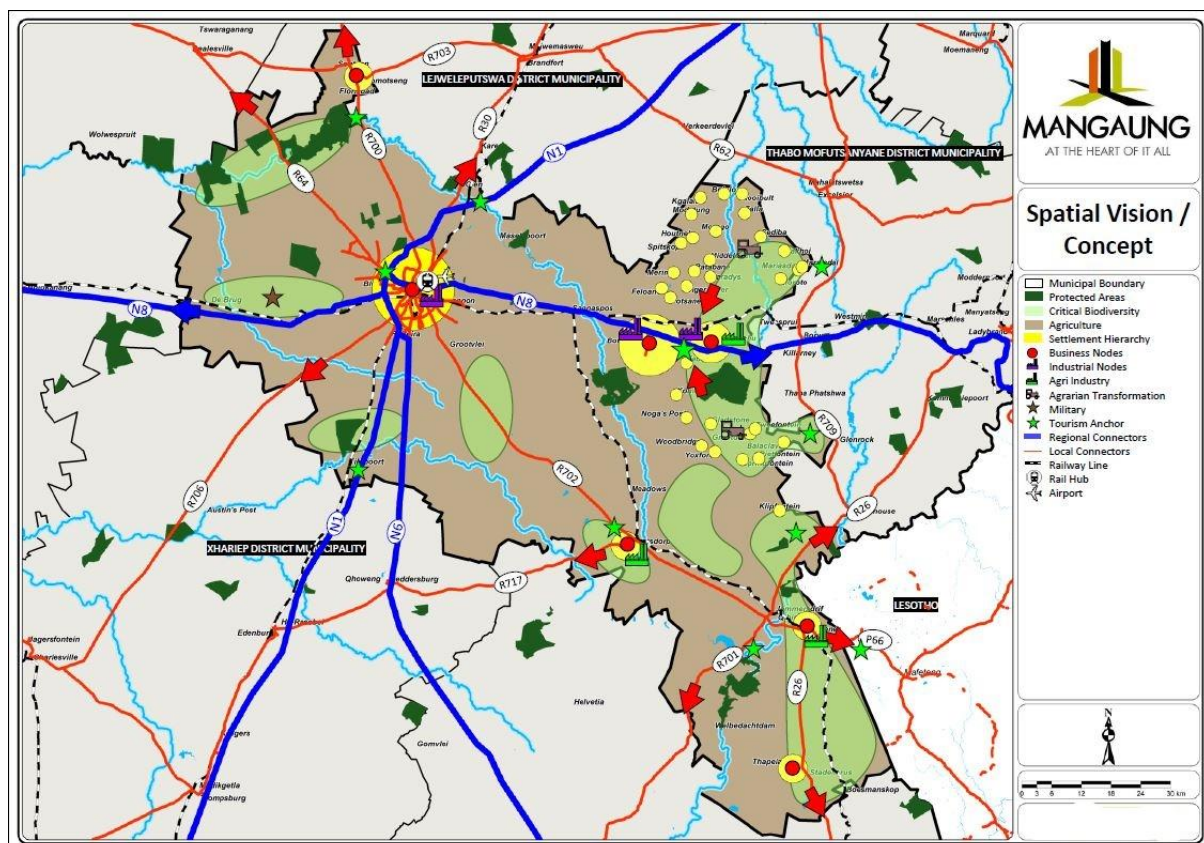
Van Stadensrus/Thapelong is significantly smaller than Dewetsdorp and Wepener and merely comprise a rural cluster of residential uses. It has no formal business area and is totally dependent on the surrounding regional agricultural activities.

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:



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.

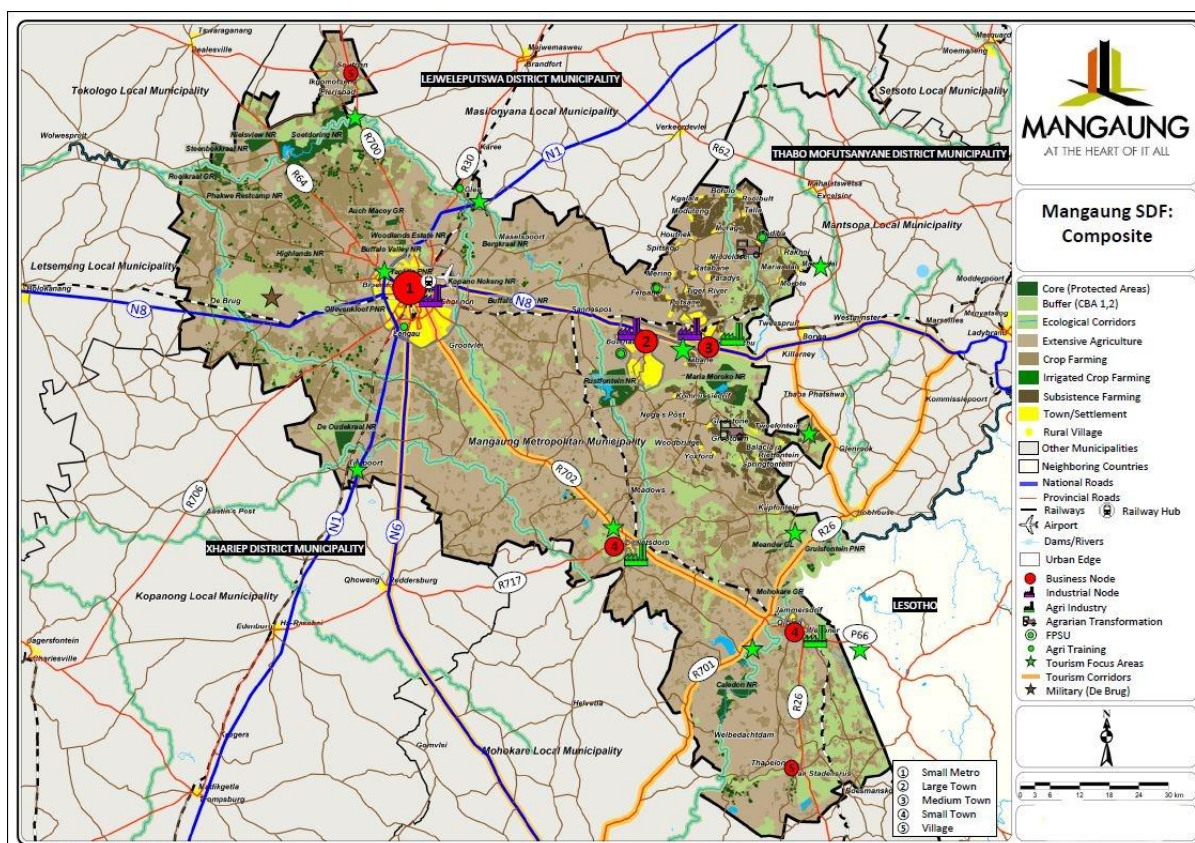


Figure 4.30. Composite Metropolitan SDF for MMM.

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.

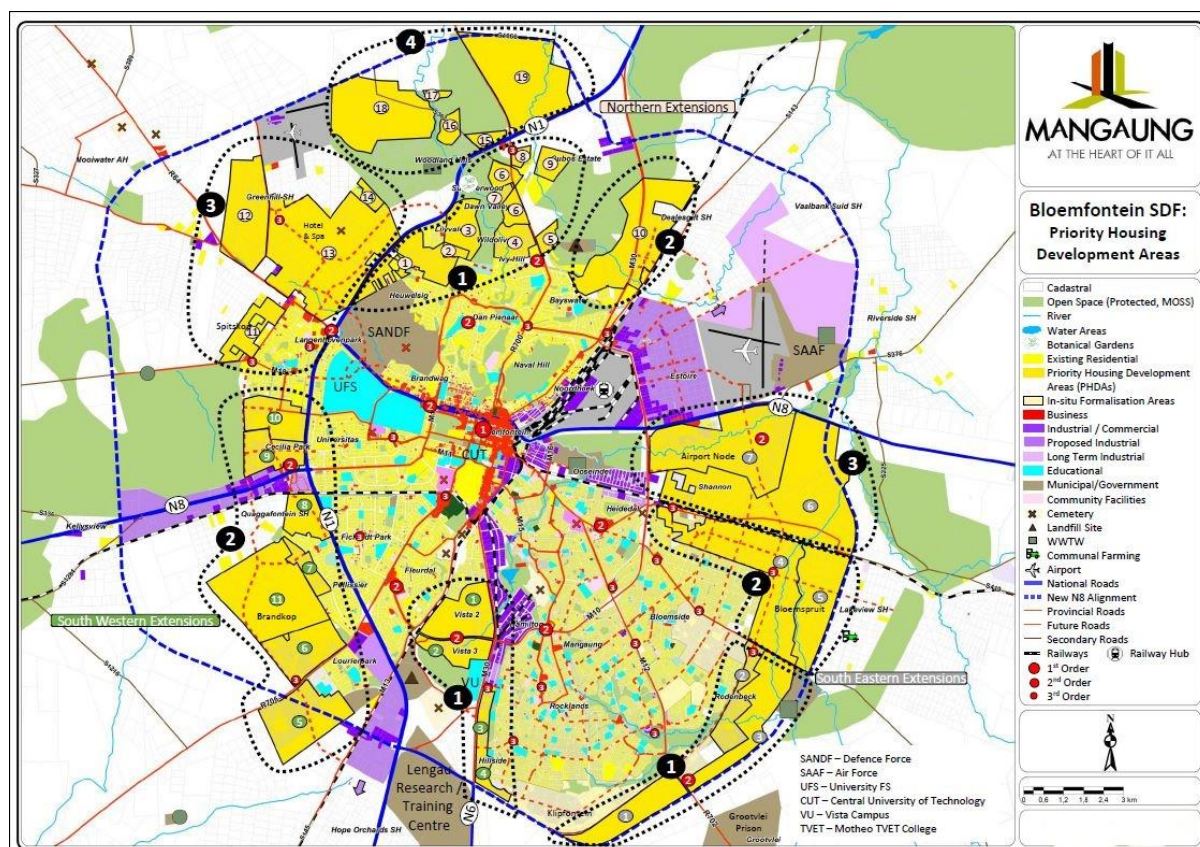


Figure 4.31: Priority Housing Development Areas in Bloemfontein.

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).

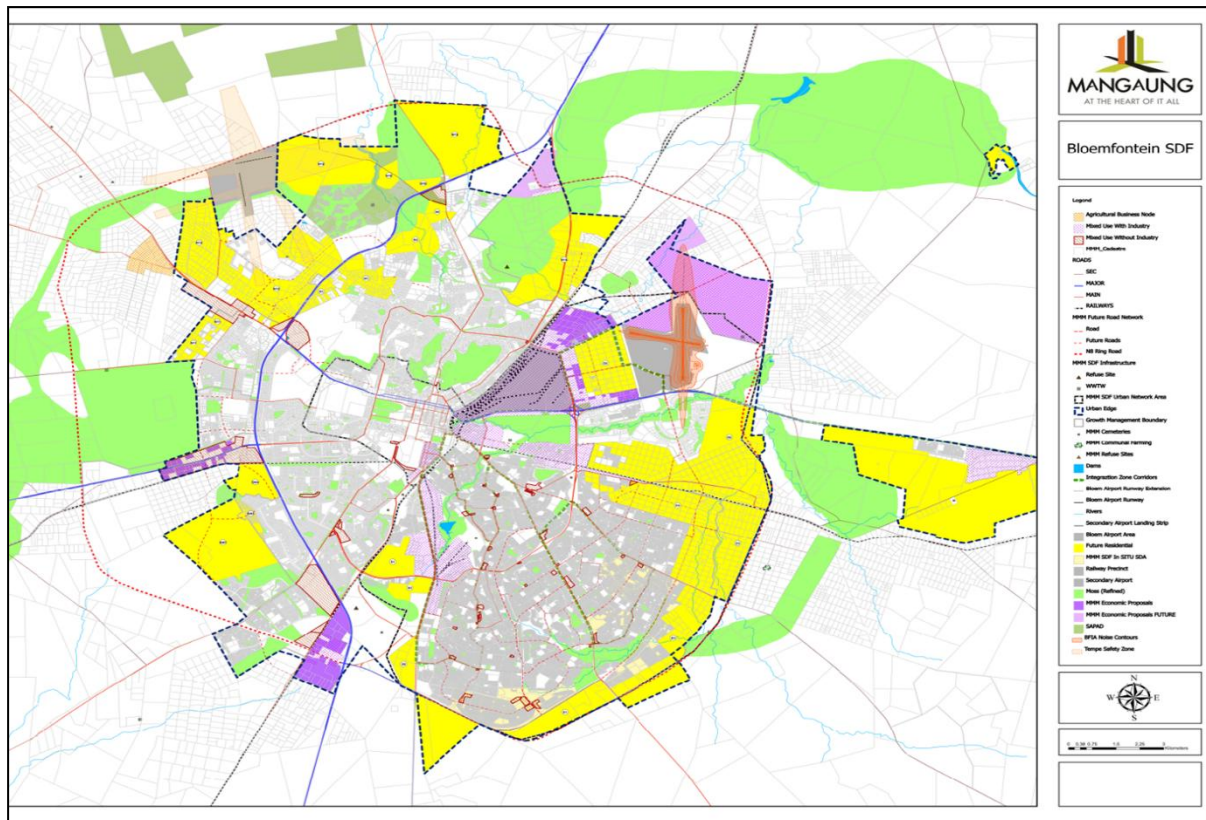


Figure 4.32: Bloemfontein Composite SDF.

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.

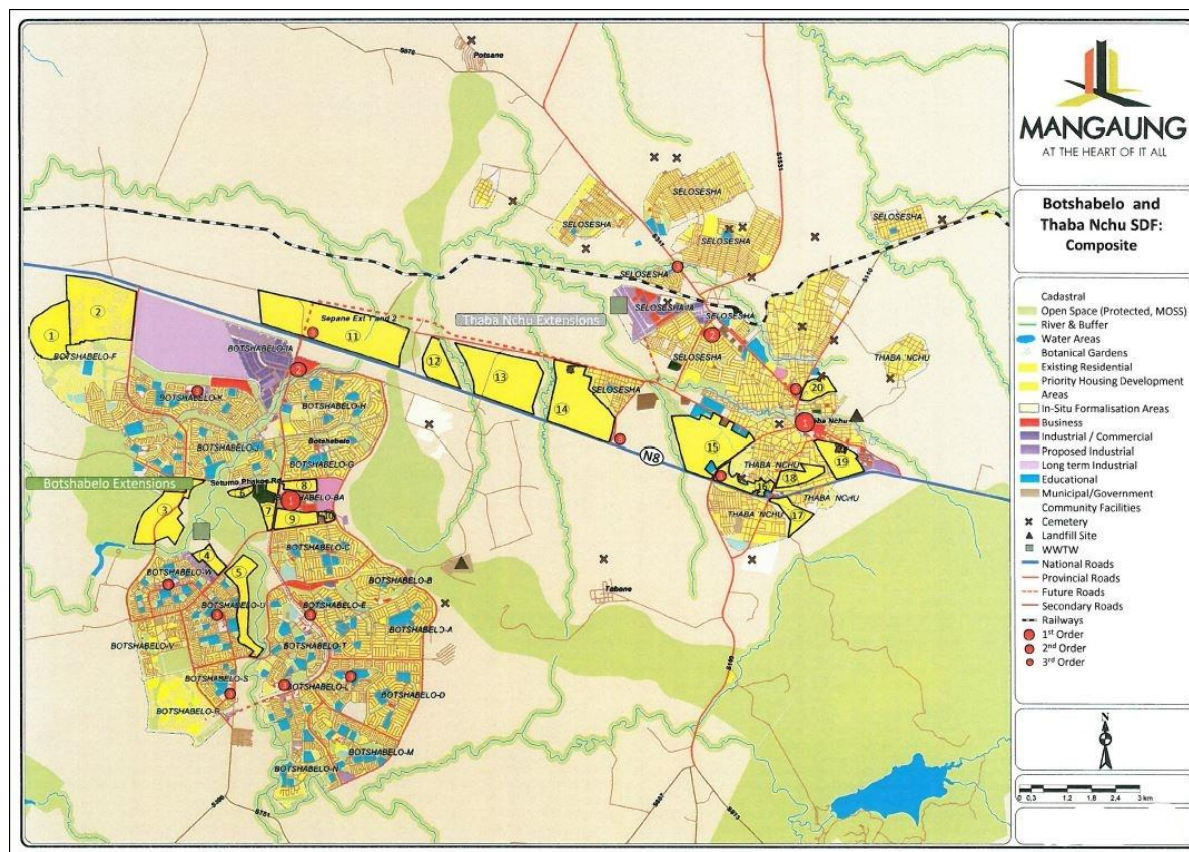


Figure 4.33: Composite SDF for Botshabelo and Thaba Nchu.

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.

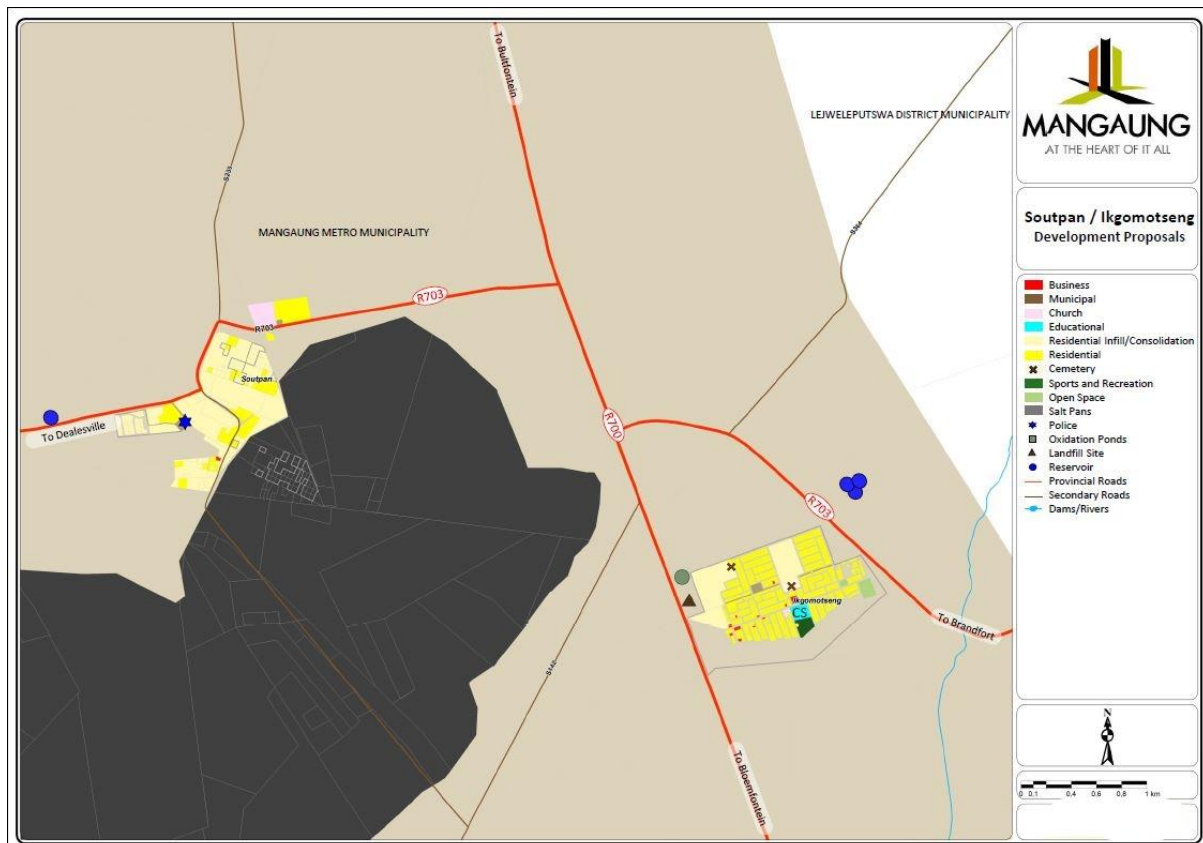


Figure 4.35: Development proposals for Soutpan/Ikgomotseng.

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 Sefotlhelo 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 form giving 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 Sefotlhelo 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.

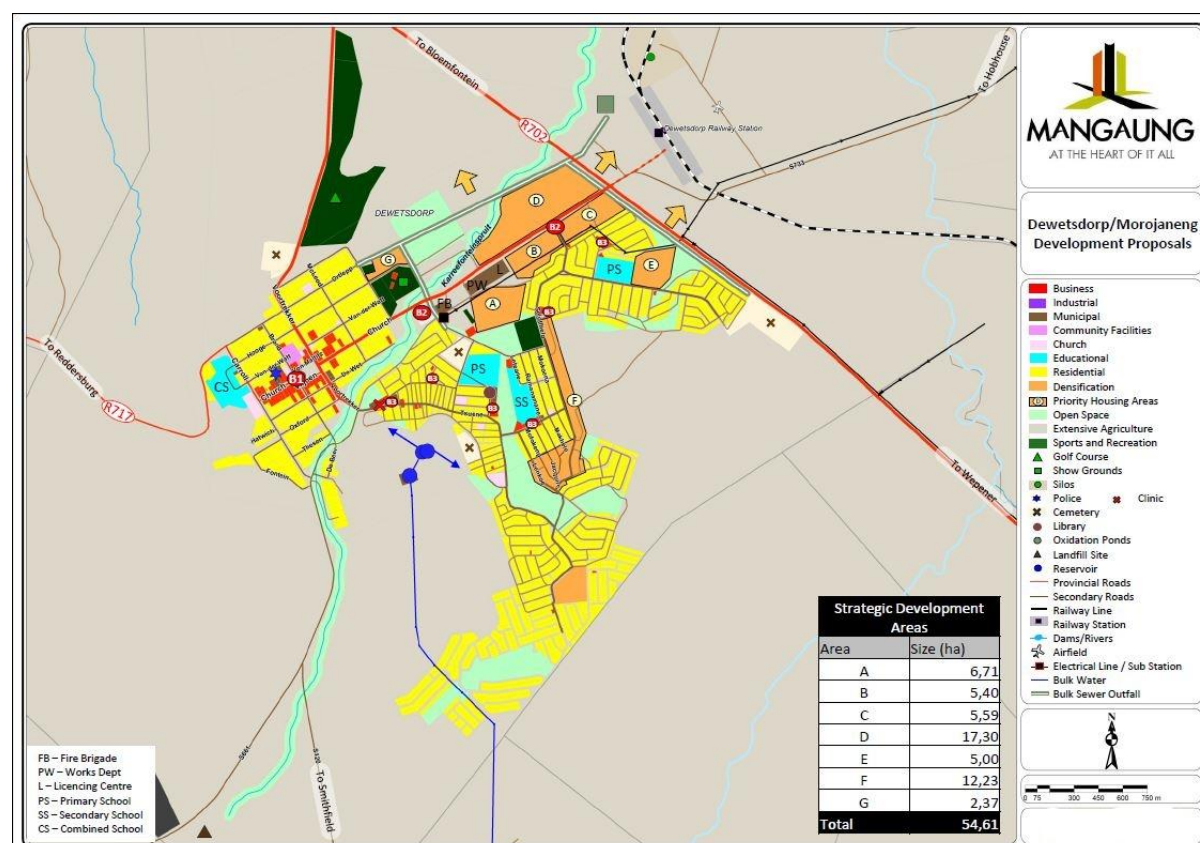


Figure 4.36: Dewetsdorp/Morojaneng development proposals.

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

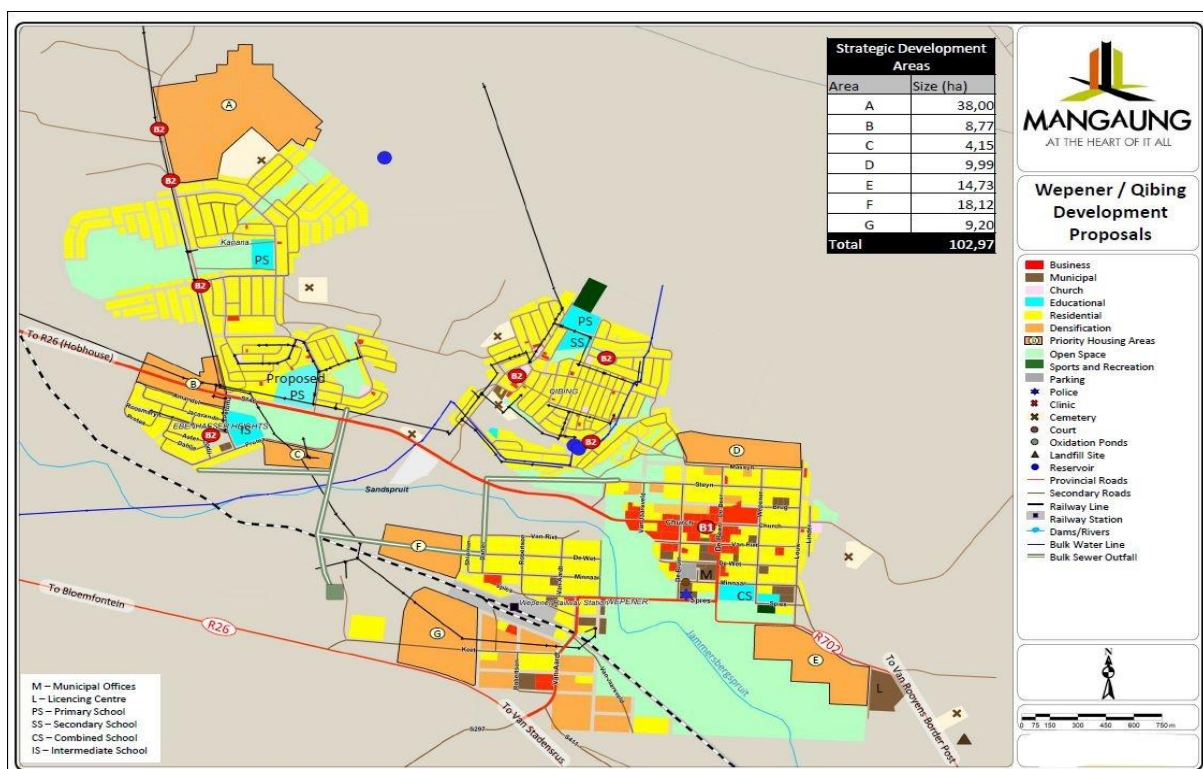


Figure 4.37: Wepener/Qibing development proposals.

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.

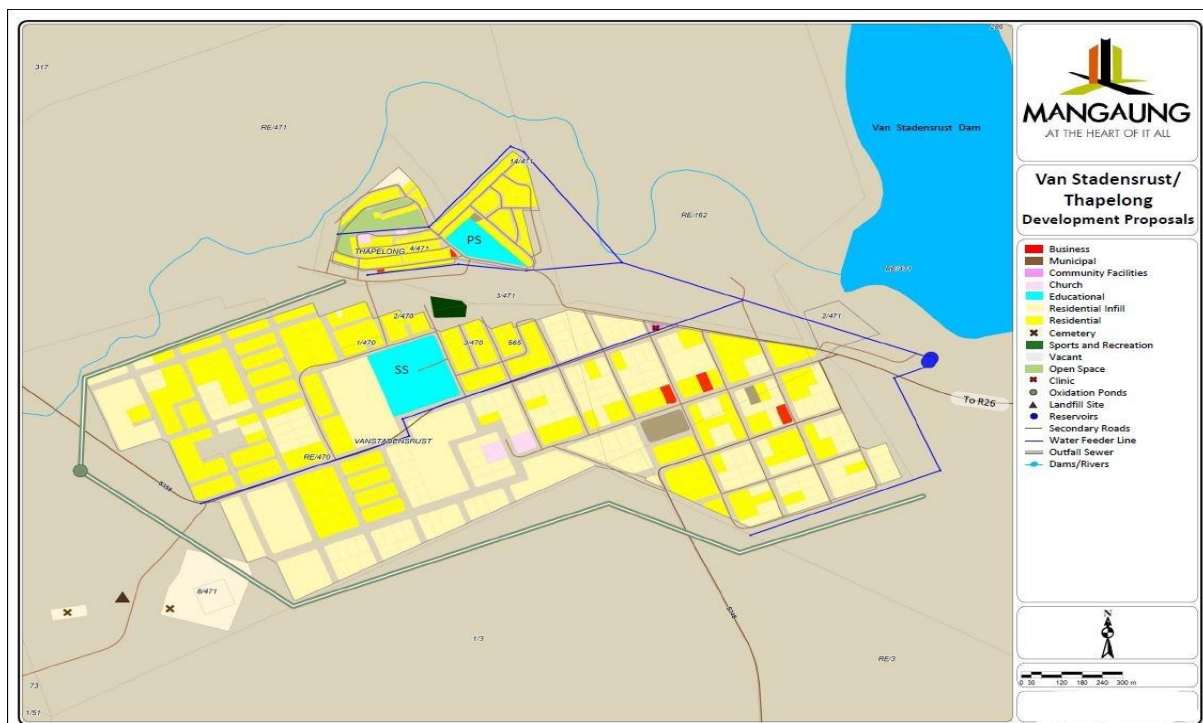


Figure 4.38: Development proposals for Van Stadensrus/Thapelong.

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 / Moshoeshoe / 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.	• 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.	• 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.	• 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.	• 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.	• 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 South Africa's constitutional democracy, as articulated in the Constitution of the Republic of South Africa, 1996, defines distinct yet interrelated spheres of government, each with specific capabilities and responsibilities. Within this framework, the local sphere is uniquely positioned to drive development. Municipalities are expected to proactively engage with various sectors and development stakeholders, including national and provincial governments, State-Owned Enterprises (SOEs), business forums, and civil society organisations. Joint planning and coordinated implementation are therefore essential to achieving shared developmental outcomes. In terms of Section 40(1) of the Constitution, the three spheres of government are distinctive, interdependent, and interrelated. However, municipalities remain central to local development, as established under Sections 151–154 and 156, and Schedule 5 (Part B) of the Constitution.

The latest guidelines for the development of Integrated Development Plans (IDPs) for metropolitan municipalities call for decisive political and administrative leadership in ensuring integrated planning, implementation, monitoring, and evaluation.

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 promotes collaboration between all three spheres of government and state entities, working jointly with development partners in an impact-driven and outcome-oriented manner. It enhances performance, coordination, and accountability for coherent service delivery and measurable development outcomes. The model further influences the spatialisation and reprioritisation of government planning, budgeting, implementation, and reporting in alignment with jointly agreed outcomes and commitments within the 52 district and metropolitan spaces. These processes are anchored in the principles of “One Plan, One Budget, One District.”

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. While existing government plans align broadly with the National Development Plan (NDP), there remains a lack of a unified framework that provides a clear line of sight, shared priorities, and a coherent approach to implementation within the socio-economic and spatial context.

The Mangaung Metropolitan Municipality continues to cultivate, maintain, and strengthen partnerships with key stakeholders in the development sector. These partnerships are pursued in the spirit of cooperative governance, as envisaged in Chapter 3 of the Constitution. In advancing the principles of developmental local government, the City has established collaborative relationships with the following key role-players in the field of public safety:

- (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.

Progress Response

- The procurement process for the maintenance, upgrade, and installation of the existing CCTV network infrastructure has been initiated and will be implemented over the Medium-Term Revenue and Expenditure Framework (MTREF) period from the date of service provider appointment. The proposed CCTV and Access Control system will be required to interface and integrate with the existing network infrastructure to ensure continuity and system compatibility.
- 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

Progress Response:

Training and Development Collaboration with the South African National Defence Force (SANDF)

Strategic Alignment

Aligned to the Integrated Development Plan (IDP) priority on **Public Safety, Institutional Capacity Building, and Skills Development**.

Implementing Department

Public Safety and Transport Department

Key Stakeholders

- Mangaung Metropolitan Municipality
- South African National Defence Force (Free State Army Base)

Project Description

Mangaung Metropolitan Municipality, through the Public Safety and Transport Department, entered into a formal training and development collaboration with the South African National Defence Force (SANDF) in the Free State Province on 10 February 2025. The collaboration is structured around five (5) approved developmental objectives to be implemented over the medium to long term.

Progress to Date

1. Section Leader and Ceremonial Induction Course

- **Target Group:** Middle Management and Facilitators
- **Course Date:** March 2025
- **Course Content:**
 - Ceremonial induction
 - Roles and responsibilities of supervisors
 - Code of conduct

2. Range Safety Membership

The Mangaung Traffic Training College, the only SASSETA-accredited training provider within the city, has been admitted as a member of the SANDF Firearm Training Committee in the Free State, representing the City Council. This membership strengthens alignment with national training standards and safety norms within the safety and security sector.

3. Accommodation and Training Venue Support

SANDF provided accommodation and facilities at Tempe Military Base (Officers' Combined Club) for the successful hosting of the Department's Strategic Planning Session for the 2026 Financial Year.

Outputs / Achievements

- Improved supervisory and ceremonial competencies among middle management
- Enhanced compliance with national firearm training and safety standards
- Strengthened intergovernmental collaboration and resource sharing

Next Steps / Planned Actions

- Roll-out of additional SANDF-supported training programmes in line with the approved developmental objectives
 - Expansion of specialised training, including advanced driving and tactical skills
 - Ongoing utilisation of SANDF facilities for accredited training and capacity-building initiatives
 - Monitoring and evaluation of training outcomes to inform future IDP and MTREF planning
2. 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.
- 2.1 The Campus Community Safety Forum (CCSF) at the University of the Free State (UFS) was formerly launched on 13 March 2025. The purpose of the Forum was to establish formal safety structures on campus and off campus and implement a multidisciplinary strategy to combat crime, particularly street robberies, gender-based violence, drug trafficking. This collaboration is enhanced through monthly meetings between UFS Protection Services, Mangaung Metro Municipality Law Enforcement and Traffic, South African Police Services.
3. The same level of collaboration was also formed with Central University of Technology and Motheo TVET College. Our future plan is to roll out the safety forums to High Schools and Primary Schools.

Progress Response

A meeting with Central University of Technology (CUT) management was held on 25 November 2025. Monthly engagements are ongoing, with the most recent interaction taking place during the Safer City Indaba (18-19 February 2026). A follow-up meeting was subsequently arranged with student accommodation landlords on the 12 March 2026 with the Executive Mayor.

- 3.1 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).

Progress Response

CCTV Expansion Programme

The Department intends to roll out the Closed-Circuit Television (CCTV) project to key business precincts in Bloemfontein, including major automotive and manufacturing entities, as well as all Institutions of Higher Learning, namely the Central University of Technology and Motheo TVET College.

Progress:

The procurement process for the maintenance, upgrade, and installation of the existing CCTV network infrastructure has been initiated and will be implemented over the Medium-Term Revenue and Expenditure Framework (MTREF) period from the date of service provider appointment. The proposed CCTV and Access Control system will be required to interface and integrate with the existing network infrastructure to ensure continuity and system compatibility.

Next Steps / Actions:

- Finalisation of the procurement process and appointment of a suitably qualified service provider.
- Conducting a technical audit of the current CCTV infrastructure to inform phased upgrades and expansion.
- Engagement with identified businesses and institutions to formalise participation and site access arrangements.
- Integration of the upgraded CCTV network with municipal law enforcement and public safety monitoring systems.
- Strengthening coordination with ward-based policing, neighbourhood watches, civic formations, and social organisations as force multipliers to enhance crime prevention and community safety initiatives.

President Cyril Ramaphosa delivered the 2026 State of the Nation Address (SONA) on February 12, 2026, focusing on economic growth, job creation, and infrastructure development. Key highlights included continued economic recovery, a pledge to fix local government, tackling water crises, and extending the Social Relief of Distress (SRD) grant.

Key emphasis:

- **Economic Growth:** The President reported four consecutive quarters of GDP growth, primary budget surpluses, and an improved credit rating.
- **Job Creation & Youth:** Focus on regulatory changes for the Youth Employment Service (YES) and expanding the Presidential Employment Stimulus.
- **Infrastructure & Utilities:** Over billion in funding for water and sanitation infrastructure, with a new National Water Resource Infrastructure Agency planned.
- **Safety & Security:** SANDF deployment to support police in tackling illegal mining and gang violence.
- **Social Support:** The SRD grant will remain in place until March 31, 2027, redesigned to support livelihoods.
- **Local Government:** A strong emphasis on fixing local government functionality.

Moreover, the Free State Premier delivered the 2026 State of the Province Address (SOPA) on Friday, 20 February 2026. The address focused on the 7th Administration's commitment to job creation, infrastructure development, fixing ailing municipalities, and boosting the economy through solar energy and agriculture.

Key Focus Areas and Highlights:

- **Economy & Infrastructure:** The address highlighted initiatives to reduce unemployment, specifically targeting youth through infrastructure projects and fostering the province as a solar energy hub.
- **Municipal Intervention:** A major focus was placed on addressing municipal failures, particularly in Mangaung and other areas under Section 139, to improve service delivery.
- **Agriculture & Rural Development:** Plans were mentioned to address the impact of foot-and-mouth disease on the agricultural sector through vaccination programs.
- **Sports Tourism:** The premier highlighted the goal of positioning the Free State as a major sports tourism destination.
- **Social Development:** The address reported improvements in the cost of living with lower inflation and enhanced social safety nets, along with stable, albeit limited, power security.

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

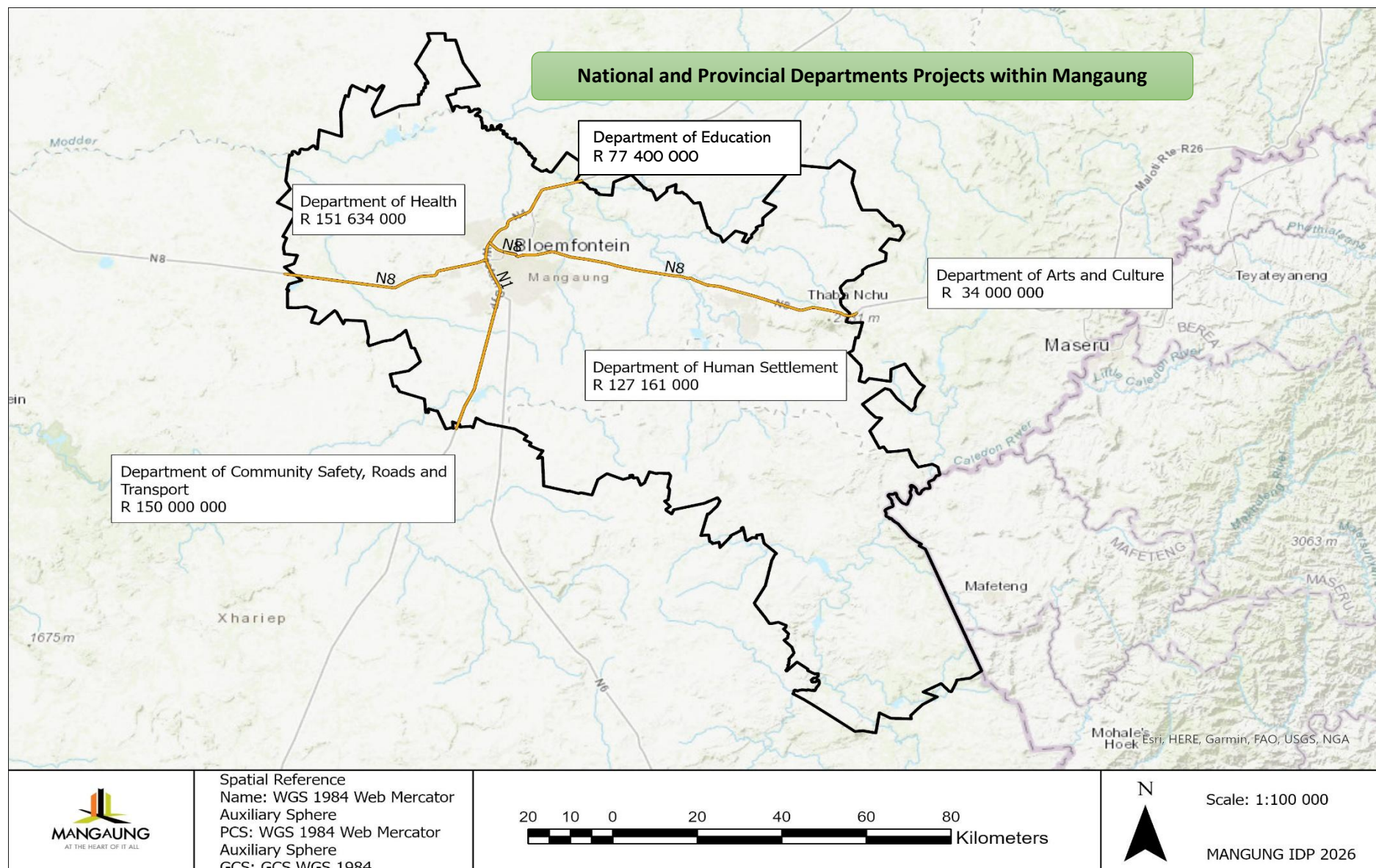


Table 5.1: Department of Education

Project name	Area		Coordinates/pr operty description	Timeframes		Progress/Milestone	Actual budget (Estimated)		
	Location	Ward			Start date		End date		2025/2026
MANGAUNG METROPOLITAN MUNICIPALITY									
Construction of a new mega school (Bergman S/S)	Mangaung	8	Erf 8363 Bloemside 3	2023/10/ 03	2026/10/31	Under Construction	R10 000 000	R10 000 000	R10 000 000
Construction of a new mega school (Matlafalang P/S)	Mangaung	45	Erf 15669 Turflaagte	2022/08/ 04	2026/12/15	Under Construction	R10 000 000	R2 400 000	R2 400 000
Construction of a new technical School (Kgotso Taole Technical School)	Mangaung	37	Erf 1249 and erf 1252 Botshabelo V	2026/09/ 01	2028/08/30	In Planning	R20 000 000	R40 000 000	R30 000 000
Construction of new Comprehensive School	Mangaung	22	Erf 417 Langenhovenpa rk	2026/07/ 01	2028/06/30	In Planning	R30 000 000	R25 000 000	R25 000 000

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%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
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%
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%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
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%
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%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
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%
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%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
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%
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%

Mangaung	Project Status	Main Budget R'000	movement	Current Budget R'000	Actual Expenditure to date	% expenditure
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 - Ruwacn & 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) - 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 - 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 Homes - Phase 1	4	R 732 000,00
5	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT	F08060001/1	Bloemfontein - 5 Test Construction - 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
	PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION				
6	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080001/1	Bloemfontein - 500 Johnny Bravo (Matsapa Incompl (M2M Developers 2013/14 (500 Polokoe Dev- Phase 1	10	R 1 830 000,00
7	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10080001/2	Bloemfontein - 500 Johnny Bravo (Matsapa Incompl (M2M Developers 2013/14 (500 Polokoe Dev - 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 - 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	F04080011/1	Bloemfontein - 9 Subs. Ddis - (People First) - 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
	PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION				
11	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F10090022/1	Bloemfontein - Superb Homes (500 Ziqoqe Constr - Phase 1	0	R 0,00
12	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F18100008/1	Bloemfontein 100 - 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 - Phase 1	4	R 732 000,00
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 - Phase 1	7	R 1 281 000,00
15	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT	F18100006/1	Botshabelo 100 - Phase 1	20	R 3 660 000,00

Draft Business Plan 25_26 - Mangaung Projects					
#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
	PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION				
16	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F09080008/1	Botshabelo 300 Iceburg Matsapa Trading 613 Incompl. Makoya Trading - 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 Furnserve	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 - Phase 1	4	R 732 000,00
20	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT	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
	PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION				
21	FINANCIAL - 1.1b INDIVIDUAL HOUSING SUBSIDIES (NON CREDIT LINKED) (R 0 - R 3 500)	F19090002/2	Individual Subsidies - 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) - 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 - 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 - Phase 1	0	R 0,00
27	FINANCIAL - 1.8 OPERATIONAL CAPITAL BUDGET	F17040014/1	OPSCAP - Project Management Unit	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
28	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F18100007/1	Thaba Nchu 100 - 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 - Phase 1	0	R 0,00
30	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F02120012/1	Thaba Nchu 100 Mangaung, Phenyio 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 (Your Trade Civil Constr - 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 (Jore Construction	40	R 7 320 000,00

Draft Business Plan 25_26 - Mangaung Projects					
#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
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 - 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. 200 People First	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 (50 Rehauwe Constr - Phase 1	4	R 732 000,00
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

Draft Business Plan 25_26 - Mangaung Projects					
#	Sub Intervention	HSS Project Number	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
38	INCREMENTAL - 2.2c INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME: PHASE 2: TOP STRUCTURE CONSTRUCTION	F15100002/1	Van Stadensrus 217 Snethemba - Lapeng Constr - 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 - 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/Milestone	Actual budget		
	Location			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 Community Safety, Roads and Transport

PROJECT NAME	CONTRACTUAL TIMEFRAMES		PROJECT COST	TOTAL EXPENDITURE AS AT 30 SEP 2025	BUDGET 25/26	BUDGET		
						2026/27	2027/28	2028/29
	START	END						
Thaba Nchu Publ Trprt Route (S1531)	Dec 24	Jun 26	124 954 697	22 423 487	73 175 000	60 000 000	-	-
Blading & Re-gravelling – Mangaung	Apr 26	Mar 29	100 000 000	-	2 000 000	3 500 000	98 000 000	98 000 000
Thaba Nchu Publ Trpt Route (S1523)	Dec 24	Jun 26	107 314 541	-	-	85 000 000	-	-
Mangaung access roads various	Jun-27	Jun-29	150 000	-	-	1 500 000	-	-

Table 5.7 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		

Project Name		Coordinates Property Description	Timeframes		Progress Milestone	Actual budget		
			Start Date	End Date		2024/2025	2025/2026	2026/2027
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 Sediba 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		

Table 5.8 Department of Cooperative Governance and Traditional Affairs (COGTA) Disaster Management

Project name	Area		Coordinates/p roperty description	Timeframes		Progress/Mile stone	Actual budget		
	Location			Start date	End date		2026/2027	2027/2028	2028/2029
Procurement of Fire Skid Units for Municipalities	One Local Municipality per District & Metro (4+1)		Response	2026	2027	Budget already allocated, procurement planning underway	5 x R 950 000.00 Per Skid Unit (R5 Million)	5 x R 950 000.00 Per Skid Unit (R5 Million)	5 x R 950 000.00 Per Skid Unit (R5 Million)
Hosting of the International Day for Disaster Risk Reduction (IDDR) Event	Free State Province		Risk Reduction	2026	2027	Concept developed; host municipality to be identified; stakeholder mobilisation in progress.	R500.000	R500.000	R500.000
Capacity Building Programmes for Municipalities	One Local Municipality per District & Metro (4+1)		Awarenesses & Trainings	2026	2027	training plan to be implemented.	R300.000	R300.000	R300.000
Procurement of Fire Gear and Equipment for Municipalities	One Local Municipality per District & Metro (4+1)		Response & Risk Reduction	2026	2027	Equipment gap assessment to be done	R2 Million	R2 Million	R2 Million

Chapter 6: Planning with the Public

During the review process of this important strategic document, the city continued to rely on the community aspirations as per **Appendix 2 (2024/2025)** and **Appendix 3 (2025/2026)**. Moreover, Inputs received during the 1st and 2nd phase since 01 August 2025 – 04 May 2026 are newly included as **Appendix 1 (2026/2027)**. Analysis in **figure 6.1** provides a detailed summary on the needs of the communities and **figure 6.2** the budget classification around Mangaung.

Mangaung in strengthening this chapter, continues to share the sentiments expressed by the South African Cities Network and other development practitioners that community engagement offers municipalities an invaluable opportunity to strengthen relationships with communities. It enables a deeper understanding of community needs, fosters the design and implementation of responsive programmes, and promotes sustainable impact informed by the lived experiences of residents who best understand their local context. However, inadequate service provision has contributed to increased community frustration, underscoring the importance of inclusive, participatory planning.

To reflect on the key principles of planning with the public, the expected outcomes 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: Analysis of the 2026/2027 Community Submissions

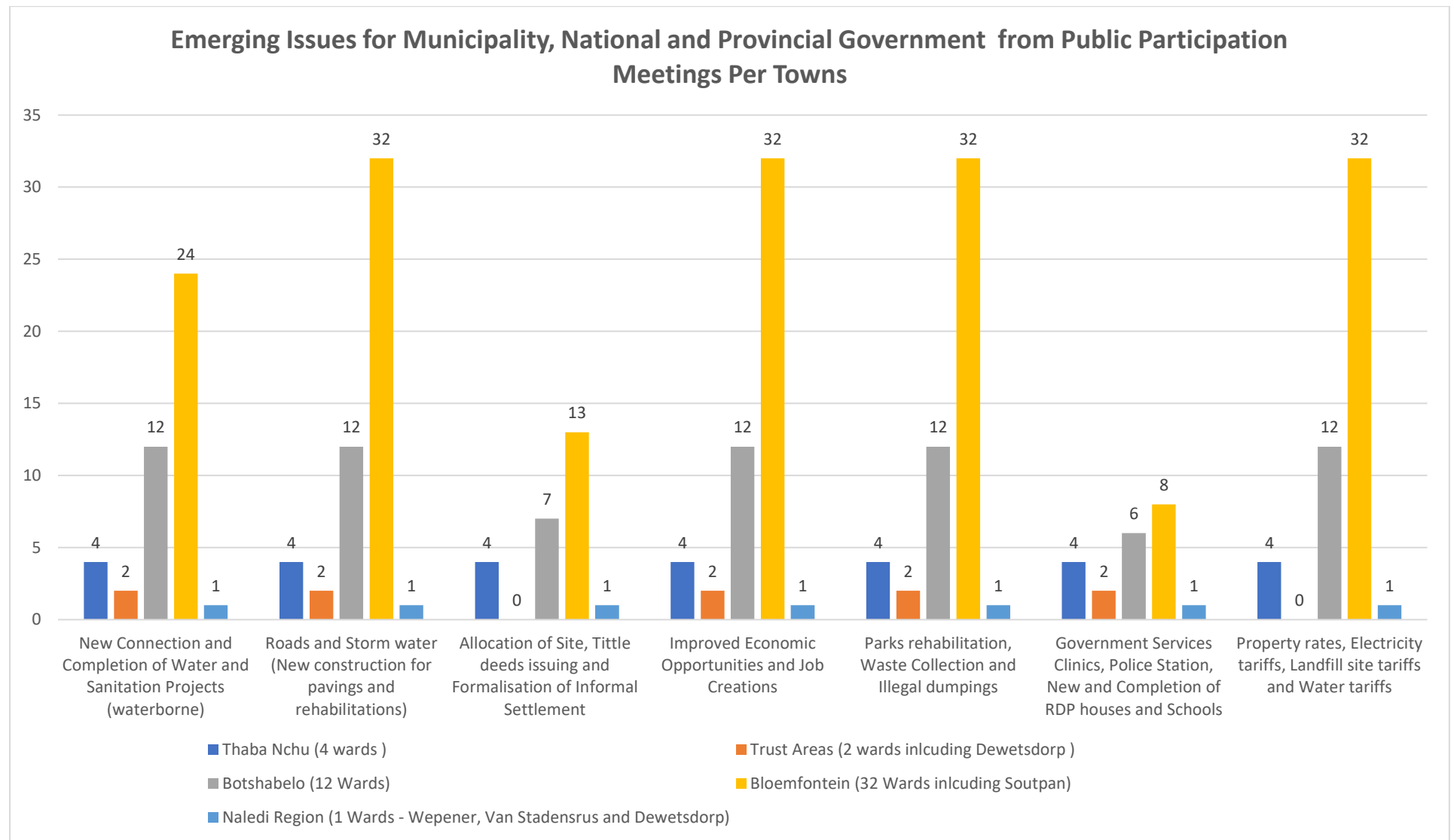


Figure 6.2: Classification of Community Aspiration CAPEX allocation

MANGAUNG AND CENTLEC		CAPITAL ESTIMATES		
STANDARD CLASSIFICATION PER ASSET CLASS	Code	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
INFRASTRUCTURE				
Roads, Pavements, Bridges & Storm Water	0300	206,007,441	171,037,311	134,225,000
Water Reservoirs & Reticulation	0400	341,694,432	415,959,654	511,997,520
Car Parks, Bus Terminals and Taxi Ranks	0500	81,782,932	70,586,290	59,028,319
Electricity Reticulation	0600	387,180,712	448,621,744	445,697,640
Sewerage Purification & Reticulation	0700	195,597,218	166,688,455	204,897,444
Housing	0800	16,237,317	14,620,230	6,000,000
Street Lighting	0900	-	-	-
Refuse sites	1000	54,135,100	61,654,750	69,983,606
Gas	1100	-	-	-
Other	1200	-	-	-
COMMUNITY				
Establishment of Parks & Gardens	1500	31,095,902	29,050,000	14,050,000
Sportsfields	1600	37,250,000	30,500,000	30,500,000
Community Halls	1700	-	-	-
Libraries	1800	-	-	-
Recreational Facilities	1900	3,000,000	1,000,000	-
Clinics	2000	-	-	-
Museums and Art Galleries	2100	-	-	-
Other	2200	-	-	-
HERITAGE ASSETS				
Heritage Assets	2311	-	-	-
INVESTMENT PROPERTIES				
Investment Properties	2321	-	-	-
OTHER ASSETS				
Other motor vehicles	2500	-	-	-
Plant & equipment	2600	12,790,000	10,185,200	11,570,204
Computers	2650	-	-	-
Office equipment	2700	15,500,000	12,173,547	11,238,501
Abattoirs	2800	-	-	-

MANGAUNG AND CENTLEC		CAPITAL ESTIMATES		
STANDARD CLASSIFICATION PER ASSET CLASS	Code	BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
Markets	2900	1,000,000	3,000,000	2,000,000
Airports	3000	-	-	-
Security Measures	3100	-	-	-
Civic Land and Buildings	3110	20,000,000	20,000,000	20,000,000
Other Land and Buildings	3120	-	-	-
Other	3200	-	-	-
SPECIALIZED VEHICLES				
Refuse	3500	-	-	-
Fire	3600	-	-	-
Conservancy	3700	-	-	-
Ambulances	3800	-	-	-
Buses	3900	-	-	-
AGRICULTURAL ASSETS				
Agricultural Assets	4011	-	-	-
BIOLOGICAL ASSETS				
Biological Assets	4021	-	-	-
INTANGIBLES				
Intangibles	4031	-	-	-
		1,403,271,054	1,455,077,180	1,521,188,233

Chapter 7: Strategy Led Budgeting¹

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 progress in stabilising governance and improving service delivery; however, it continues to face challenges in adhering to budgetary limits. The Financial Recovery Plan recommends that, to enhance liquidity and long-term sustainability, the City must align its expenditure with cash flow projections of approximately 75% of total revenue.

Encouraging progress has been observed from ongoing interventions. While most financial challenges originate internally, external factors—particularly related to revenue collection—also play a role. Therefore, stronger financial control mechanisms remain essential.

7.1 Operational Revenue and Expenditure Framework

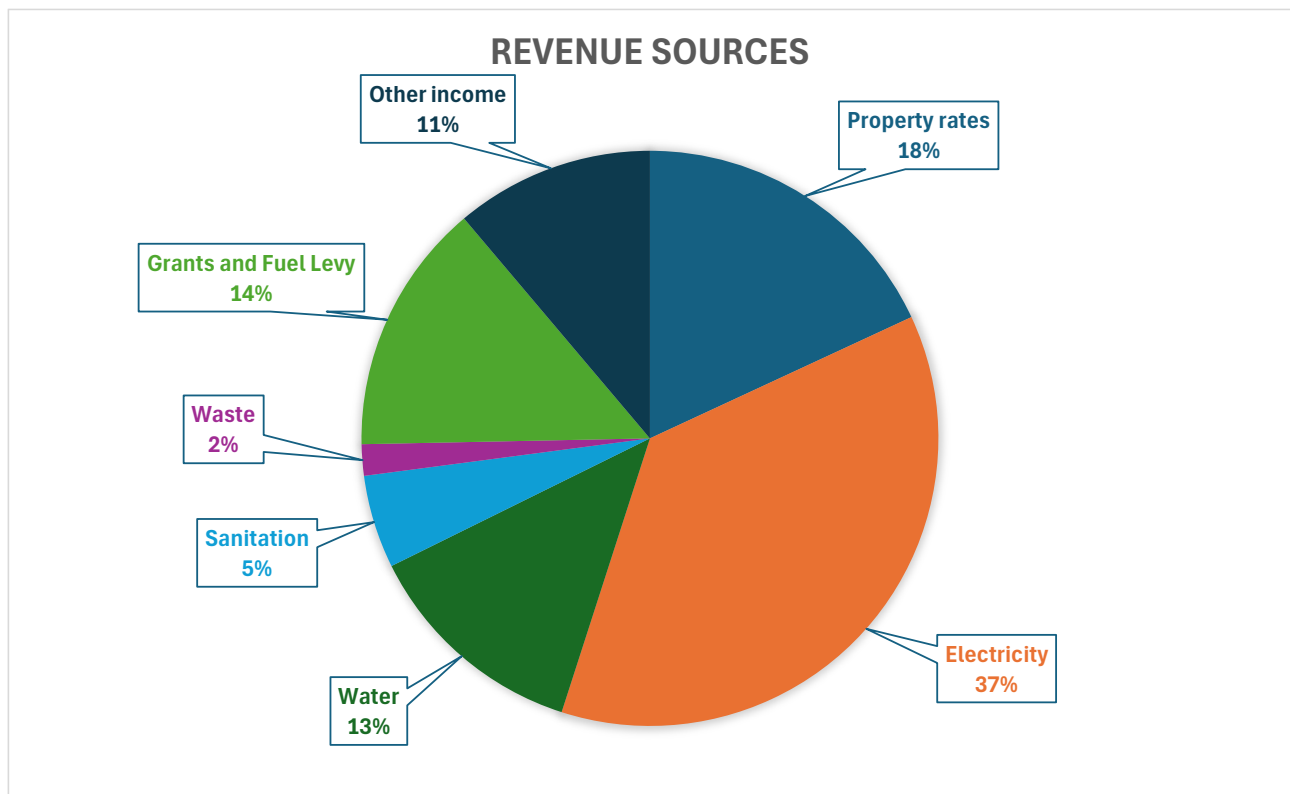
The municipality generates revenue from exchange and non-exchange transactions. Exchange transactions are instances where there is a transaction concluded at arms-length based on measured consumption as well as a result of existing service agreements. Revenue from non-exchange transactions is revenue 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.

During this budget process, all tariffs had been revised to ensure that they are relevant and easy to implement. The municipality generates income from various sources such as exchange and non-exchange transactions. Revenue from exchange transactions is generated mainly from trading services. The municipality has adopted a consolidated billing system for both exchange and non-exchange transactions for municipal services. Billing therefore is done systematically based on fixed monthly tariffs for services as well as consumption-based billing for metered services. And as far as possible, all other services like hiring of halls, building plans are rendered on a cash basis.

The pie-chart below represent the percentage weighting of each revenue source against the total revenue estimated for the financial year 2026/27.

¹ This chapter only provides a summarised version with comprehensive details available on the MTREF Budget Pack.



The City's revenue quantum is determined by setting a package of tariffs that is not only considered affordable to its ratepayers and the users of its services but deemed to be at fair and realistic levels when viewed in context of its programmes to assist those who do not have the means to pay.

The City's revenue strategy is built around the following key components:

- National Treasury's guidelines and macro-economic policy;
- Projected City growth and continued economic development;
- Realistic revenue management, which provides for achieving collection rate targets;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA); and
- The City's Property Rates policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA).
- The city's commitments made in terms of Water and Sanitation Project Implementation Action Plan (MTSR PIAP Version3)

The city's operational budget is informed by the set objectives and mandate as outlined in the Constitution of the Republic of South Africa, which is provision of basic services to the people at affordable rates, clean and safe environment and improving the lives and living conditions of the people we serve.

The city has been pondering on the most cost-effective ways of delivering services to the people, which is centred around the vision of being self-sustainable, building own capacity whilst creating opportunities for the business to support the vision of "A city to live in". The main cost drivers of the budget remain employee costs and costs of bulk purchases which combined are responsible for 61,46% of the total expenditure budget.

The city has a signed bulk supply contract with Eskom with clear terms and conditions of notified maximum demand covering both winter and summer, whilst on the water side, the contract between the city and Vaal Central remains unsigned, however, the commitments are clear in as far as volume of both raw and potable water. Maselspoort is the purification plant for raw water, and the intention of the city is to complete the upgrades currently in progress which will enable the city to increase the volumes of water purified. The target for 2026/27 is to increase the potable water purified and distributed to a stable 60MI per day, which will also see the increase in purification costs proportionately, as there is an established ratio between water purified and costs per unit.

The city's intention is to realize a minimum of 8% of revenue as annual surplus, thus building the capital replacement reserve for the future to support the ideals that are prescribed in the Trading Services Reforms, of accelerated expenditure on capital investment on revenue generating infrastructure.

The city has been monitoring its spending on contracted services and is on a journey towards building own capacity, as such, the budget allocated is being conservatively monitored and has to take a reducing trajectory whilst our investment on tools of trade is being prioritized which will then be met with employment of talent to further the objective of self-sustainable with reasonable room to ensure business participation in rendering of service to the people.

Allocation towards maintenance is slowly improving with bigger growth seen in the maintenance of roads and stormwater, as a tradeoff to payment of municipal services. Economic and link roads will receive high priority, cascading down to internal roads during the MTREF. A total of R300 million is allocated over three years with an average of R100 million per annum, from a R42 million per annum for the current financial year 2025/26.

The city followed the guidelines provided by National Treasury as per MFMA Circular 132 and 134, where CPIX is projected at 3,7%, increase in personnel costs is in accordance with SALGBC and the upper limits for public officer bearers and senior managers. Where necessary, a zero-based budgeting principles were adopted, and in other areas, allocations are informed by the programs and projects (both operational and capital) and the demand for services. The paragraphs below give details of budget assumptions. The table below presents the budget parameter.

7.2 Funding Capital Expenditure

The capital budget for 2026/27 MTREF is R4,38 billion million funded as per the table below. Capital grants and donations make up 76% of the total funding sources, and internally generated funds contribute 24% to the total capital funding mix. The total projected grant receipts for the 2026/27 MTREF amount to R3,46 billion whilst internally generated funds amount to R 870,15 million.

Projects proposed for inclusion in the 2026/27 capital budget were assessed against implementable delivery plans to comply with, *inter alia*, implementation readiness, tender readiness (must be on the City's Procurement Plan), strategic alignment and capacity to implement.

Certain projects were included to assist the Executive Mayor to address specific identified priorities and these projects will have increased visibility on the implementation progress, once approved, during regular engagements with directorates.

Major capital expenditure planned in 2026/27 for the following directorates:

- Energy and Electricity – Replacement and upgrading of various transformers and distribution centres across the city and the installation of meters.
- Planning, Human Settlements and Economic Development – Township establishment, infill planning and land surveying of various properties and the Waaihoek precinct redevelopment.
- Public Transport – Procurement of new busses and the negotiation with industry operators for the preparations for phase 1a and 1b.
- Roads and stormwater – Upgrading of various streets in Bergman Square, Batho and Mapangwana street as well as the development of the road infrastructure for Nalisview cemetery. The projects of section R access road, Grassland phase 4 and Botshabelo West would also be completed.
- Waste Management – The rehabilitation of the Northern Landfill Site will be focused on as well as the procurement of various landfill vehicles and waste collection plant and equipment.
- Water & Sanitation – Refurbishment of various Wastewater Treatment Works including Sterkwater, Bloemspruit and Selosesha. Significant focus on installation of Prepaid/AMR water meters across the city to improve on billing and collection as well as upgrading of the Maselspoort Water Treatment Works, Hamilton Park pump station refurbishment and a new reservoir in Thaba Nchu.

7.3 Summary of conditional grants framework

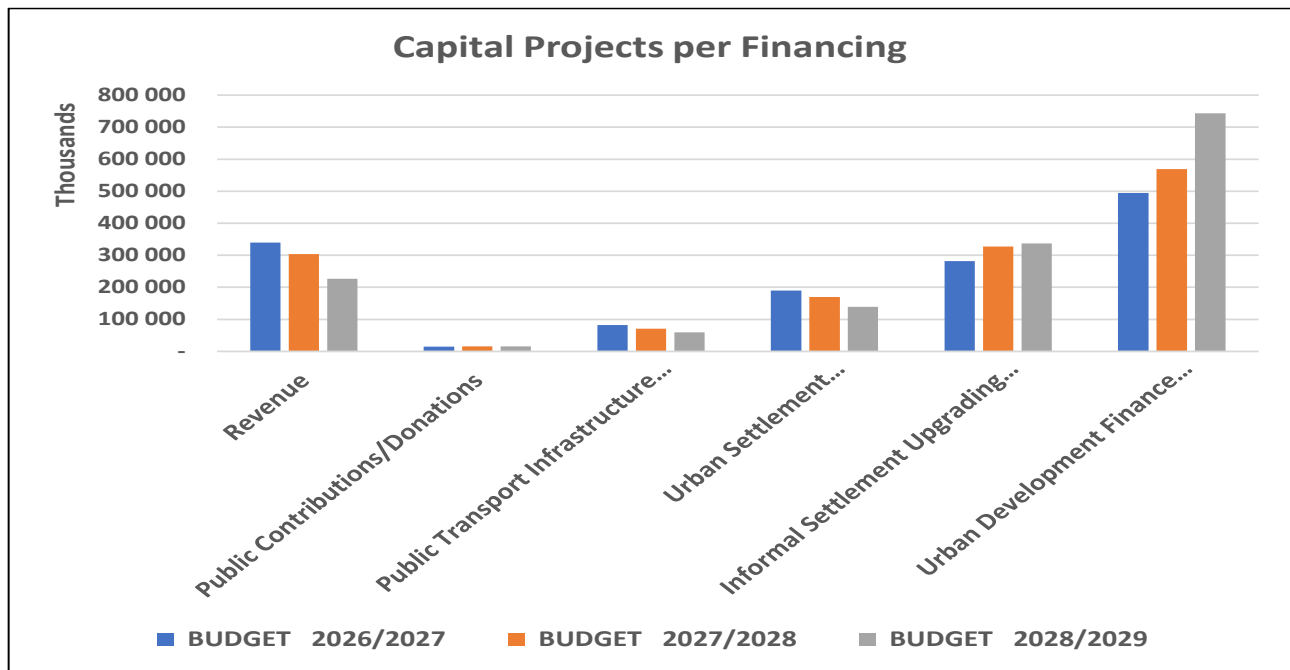
The city has received the following conditional grants over the MTREF period:

FINANCING		BUDGET 2026/2027	BUDGET 2027/2028	BUDGET 2028/2029
Grants and Subsidies		1 048 282 152	1 136 210 211	1 278 407 527
62	Public Transport Infrastructure & Systems Grant	81 782 932	70 586 290	59 028 319
81	Urban Settlement Development Grant (USDG)	189 774 680	169 670 999	139 225 000
80	Informal Settlement Upgrading Partnership	282 066 540	327 209 270	336 997 444
UC	Urban Development Finance Grant (UDFG)	494 658 000	568 743 652	743 156 764

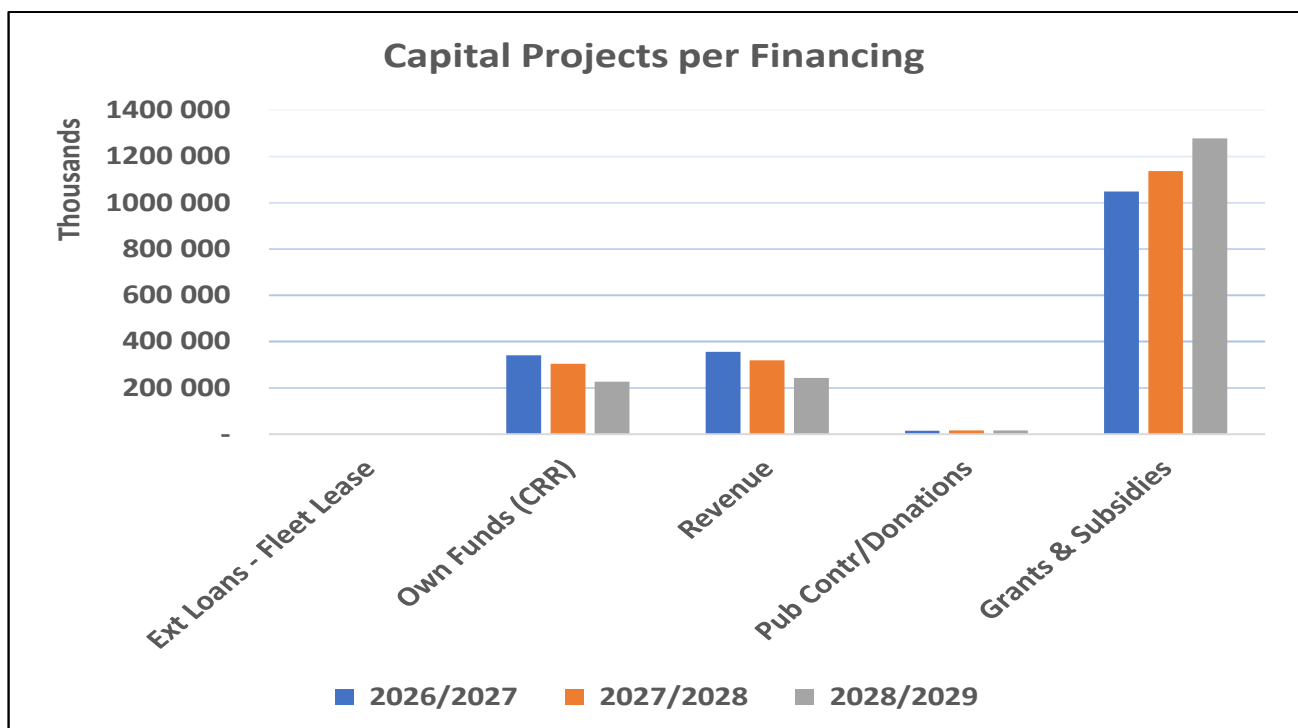
The purpose of the grants above is set out below:

- The ISUPG grant is utilised to facilitate a programmatic, inclusive and municipality-wide approach to the upgrading of informal settlements to ensure that there is adequate housing (services) in improved quality living environment.
- The USDG grant is utilised to supplement the capital revenues of metropolitan municipalities to implement infrastructure projects that promote equitable, integrated, productive, inclusive and sustainable urban development. This includes the promotion of integrated sustainable urban settlements and improved living quality including inclusive densification, investment in new bulk and distribution and increasing access to trading services.

- The UDFG grant is utilised to promote spatially transformed cities with financially sustainable trading services that are able to meet their service delivery mandates; to support metropolitan municipalities with resilient infrastructure investment, including programme and project preparation to enable them to leverage additional concessionary and commercial loan finance to enhance sustainable infrastructure investment.
- The PTNG is utilised to provide funding for accelerated construction and improvement of public and non-motorised transport infrastructure that forms part of a municipal integrated public transport network; to support the planning, regulation, control, management and operations of fiscally and financially sustainable municipal public transport network services.

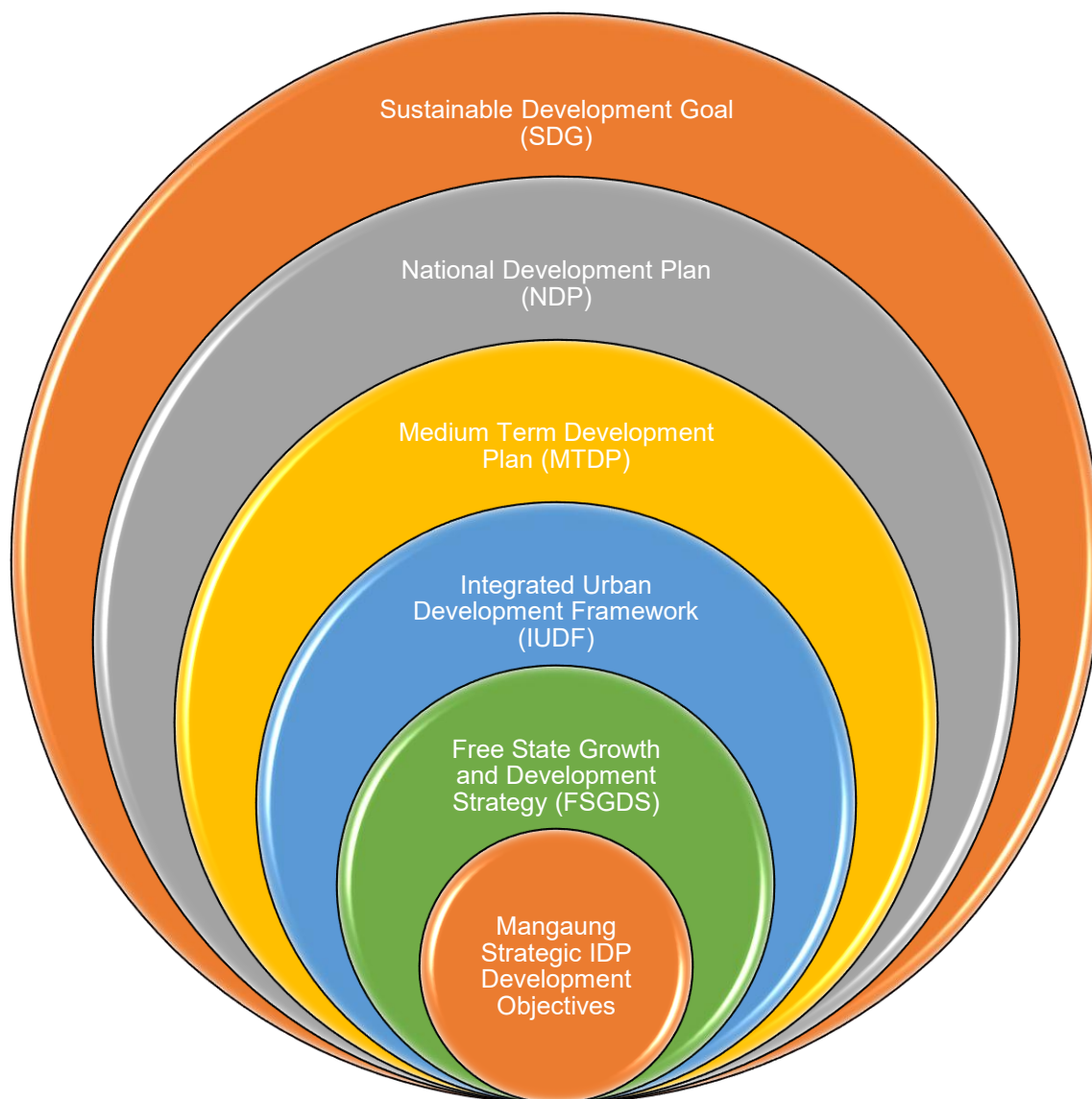


The city's funding mix is represented by the chart below:



Chapter 8: Projects and Programmes

This chapter is aligning the municipality's objectives with the International, National and Provincial Policy Frameworks including setting of the predetermined objectives both for the drafts Integrated Development Plan and Service Delivery and Budget Implementation Plan with Key Performance Indicators, Targets and Resource allocation as per the draft MTREF Budget:



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 AND SOCIAL COHESION						
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
EE1. Improved access to electricity	1521 dwellings provided with electricity connections	EE1.1. Percentage of households with access to electricity	100%	1. Certificate of compliance 2. Meter installation form	R 27 612 712	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities
EE4.4 Percentage total electricity losses	45,80	EE3.5 Average System Interruption Duration Index		Maintenance plans or schedule	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities
	10,29	EE3.6 Average System Interruption Frequency Index		Maintenance plans or schedule	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities
	No baseline (New)	EE4.4 Percentage total electricity losses	0% loss		CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities

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 AND SOCIAL COHESION						
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	No baseline (New)	EE4.5 Municipal electricity consumption per 10 000 of the population			CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities
Providing of Public Lighting	30 High mast light installed	Number of new high mast lights installed within Mangaung Metropolitan Municipality area of supply	6 new high mast lights installed within Mangaung Metropolitan Municipality. area of supply by 30 June 2027	- Pictures of installed high mast lights - Certificate of Compliance	R4 750 000	CENTLEC Internal Resources will be utilized in all activities.	CENTLEC Internal Resources will be utilized in all activities.

8.2 Community and Social Development

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 AND 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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
ENV2. Improved solid waste management ¹	204 050	ENV2.1 Tonnes of municipal solid waste sent to landfill per capita	490 000	Data Sheets / Data from weighbridges	Opex	Opex	Opex
	New indicator	ENV2.2 Tonnes of municipal solid waste diverted from landfill per capita	No Target	Data Sheets / Data from weighbridges	Opex	Opex	Opex
ENV3. Increased access to refuse removal	65%	ENV3.1 Percentage of households with basic refuse removal services or better	65%	Collection Schedule	Opex	Opex	Opex
	N/A	ENV 3.2 Percentage of scheduled waste collection service	35%	Collection Schedule	Opex	Opex	Opex

¹ Outcome indicator modified from 'Minimised solid waste' to 'Improved solid waste management' to better integrate Metro Trading Services Reform indicators

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 AND 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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
		points experiencing collection delays of more than one day					
HS3. Increased access to and utilisation of social and community facilities	Q1 - 32 651 Q2 – 18 394	HS3.6 Average number of library visits per library	Number of visits per library	Registers	Opex	Opex	Opex
	Adequate burial activities	HS3.7 Percentage of municipal cemetery plots available	38% available for Bloemfontein 40% available for Thaba- Nchu 30% available for Botshabelo 60% available for Soutpan 40% available for Naledi	Registers	Opex	Opex	Opex
Upgrading of Bloemfontein Zoo	Consultant appointed and presented at relevant committees (EMT and Mayco) Designs and BOQ approved and paid.	Upgrading and revamping of Zoo infrastructure	Reopening of Phase 1	Procurement documentation. Appointment letter Monthly reports	10 000 000	13 000 000	0

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 AND 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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
Purchase of animals	Quotations received for the purchasing of animals and Submission for approval to purchase animals submitted to CM office.	Buying of animals for the Zoo	Animal purchased for phase 1	Quotations Monthly reports	1 000 000	0	0

8.3 Finance Department¹

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, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
GG3. Improved municipal administration	n/a	GG 3.1 Audit Opinion	Unqualified	Audit Report	OPEX	OPEX	OPEX
FM1. Enhanced municipal budgeting and budget implementation	In as far as it relates to capital budget allocated to Finance Directorate	FM1.1 Percentage of expenditure against total budget	Target measures quarterly performance of CAPEX against allocated budget to the vote	Sec 71 report	OPEX	OPEX	OPEX
	Annual target Qtr1 based on AFS submitted	FM2.1 Percentage of total debt to operating revenue	45% (less than 45% is good performance – city is moderately indebted)	Section 71	OPEX	OPEX	OPEX
FM2. Improved financial sustainability and liability management	100% (excellent performance)	FM2.2 Percentage change in cash backed reserves reconciliation	100%	Section 71	OPEX	OPEX	OPEX

¹ Some of the financial performance indicators and targets will be allocated to different departments on the SDBIP 2026/2027.

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, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
FM3. Improved liquidity management	2 months	FM3.1 Percentage change in cash and cash equivalent (short term)	Trade payables/cash reserves 1-3 months	Section 71	OPEX	OPEX	OPEX
FM4. Improved expenditure management	25% to 40%	M4.2 Percentage of total operating expenditure on remuneration	25% Approved budget POE)	Approved budget POE	OPEX	OPEX	OPEX
	R660m vs R7395 (2025 audited AFS) 8,9%	FM4.3 Percentage of total operating expenditure on contracted services	Approved budget 2-5%	Section 71 (monthly reporting per directorate) budget against actuals	OPEX	OPEX	OPEX
FM5. Improved asset management	25% (own funding)	FM5.1 Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	25%	Approved Budget	OPEX	OPEX	OPEX
	Baseline is the norm (MFMA Sec 71 – 40% norm) as per the tabled	FM5.2 Percentage change of renewal/upgrading of existing Assets	40.0%	Section 71	OPEX	OPEX	OPEX

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, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	budget actual is 23,96%						
	2.1%	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	3.2%	Section 71	OPEX	OPEX	OPEX
FM7. Improved revenue and debtors management	500days	FM7.1 Percentage change in Gross Consumer Debtors' (Current and non-current)	450 days	Section 71	OPEX	OPEX	OPEX
	5.43	FM7.2 Percentage of Revenue Growth excluding capital grants	10.88	Section 71	OPEX	OPEX	OPEX
	Loss (AFS 2025)	FM7.3 Percentage of net operating surplus margin		Section 71	OPEX	OPEX	OPEX
LED2. Improved levels of economic activity in	15%	LED 2.1 Rates revenue as a percentage of the total revenue of the municipality	15%		OPEX	OPEX	OPEX

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, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
		LED 2.2 Rateable value of commercial and industrial property per capita			OPEX	OPEX	OPEX

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 AND 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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
FD1. Mitigated effects of fires and disasters	77% fire incidents attended within 18minutes	FD 1.1 Number of fire related deaths per 100 000 population	0	Register of calls recorded	OPEX	OPEX	OPEX
		FD 1.2 Number of disaster and extreme weather related deaths per 100 000 population	0		OPEX	OPEX	OPEX
FD2. Reduced risk of fire and disaster vulnerability		FD2.1 Disaster Management Centre Readiness	Functional Disaster Management Centre		OPEX	OPEX	OPEX
		FD2.2- Fire Services function in accordance with prescribed requirements	Functional Fire Services function in accordance with prescribed requirements		OPEX	OPEX	OPEX
Creating Safer Communities	56 x Crime prevention Conducted	Number of crime prevention and street trading activities to be	80		OPEX	OPEX	OPEX

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 AND 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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
		conducted targeting known hotspots					
	36743 traffic fines to be issued	Intensify law Enforcement due to a culture of disregard for traffic rules and regulations	Intensify law Enforcement due to a culture of disregard for traffic rules and regulations	Fines Registers	OPEX	OPEX	OPEX

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 IMPROVED QUALITY OF LIFE AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
GG1. Improved municipal capability	198	GG 1.1 Percentage of municipal skills development levy recovered	100%	Attendance Register	R2.5m	R2.5m	R2.5m
	61.45%	GG 1.2 Top Management Stability	100%	Vacancy rate Report	Opex	Opex	Opex
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%	Agenda of Meetings	Opex	Opex	Opex
		GG 2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or	100%	Attendance Register	Opex	Opex	Opex

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 IMPROVED QUALITY OF LIFE AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
		Khoi-San leaders)					
	70%	GG2.3 Protest incidents reported per 10 000 population	0	Stats of calls logged	Opex	Opex	Opex
Improved council functionality	85%	GG 4.1 Percentage of councillors attending council meeting	100%	Attendance Register	Opex	Opex	Opex
GG5. Zero tolerance of fraud and corruption	38	GG 5.1 Number of alleged fraud and corruption cases reported per 100 000 population	0	List of Suspension letters	Opex	Opex	Opex
HS3. Increased access to and utilisation of social and community facilities		HS3.5 Percentage utilisation rate of community halls	100%	Bookings register	Opex	Opex	Opex

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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
HUMAN SETTLEMENT KPA: BASIC SERVICES							
HS1. Improved access to adequate housing.	n/a	HS1.1 Percentage of households living in adequate housing	100%		Opex	Opex	Opex
	1 Informal settlement assessed (enumerate d and classified	HS1.3 Percentage of informal settlements upgraded to Phase 3	100% of identified informal Settlements	Upgrading plans	R2 000 000	R1 500 000	R1 500 000
		HS2.2 Percentage of residential properties in the subsidy market	100% of identified in the valuation roll	Valuation roll	Opex	Opex	Opex
		HS2.3 Percentage of households living in formal dwellings who rent	To be determined using Stats SA General Household Survey	Stats SA GHS report	Opex	Opex	Opex

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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
PLANNING KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION							
HS2. Improved functionality of the residential property market	38 average days	HS2.2 Percentage of residential properties in the subsidy market	100%	Yes, stats/ report with calculations	OPEX	OPEX	OPEX
	1 – Widening of Parfit Ave. SG Approval and 1 – Erf23801 Heidedal Extension 30	Number of infill projects completed		MPT approval/SG Approval/repegging field work plan	3 226 460	6 020 230	6 000 000
	Draft HIA report and Storm water report and Geohydrology gical Report and draft scoping report	% Township establishment completed	100% Township completed	Proof of application submission to MPT	1 554 667	0	0
	Bid on BAC Agenda (to serve)	% Surveying Morojaneng completed.	100% surveying completed	Approved SG Plans	100 000	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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	Survey Working plan completed and survey started						
Spatial transformation	2 x Layouts 2 x Technical Studies 1 x TIA 1 x EIA 2nd Draft scoping report and Acknowledgement from DESTEA on receipt of EIA	% Township establishment remainder farm Botshabelo 826 completed	100% Township completed	Proof of application submission to MPT	2 120 000	0	0
	Feedback and comments on EIA approval	% Township establishment completed (MPT) approval	100% Township completed	Proof of application submission to MPT			
	Bid on BAC Agenda (to serve) Panel of Land Surveyors appointed in December	% Land Surveying Farm x2727 completed.	100% surveying completed	Approved SG Plans	2 500 000	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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	2025.						
	Bid on BAC Agenda (to serve) Survey Working plan completed and survey started.	% Surveying completed. Surveying Thaba Nchu 605 (Veekraal)	100% surveying completed	Approved SG Plans	-	3,600,000	-
	6 meetings	Number of MPT Meeting held	8 MPT Meetings	Agenda's	OPEX	OPEX	OPEX
Improved public safety	75.27%	% Construction of Fire Station Botshabelo Complete	100% Construction Complete	Progress report/completion certificates	3 300 000	0	0
Improvement public amenities	88.90%	% Construction Community Centre Thaba Nchu Complete.	100% Construction Complete		620 000	0	0
Improved Environmental Management	n/a	Number of environmental impact assessments undertaken.	12	EIA Monthly Reports	OPEX	OPEX	OPEX

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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	n/a	Number of environmental awareness and education programmes undertaken	12	EAE Monthly Reports	OPEX	OPEX	OPEX
	n/a	Number of audits on Wastewater Treatment Works (WWTW) undertaken for legal compliance.	1	Correspondence letter from Environmental Management to Engineering Services	OPEX	OPEX	OPEX
	n/a	Biodiversity conservation and enhancement.	100% Completion and approval of the Metropolitan Open Space Review	Council Resolution	R300 000	R330 000	R360 000
	n/a	Climate Change adaptation and resilience.	100% Completion and approval of the Metropolitan Open Space Review	Council Resolution	R2 000 000	R2 600 000	R2 900 000

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)			INCLUSIVE ECONOMIC GROWTH, JOB CREATION, AND SUSTAINABLE RURAL DEVELOPMENT IMPROVED QUALITY OF LIFE AND SOCIAL COHESION				
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
Economic Growth and Development	New	Waaiohoek Precinct Redevelopment	Waaiohoek Precinct Redevelopment	Waaiohoek Precinct Redevelopment	20,000,000	20,000,000	20,000,000
	Development of draft Integrated Marketing Plan was completed. The document will now be used for internal discussion and consultation in the next quarter.	Economic Development Strategy and Investment Plan reviewed and approved by Council	Economic Development Strategy and Investment Plan reviewed and approved by Council	Approved Strategy with Council Resolution	Opex	Opex	Opex

8.8 Roads/Stormwater 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 AND SOCIAL COHESION			
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
TR 6. Improved quality of municipal road network	30.19%	Percentage roads graded	30%	Progress Report	Opex	Opex	Opex
	119%	Percentage of Surfaced Road	1%	Progress Reports	R 28 280 000.00	R 7 528 944.00	R 1 000 000.00
	Construction stage (0 km) Excavations Road Layers.	New KM of Roads	2 km	Progress reports	R159 727 441.00	R 147 688 906.00	R 110 421 224.00
	64.29%	TR 6.2 Number of potholes reported per 10kms of municipal road network	3.00	Progress Reports	Opex	Opex	Opex

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 AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
WS1. Improved access to sanitation	110 new sewer connection Meeting minimum standard	WS1.1 Percentage of households with access to basic sanitation	72%	Progress Report	R 77 774 555.00	R 86 877 056.00	R 120 000 000.00
WS2. Improved access to water	110 new water connection meeting minimum standard	WS2.1 Percentage of households with access to basic water supply	76%	Progress reports	R 63 292 470.00	R 168 476 716.00	R 146 100 000.00
WS3. Improved quality of water and sanitation services	94.5%	WS3.1 Frequency of sewer blockages per 100 KMs of pipeline	800	Summary of Job Cards spreadsheet	Opex	Opex	Opex
	89.4%	WS3.2 Frequency of water mains failures per 100 KMs of pipeline	420	Summary of Job Cards spreadsheet	Opex	Opex	Opex
	0.21	WS3.3 Frequency of unplanned water service interruptions	0.31		Opex	Opex	Opex

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 AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
WS4. Improved quality of water (incl. wastewater)	66.5%	WS4.1 Percentage of drinking water samples complying to SANS241	100%	Daily meter readings	Opex	Opex	Opex
	43.9%	WS4.2 Percentage of wastewater samples compliant to water use license conditions	75%	Progress Report	Opex	Opex	Opex
		WS4.4 Green drop score	49.2%	Report	Opex	Opex	Opex
		WS4.5 Blue drop score	75%	Report	Opex	Opex	Opex
WS5. Improved water sustainability		WS5.1 Percentage non-revenue water	45%	Report	R 65 787 390.00	R 24 764 097.00	R 31 903 641.00

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 AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	291.70	WS5.2 Total water losses	290.00	Water Balance	R 65 787 390.00	R 24 764 097.00	R 32 603 641.00
	142 l/capita/day	WS5.3 Total per capita consumption of water	141 l/capita/day	Spreadsheet of metered connections	R 57 510 490.00	R 10 764 097.00	R 16 903 641.00
		WS5.4 Percentage of water reused			Opex	Opex	Opex
	76.6%	WS5.5 Water security input volume as a percentage of raw water allocation	77.2%		Opex	Opex	Opex
	Land evaluation process	Bankable feasibility study.	Bankable feasibility report.	Appointment letter and progress report.	R 2 100 000	R 46 000 000.00	R 90 000 000.00
Improved water sustainability	N/A	Kilometres of pipeline replaced and number of valves installed	5 Kilometres of pipeline replaced, and 25 valves installed	Progress reports.	R 25 659 034.00	R 9 000 000.00	R 9 000 00.000

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 AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	N/A	Number of Boreholes tested for water quality and yield	6 Number of Boreholes tested for water quality and yield	Progress reports.	R 3 000 000.00	R 2 500 000.00	R 2 000 000.00
	N/A	Number of Bulk Check Meters Installed/Refurbished	8 Bulk Check Meters Installed/Refurbished	Appointment Letters. Monthly progress Reports. Instruction forms & Job cards sheets. A List of job cards. Pictures of work done. Minutes of the meetings held.	R1 500 000.00	R 4 000 000.00	R 5 000 000.00
	N/A	Number of valves refurbished, Replaced and installed	45 valves refurbished, Replaced and installed	Appointment Letters. Monthly progress Report. Instruction forms & Job cards sheets. A List of job cards. Pictures of work done. Minutes of the meetings held.	R 4 000 000.00	R 4 000 00.000	R 4 000 000.00
	N/A	Number of water meters replaced/installed and uploaded on the billing system	2762 water meters replaced/installed and uploaded on the billing system	Monthly progress Report. Instruction forms & Job cards sheets. A List of job cards.	R 13 000 000.00	R 5 000 000.00	R 5 000 000.00

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 AND SOCIAL COHESION					
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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
				Pictures of work done.			
	N/A	Number of prepaid water meters replaced/installed	5882 prepaid water meters replaced/installed	Monthly progress Report. Instruction forms & Job cards sheets. A List of job cards. Pictures of work done.	R 44 510 490	R 5 764 097	R 11 903 641
	N/A	Number of PRVs commissioned and or refurbished	10 PRVs commissioned and or refurbished	Appointment Letters. Monthly progress Report. Instruction forms & Job cards sheets. A List of job cards. Pictures of work done. Minutes of the meetings held.	R 2 776 900	R 6 000 000	R 6 000 000
	n/a	Kilometre of Refurbishment of Sanitation Infrastructure in MMM	3.6km	Progress reports.	R 1 600 000.00	R 0.00	R 15 000 000.00

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		▪ ORGANISATIONAL STRENGTH					
Strategic Intent	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
Ensure good governance and effective management of the city	1 (2024/2025) Assessment concluded	Conduct performance evaluations for Municipal Manager and Senior Managers	4 assessments conducted	Performance Assessment reports	Opex	Opex	Opex
	The Service Level Agreement and accompanying research proposal between MMM and the UFS have been reviewed by the Legal section, with feedback provided in early January. Training and data collection will	Conduct research to produce accurate data for decision making and to enhance service delivery	Conduct research to produce accurate data for decision making and to enhance service delivery	Progress report	Opex	Opex	Opex

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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	resume in the current quarter.						
Enhance compliant grant spending and qualitative delivery of services	Presented a consolidated project assessment report to EMT 2.Reviewal of 1st quarter performance reporting on ISUPG and USDG to National Department of Human Settlements (NDHS). 3.Pesentation on Non- financial Performance to Q1 Mangaung by	Provide support for preparation of annual capital programs and budget implementation requirements Provide support for the preparation of annual capital programs and budget implementation within approved planning timelines	Provide support for preparation of annual capital programs and budget implementation requirements Provide support for the preparation of annual capital programs and budget implementation within approved planning timelines	- Progress repot - Approved Business plans - Approved MTREF budget	Opex	Opex	Opex

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.					
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Strategic Intent	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
	National Department of Human Settlements.						
		Monitor, evaluate and coordinate capital and catalytic projects as per project plan	Monitor, evaluate and coordinate capital and catalytic projects as per project plan	• Project progress reports. • Checklist • Attendance register • Approved Business plans • Approved MTREF budget • Expenditure Reports • Design Stages progress Reports	Opex	Opex	Opex
	New	Review and align project progress in line with the	Review and align project progress in line with the	• Project Plan • Project Progress report	Opex	Opex	Opex

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.					
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Strategic Intent	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
		approved project plans Conduct reviews of project progress and ensure alignment with approved project plans	approved project plans Conduct reviews of project progress and ensure alignment with approved project plans	• Project Risk Register			
	New	Report all contractual disputes identified to Contract Management Ensure all contractual disputes identified are reported to Contract Management within the * period	Report all contractual disputes identified to Contract Management Ensure all contractual disputes identified are reported to Contract Management within the * period	• Dispute register • Project Risk Register	Opex	Opex	Opex

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	2025/2026 Performance	Outcome Indicators (IDP)	Annual Target (IDP) 2026/2027	Portfolio of Evidence to be submitted	Budget Allocation 2026/2027	Budget Allocation 2027/2028	Budget Allocation 2029/2030
LED1. Growing inclusive local economies	712 Number of work opportunities created	EPWP work opportunities provided	3311		Opex	Opex	Opex

Chapter 9: Monitoring and Reporting

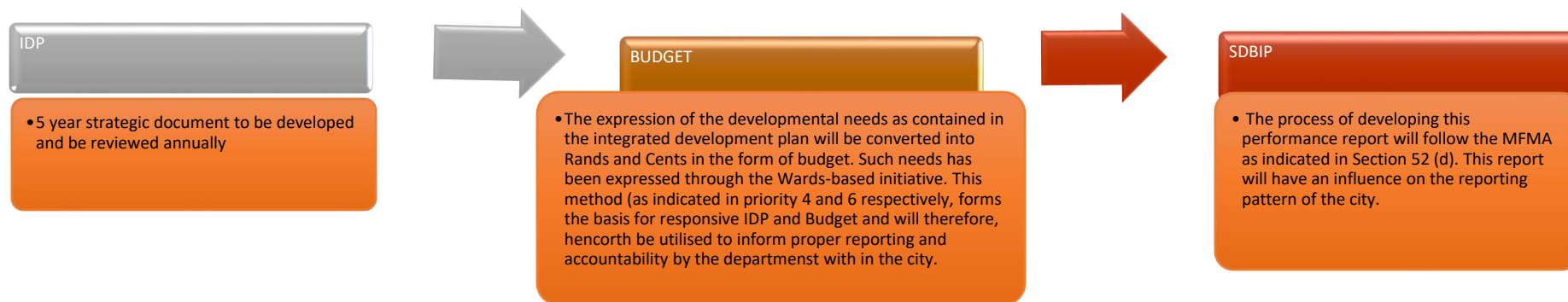
The primary purpose of municipalities, as set out in section 152 of the Constitution, is to provide services to their communities, while section 154 emphasises the need for support to enhance their service delivery capabilities. Within this context, it is evident that municipalities are strategic drivers of development. Although planning is central at the local government sphere, accountability for the implementation of constitutional obligations remains equally critical. Therefore, continuous monitoring and reporting must form a cornerstone of the developmental 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 Section 80 committee of IDP and Performance including Risk and Audit Committee regularly have assessment of departments specifically site visits to do assessment of projects. 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

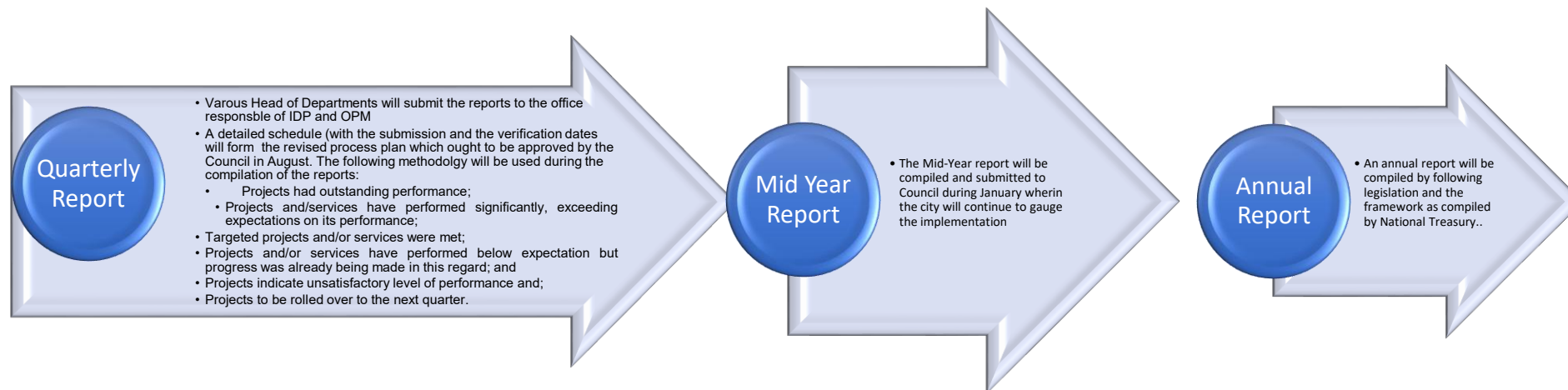


Figure 9.1: Planning and Reporting Circle

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 7 of December 2025

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 for IDP 2026/2027⁷

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
ASIVIKELANE  Asivikelane Submission_Mangaur	Based on the 2026/27 draft budget and Integrated Development Plan, the Asivikelane Initiative recommends the following: ☐ Metro's sewage system already at 96% capacity, informal settlement households are unlikely to all receive full flush toilets in the near future — making alternative sanitation solutions essential. ☐ Decisions about alternative technologies must be made with communities, not for them — meaningful consultation must be the starting point, not an afterthought. ☐ Set aside a dedicated allocation for desludging pit toilets in informal settlements. ☐ The final budget indicates the number of informal settlement households that will receive new taps and toilets in the 2026/27 financial year and the names of the settlements. ☐ The metro should plan and budget for the increment of the capacity of sewage treatment plants (bulk infrastructure). ☐ The R2 million allocation for interim water provision in the 2026/27 draft budget is inadequate to meet the needs of the communities. The allocation for interim water has been cut by 60% from R5 million in the 2025/26 adjusted budget to R2 million in the 2026/27 draft budget. We recommend an increase in interim water allocation. ☐ Set aside a dedicated budget for repairs and maintenance of basic services infrastructure in informal settlements and increase the total repairs and maintenance budget to bring it in line with national prescripts.
ESTOIRE AND SURROUNDING NEIGHBORHOOD WATCH  IDP 2026.docx	A. ESTOIRE/OLIVE HILL/VAALBANKZUID/ROODEWAL/ CAMBLETON/ DOUGLAS VALLEY/ DEALES GIFT/ RIBBLES DALE 1 ROADS RETARRING Kruger Avenue: Several bad patches, potholes and need to be resealed Tibbie Visser avenue: Busy collapsing, urgent repairs needed and need to be sealed DF Malherbe avenue: Busy totally collapsing, need to be regravelled Bloemsig avenue: Totally collapsing, potholes need to be fix and retarred, low water bridges bussy collapsing x 2 Marais venue: Totally collapsing, low water bridge bussy collapsing Kochlani avenue: Total collapsing, low water bridge bussy collapsing Berg avenue: In a bad state, in direneeds of repaires Zaltsman avenue: In bad State, in dire need of repaires Clarkson avenue: Total collapse from bridge to Wild West

⁷ The inputs captured are emphasise of the issues that are already part of the previous reviewed IDPs from 2024/2025 - 2025/2026 and are annexed in this document.

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	Motivation: These roads have reached their lifespan and urgently need upgrading otherwise they are going to collapse. There are cheap ways to rebuild these roads, we can use Clarkson road as example. We can ask Tau Pele how they did it. 1.2 Sand du Plessis laan: Building of tarred road in Sand du Plessis Avenue (Was approved in IDP 2015 -2016?) This road was a tarred road and then turned into a very bad gravel road, so the strategy to turn a lapidated tarred road in a gravel road didn't work. STORM WATERS are a big concern. 1.3 Bloekom road: Building of Tarred Road in Bloekom service road for businesses. 1.4 Lessing road: Maintenance of newly built Lessing Road especially the intersection near Metro. Workers must clean newly build water channel. Need road marks and road signs. 1.5 Douglas Valley and Dealesgift: Raymond Mashlaba Road: Very bad potholes forming on the road both in and out of town. Grass on the shoulders need to be maintained for water to run away and cut for safety to see oncoming traffic when crossing. Vlei Avenue: This tar road is very bad and almost non-existent. Needs urgent re-surfacing and maintainance to stop complete collapse. 1.6 Intersections: Attention must be given to the intersection of Tibbie Visser and Rudolf Greyling and AW Louw and Rudolf Greyling. Motivation: Many accidents took place at this intersection. It is impossible to join the traffic in Rudolf Greyling out of Tibbie Visser or AW Louw where N8 Office park Bidvest and Acc School are situated without endangering your life during peak hours. Possible slip-ways and proper line markings and road signs could help with the flow of traffic and safety. 1.7 Vaaalbankzuid/Roodewal/ Cambleton The following Tarred roads need attention: Fourie avenue, Renoster avenue, Tom Swartz avenue and Dreyer avenue. Impala road need gravel and compaction , Gravel road part of tibble visser ave need storm water cannels and re gravel 1.8 Bridges The bridge in Tielmanroos Avenue needs re-sealing of road surface to avoid it from collapsing and desperate maintenance and markings of guard rails and painting of road markings for safety. Vegetation close to the road surface need to be maintained to avoid damage to the tar. The shoulders at the entrance to the bridge from town also needs to be maintained for water to flow away. At the moment it is standing in the road surface and will cause a serious accident in time. Low water bridges in Bloemsig ave x 2 Marias ave and Marias Ave , Clarkson ave and Kochlani ave and Impala road vaalbankzuid. This bridges are bussy falling apart and urgently repair. They are all carrying 30 ton plus load on 6 ton bridges 1.9 Vegetation Grass overgrowing the shoulders of tarred roads and make it impossible for water to flow away. Water channels must be cleaned and maintained so that the water can flow away, which can also help the tarred roads last longer and stop damage to private property. Trees that grow in the road and next to road must be cut down. It is a danger to pedestrians, cyclist and motorists. Again, it is the lack of maintenance that leads to lager issues. 1.10 Gravel roads: All Gravel roads need to be graded and most need to be resurfaced especially after the rains. An urgent maintenance plan needs to be implemented, otherwise it will deteriorate further.

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	Especially Diedericks, Linde and Carel van Pletzen are in urgent need of attention, it is not road worthy after contractors installed new waterpipes and gravel washed away etc. Van Straaten Avenue cannot be classified as a gravel road anymore. The gravel is gone and when it rains the vehicles get stuck in the 'road'. Glenara avenue and Pitt Brown need to be graded and possibly re-surfaced. De Bloem avenue doesn't exist anymore from Clarkson to Hamona. Piet van Wyk Avenue , Vlei ave and Deal road in Douglas Valley needs to be graded. All gravel roads need compaction and re-gravel. In Dealesgift all the gravel roads need to be graded. 1.11 Sewerage spillage: Building of new sewerage line along Linde avenue to join new sewerage line at DF Malherbe avenue. The current sewerage line is blocked and overflowing often causing health hazards for the people working at the businesses in Tibbie Visser and underground water boreholes and the members of NG Church Estoire. Motivation: Existing sewerage line at corner Hoofavenue / Carel van Pletzen blocks often and can't take all the sewerage. The spillage also damages the new tarred road at Hooflaan the cost for this new road was about one million rand. 1.12 Electricity: The electricity supply to Vaalbank-Zuid, Roodewal, Estoire, Olive Hill and Cambleton needs urgent attention. Regular power disruptions cost the businesses in the area millions for backup electricity supply and in loss of income. The main reasons are the lack to maintenance especially bad infrastructure and trees that are not cut often enough by Centlec and transformer and cable theft. In Douglas Valley there are 15 poles that are starting to fall over in Raymond Mashlaba Road close to the nursery. There is also trees that are touching the power lines in the same area. Power poles following over in Sand du Plessis ave , kruger ave , van duuren ave and Df malhebe ave , Bloemsig ave Kochlani ave , Macdonald Ave pelsers ave Tielman roos.Low voltage lines in Kerk Straat, Estoire are 3 fase but lines are touching and do not have supply 3 fase. Dangerous connections in Carel van Pletzen ave and Hoof ave. 1.13 Stormwater Stormwater drains in Tibbie visser ave and corner of Sand du plessis ave are constanly blocked. Stormwater from business premises in Hoof ave flooding NG Kerk Estoire and Linde ave and Carel van Pletzen ave. Storm water from Sand du plessis ave flooding house in Kruger ave Sand du Plessis ave and also lower primesses.
FREE STATE STUDENT ACCOMMODATION PROVIDERS FORUM (FSSAPF)  IDP SUBMISSION 04 MAY 2026.pdf	The Municipality's approach to Universitas is contradictory, inconsistent, and misaligned with SPLUMA. Specifically: ☐ Universitas development is restricted on the basis of "<i>retention of character</i>"; ☐ Yet large-scale student accommodation developments are approved that contradict this stated character; ☐ The Municipality selectively deviates from its own by-laws for certain developers; ☐ It promotes student housing in the CBD despite documented safety risks; ☐ It fails to maintain public open spaces in Universitas while prohibiting their redevelopment; ☐ A blanket 3,000 m2 minimum erf-size requirement for rezoning is applied arbitrarily and without SPLUMA justification.

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	These contradictions undermine SPLUMA's statutory principles and raise concerns suitable for oversight by CoGTA, the Public Protector, and the South African Human Rights Commission.
LANDLORDS OF UNIVERSITAS  IDP 2026-27 Submission.pdf	1. Review and amend the zoning of Universitas to reflect its actual function as a student precinct. 2. Designate Universitas as a Mixed-Use / Medium-Density Student Accommodation Zone, with clear standards for accreditation, management, and compliance. 3. Align the Land Use Scheme, Student Accommodation By-law, and IDP to ensure consistency with SPLUMA. 4. Address the maintenance failure of public open spaces in Universitas. 5. Provide written justification for the continued use of "retention of character" in a suburb whose character has already transformed.
ANCHOR OF HOPE	Tariffs proposal
BLOEMANDA INITIATIVE COMMUNITY PROGRAM UNIT (BICPU)  BLOEMANDA INITIATIVE PROGRA	☐ The streets P.S.Masia and Simon Kenosi Mangate should be paved to stop the sand and gravel to block the catchpits. ☐ The catchpits in P.S. Masia should be unblocked to allow water to flow easily.
OURSA	1. Economic Growth: Creating a "Conducive Environment" Economic vitality is not a line item in a budget; it is the result of a predictable and safe environment. • Public-Private Safety & Maintenance Zones: Establish formal "Clean & Safe" partnerships in Bloemfontein, Botshabelo, and Thaba Nchu. By partnering with local business chambers and property owners, the City can decentralize the management of public spaces, ensuring that infrastructure is maintained to a standard that attracts investment. • Red-Tape Amnesty for SMMEs: In 2026, the City should introduce a "Fast-Track Window" for community-led businesses and property upgrades. Reducing the time for zoning approvals and building permits from months to weeks will immediately stimulate local construction and job creation. • Localized Economic Hubs: Instead of centralized industrial zones, the IDP should prioritize "Ward-Level Economic Precincts" where community members are incentivized to turn residential properties into productive business nodes through relaxed but managed land-use policies.

INPUTS 15 APRIL – 04 MAY 2026														
ORGANISATIONS	SUMMARY OF INPUTS													
	2. Eradicating Informal Settlements: From "Paper Towns" to Permanent Assets The presence of over 50 informal settlements in Mangaung is a challenge that requires spatial justice, not just relocation. • Service-First Formalization: Rather than waiting for "Top-Structure" housing (RDP houses) which are slow to deliver, the IDP must prioritize In-Situ Upgrading. This means providing every household with a serviced site (water, sanitation, electricity, and a title deed) immediately. • The "OurSA" Self-Build Partnership: Partner with community cooperatives to provide "Building Toolkits" and technical oversight. This allows residents to build their own homes to municipal standards, fostering a sense of ownership while accelerating the eradication of informal dwellings. • Title Deed Revolution: A title deed turns a shack into a bankable asset. We advise the City to set a hard target for 2027: Zero backlog in title deed transfers for formalized settlements.													
	3. Property Development: Benefit for All Residents New property developments must bridge the gap between the affluent and the marginalized. <table border="1"> <thead> <tr> <th>Strategy</th><th>Action Point</th><th>Benefit to Residents</th></tr> </thead> <tbody> <tr> <td>Inclusionary Housing</td><td>Mandate 15-20% affordable units in all new luxury developments.</td><td>Breaks down spatial apartheid; workers live near their jobs.</td></tr> <tr> <td>Bulk Infrastructure Credits</td><td>Provide rebates to developers who upgrade municipal infrastructure (sewers/roads) beyond their site boundary.</td><td>Lightens the burden on the City's R44bn budget.</td></tr> <tr> <td>Mixed-Use Integration</td><td>Move away from "residential-only" estates toward integrated work-play-live precincts.</td><td>Reduces transport costs and stimulates micro-economies.</td></tr> </tbody> </table>		Strategy	Action Point	Benefit to Residents	Inclusionary Housing	Mandate 15-20% affordable units in all new luxury developments.	Breaks down spatial apartheid; workers live near their jobs.	Bulk Infrastructure Credits	Provide rebates to developers who upgrade municipal infrastructure (sewers/roads) beyond their site boundary.	Lightens the burden on the City's R44bn budget.	Mixed-Use Integration	Move away from "residential-only" estates toward integrated work-play-live precincts.	Reduces transport costs and stimulates micro-economies.
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Mixed-Use Integration	Move away from "residential-only" estates toward integrated work-play-live precincts.	Reduces transport costs and stimulates micro-economies.												
	4. Direction for Improvement: The Tripartite Governance Model													

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	OurSA believes that the IDP should formalize a "Triple Helix" Partnership between the Municipality, Communities, and Property Owners. • Transparency Dashboards: Create a publicly accessible "IDP Progress Portal" where residents can see real-time updates on ward-specific projects. This builds the trust necessary for business investment. • Community Co-Management: Allow organized community groups to take "caretaker" status over municipal assets like parks and community halls, reducing vandalism and maintenance costs.
WILD OLIVE ESTATE OWNERS' ASSOCIATION (RF) NPC  COMMENTS ON THE DRAFT IDP AND REL/	1. improved public safety and law enforcement coordination in the Wild Olive Estate; 2. urgent road maintenance, road markings, signage and traffic enforcement; 3. consistent waste removal, landfill rehabilitation and environmental management. 4. Improved Communication and Public Participation from Mangaung
WEPENER TRANSFORMATION FORUM  DOC-20260430-WA0146..pdf	7.1 Development of Modern Housing (Node B2 – R26 & Van Aardt Intersection) We propose the development of modern, affordable housing targeted at: Government employees The working middle class 7.2 Establishment of a Shopping Complex (Node B2) We propose the development of a retail and commercial hub at Node B2. 7.3 Revitalization of Mohokare Lodge (Tourism Development) We propose the rehabilitation of Mohokare Lodge as a strategic tourism asset. 7.4 Establishment of a Fish Hub (Caledon River Development) We propose the establishment of a fish production and processing hub along the Caledon River. 7.5 Development of a Multi-Purpose Government Service Centre

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	We propose the creation of a centralized service centre to house: Home Affairs Department of Labour SASSA
LOCAL DRUG ACTION COMMITTEE  LDAC PROPOSAL(2).pdf	Heidedal currently faces a crisis-level crime profile, with drug-related crime being the most reported category in the precinct (384 cases in 2025-2026). Regional Trends: The Park Road police station now ranks as the 4th highest contact crime station nationally, indicating that Mangaung is bucking national improvement trends. Pilot Program Design: The proposal frames Heidedal as an 18-month pilot project to de-risk municipal investment while generating measurable evidence for a broader rollout. Budgetary Request: We request a dedicated budget line of R1,500,000 within the 2026/2027 MTREF Budget to cover operational costs, early intervention, and rehabilitation access. Strategic Alignment: This initiative transitions the Municipality from reactive policing to proactive social engineering, aligning directly with IDP objectives for "Safe and Healthy Communities".
QIBING DEVELOPMENT AND EDUCATION FOUNDATION (QDEF)  Written Submission IDP (2).pdf	Equitable Service Delivery Achieve full access to reliable water, sanitation, electricity, and refuse removal for all households within a defined timeframe. Housing Development • Accelerate delivery of housing to address the backlog of 827 applicants. • Ensure serviced stands and incremental housing support for qualifying beneficiaries. Local Economic Development • Establish a functional local economic hub to support small businesses, informal traders, and cooperatives. • Promote Wepener as a viable heritage and cultural tourism destination, including support for community-led initiatives. • Youth and Social Development

INPUTS 15 APRIL – 04 MAY 2026	
ORGANISATIONS	SUMMARY OF INPUTS
	• Expand access to youth programmes, skills development, and recreational facilities. • Improve services for vulnerable groups, including the elderly and people with disabilities. Infrastructure Improvement • Upgrade key access roads, stormwater systems, and internal streets. • Implement flood mitigation measures, particularly around Jammerspruit. Environmental Sustainability • Ensure proper licensing and management of the landfill site. • Protect and rehabilitate environmentally sensitive areas. Safety and Emergency Services • Establish local firefighting and emergency response capacity.
AFRIFORUM  IDP Comments.pdf  IDP Cover Letter.pdf	1. Roads and Transport Infrastructure 2. Parks 3. Water Infrastructure 4. Sewerage 5. Waste Management and Cleaning 6. Cemeteries 7. New Developments 8. Electricity 9. Landfill Infrastructure 10. Fire and Emergency / Law Enforcement / Metro Police 11. Governance and Accountability / Financial Sustainability / Monitoring and Evaluation

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)

THABA NCHU: MARIA MOROKA HALL (Wards 41 and 43 – Trust Areas)

21 April 2026

Issues relating to Leakage –Kgalala Trust
 Building and completion of RDP Houses - Sediba
 Land availability - Yorksford
 High Mast Lights not working - Yorksford
 Roads construction all trust areas
 Prepaid Meters – Zone 5
 Tigeriver Trust non accessibility of road
 Leakage & Transport availability

THABA NCHU: BAROLONG HALL (Wards – 39,40,41,42 and 49)

21 April 2026

Ward 39	Removal of illegal dumping sites Construction of storm water channels Vacuuming toilets Request for paving Stray animals Construction of Roads Language signs for people with disabilities Incomplete toilets -services not installed Waste Removal Trucks lack of collection Roads Maintenance Maintenance of Bus Stops High Mast light in Klopers Street
Ratau Extension	Illegal connections to water Mountain view infrastructure Storm water challenges Vacuuming toilets Road Maintenance Toilets in Extension 27
Ward 40	Bridge flooding Issuing Title Deeds Request for Robots
Ward 41	Roads in Seroalo Areas Unfinished RDP Houses Safety of people farming with cattle's.

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 43 Motlatla Area	Electrification of Seroalo Tittle Deeds (Zone1) Upgrading of Sewer Plan Law enforcement Bridge flooding Water infrastructure Maintenance of Roads Maintenance of main road Construction of Bridge Construction of Road in area Maintenance of parks and stadium around Tlabane Incomplete houses Police visibility
BOTSHABELO SIMPSON SEFUTHI HALL: (Ward 33,34,35,36,37,38) 22 April 2026	
Ward 38	Maintenance of roads Storm water drainage channels (Section M) Solid waste/ removal of waste timeously Request for waterborne toilets Indigents registration red tapes
Ward 37 (R Section)	Allocations of sites and no evictions Budget allocations priorities
Ward 35	Section M Waterborne Toilets Water and electricity Title Deeds Secondary School Vacuuming of Toilets Riverside portion (Water and Electricity)
Ward 32	Road maintenance (C Section) Dilapidated houses Vacuuming toilets Clinic Request

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
General Submissions	1. Ba roads and flooding after rain 2. Approval of informal settlements 3. Waste and refuse desposal 4. No vehicles to attend residents complains due to availability of diesel. 5. Bridge crossing between senanggwedi and Reamohetse for school learners. 6. Access to clinic due to floods 7. flashing toilets in section E2 next to sechaba mahobe library 8. Electricity transformer fails time to time causing blackouts for hours weekly. Submissions: Part A - Please ensure that roads are gravelled - Please ensure that all the potholes are attended to at an early stage instead of waiting for them to be dug - When you pave and or tar our roads, please ensure that you erect a storm drainage and pavement because without the two, water infiltrates the base and subgrades the soil layers underneath the asphalt, reducing its bearing capacity. When this foundation becomes saturated, it can no longer support the weight of traffic, causing the road to sink and invent potholes unnecessarily. Submissions: Part B - It has been thirty plus years and Section T in Botshabelo is still using pit latrines, when is this Constitutional discrepancy going to be addressed? - A portion of Section D in Botshabelo is still using buckets to this day, when this indignity is going to be addressed once and for all - Section L in Botshabelo is also using pit latrines, please take us into confidence and dignify our ailing community. Sanitation Project in Section R Botshabelo relocation area- Interim water and sewer budget X2727 relocation area- Interim water and sewer budget
BOTSHABELO H HALL (Ward, 27,28,29,30,31 and 32) 22 April 2026	
Ward 27	Incomplete road paving between ward 27 and 28
Ward 28	Section K – waterborne toilets (500units) Informal Settlements not serviced
Ward 29	Economic opportunities Rehabilitations of roads Section F – interstate Bus line depot Youth initiatives Illegal dumping section k car wash (Small boys' field)
Ward 30	Stormwater Channels

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 32	Formalisation of Informal Settlements (N8 Park) Provision of services informal settlements at Tau Nameng Potholes rehabilitations Section G – support to farmers Law enforcement intake Finalisation of waterborne toilets Formalisation of Informal Settlement (Provision of services water and electricity) Clinic rehabilitations Stormwater channels Support of the emerging business people Youth employment
BLOEMFONTEIN KOPANONG SCHOOL HALL (Ward 6,7,11,12 and 51) 23 April 2026	
Ward 12	Paving of roads Request for a bridge
Ward 6	Youth unemployment Informal Settlement Service provision Allocation of Houses Waste removal Support of SMME'S Building of Clinic
Ward 7	Paving of roads Freedom Square Maintenance of stormwater drainages/pipes
Ward 11	Resealing of ZCC roads Fire station road rehabilitation Botlehadi School roads paving High Mast lights
Ward 51	Erection of high mast lights Erection of bridge for school kids Tarred/paving of roads Control of stray animals

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
	Electrification of Ext 4 Water and Sanitation Removal of waste timeously High Mast Lights Building of School in Phomolong Allocation of sites in Phomolong Water and Sanitation Connections Waste Collection
BLOEMFONTEIN KAGISANONG HALL (Ward 9,10,4,5,9) 23 April 2026	
Ward 13	Issues relating to water Indigent register initiatives Electrification Rehabilitations of roads Shacks behind Singonzo Clinic must be relocated
Ward 9	Maintenance of Roads in Phase 2, i.e. David Montwedi, No-jokes, Moremi, Catherine Mpane, Tau, Ndlodlo and Hillside View.
Ward 10	Police station, Community centre, Law enforcement visibility, Community Centre Hall, Roads Rehabilitation, Provision of sites (SDF, Tittle Deeds, Sewage system Maintenance Water of street, Sewer spillage and blockage and rehabilitation of roads. 1.Service delivery that commands/ require experienced, expertise & compliance from contractors. 2.It's important to avoid repetition like road patching while we know paved roads can stand the test of time. Let's invest in these. 3. Caleb Motshabi has toilet pipes installed but up to date not working, no toilets esp for the indigent, some residents installed at their expense resulting in drain blockages that water is running down the streets without being attended to. This need urgent attention as the stench is unbearable. 4. Lastly there is another health hazard that could also be life threatening, the wetland at Caleb Motshabi that is clogged with dirt & refuse. The clogging makes it dangerous because it could be a trap to kids passing by, running after a ball fallen into the deep like dam wetland only to drown. There are actually three-part wetlands there the two are not deep but the third is a trap.
Ward 5	Maintenance of infrastructure (dilapidated buildings) 1. Elimination of any/all budding, illegal dumping sites located at the voting station (vd: 218606361420) in Bobo Street cojoining Motherwell Soccer Ground. 2.That the dumping site at Bobo Street be replaced with a 3 in 1 Basketball/ Netball/ Tennis courts. 3. That the following streets be either tarred, paved and/or gravelled to improve conditions affected by flooding after heavy rainfall: Tsekeletsa (from Moshoeshoe to Makhaola) Ndlondlo Kotoyi Duta

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)

Bobo
 Makhaola
 Mathebula
 Lehasa
 Sefatsa
 Thakalekoala (Namibia)
 Malefane
 Phaphama (rehabilitation of the tar road)
 Gqonqo
 Ntlati
 Mjali
 Phaphama (rehabilitation of the tar road)
 Pasane
 Moletsane
 Rani
 Maphungwana
 Pampiri
 Hlobo
 Zulu and Makoane (pedestrian paving and stormwater), Singonzo (pedestrian paving and stormwater), Mokoloko (pedestrian paving and stormwater alongside Mothusi Primary School) George Lubbe (stormwater)
 4. Demolition of all informal settlements, 2 roomed houses and unoccupied residences within the ward, to be replaced with RDP houses fully plumbed, fully electrified and fenced. The following sections of the ward with informal settlements are priority:
 Crawford (on the voting station) China Square Motherwell ground (Surrounded by Mathebula, Mondli and Bobo streets) MK Square, Rankie Square (only residents who will agree)
 5. For indigent assistance with regards to yard-cleaning, grass-cutting, tree-felling, etc. Moreover, we acknowledge the existing indigent services availed by the Municipality and request that yardcleaning, grass-cutting, tree-felling, etc. become services sanctioned by the Municipality as another strategy targeting service delivery and job creation.
 6. Municipality to establish a Security service which will assist in elimination of criminal activity in all Schools within the ward. The Security service will operate side by side with the already-running
 programme established by South African Police Service called Community Police Forum (CPF). The following schools are priority:
 Daluxolo
 Hodisa
 Mothusi
 Kgabane
 Mabilela
 Ihobe
 Nozala
 7. The Mangaung Metropolitan Municipality establish an Agriculturally centred programme with South African National Biodiversity Institute (SANBI) to educate, assist, employ, etc. members of the community about alien plant species which disrupt public agriculture projects such as vegetable, fruit and flower gardens.
 8. That the Municipality upgrade sewer system all over and within the ward. The following streets are priority:

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)

Bobo
 Gqonqo
 Mathebula
 George Lubbe
 Unique Homes' streets (close to Maranatha Voting Station) Ngalo Dhlabu
 9.Municipality to repair already existing '*mothowammona*/' tall street lights within and around the ward to contribute to job creation. Identified sites are:
 -Singonzo (near Comm-Tech Comprehensive School)
 -Motherwell (Bobo Street/ dumping site)
 -Corner Mjezu and Qonqo Streets
 -George Lubbe
 -Zulu
 -Moshoeshoe
 -Thakalekoala
 10. That regular scraping and/or steamrolling of Motherwell Community Field (located at Bobo Street) happen on a once-a-trimester basis.
 11. That there be a single community tap installed as soon as 2. herein is accomplished. Moreover, the tap be manufactured from non-recycleable material to curb theft of steel and copper pipes around and within the ward.
 12. That equipment to be used as soon as 2. is established and complete; be non-metal, non recyclable, durable and environmentally friendly.
 13. That Community meetings, indaba, workshops, etc. hosted by the Municipality avail educational resources (in print first then online) on how the Municipality, Community and related organisations work. Such resources will in turn keep community members informed in time of such important meetings as that of the IDP.
 14. That the Municipality control all carwash businesses located on public pedestrian walkways/sidewalks; a hindrance between carwash and pedestrians involves traffic safety, damage to municipal infrastructure, etc. Relocate such businesses inside yards or applicable spaces.
 15. That Thari ya Tshepe Chreche keep operating as an ECD Centre but extra infrastructure such as rooms, hall, kitchen and grounds be used jointly with the ECD centre as:
 -Anti-Gender Based Violence centre
 -Anti-drug and substance abuse rehabilitation centre (similar to NICRO)
 -Arts,Culture and Recreation centre
 16. That all open spaces be converted to sport/ agricultural project centres to nourish the community within and without the ward.
 17. That the Municipality; having included 2., establish a Skateboarding park in the open space close to Bobo Street voting station.
 18. That school fields, yards, fences, gardens,etc. Be maintained regularly by community within the ward through contracted programmes similar to EPWP and CWP with minimum stipend.
 19. That there be established a regular inspection of street plumbing and speedy attendance of sites reporting leaks, meter damage and related matters.
 20. The Municipality to establish a regular inspections program of dangerous animals kept as pets as well as living conditions of the animals and; if the need arises, punish the guilty accordingly with the help of the Society for the Prevention of Cruelty to Animals (SPCA).
 21. The Municipality to construct an Outdoors giant Chess Board (similar to that in Middestad Shopping centre) made from paving and the painting of the paving. Moreover, we wish that the chess equipment be made from non-metal, non-recycleable, durable material. Lastly, B.P. Leinaeng Library needs urgent attention with uncontrolled and neglected grass/weeds devaluing the library thus, the open-air chess board will be constructed in that area currently neglected.
 22. The Municipality to install mesh wire fencing of indigent homes around and within the ward to improve safety and security.

Business Container to be used to run business such as:

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 14	Salon Tuckshop Internet Caffe Car wash Creation and fast food Security Cameras to be installed in main roads Patrols to assist other areas with no cameras Request for the following street to be paved; Tsholofelo including part of Mafora Tarred road for busy streets like Motsamai, Phutagae, Kgaile and Dimpane Request for School premises to be used to plant vegetables and sell them Creatin of permanent CCMDD for senior citizens and disabled people to collect their medication Police Container CPF, Security and safety at least ward councillor must have 20 people working.
BLOEMFONTEIN CLIVE SOLOMON HALL (Wards 16, 17, 45 and 49) 28 April 2026	
Ward 45 (Phase 9)	Issues relating to; Toilets, Roads and storm water blockage RDP houses prioritisation Stormwater channels blockages (Village Pub)
Ward 16	Railway projects and Human Settlement Rehabilitation of Trevor Barlow Library and Clive Solomon Request for Art Centre
Ward 17	Waterborne toilets +-1800 Building of AA Centre No water connections Residents received bills Collection of Waste Removal
Ward 49	Waterborne Toilets Previous budget allocation moved where? Sonwater big rocks hampering loverhood of the resident
Ward 45 (Phase 4)	Request for Library and Clinic Gravelling of roads 3. Water and sanitation Project in Phase 10 4. Water and sanitation Project in Sonderwater (Phase 2)- The project is budgeted to service 80 households, the proposal is to increase it to 120 households.
BLOEMFONTEIN PARADISE HALL (Wards 1,2,3 & 4) 28 April 2026	

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 3	Asbestos Indigents register priorities Employment of local contracts Kokozela and Tsoai Street Housing Construction Paving of Cathrada, Nzume & Magengenene Street Allocations of Maphisa flats
Ward 2	Bochabela Klein Magasa Creative art centres
Ward 1	Pruning of trees Renovation of Katlegong Center (Cancer area) Renovation and installation High Mast light and CCTV Tambo Raam kraal improvements and curbing crime Title Deed Protection of substation (CCTV) at Hostel no 1 Illegal occupation of park in Thambo square Toilets leakages
General Admission	Bloemfontein relocation area- Interim water and sewer budget
WEPENER QIBING HALL (Dewetsdorp and Van Stadensrus Ward 43 and 50) 29 April 2026	
Ward 43	Institution of Higher Education Morojaneng relocation area- Interim water and sewer budget
Ward 50	Wepener underfunded and there is no development
Qibing Development and Education Foundation	Bridge rehabilitation Upgrading of informal settlement Pruning of trees Housing Access on Water and Sanitation Firefighting service Landfill site Electricity challenges Youth Development

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Qibing Development and Education Foundation	Removal of waste in Extension 7 No Waterborne and water connection in Extension 7 Youth employment Allocation of sites Lack of water supply in high land Areas Stormwater channels construction Sewer challenges Kanana road Old dilapidated houses Waste collection Equitable Service Delivery, achieve full access to reliable water, sanitation, electricity, refuse removal Housing Development Local Economic, establish functional local hub to support small business, informal traders, and cooperatives Promote Wepener as a viable heritage and cultural tourism destination Youth and Social Development Expand access to youth programmes, skills development and recreational facilities Infrastructure Improvement Upgrade key access roads, stormwater systems, and internal streets. Implement flood mitigation measures, particularly around Jammerspruit. Environmental Sustainability Ensure proper licensing and management of the landfill site. Protect and rehabilitate environmentally sensitive areas. Safety and Emergency Services Establish local firefighting and emergency response capacity.
LEBONA PHALATSE BRANCH	Allocation of sites

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 50	Lack of water supply in highline areas: Refurbishment of bore holes Storm water, reconstruction of water channels Electrification of households and water connectivity in Ex 7 Wepener Construction of Colbert Bridge Sewer spillage Sealing of potholes in Martinus Street Allocation of sites: there is urgent need on allocation sites in both towns Lack of or no water supply in highline areas: Refurbishment of bore holes Storm water: Reconstruction of water channels In Ext 7 Wepener Kanana D and Gaba square and green field in Van Stadensrus: Electrification of households and water connectivity and it must be stated that as of current, there are no even toilets in the areas and are formalised areas. Construction of a Colbert bridge. lack of this hinders services such as policing, emergency health care services, etc Sewer spillage: there is serious challenge such that even some residences have even left their homes based on such because the sewer is all over the place. Sealing of potholes in main street (Martinus Street in town) in Van Stadensrus Gravelling of internal streets
BLOEMFONTEIN BRAM FISCHER BUILDING AUDITORIUM (Ward 18,19,20,21,22,23,24,25,26, and 64) 04 May 2026	
Ward 46	Construction of toilets (500 sites) Request for clinic due to the delaying of Mobile Clinic (not arriving) in Phase 6 Water leakage
Ward 20	1. Curlewis Street – Gilles van der Wall Street Currently this small, narrow little road is carrying heavy traffic which it was not designed for especially from the Woodland Hills' area towards the schools of Willem Postma, Brebner, CBC, Sentraal and Oranje. A traffic light has been installed but motorists generally from both sides as well as Shellyvale approach this with speed, accelerating to 'catch the light green'. Also, delivery trucks pass via this little road towards Checkers at Woodlands and delivering building material (bricks, concrete and pave bricks) which in many cases must face an inadequate turning circle to enter the street from Rayton Road. The speeding and trucks cause a situation which is unsafe leading to an accident-prone situation both at this juncture and the Juta Street juncture. Petition: speed bumps (3 of) between Juta- and Richard Feetham Street, between Juta- and Rayton Street as well as between Rayton- and Gilles van der wall Street at about the reservoir entrance. 2. Concrete dumping in roads.

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
Ward 21	Remove dumped (waste) concrete in Rayton Street (between Gen Dan Pienaar and Curlewis/Gilles van der Wall), remove in Oliver Schneider at junction with Lucas Steyn. 3. Traffic light: Due to heavy traffic and unsafe conditions, a traffic light is needed at the crossing of Lucas Steyn and Oliver Schneider. At junction of Frans Kleynhans-Lucas Steyn with Ray Champion-Reyneke a traffic light is a necessity with the upgrading of the junction referencing approach, sight distance and storm water drainage. 4. Road signs and Paint markings: Maintain for Gen Dan Pienaar, Rayton, Lucas Steyn, Curlewis, Oliver Schneider and Jutta. 5. Re-direction of traffic. Calliope to join Nicolai and joined with Ray Champion leading traffic directly to North Ridge Mall and not via residential areas. Traffic lights to be installed at relevant positions. Woodland Hills Boulevard to connect with Muller-du Plessis (LHP) with traffic lights situated correctly or Emoya hospital with Muller (LHP). 6. Other Major interventions required: Pave road (currently gravel) between R700 and R64 north of Tempe Airport as part of the ring road system of Bloemfontein. Join Lucas Steyn (at Richard Feetham) with Louw Wepener as major arteries. Benade Driveway bridge at Stals Road – this is a dangerous crossing and Benade Drive should be constructed for traffic to Walter Sisulu as most of the traffic originates in any case from Walter Sisulu. 7. Town Development: The Tempe Military base area, north of Papa Brits Street up to the turn off to the SANDF's 'scrap yard hangers' should be redeveloped for residential purposes and joined with the existing Heuwelsig area effectively shrinking the available military area which is at this stage in any case dormant. Reconsider a military area within a build up residential area given the extensive available SANDF area available at De Brug. 1. Overview The Ward 21 submission focuses on improving municipal governance, infrastructure maintenance, public safety, environmental protection and service delivery within the Metro. The submission identifies recurring concerns relating to: • Aging infrastructure • Weak maintenance systems • Poor customer communication • Ineffective bylaw enforcement • Waste management failures • Weak financial and project management

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)

- Urban planning pressures
- Public safety concerns

The proposals are largely practical and aligned with the objectives of developmental local government.

2. Main Strategic Priorities

2.1 Institutional Reform

The submission proposes:

- An integrated municipal call centre operating 24 hours per day
- A communication management department
- Online reporting systems for capital projects
- Improved customer service systems
- Better management training and labour relations

These proposals aim to improve accountability, communication and responsiveness.

2.2 Infrastructure Renewal and Maintenance

Strong emphasis is placed on planned maintenance and infrastructure renewal in Hilton, Navalsig and Waverley.

Priority areas include:

- Roads
- Sewer systems
- Electricity networks
- Water supply infrastructure
- Traffic lights and road markings

The submission correctly identifies the need for preventative maintenance rather than reactive repairs.

2.3 Waste Management

The submission identifies major concerns relating to:

- Illegal dumping
- Refuse collection quality
- Landfill management
- Garden refuse disposal

Recommendations include:

- Garden refuse holding areas
- Improved quality control
- Public education programmes
- Enforcement of bylaws
- Introduction of a wheely-bin system

2.4 Urban Planning and Land Use

The submission seeks to protect the residential character of suburbs such as Hilton, Waverley and Dan Pienaar.

Key concerns include:

- Business activity in residential areas
- Excessive subdivision of properties
- Pressure on existing infrastructure

The submission also proposes affordable cluster housing for young working families.

2.5 Environmental and Tourism Development

The submission supports conservation and tourism development in:

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)

- Naval Hill
- Happy Valley
- Kiepersol
- Deale Road conservatory areas

The proposals aim to balance environmental protection with tourism and recreational development.

2.6 Public Safety and Law Enforcement

The submission calls for:

- Stronger bylaw enforcement
- Action against illegal dumping
- Improved traffic control
- School safety programmes
- Improved cooperation with SAPS, CPF and private security groups

The proposals reflect concern regarding declining public order and enforcement capacity.

2.7 Financial Governance

The submission recommends:

- Improved alignment between the IDP and municipal budgets
- Greater transparency in procurement and tender processes
- Improved revenue collection
- Reduction of underfunded budgets
- Monthly reporting on budget performance

These proposals focus on improving financial accountability and sustainability.

2.8 Community Facilities

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The submission proposes:

- Restoration of the Arthur Nathan swimming complex
- Development of sports facilities in Hilton
- A clinic serving Hilton, Navalsig and the City Centre
- Taxi rank infrastructure improvements

These projects aim to improve community services and recreational infrastructure.

2.1 Resurfacing, Rehabilitation and Stormwater Upgrading

2.2 High-Risk Intersections & Accident Hotspots

2.3 Speed Control & Traffic Calming

3. POTHOLE REPAIRS & ROUTINE ROAD MAINTENANCE (OPERATIONAL PRIORITY)

4. STORMWATER & DRAINAGE

5. SEWERAGE INFRASTRUCTURE UPGRADING (CAPITAL PRIORITY)

6. ELECTRICAL INFRASTRUCTURE & LIGHTING

- Substation Upgrades
- Public & Open Space Lighting

7. WATER INFRASTRUCTURE

- Water Line Upgrades
- New Water Reservoir

Ward 22



IDP review ward 22-
MAY 2026.pdf

PUBLIC SAFETY & SECURITY INFRASTRUCTURE

Roads and infrastructure

Potholes all over especially after heavy rains that's being fixed temporarily is no solution Flooding of roads with heavy rains
Robots not working due to cable theft and no electricity, with no traffic officers being deployed to assist in peak traffic hours
All these issues poses safety risks

Water & sanitation

Constant water interruptions due to no maintenance due to mismanagement of budgets
Refuse not being collected due to mismanagement of budgets, no fuel or no maintenance on trucks

Parks & public spaces

PHYSICAL MEETING WITHIN MANGAUNG WARDS (15 April – 04 May 2026)	
	Homeless people sleeping and begging all over at all robots and public spaces Leading to higher crime rate due to break ins Residents have to spend extra on own security companies Safety of children wanting to play in parks at risk Joggers not wearing adequate reflecting clothing at night, nit visible to drivers, ppses a serious safety risk for both drivers and joggers Tarrifs Current tarrifs and rising increases are crippling everyones budgets. With constant increases we have to cut budgets on other basic essentials like groceries just to make ends meet and survive.
Ward 24  Integrated Development Plan ID	Roads & Transport: Urgent repairs and maintenance of potholes, road resurfacing, and improved public transport routes. Water & Sanitation: Addressing intermittent water supply and sewage system maintenance. Electricity: Improving street lighting, addressing frequent power outages, and curbing illegal electricity connections. Waste Management: Implementation of regular refuse collection, recycling initiatives, and illegal dumping prevention strategies. 2. Local Economic Development & Job Creation A. Implementation of skills development and training programs, especially for youth and unemployed individuals. B. Encouraging public-private partnerships (PPPs) to attract investment into the ward. 3. Health & Social Development A. Strengthening healthcare services by expanding clinics and mobile healthcare units. B. Implementation of drug and substance abuse awareness programs. 4. Safety & Security A. Establishing and strengthening Community Policing Forums (CPFs) to address crime. B. Installing additional streetlights and CCTV cameras in crime hotspots. C. Implementing crime prevention programs targeting youth and vulnerable groups. 5. Environmental Management A. Protection and maintenance of public parks and green spaces. 6. Budget Considerations A. Requesting an increased budget allocation for infrastructure and service delivery improvements. B. Ensuring proper monitoring and evaluation mechanisms to track progress on approved projects

INPUTS 01 AUGUST 2025 – 27 FEBRUARY 2026	
SUBMISSIONS BY ⁸	COMMUNITY INPUTS
Asivikelande: <i>“voice of Informal Settlements residents about basic services”</i>	1. Recognise and Build on Progress: Asivikelande welcomes the progress made in 2025/26 installing full flush toilets in settlements including Saliva, Mkhonto, Section 27 in Thaba Nchu, and Soutpan. This marks meaningful change and the Metro should maintain this momentum and ensure all ongoing projects are completed on schedule. 2. Ensure Adequate Sanitation Funding Budget adequately for informal settlement sanitation. Many residents still dig their own pit toilets due to lack of municipal services. Whilst permanent flush toilet projects are being planned and implemented, the Metro must provide effective interim solutions to ensure dignified, safe, and hygienic sanitation, including interim water access where taps are unavailable. 3. Accelerate Project Implementation The Mid-Term Budget and Performance Assessment report shows that less than half of the Informal Settlement Upgrading Partnership Grant and the Urban Settlement Development Grant have been spent year-to-date.² Only 29%³ of the Water and Sanitation directorate's capital budget has been expended. Given the significant backlog, the Metro must work urgently to execute projects and spend full grant allocations. The 2026/27 IDP and budget should identify and address implementation blockages. 4. Implement Alternative Sanitation Solutions For years, the Metro has budgeted for Alternative Sanitation Solutions but none have been installed. Given infrastructure backlogs and water scarcity, implementing this project is essential. The Metro must consult users on these solutions, as residents understand their own needs and community requirements best. 5. Provide Desludging Services for Self-Dug Pit Toilets Residents depend on self-dug pit toilets and must often dig new pits when the old ones fill, as no desludging services are provided. The Metro should provide desludging services to informal settlement residents with self-dug pit toilets pending installation of flush or alternative sanitation solutions. This is essential for physical and environmental health and safety. 6. Budget for Repairs and Maintenance With flush toilets now being installed in informal settlements, the Metro must budget for repairs and maintenance to prevent system failures. Ringfence a portion of the general repairs and maintenance budget specifically for informal settlement basic services infrastructure. Given the low 2025/26 allocation, the Metro should increase the general repairs and maintenance budget in the 2026/27 draft. 7. Strengthen Community Engagement Consult and engage informal settlement residents throughout the planning process for basic services, from needs assessment through IDP and budget development. As service recipients, residents have essential knowledge about their needs and requirements. 8. Increase Budget Transparency Include specific details in the budget and IDP: ▪ Which settlements will benefit from each project ▪ Deliverables and timelines (e.g., how many taps and toilets will be delivered and by when) ▪ Clear allocation of funds for specific services (e.g., pit toilet desludging) Ward-Specific Concerns Phase 7, Bloemfontein- Water Reticulation Project (2024/25) The water reticulation project in Phase 7 was halted without community engagement or updates despite high community anticipation. We request information on: ▪ The reason for the project halt ▪ Current project status and whether it will be resumed or completed ▪ Alternative plans or solutions being considered Ward46-Mattharantleng Informal Settlement No contractor is visible on site in Mattharantleng informal settlement and Phase 6. We request clarity on when this project will start and be completed.

SUBMISSIONS BY ⁹	COMMUNITY INPUTS
Ward 9 and 45 Member of the public inputs (T)	We need the rapid interventions in this area as we have been in settlement for the past 20 years. All we really need is toilet and road infrastructure.
Member of the public (T. S)	We need to address road and stop signs also in the Mangaung Municipality area, it is a huge problem regarding road safety. In Generaal die Wet in the C/o Barry Richter and Christiaan Rudolph Street, as well as Christiaan Rudolph and Gideon Scheepers Street there is no stop signs. Children are playing in the park and dog owners take their dogs to play. Vehicles are driving at high speed and don't stop.
Ward 22 (Ward Cllr inputs) Full report attached  IDP review ward 12 February 2026.pdf	1. ROAD INFRASTRUCTURE DEVELOPMENT & UPGRADING (CAPITAL PRIORITY) 2. POTHOLE REPAIRS & ROUTINE ROAD MAINTENANCE (OPERATIONAL PRIORITY) 3. STORMWATER & DRAINAGE 4. SEWERAGE INFRASTRUCTURE UPGRADING (CAPITAL PRIORITY) 5. ELECTRICAL INFRASTRUCTURE & LIGHTING 6. WATER INFRASTRUCTURE 7. PUBLIC SAFETY & SECURITY INFRASTRUCTURE 8. PARKS, OPEN SPACES & ENVIRONMENT 9. ROAD MARKINGS, SIGNAGE & STREET NAMES 10. PRE-PAID WATER METERS Ward 22's infrastructure is under visible pressure due to ageing systems and increased demand. The community has clearly prioritised: 1. Road and intersection upgrades 2. Sewer system rehabilitation 3. Water supply strengthening 4. Electrical reliability and public lighting 5. Traffic safety enforcement

⁸ In compliance with Protection of Personal Information Act (POPIA) the names of the persons submitting inputs would not be included but rather indicate their initials or organisation.

SUBMISSIONS BY	COMMUNITY INPUTS
Ward 23 (Ward Committee Inputs) (D.v.H)	1. We refer to the road markings at the intersection Wynand Mouton Road and Koos van der Walt Avenue. 2. The present road markings are for all practical purpose non-existence. 3. We as residents of Universitas-Ridge request that you as soon as possible attend to the road markings. 4. Since the last time the road markings in Wynand Mouton Road was attended to faint a lot. It is as if the road paint thinned very quickly. It seems that water or some liquids are added to the paint to make it thinner. 5. Another aspect of concern is the time span from the point the traffic light in either way between 'RED' and 'GREEN' is very short. When the lights turn 'GREEN' and vehicles ignore the 'RED' light, the traffic arrive in a short period the connection of Koos van der Walt Avenue. The short period between 'RED' and 'GREEN' make it difficult to enter or cross Wynand Mouton Road. 6. Both the aspects mentioned above is for most of travellers who wants to enter Wynand Mouton Road difficult. 7. We would appreciate it very much if the matters mentioned will be dealt with by the different departments.
Ward 23 (Ward Cllr Inputs)	Infrastructure Maintenance and Safety • Repair of roads, sidewalks and repainting of road markings. • Urgent pothole repairs to protect pedestrians and motorists. • Fully functional street lighting to improve safety. • Upgrading and maintaining water and sewer infrastructure to prevent recurring dirty water discharge. Development Management • Verification of bulk infrastructure capacity before approving further densification and student housing. • Proper phasing and funding of supporting infrastructure. • Enforcement of building control and action against non-compliant structures. Public Environment • Maintenance of open spaces. • Pruning of overgrown trees that obstruct visibility and create traffic hazards. In addition to the above, the following matters require stronger emphasis and dedicated funding: Weekly Waste Removal on a Fixed Schedule Reliable weekly refuse collection is non-negotiable. Irregular collection contributes to illegal dumping, health risks, rodent infestations and neighbourhood degradation. Ward 23 requires guaranteed weekly collection on a fixed, publicly communicated schedule, contingency plans for missed collections, and visible enforcement against illegal dumping. Stormwater Rehabilitation Recurring flooding and road degradation indicate blocked or inadequate stormwater systems and insufficient preventative maintenance. Stormwater maintenance must be explicitly funded in operational allocations. Electricity Network Maintenance and Responsiveness Residents require published maintenance schedules, clear response time standards and preventative maintenance planning rather than purely reactive repairs.

Ward 23 (Ward Cllr Inputs)	By-law Enforcement and Illegal Land Use Illegal business activity and non-compliant buildings place additional strain on infrastructure and increase safety risks. Enforcement capacity must be strengthened and properly resourced. Support for Neighbourhood Associations and Community Initiatives Ward 23 benefits from active neighbourhood associations and community groups that are stepping in to maintain parks, clean public spaces and address environmental degradation where municipal services have been inconsistent. The IDP and Budget should make provision for structured cooperation with these organisations through formal partnerships, small grants, service level support, access to tools and waste removal assistance. Community initiatives should be supported, not relied upon to substitute municipal responsibility without recognition or coordination. The IDP and Budget must demonstrate increased operational allocations for infrastructure maintenance, dedicated funding for sewer and stormwater rehabilitation, sufficient waste management funding to ensure reliable weekly collection, strengthened enforcement capacity, and measurable service level standards with transparent reporting. Where the majority of wards have clearly identified infrastructure stabilisation as urgent, both the Main Budget and any Adjustment Budgets must prioritise these core service areas accordingly. Additional Inputs On-Campus Student Accommodation (PBSA) – Structural Intervention While development management and enforcement were addressed in my earlier email, the structural solution to unmanaged studentification requires clearer inclusion in the IDP. The feasibility study and development of high-density, well-managed on-campus or adjacent public land PBSA must be prioritised and recognised as a catalytic SDF and IDP project. This must be linked to bulk infrastructure upgrades, environmental assessments and clear timelines. Without increasing on-campus supply, enforcement alone will not relieve pressure on residential streets. Planning Capacity and Governance Reform Effective enforcement is currently constrained by institutional capacity. The IDP should explicitly prioritise: • Filling vacancies in Planning, Building Control and Land Use Enforcement • Appointment of transport planners and building inspectors • Establishment of a dedicated land use enforcement unit • Implementation of a digital submission and tracking system for building plans and land use applications integrated with Environmental Health and Finances. • Transparent complaint resolution and tracking system (including app/WhatsApp reporting) Without administrative capacity, policy commitments cannot translate into results. Traffic Engineering and Intersection Safety Upgrades Beyond general road maintenance, specific long-outstanding safety upgrades require inclusion in capital planning, including: • Upgrade of the DF Malherbe / Pres Paul Kruger signalised intersection • Construction of taxi and bus lay-bys along Pres Paul Kruger near Universitas Hospital and high-density student nodes • Reconstruction of the Pres Paul Kruger / De Bruyn median island • Right-turn arrow implementation at the N1 / Nelson Mandela interchange ramp • Renewal and correction of historic and unsafe road markings • Relocation or removal of unsafe structures within road clear zones along Nelson Mandela Drive Implementation of safety measures at Nelson Mandela/Jac Van rhyen intersection which is the regular scene of accidents. As well as at Mini Circles in Koos van Der Walt, where accidents occur and regular traffic violations occur. These are safety compliance matters and should not be deferred further.

	Pedestrian Infrastructure and Meditas Route The Meditas pedestrian corridor and Pres Paul Kruger IPTN route require: • Safe pedestrian crossings • Lighting upgrades • CCTV installation at identified hotspots • Completion of paving and accessibility improvements This is critical for student and school pedestrian safety. Electricity Network Resilience Beyond routine maintenance, the switching equipment and substations in Ward 23 require refurbishment to prevent extended outages after load-shedding or cable faults. Ringfeeds must be restored immediately after faults, and unsafe open electricity boxes must be replaced. Infrastructure capacity must be upgraded before further high-density accommodation is permitted in affected streets. Sewer Network Infiltration and Manhole Safety The sewer network requires: • An information campaign and enforcement against stormwater infiltration • Replacement of stolen and unsafe manhole covers • Upgrade of frequently overflowing lines, particularly along DF Malherbe and Wynand Mouton corridors Public Safety and Law Enforcement Coordination Additional measures required include: • Full implementation of the Traffic Offences System (including speed cameras) • Consistent enforcement against illegal informal trading • Monthly attendance by Law Enforcement management at CPF meetings • 24-hour response to noise complaints Outdoor Advertising and Illegal Billboards Illegal advertising along Nelson Mandela Drive, including digital real time animated billboards and median signage in prohibited areas, must be removed in accordance with by-laws due to traffic safety risks. Waste Management Enhancements In addition to weekly collection, consideration should be given to: • Provision of wheelie bins per household • Structured engagement on service levels relative to tariffs • Installation and regular servicing of litter bins at bus stops and parks Intergovernmental Property Responsibilities Certain properties owned by National and Provincial Government within the ward require intervention, including: • Refurbishment or repurposing of neglected state-owned properties • Universitas Hospital vacant Nurses Quarters • 1 Jock Meiring SAPS house • 47 Ha open land next to UFS already earmarked and zoned for Educational Use. Ideally located for On campus student accommodation

	• Expansion and maintenance of the Provincial Archive site • Maintenance of Universitas Hospital premises and sidewalks Property Rates Stability The impact of significant increases under the new valuation roll requires sensitivity in tariff adjustments. Further increases must not compound the financial burden on compliant ratepayers without corresponding service improvements. IDP Representative Forum A higher-level IDP/SDF engagement forum involving senior officials, councillors and critical private sector stakeholders is required to ensure coordinated long-term planning and infrastructure sequencing

SUBMISSIONS BY	COMMUNITY INPUTS
Ward 23 (Ward Cllr Inputs) Continues...	Matter of sustained public safety risk and legal non-compliance relating to unfenced, overgrown, and unmanaged road-reserve land along Nelson Mandela Avenue and Wynand Mouton Avenue in Ward 23, Mangaung Metropolitan Municipality. 1. A joint intergovernmental inspection involving Mangaung Fire Services, Parks, and the relevant provincial and national custodians, including SANRAL where applicable. 2. Immediate risk mitigation measures, including grass cutting, removal of dumped material, and establishment of firebreaks in compliance with the National Veld and Forest Fire Act. 3. A determination of whether fencing or controlled access measures are required where foreseeable safety risks persist. 4. Written confirmation of compliance notices issued to SANRAL or any other landowner where Mangaung is not the registered owner. 5. Clear timelines, responsible officials, and budgetary allocation for ongoing maintenance of these corridors.
Ward 25 (Ward Cllr inputs) Full report attached  WIDP 2026-2027.pdf	Top ten priorities: 1. Reliable water supply (Pellissier in particular) 2. Pothole repair and road resurfacing 3. Speeding and traffic calming 4. Neglected properties and zoning enforcement 5. Park maintenance and upgrading 6. Prepaid meter functionality 7. Stormwater drainage and flood prevention 8. Waste management and illegal dumping 9. Street lighting and public safety 10. Local economic support (SMMEs and home-based businesses)
Member of the public. (J. K)	• Unplanned water cut-offs • Road repairs and resurfacing • Stormwater system blockages • Sewer spillages and sanitation failures • Solid waste removal and illegal dumping When 100% of wards raise water reliability and road conditions as top priorities, this indicates systemic service instability — not isolated incidents. These are not secondary issues; they are the fundamental responsibilities of local government. Without reliable water, functional sanitation, passable roads, and effective waste management: - Public health is compromised - Economic activity is constrained - Property values decline - Investor confidence weakens - Community trust deteriorates
Ward 30 (M.M)	Municipal Land Audit I would recommend that the municipality should employ a private service provider to audit which land belongs to the municipality and which ones belong to private developers. In Ward 30 in Section H, the current land occupied by informal settlements in front of Taung nameng restaurant, is said to belong to private developers. There's no bidding process that was conducted. It appears that the land was transferred as a gentleman agreement to three(3) so-called private developers. The Land Disposal Policy of the municipality was not followed nor the Municipal Finance Management Act which promotes competitive bidding. The preferred so-called private developers failed to do any development on the land. As we speak the residents there have close to 5 yrs staying there without the provision of basic services. This is a gross human rights violation and the constitutional breach in terms of Section 26 of the constitution of South Africa.

SUBMISSIONS BY	COMMUNITY INPUTS
Member of the public inputs (E.L)	The 3 very small circles on the roads in Langenhovenpark currently pose a significant safety hazard because motorists treat these circles in 3 different ways: 1. As a usual traffic circle; 2. As a 4 way stop; 3. Just drive straight (without looking right or left) apparently unaware that they passed a circle. Visitors from outside the city also said that they were unaware of these small circles and passed them unnoticed. Can the Mangaung Traffic Department please change these circles into 4 way or 3 way STOP signs with big STOP 4 signs to improve the road safety of motorists, persons making use of smaller modes of transport and pedestrians.
Member of the public inputs (J.G.G)	Serious Attention must be given on responding times in cases where waterpipes burst on sidewalks, irrelevant of time, as well as in electric substation and domestic breakdowns. Also the quality of workmanship after repairs has been done on sidewalks, the holes must be closed fully and levelled to prevent injuries to people and where corrosive is in driveways it must be laid correctly again as it was before the breakdown

SUBMISSIONS BY	COMMUNITY INPUTS
MUNICIPAL PUBLIC ACCOUNT COMMITTEE (MPAC) PUBLIC PARTICIPATION ON 2024/2025 ANNUAL REPORT (SUMMARISED)	
Thaba Nchu (Barolong Hall) 23 February 2026	• Suitable main and access roads leading to different Trusts (Provincial Government) • Connecting of some Trust with Water and Sanitation • Some of the Wards in Thaba Nchu still not connected to proper water and sanitation • Paved roads to be prioritised within Thaba Nchu • Lack of consequence for incomplete projects and wasteful expenditure • Expedite the eradication of pit toilets • Provision of reliable electricity, households, high mast lights and Eskom services relocation to Centlec
Botshabelo (H Hall) 24 February 2026	• Emphasis on connection of waterborne toilets in different ward and their sections • Improved water provision • Priority of paved roads and completion of planned projects • Issues relating to environment i.e., landfill sites, waste collection and sewerage spillages • Continued maintenance and provision of street/high mast lights • Improved municipal offices with trained staff • Incomplete RDP houses (Provincial Government) • Improved Financial Management by the Municipality • Consequence Management should be prioritised within the City administration • Prioritising of Economy Enhancement in Botshabelo by prioritising Industrial factories for investments
Botshabelo (Simson Sefuthi Hall) 24 February 2026	• Section W, U, C2 still emphasis connection of waterborne toilets • Incomplete RDP houses (Provincial Government) • Roads to Cemeteries and Interstate Bus Depot to finalised • Paved roads around wards to prioritised • Centlec to assist with electrification of some settlements and high mast light • Connection of water in some settlements (different VDs)

Van Standensrus (Van Stadensrus Hall) 03 March 2026	• Construction of roads with paving and stormwater with focus in greenfield • Provision of Commonages and SMME support and cooperatives • Formalization of Informal settlement • Installation of High Mast Lights • Completion of incomplete sports stadium • Provision of services in Kgotsong upgrading of reservoirs to provide reliable water, installation of water taps and water borne toilets • Maintenance of sewer systems • Removal of fallen electric poles and upgrading of substation • Upgrading of Clinic and Provision of additional school (Provincial Government) • Construction and completion of RDP houses (Provincial Government)
Wepener (Qibing Hall) 03 March 2026	• Request for the demolition of the buildings opposite Sophia • Request for the purchasing of Farms or allocation of land to construct Commonage • Request for the construction of boreholes and for site allocations • Request to upgrade gravel roads to paving with stormwater • Provision of water infrastructure and Request the provision of clean tap water and waterborne sanitation • Request for the operational Landfill site and regular collection of waste removal • Request for the Maintenance of sport field and Request for the implementation of By Laws • Request for the provision of stable electric infrastructure • Request for the rehabilitation of Town Hall • Request for the issuing of Title deeds. • Request for the construction of RDP houses (Provincial Government) • Request for the visible Policing due to high crime (Provincial Government)
Dewetsdorp (Moroganeng Hall) 03 March 2026	• Upgrading of internal street and paving with stormwater. • Upgrading of water infrastructure including the reservoir • Refurbishment of sewage system in Dewetsdorp • Installation of flashing toilets. • Operational Landfill site • Provision of Electricity at Jim Ross • Allocation site for Houses in Jim Ross • Upgrading or provision of new cemeteries • Upgrading of electricity infrastructure • Building of Multi-Purpose centre with sport facilities • Request for the provision of Ambulance services (Provincial Government) • Provision of tarred roads from Dewetsdorp to Botshabelo and Thaba Nchu (Provincial Government) • Provision of Primary and High School (Provincial Government)
Bloemfontein (Kagisanong Hall) 04 March 2026	• Roads and Stormwater (Paving) several streets • Issues of unfinished projects i.e., bridge in Turflaagte • Relocation of informal settlements and allocation of proper sites • Completion of water and sanitation connections and new provision • Youth centres and parks • Employment opportunities within ward on planned projects

Appendix 2: Community inputs as received 2025/2026

SUBMISSIONS BY:	COMMUNITY INPUTS
ASIVIKELANE	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) • 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 • 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	• 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	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 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

SUBMISSIONS BY:	COMMUNITY INPUTS
	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! Our Park is a disgrace, growing grass and trees and a dumping side Unattended open space 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
	• 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. •
	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. 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. 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.
	• 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	• 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 • Installation of pre-paid water and electricity meters. • Construction of an additional traffic circle on Wilcocks to reduce speeding of motorist.

SUBMISSIONS BY:	COMMUNITY INPUTS
	• 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, Bloemsrut, 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
	• Installation of pre-paid water meter for all Mangaung Residents to improve revenue collection. • Planting of trees
OLIVE HILL	• Upgrading and maintenance of roads in Van Straaten street, Olive Hill
FAIRVIEW MEMORIAL COOPERATIVE	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. ESTABLISH SUB REGION COUNCILS THAT WILL FORM LOCAL COUNCIL WHICH WILL BE LEAD BY THE OFFICE OF THE MAYOR.
UNIVERSITIES ASSOCIATION	Request for clarity on R14m budget returned to National Treasury.
DISABILITY CHAMBER	• 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)	• 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	• General Repair of roads and road markings • Improvement of sidewalks and stormwater drains • Street lighting and overhead electrical lines

SUBMISSIONS BY:	COMMUNITY INPUTS
	• Trimming and Pruning of trees • Refurbishment or upgrading of water pipelines • 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	Rehabilitation of Hamilton road. Rehabilitation of the following streets in Old East End: Maroela, Coro Street, Barret Kraal street, Pine street, Karee street, Maasdorp and Bob Morrison streets. Formalization of Thambo Square. Upgrading of sewerage system. Upgrade of Lusaka square Hostel Nr. 1 upgrade. Upgrade Lusaka Informal Settlement Speed softening measures in McGregor Street
WARD 1	• 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	Restoration of Heritage site of Klein Magasa Hall. (Wall collapsed) needs urgent attention. Bochabela Boxing Arena upgrade please. Streets that need urgent attention and rehabilitation: Mompati, Dingaan, Goronyane, plaatjies, King street. High mast lights all over ward 2.
WARD 3	Rezoning of Kagisho square. URGENT REHABILITATION of the following streets: Mill, Vooruitsig, Nuffield, Hartley, Dunlop street all in Hamilton.

SUBMISSIONS BY:	COMMUNITY INPUTS
	Ramathe, Kokozela , Santho street Bochabela. Mtyombile, Mathambo, Maseti, Nzume and Khathrada street Phahameng. Upgrade of sewer system.
WARD 4	- Request for maintenance and rehabilitation of roads - Request for the creation of Parks.
WARD 5	- 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. *Increasing Public Safety*: Improve street lighting. *Community Facilities*: Develop or upgrade community centers, parks, and recreational facilities.
WARD 7	- Request for the maintenance roads and sewer system at Freedom square. - Request to improve communication between MMM and the community.
WARD 6 & 8	1.Urgent resurfacing and maintenance of roads in the wards. 2.Frequent 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	- 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	- 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	- 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 scrub yards near Atlehang School. - Request for issuing of outstanding title deeds near Ipopeng at Rocklands.
WARD 13	- 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	• 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	• Housing for informal settlement • Title deeds for residence • Road Maintenance
WARD 16	• 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	• 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). • 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	Water connections in Khayelitsha at the new informal settlement Titanic Formalization of Titanic informal settlement Road Maintenance in Khayelitsha Illegal dumping in Khayelitsha
WARD 17	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. Employing 7 people and still growing. 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. 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. 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) 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.

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	- 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)	- 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	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	- 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. 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. - 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.
WARD 18	Business Zone in ward 18
WARD 18	- 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 18 KELLY'S VIEW	No recognisable and pro-active maintenance and infrastructure improvements. Upgrading of Gravel Roads, streetlights and collapsed storm water pipes. No visible marks and street signs Cutting of grass and trees No Railway signs No speed signs all gravel roads need to be repaired to the required standard specification - 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	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 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 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.
WARD 18	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. My key request are as follows: 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	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. We request that these street name boards be installed. 4. Tree Pruning: Overgrown trees next to streets within Bloemdal and especially along Jagersfontein road where the Bloemdal Entrances are. The trees obstruct visibility when we as residents need to drive and can't see upcoming traffic. 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. 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. 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. (Brandkop Farm 702)
WARD 18	• 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 Rooidam at Lourierpark.
WARD 18	• 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	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	- 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	- 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 20	- 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. The residents of Dan Pienaar have been struggling with the problem of several illegal businesses being operated from homes on Dias Crescent, Dan Pienaar. Two of these illegal businesses are directly next to my property. 1.Business name: Explore U'R Beauty. - 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 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. 2.Business name: Little adventure ECD centre. - 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	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. 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. 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 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.
WARD 20	- 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 - 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. - 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. 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 - Installation of speed humps to control traffic in David Botha Crescent
WARD 20	- 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

SUBMISSIONS BY:	COMMUNITY INPUTS
	• 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 • Maintenance of the stormwater drainage system in Dan Pienaar and clearing of canals from Tempe to Genl Kloppe 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. • 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.
WARD 20	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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	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. 2. Urgent maintenance of the stormwater drainage system in Dan Pienaar and clearing of canals from Tempe to Genl Klopper Street. 3. Increase capacity of sewerage lines in Brandwag and Heuwelsig to prevent regular blockages. 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. 5. Request for the construction of a pedestrian bridge over Nelson Mandela to the UFS main entrance and proper sidewalks around the UFS campus. 6. Upgrading of the Telemetric device for Gilles van der Wall Street Water Reservoir. 7. 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. 9. Installation of road furniture (rail guards) and improved road markings at critical intersections. 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: 1. Effective refuse removal services for the area. 2. Regular pruning of municipal trees near power lines in Dan Pienaar and Westdene. 3. Installation of CCTV cameras in hotspot areas, including Social Housing Units in Brandwag and key intersections in Westdene. 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. 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). 9. Children's crossing signage near Bambi Pre-Primary School and St Andrews School. 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: 1. Upgrading of electricity infrastructure in Ward 20, especially in Dan Pienaar and Westdene.

SUBMISSIONS BY:	COMMUNITY INPUTS
	2. Installation of high-mast streetlights in key areas including Grey College, UFS, Engen garage at College Square, and Rayton Ridge. 3. Improved security of power stations in Brandwag, Westdene, Dan Pienaar, and Heuwelsig. 4. High-mast lights and streetlights at parks and open spaces, including Drommedaris Street and Nettleton Street. 5. Conversion of traffic lights to solar power to ensure continued functionality during power outages. 6. Replacement of streetlights with rechargeable LED lights. Corporate Services: 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	• 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	• 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.. Below is a link to the video visualizing the problem. https://drive.google.com/file/d/12yNs96mSrwg0EXK9c4Hfb8RVzPkIxp2a/view?usp=drivesdk
WARD 21	• 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. • 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.
	Housing: Adequate and affordable shelter for all residents. Including RDP housing especially for young adults, that are backyard dwellers. Basic Services: Access to clean water, electricity, and reliable waste management. Centralized clinics for the convenience of the elders. Public Safety: Low crime rates, effective law enforcement, and a sense of security in public spaces in the community. 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. Community Centres: Spaces for social interaction, learning, and community activities. 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 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. Elderly: Programs and services to support the needs of the elderly population, such as elder care, transportation, and social activities.

SUBMISSIONS BY:	COMMUNITY INPUTS
	Youth: Programs and services for young people, such as after-school programs, summer camps, and mentorship opportunities. People with Disabilities: Access to accessible facilities, transportation, and support services for people with disabilities. Low-income Families: Programs and services to address the unique needs of low-income families, such as affordable childcare, food assistance, and housing support. A drainage system should be put in place in order to maintain community drain issues. 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.
WARD 22	- Road Infrastructure Development and Upgrading - 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. - Development of Security Infrastructure, installation of CCTV cameras and additional lighting across hots-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 Neethling 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	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

SUBMISSIONS BY:	COMMUNITY INPUTS
	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 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 • 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	• fix the potholes in LHO
WARD 23	• 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	• 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
WARD 24	• 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	• 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	There is NO REFUGE REMOVAL SYSTEM - IT USED TO BE COLLECTED ON THURSDAY MORNINGS. NO RESIDENTS ARE AVAILABLE ON SATURDAY'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	Notice board with "NO DUMPING ALLOWED in in Genl Brand Drive
WARD 25	- Speed humps in du plooy crescent - supply tip dustbins for open space in du plooy street
WARD 25	Reliable Service Delivery: Ensure consistent access to essential services such as water, sanitation, waste collection, and electricity. - 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. - 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: - Intermittent water interruptions and ageing infrastructure are a critical concern for residents. - Priority is given to upgrading water pipes, improving reservoir capacity, and implementing better water management practices. - Road Infrastructure and Maintenance: - 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. - Priorities include improved street lighting, CCTV installations, and stronger collaboration with local law enforcement and neighbourhood watches. - Existing parks require upgrading, and there is a need for more recreational facilities to enhance quality of life. - Priority projects include the renovation of park infrastructure, enhancing green spaces, and ensuring safety in public areas. - Service Delivery Accountability: - 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. - Priorities include promoting waste segregation, establishing recycling facilities, and creating awareness of sustainable practices. Prioritised Development Goals The development priorities outlined above have been translated into actionable goals that guide the planning and implementation of projects: - 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

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	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. Key issues include: - 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. - 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. Challenges and Impact on Residents The unreliable water supply has far-reaching consequences, including: - 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. Proposed Initiatives for Reliable Water Supply To address these challenges, the Ward Integrated Development Plan outlines the following initiatives: - 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. Preventative Maintenance Programme: - 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. - 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: - 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.

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	- 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 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. - 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. 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. - 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: - 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. Challenges and Impact on Residents The deteriorating state of roads in the ward has numerous negative consequences for the community, including: - 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. 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: - 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.

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	• 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. • Improve culverts, channels, and drains along key roadways to manage runoff and prevent erosion. Traffic Management and Safety Measures: • 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. Regular Maintenance and Repair Schedules: • 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. Collaboration with Municipal Authorities: • 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. Community Engagement and Transparency: • 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: • 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. • 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 Fichardt Park. 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 Fichardt Park. 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. The key focus is on reducing the incidence of accidents, improving pedestrian safety, and ensuring that roads remain safe for all users. • 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. Key challenges include: • 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.

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	• 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. Proposed Traffic and Road Safety Initiatives To address the pressing road safety concerns in Ward 25, the following initiatives will be implemented: • 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. • Enhanced Road Signage and Lighting: 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: 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: 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: 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. Engage residents in community-driven initiatives, such as volunteer patrols or neighbourhood watch programmes, to further strengthen the enforcement of traffic laws. • Desired Outcomes The implementation of these initiatives is expected to lead to significant improvements in road safety across Ward 25. Expected outcomes include: • 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. • 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. 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.

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	• 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: • 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. 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: • 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. Public Engagement and Community Programming: • 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. • 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. Accessibility Improvements: • Ensure that all public parks and spaces are fully accessible for people with disabilities, including ramps, wider pathways, and designated parking spaces. 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.

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	- 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: - 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. - 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 Fichardtpark, 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: - 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. 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. 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: - 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.

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	Zoning and Land Use Regulations: • 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. • 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. Combat Illegal Building Practices: • 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. • 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: 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. • Enforce and Strengthen Municipal 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: 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: 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. Desired Outcomes The implementation of these initiatives will lead to several positive outcomes, including: • 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.

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	• 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 Fichardt park. • Strengthening Community Participation Increasing community involvement is key to ensuring effective local governance. To enhance engagement, we propose: • 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. • Involving Vulnerable Groups: Targeted initiatives to include youth, the elderly, and low-income residents in decision-making and activities. Enhancing Communication Channels • 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. Improving Ward Committee Accountability • 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: • 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. • 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: • Reliable and Efficient Services in water supply, infrastructure, and prepaid metering.

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	• 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 ecosystem. This includes managing waste, preserving green spaces, and promoting sustainable practices that benefit both the environment and the community. • 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. • 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.

SUBMISSIONS BY:	COMMUNITY INPUTS
	• 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. • 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: • 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. • 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 low-interest 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
	• 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: • 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. • 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	✓ 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	✓ 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	✓ Request for the provision of dust bins ✓ Request for the provision of Free basic electricity(FBE) Request for the allocation of sites in Industrial park square

SUBMISSIONS BY:		COMMUNITY INPUTS
Ward 30		✓ 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. Request for building of RDP houses
Ward 32		✓ 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. Request for the maintenance of electricity.
Ward 33		Request for the provision of gravel to maintain the road to cemetery.
Ward 34		✓ 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. Request for the assessment of the vacant land and allocation for residential.
Ward 36		Request for the Disaster recovery Plan to mitigate the impact Climate Change.
Ward 37		✓ 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 ✓ Request for the refurbishment of bridge. ✓ Request for the allocation of RDP houses.
Ward 38		✓ Request for the gravel to maintain road and toilets Request for the completion of Jesmin Mokgothu road.
WARD 43	BY /	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 Kgotsfalo 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.
TIERPOORT LANDBOU AGRICULTURE		

SUBMISSIONS BY:	COMMUNITY INPUTS
WARD 43 (Trust and Tierpoort)	1.Yoxford vodacom network tower 2.Electricity connection of extensions Woodbridge2,Nogaspost,Balaclava 3.Water and sanitation for the follwing extensions Motlatla,Gladston.e,Woodbridge2,Nogaspost,Balaclava 4.Agriculture*-Install camera around south trust areas *Fund the SMMES in south trust areas 5.Tierpoort cementery
WARD 43	There is a spring stretching from Fontein Street, down Oxford Street to Brand Street and borders on the properties on residents. 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. 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	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	- 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 - 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	- 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;

SUBMISSIONS BY:	COMMUNITY INPUTS
	- 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	Closure of Hillside Dumping Site Northridge, constant burning of things and the smoke cover and pollute the entire area.
	- 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 !!! - 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
	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.
WARD 45	Unfinished toilet Bergman 2 and Phase 4
WARD 46	- Request for the provisioning of meters - Request for the provisioning of electricity - Request for building of toilets
WARD 47	- 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) - 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

SUBMISSIONS BY:	COMMUNITY INPUTS
	- 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	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, Estoire curve. Very dangerous spots
WARD 48	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. 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. The lack of proper surfacing has led to persistent dust, poor drainage, and difficult driving conditions including damages to vehicles wheels and tyres. 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. 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.
WARD 48	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.
WARD 48	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. 4) The Gravel Roads in Bainsvlei & Groenvlei was destroyed after the rain and zero

SUBMISSIONS BY:	COMMUNITY INPUTS
	maintenance for the last 30 years. All the roads must be re-gravelled ASAP. 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. 6) Rayton and Hillsboro tare road the potholes must be fixed, and the tare roads must be resurfaced. 7) New 3-way robot must be installed at the Reynecke Ave, Ray Champion Road & Frans Kleynans intersection. 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. 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. 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. 11) The Municipality needs to get contractors to clean and repair all the storm water inlets in Hillsboro, Rayton & Lillyvale. 12) The Municipality need to get the contractors to help clean the sidewalk of residential areas of Hillsboro, Rayton, Spitskop & Lillyvale. 13) Upgrade the Ednau Laan reservoir in Bainsvlei and upgrade all the water pipes in the Bainsvlei & Groenvlei area. 14) To re-surface all the existing tare roads in Bainsvlei and Groenvlei. The potholes are enormous. 15) To install street name boards in Lillyvale, Shellyvale, Groenvlei, Rayton and Hillsboro where missing. 16) The stormwater channel in 15 Flockeman street in Hillsboro is totally damaged and residents cannot drive there after the rain. 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 .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. 19) To install Robots on T-junction R64 & Kenilworth Street, R64 & Abrahamskraal Road, R64 & Oldsweg in Bainsvlei, Groenvlei & Spitskop area. 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. Maintenance will include but will not be limited to: § Parks; § Storm water drainage; § Sewerage Spills; § Street name boards;

SUBMISSIONS BY:	COMMUNITY INPUTS
	§ Roads (potholes); and § Streetlights § Trees & Grass next to Road 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. 22) Road markings in ward 48 is non-existent and need to be maintained on a frequent basis. 23) Gilles vd Wall street & Toon vd Heever street must get 3 way stop signs rather than the circle that is currently there. 24) Refuge removal in Rayton, Shellyvale & Hillsboro must be reinstated in the area. 25) High mass lights must be installed in Piet Odendal street & Vergezocht Street in Bainsvlei to prevent crime. 26) Pedestrian foot path in Piet Odendal Street to limit and prevent fatalities in the street. 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. 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.
WARD 49	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
WARD 50	1. <u>WATER</u> 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. 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. 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. 2. <u>SEWERAGE</u> Sufficient funds be made available to ensure the refurbishment of the sewerage system in Van Stadensrus.

SUBMISSIONS BY:	COMMUNITY INPUTS
	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. 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. 3. <u>ELECTRICITY</u> 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. 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. 4. <u>LANDFILL SITE AND REFUSE REMOVAL</u> 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. 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. 5. <u>ROADS and STORMWATER INFRASTRUCTURE</u> Sufficient funds be made available to ensure the roads and stormwater infrastructure of Van Stadensrus is refurbished and maintained.
WARD 51	• 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	Phomolong area: • Provision of pavement • Provision of stormwater • Provision of water and sanitation Caleb motshabi area: • Provision of water and sanitation • Provision of high mast lights • Primary health care • Police station Phase 6 Area: • Provision of pavement • Provision of water and sanitation • Provision of stormwater • Streetnaming • Title deeds for every household

SUBMISSIONS BY:	COMMUNITY INPUTS
	Phase 7 area: • 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 Matlharantlheng Area: • Provision of high mast light • Provision of pavement • Formalization of masakeng • Provision of water and sanitation • Removal of illegal dumping Phase 3 Area: • sewerage system maitanance • Removal of illegal dumping side • Streetnaming

Appendix 3: IDP Community Aspirations 2022/2023 – 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)		2.4) Request the Installation of street lights in the following street: • Cooper street (Bochabela) • Mompahi street (Bochabela) • King & and streets that are cutting through • Maleleka strees (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								
		2.3) Request for the provision of paved roads in Platjie, Tshabalala, Masito, Goronyane, Mthimkhulu and King Street.		• Morakile steet (Bochabela) • Nyokong street (Bochabela) • *** 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 3.11) Site allocation in Kagisho square*	3.2) Request for Paved roads with Stormwater at the following streets and squares: ▪ 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 <u>4.10) Request for upgrading or relocation of KgateloPele*</u> <u>4.11 Request for naming of streets and provision of stand numbers</u>	4.1) Request for the maintenance and upgrading of Sewerage lines at: ▪ Address 27500 Namibia. ▪ Address 27504 Namibia ▪ Address 27381 Namibia ▪ 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 4.2) Request for the maintenance/upgrading of roads with <u>paving*</u> and stormwater at ▪ 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> 4.3) Request for the maintenance and upgrading of roads at ▪ Mafata street at Phahameng ▪ Moshompela Phahameng potholes ▪ Geelvislaan Bloemside 1 ▪ Namibia Street that enters from Unique Homes to ZCC Church	4.4) Request for the following illegal dumping sites to be removed: 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. 4.6) Request that the unutilized Fire station turned into either a community hall or youth center. 4.7) Request for the sports grounds to be maintained 4.8) Request for a Library	4.5) Request for the provision of high mast at Address 6184 Matlhape street next to Mabeaona Primary School and Address 5307 Khechane Street Phahameng High Master needs maintenance The Address 27298 Namibia square Electric Pole is about to fall. Address 27297 Electric Pole is hanging. Address 55 Geelvis Bloemside Street light is dead.	4.6) Request for Indigent 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	5.18) Request for the upgrading of informal settlement within the ward* 5.19) Request for rezoning of Crawford to be resedintial	5.1) Request that all old, cracked toilets must be rebuilt and sewage pipes maintained. 5.2) Request for all main-holes that are inside the yards be removed and placed on the street side, for maintenance and unblocking. 5.3) Request for the increment of water pressure at Unique Homes and Phelindaba. 5.4) Request that Lehasa Street to be paved with stormwater drainage due to high flooding (Ward 5 & 13) 5.5) Request that Moseme street be refilled with tarred road and installed with speed humps, Letlabika Street need paving. 5.6) Request that China Square experience flooding problem stormwater required. 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. 5.8) Request that Tsekeletsa street ±200m to be paved/tired and Morobe street ±300m paved/tired with speed humps. 5.9) Request for speed humps in the following streets: (Kgomo top Priority), Makhaola, lehasa, Thakalekwane hanise, Ngalo, Nazo, Mophethe, Morobe 5.10) Request at Mokoloko, Nkolonyane, De Wee Street Ngalo, Moshoeshoe raod, Dlabu and Mophethe street to be resurfaced <u>with proper stormwater*</u>. 5.11) Request for roads to be Gravelled/Paved in MK SQ, Mathebula, Mjali, Bobo, Pampiri, Machogo, Mohonono, Mazibuko, Hlobo, Phaphama, Rani and China and Rankie square streets	5.13) Request that all open spaces must be developed as community parks to reduce rate of crime. 5.14) Request that Phaphama Park, Pasane, Unique Homes Park Phelindaba park need maintenance and development **** Implementation of by laws for environmental purpose***	5.12) Request to install new High mast Lights and maintain the existing.			5.20) Request for tittle deeds for old Phelindaba and Rocklands houses	5.17) All cracking houses (two and three room) houses be demolished and rebuild as four rooms. 5.15) Request for all asbestos houses in China square and other areas be removed. 5.16) Request that Thari ya tshepe be renovated and new toilets installed

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	6.1) Request for employment opportunities. <u>6.14) Request for the formalisation of Baepei square in Peter Swarts*</u> <u>6.15) Request for site allocations*</u> <u>6.17) Resolving of informal settlement near freedom square spare and request for sites</u>	6.2) Request for provision of Paved roads with stormwater Freedom square, Namibia and Peter Swart 6.3) Request for provision of water and waterborne sanitation Freedom square, Namibia and Peter Swart 6.4) Request for maintenance of road infrastructure Freedom square, Namibia and Peter Swart 6.5) Request for maintenance of Stormwater Freedom square, Namibia and Peter Swart 6.6) Request for maintenance of sewerage infrastructure Freedom square, Namibia and Peter Swart ***Refurbishment of stormwater on Dewetsdorp road near Mokriki**** ***Refurbishment of sewerage lines****	6.7) Request for the removal of illegal dumping site Freedom square, Namibia and Peter Swart 6.10) Request for construction of Sports Facility 6.11) Request for the visibility of Law enforcement	6.8) Request the maintenance of transformers to avoid frequent electricity outages 6.9) Request that high mast lights be maintained <u>6.16) Request for electricity at Mbeki square</u> ****Improvement of high mast at freedom square west***			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) Turflaagte site 32274 (110 units) * 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>	8.5) Request for the removal of illegal dumping sites 8.7) Request for the construction of Sports Facility <u>8.16 Request for maintance 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								
		8.14 Request for the maintenance of potholes and gravelling of roads						
		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		9.1) Request for the maintenance of all roads and Hakotho Vaphi street. 9.2) Request for Paving: Hillside View next to St Mark Roman Catholic Church. 9.3) Request for Street names in 17318, 17694, 2692, 2657 and Catherine Pete Street <u>with board names</u> 9.4) Request for the removal of Potholes (Hillside view and Phase 2) 9.9) Request for the maintance of stormwater systems 9.10) Request for speed humps in Taelo Molosioa 9.11) Request for maintenance of sewer plant next to playgrounds ***Request assistance with sewerage behind matatiele***	9.5) Request for a youth centre. 9.8) Request for maintenance of sports ground ****Visibility of Law Enforcement****					9.6) Request for the provision of Clinic in phase 2 9.7) Request for 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 10								
Community Aspirations by number	10.1) Formalization of Informal Settlement in Caleb Motshabi 10.2) Request for a Borehole in JB Mafora	10.3) Request for the paving of main streets Caleb Motshabi, JB Mafora and gravelling of other streets 10.4) Request for the construction of roads and stormwater Taelo Molosioa. 10.5) Request for the building of a proper bridge in Caleb Motshabi 10.6) Request for the provision of flushing toilets, Water & Sanitation Caleb Motshabi and JB Mafora block 4 10.7) Request for the renaming of streets. 10.8) Request for speed humps in the main streets of Hillside view ext. 35 <u>10.18) Request for upgrading of sewerage system in Matatiele, Caleb Motshabi and JB Mafora*</u> **** Refurbishment of sewer lines behind Hillside view*** *****Sewer spillages from incomplete toilet in Calib Motshabi affect Hillside view***	<u>10.11) Request for the development of a recreational Parks*.</u> 10.12) Request for the building multi-purpose centre and Library <u>10.19) Request for regular waste collection in Matatiele and Caleb Motshabi*</u>	10.9) Request for the Installation and fixing of current High mast lights. 10.10) Request for Electrifying new rezoned area in JB Mafora block 4			<u>10.17) Request for provision of Title Deeds*</u>	10.13) Request for the building of a Clinic <u>10.14) Request for the building of RDP Houses +-38*</u> 10.15) Request for building of Public or Satellite Police Station. 10.16) Request for the building of a 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 11								
Community Aspirations by number	11.1) Request for rezoning and site allocations including site 33675 for rezoning for elderly centre	<u>11.2) Request for the provision of water and street numbering near ZCC Mezinking, Thembaletu, Turflaagte centre and Naturena</u>	11.8) Request for the construction of Park next to Church in Turflaagte	11.7) Request for the installation of 8			<u>11.12) Request for title deeds of</u>	11.10) Request for the assistance with mobile clinic (to operate 24hrs).

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 <u>11.5) Request for the construction of Bridge behind Police Station, Turflaagte 1 & 2 next to Kopanong School</u> 11.6) Request for the construction of Storm water (near ZCC Church) <u>11.14) Request for maintenance of water and sewer systems around the ward</u>	11.9) Request for the provision of site for Sports and information Centre. <u>11.13) Request for waste removal to curb illegal dumping</u>	High mast lights.			<u>Masakhane houses</u>	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 14.2) Request for the initiatives for funding of local shops, salons to create employment 14.14) 5 shops to be supported as per the spaza shops initiative. 14.15) 4 Small scale restaurants to be capacitated 14.16) 31 youth to be capacitated with business skills through partnership with SEDA etc.	14.3) Request for tarred Roads and Paving at the following streets; Mekoa, Letebele, Modisenyane, Tlhapane, Mosiane, Molawa, Kgaile, Monamodi, Motsamai, Mancoe, Dimpane, Tsatsinyane, Logabane and Phutagae Streets. 14.4) Request for the upgrading of drainage system and stormwater 14.17) maintenance of ALL sections of roads that have developed potholes or are developing potholes in : • 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 Tebelele VD needs to be paved. See attached photos. • Stormwater drainage repair at corner Mojatau street and Chief Moroka crescent. ***Provision and maintenance of prepaid water boxes (key pads, etc.)***	14.9) Request for the rehabilitation of parks 14.13) CCTV cameras to be installed at the traffic junction corner Moshoeshoe road and Chief Moroka crescent covering corners entering the Ward and our VD 14.18) The upgrading of Phutagae Park which is been turned into a dumping area.	14.5) Request for the maintenance of substation to curb power cuts. 14.6) Request for the building of substation in Mafora area 14.7) Request for the maintenance and upgrading of high mast lights 14.8) Request for the provision of licence for Electricity vendors 6. 3 streetlights to be repaired or replaced.	14.11) All outstanding indigents to be registered and assisted. 14.12) Reconciliation of all outstanding debts to be done and all account to be updated.			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 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, Bloemspuit, 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	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.	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 18.2) Request for resurfacing and pothole filling of tar roads in Fauna, Lourier Park, Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei. 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. 18.4) Request for stormwater channel in Blouberglaan, Spitskop is non-existent. 18.5) Request for repairing of the bridge in Kruger Avenue, Bloemdal 18.6) Request for road signs and road markings to be replaced. 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)	18.11) Request for the rehabilitation of the Southern landfill site and regular refuse collection in Fauna, Lourier Park and Spitskop 18.13) Request for the maintaining and cutting of trees in Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei 18.14) Request for the rehabilitation of Parks and open areas in Fauna and Lourier Park 18.15) Request for the building of sports facilities in Fauna. 18.16) Request for the renovation of sports facilities in Lourierpark. (Soccer field and Netball Court for both suburbs	18.12) Request for the maintenance of electrical infrastructure in Ferreira, Bloemdal, Qwaggafontein, Kelly's View, Spitskop and Bainsvlei *prune all trees that are affecting Centlec infrastructure		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	18.17) Request for the upgrading of the Municipality Community Centre in Lourier Park	18.18) Request for the provincial roads to be tarred: Road and build a pavement for the pedestrians on the Abrahamskraal Road in Bainsvlei. 18.19) Request for rebuilding the gravel roads in the farming areas of Geluksdam, Bainsvlei, Kelly's View, Bredenkamp and Bloemdal East. 18.20) Request for the upgrading of the Lerato Creche in Bainsvlei 18.21) Request for the upgrading of Lourier Park and Bainsvlei 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 18								
		18.8) Request for sewerage infrastructure for rehabilitation needed in Lourier Park and Fauna 18.9) Request for stormwater-drain to be installed at 190 Koedoe Road Fauna. 18.10) Request for Building of fence between Eland Crescent and Curie Avenue (Fauna). <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> <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>						

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 Tambo Road at the intersection Next to Lengau traffic department. 19.2) Request for resurfacing of Roads infrastructure and Paving of Internal Roads. <u>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.*</u> 19.4) Request for security fence on the side of the Railway since the existing Fence is tempered. 19.5) Request for the maintenance of Stormwater Drains 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.	19.7) Request for regular collection of refuse. 19.10) Request for Regular cutting of gardens, grass on traffic islands and pruning of trees, removal of fallen trees and broken branches. 19.11) Request for the upgrading of parks to provide proper recreation facilities such as gymnasium	19.8) Request for electricity infrastructure upgrade to avoid constant loss of power. 19.9) Request for the relocation of Vista Park Main Electric supplier to be taken off from Namibia.			19.13) Request for the construction of a Community Hall.	19.14) Request for the assistance with mobile police station 19.15) Request for the assistance with mobile 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 20								
Community Aspirations by number	20.1) Request for the enforcement of By-laws in relation to illegal construction in suburb of Brandwag and Student housing regulations* 20.2) Request of action against illegal street vendors in Brandwag and Westdene.* 20.15) Request to curb illegal occupation of municipal land (parks) adjacent to Albrecht Street, Westdene. ***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.	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, 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. 20.4) Request for the damaged storm water at Dan Pienaar drainage system, sidewalks, to be maintained. 20.5) Request to Increasing of capacity of sewerage lines in Brandwag and Heuwelsig*. Moreover, regular maintenance to sewerage lines regular sewerage blockages.* 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).	20.8) Request for the effective refuse removal* 20.11) request for regular pruning of Municipal trees running through power lines in Dan Pienaar and Westdene.* 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). 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. 20.14) Request for the investigation of the amount of business selling liquor in close proximity to the school 20.18) Request for the development of recreational park in Brandwag cnr Hiemstra and Hugo Street (erf 13365) * 20.19) Request for fencing of open space Reyger (Westdene) and Kmdt Senekal Street (Dan Peinaar) open space adjacent to Albrecht Street*	20.9) Request for the upgrading of electricity infrastructure in Ward 20, especially in Dan Pienaar and Westdene. * 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 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		22.24) Construction of a laybay facility (drop 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). *Upgrade and expansion of the Taxi stand at Mimosa Mall		20.16) Request for visible policing in and around the Westdene area.

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								
		<u>Borchenhagen and Brebner Roads (Westdene).</u> 20.7) Request for pedestrian bridge over Nelson Mandela to the UFS main entrance and proper sidewalks around the UFS campus. <u>20.17) Request for upgrading of Telemetric device for Gilles van der Wall Street Water Reservoir and pressure Tower***</u> <u>20.20) Request for paving in and around areas of Grey College, UFS and Engen garage at College Square*</u> <u>20.21) Traffic engineering assessment and upgrading of area around Emily Hobhouse Square*</u> <u>20.22) Request upgrading of parking infrastructure in Graaff-Reinett Street, Preller Shopping Complex, Dan Pienaar.</u> <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> ****painting of road markings and signage around Schools and ECDs, being: Brandwag Primary School, Melville Drive, Brandwag; St Michaels School for Girls, Klerck Avenue, Brandwag;	<u>20.20) Children Crossing Signage in Thomson & Reyger Streets at Bambi Pre-Primary School and General Dan Pienaar at St Andrews School.*</u>	<u>Rayton Ridge and all other hotspot areas in Brandwag (Social Housing Units, Open 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*</u> <u>20.24) Park lighting at Captain Proctor Street power substation (Erf 14051)</u> ***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.				

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								
		3. St Andrews School, General Dan Pienaar Drive and 3rd Avenue, Westdene; 4. Bambi Pre-school, Thompson Street, Westdene; 5. Hoërskool Sentraal, Louw Wepener and General Cronje Streets, Dan Pienaar; and 6. Willem Postma Primary School, Albrecht Street, Dan Pienaar**** ***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 (Brandwag), Borchenhagen and Brebner Roads (Westdene).						

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	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) 21.8 Provide the necessary infrastructure by the establishment of a business park for small and startup retail and service	21.16 Capital project: The renewal of most tar roads in Hilton, Navalsig and Waverley 21.17 Capital Project: Planned renewal of sewer system in the older suburbs Hilton, Navalsig and Waverley over the next four years 21.18 Capital project: Planned renewal of electricity distribution system in the older suburbs Hilton, Navalsig and Waverley over the next four years	21.27 Reintroduce a weekly reliable refuse removal schedule in all suburbs 21.28 Introduce 6 household refuse holding areas to cater for Hilton Navalsig, Arboretum and City Centre. 21.29 Establish 4 holding areas for garden refuse. Waverley/ Bays Village, Dan Pienaar, Arboretum, Navalsig, Hilton Business, Hilton Residential 21.30 Educate residents pertaining to refuse removal and illegal dumping	21.9) Request for the maintenance of electrical Supply, system to curb regular power outages.	21.47 Compile a budget that directly correlates with the IDP on a timeline with actual vs planned updated on a monthly basis	2.1 The establishment of a integrated call centre under direct control of the Office of the Municipal Manager. To include a walk in customer	21.52 Upgrade customer service through continuous training and development 21.53 Fill critical skilled vacancies on the structure .	21.56 A clinic in the Hilton area to serve the community of Hilton, Navalsig and City 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 21								
	businesses in the Hilton area to regulate, integrate and strengthen the economic sector in Hilton. 21.9 Development of the Naval Hill conservatory area and all existing amenities, to provide a unique world class nature conservatory and tourist attraction. (Private, public and self sustainable). 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) 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 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) 21.13 Provision for low cost cluster housing (flats) for	21.19 Capital project: Planned renewal of the water supply line system in all suburbs. 21.20 Planned maintenance of all the road surface in all suburbs. 21.21 Planned maintenance of road signs all suburbs in Ward 21 21.22 Planned maintenance of road markings in all suburbs. 21.23 Planned maintenance, renewal and extension of prepaid water meter system 21.24 Planned maintenance and renewal on the power distribution network. 21.25 Planned maintenance of the robot system in all suburbs 21.26 Capital project. Taxi rank (pic up and drop point) in Raymond Mhalaba and Link Road in City Centre area **** Upgrading of the main sewerage and water line in Long Street Hilton ****The construction of an additional roundabout in Willocks Street between Bayswater roundabout and Raymond Mhlaba roundabout.	21.31 Educate residents pertaining to refuse removal and illegal dumping 21.32 Implement and execute a quality control system over the refuse removal function 21.33 Reintroduce a weekly reliable service for garden refuse 21.34 Reintroduce a reliable weekly refuse removal system for bulk refuse removal for businesses 21.35 Enforce the Law pertaining to illegal dumping of household, business and garden refuse 21.36 Mechanise refuse removal in line with bets and productive practises 21.37 Introduce a wheely- bin system like in Cape Town with the correct specified compactor trucks 21.38 Much more planning, organising, leadership and control over landfill areas. Better access and safety for residents 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 21.41 Create capacity through training and development of a highly efficient and public service City Law enforcement 21.42 Implement all existing Laws and bylaws. Apply penalties for transgressors . Re-establish order. 21.43 Establish the capability and capacity for continuous speed calming . 21.44 Deal with homeless people/job seekers . Provide shelter and protection 21.45 Improve working relations with SAPS, CPF, private security groups and constituted community groups	21.10) Request for the replacement of damaged streetlights and repairs.	and accessible to all stakeholders 21.48 Transparency of the supply chain and tender practises 21.49 Improve friendly customer service at all public counters. (attitude problem) 21.50 Improve collection of revenue. Identify lost opportunities and manage accordingly. 21.51 Stop the practice of underfunded budgets and radical adjustments on budget. Spend money for the purpose it was budgeted for	centre and to process Email . WhatsApp, SMS and telephonic end queries on a 24 hour basis 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) 21.4 Establishment of a Communication Management Department where all correspondence and communication from residents are received, replied to and saved for future reference.	Renumerate market related in accordance with job evaluation and remuneration scales. Make sure employees are productive 21.54 Improve labour relations with unions. Train supervisors and managers in labour relation practises 21.55 Provide Management training on all levels to enhance planning, organising, leadership and control on all levels	21.57 People are bussed in to pre and primary schools in Hilton/ 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

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								
	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). 21.14 Protect and develop Happy Valley, Kiepersol and Deale Road Conservatory. Focus on plant and animal wild life, accessibility and safety 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)		21.46 Special programme to ensure safety at all schools in the wards. Traffic and criminality around schools			21.5 Scheduled Maintenance project progress report 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		<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> <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> <u>22.3) Request for the refurbishment of Storm-water-drains;</u> <u>22.4) Request for the maintenance of dilapidated sewerage lines;</u> <u>22.5) Request for the removal of a Traffic Lights (junction) Dirk Opperman and Du Plessis Street to ease traffic.</u> <u>22.6) Request for speed humps in 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> <u>22.7) • The erection of a Traffic Light where N.P. van Wyk Louw street meets Du Plessis Avenue;</u> <u>****Upgrading of the main sewerage line. Suburb: Langenhoven Park and One off project to repaint all road markings.</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 23								
Community Aspirations No.	23.1) Request for firm measures regarding Student accommodations that must comply with Town Planning Scheme guidelines and SPLUMA. 23.2) Request for strict measures regarding Illegal Billboards 23.2) Request for strict measures to prevent illegal informal traders	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 23.4) Request for water refurbishing for degraded water pipes in Parkwest and Ditches in Donald Murray Avenue must be repaired. 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. 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.	23.8) Request for installation and cleaning of 23 litter bins at Bus Stops and in Parks 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. 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 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	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 Park. Missing pole covers must be replaced regularly. 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.			23.14) Request for a complaint resolution and tracking system, WhatsApp reporting & cell phone app	NATIONAL GOVERNMENT 23.15) ****Rezoning of 1 Jock Moiring 296 Paul Kruger SAPS hose needs to be completed urgently to allow SAPS offices. 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.

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								
		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	prone compound curves), Boersma Street, Jac van Rhyn Avenue. 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) 23.14) Traffic Law Enforcement: 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	24.1) Request for the Redevelopment of Memorium Avenue to assist businesses. 24.2) Request for a proper taxi rank with ablution block at Fleurdal Mall and Rezoning of	24.3) Request for the maintenance on the storm water channel in Pasteur Avenue Hospitaalpark. 24.4) Request for a Parking Area for NG Church in Hospitaalpark	24.6) Request for Speed camera's in Hudson Drive, Benade Drive Fichardtpark, Castelyn Road Curie Avenue Genl de Wet, Fichardtpark and	24.10) Request for electric boxes that must be locked and closed.	24.7) Request that more money be budgeted for the maintenance of Ward 24			24.8) Request for Sport Facilities. 24.9) Request for the Redevelop Open Space in Nico van der Merwe Avenue for Driving Schools and

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								
	<u>open spaces in Curie Avenue and Benade Drive for informal traders with ablution blocks.</u> ****Request for firm measures regarding Student accommodations and rezoning of properties for business purposes that must comply with Town Planning Scheme guidelines and SPLUMA. ****Request for strict measures to prevent illegal informal traders. ****Request for the enforcement of By-laws in relation to illegal construction in Uitsig, Fleurdal, Hospitaalpark, Gen de Wet and Fichardtpark	<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> <u>24.11) Request for redevelopment of surrounding pavement at.</u> • Rosestad Retirement Village • Rosenheim Retirement Village and • Welgedacht Retirement Village ***<i>Upgrade of the main sewerage line at Memoruim Cemetery</i> ****<i>Upgrade of main sewerage line in Hospitaal Park</i> ****<i>Maintenance of the Water Network Infrastructure</i> **** <i>We urgently appeal to the local authorities to install speed humps near schools and retirement villages</i> ****<i>Request for Prepaid Meters to be available when resident request a meter and paid for it.</i> ****<i>Request for strict measures regarding traffic violations</i>	Memorium Road Uitsig ***Maintenance of Memorium Cemetery ****Request for the maintaining and cutting of trees in Hospitaalpark, Gen de wet, Uitsig, Fleurdal and Fichardtpark ***Maintenance of Southern Landfill site	<u>broken ones replaced and the switching equipment for substations in Fleurdal, Gen de Wet, Uitsig, Hospitaalpark and Fichardtpark</u> ****Request for the upgrading of electricity infrastructure in Uitsig, Fleurdal, Gen de Wet, Hospitaalpark and Fichardtpark	which include Uitsig, Fleurdal, Hospitaalpark, General de Wet and Fichardtpark *** Proposed Tariff Increases **** Request for accurate billing and timeous delivery of accounts			Redevelopment of surrounding sidewalks at Rosestad, Rosenheim and Welgedacht Retirement Village

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	25.1) Request for the provision of boreholes	25.2) Request for the building of the reservoir is needed urgently 25.3) Request for the paving around Fichardt Park and President Brand Primary School 25.4) Request for the repairing of potholes in Fichardt Park and Pellissier. 25.5) Request for the repairing of all storm water inlets in the ward. <u>25.6) Request for the Maintenance of sewer systems and replacing missing covers*</u> 25.7) Request for the painting of road marks in the ward 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 25.9) Request for fencing next to railway line in Fichardtpark from Du Plooy Ave to Brandkop	25.10) Request for efficient waste removal <u>25.11) Request for Speed Cameras in Benade, Castelyn and Pellissier drive*</u> <u>25.12) Request for control of illegal parking next to Rose Park (Gustav Ave, Schnehage Ave)*</u> <u>25.13) request barrier at the corner of Benade Drive, Fichardpark, close to Safe Rite Supermarket. *</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 26								
Community Aspirations No.		26.1) Request the repair and reseal of tar roads in entire wards (Potholes) 26.2) Request the upgrading of stormwater and sewer pipes, Wilgehof. (Structure very old)	26.10) Request for regular cutting of grass (Procurement of small Tractor with shaft grass cutter).	26.9) Request the provision of medium high mast light on the island of Westphall street Universitas				

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								
		26.3) Request that the Stormwater inlets to be cleaned and covered with cement 26.4) Request new stormwater pipes to be erected at Abraham Greyling Street. (±25 meters) 26.5) request the repainting of street marks entire ward 26.6) Request for Paving to be re-erected on pavement in portion of Weits street and Dawre Roode Street (Striata Retirement centre) 26.7) Request for painting of street names on paving curbs and street name board provided and traffic signs 26.8) Request for Traffic lights at corner of Stals and Jasmyn Str – Gardenia including corner of Paul Kruger and De Bruin Universitas	26.11) Request for speed cameras in De Bruin and Paul Kruger Streets.					

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	<u>27.11) Request for allocations of PTOs and Site allocations*</u> <u>27.12) Request for commonages for stray animals*</u>	27.1) Request for flushing Toilets (Water Bowl System) for Botshabelo West and Extension 1. <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>	<u>27.3) Request for frequent refuse removal*</u> and Illegal dumping sites to be removed 27.9) Request for the maintenance of Parks.	27.5) Request for the maintenance of streetlights and maintenance 27.6) Request for the Installation of High mast lights. <u>27.12) Issues regarding electrical boxes (exploded or damaged)* and meters showing wrong address*</u>			27.10) Request for community multipurpose centre and a Hall at ERF 2520 F Section <u>27.13) Request for allocations Title 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 28								
Community Aspirations by number	28.1) Request for Job Creation through MMM initiatives 28.12) Request for Sites provision or relocation in flood plains.	28.2) Request for provision of bridge Canals in Mathlaranthleng 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	28.6) Request for the removal of illegal dumping site. 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.	28.8) Request for the maintenance of street and high mast lights			28.13) Request for the construction of Community Hall.	28.14) Request for a mobile Police Station. 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	29.1) <u>Request for the upgrading of sewerage system.* urgently in J section and other sections</u> 29.2) <u>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 29.10) <u>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 Geyser.			29.8) Request for building of a community hall	29.9) <u>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 - 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 Request for the <u>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) Establish G & H3 Old age and disability <u>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 replacement of	31.6) Request for the provision of park and Maintenance of "A" park and swimming pool 31.11) Request for refuse removal to curb illegal dumping	31.5) Request for the Installation and repairing of high mast lights. 31.12 Request for			31.10) Request for <u>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								
		<u>temporary toilets structures to bricks and provision in all other affected sections in the ward</u> <u>31.9) request for the repairing of leakages of sewer and water</u>		<u>upgrading of 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 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.	33.7) 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 33								
		33.5) Request for the construction of Paving of Interstate Bus depo and Graveyard route.						

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.	34.1) Request for the provision of Flashing toilets (M, T, N Section) 97% of ward remains with VIP toilets 34.2) Request for the building and maintenance of all Stormwater system and <u>most specifically N1 road/ Sefuthi Road/ Mpatleng Road.</u> 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/ Batjha Road/ Madibaks road/ T20 road / N Section N6 Road/ N12 Road/ 17 Road M Section Sebatatso road/ Rome Road</u> 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> *****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*****		34.7) Request for 6 High Mast at _____ M.T.N. Sections <u>respectively and Streetlight which covers the area of T Section Mpatleng Road and N Section N6 Main Road</u> 34.8) Requested that Centlec to rebuild the anticipated power station to assist to curb high consumption from other wards				34.6) Request for the building Public Clinic (4633 population live on T section they are without Clinic. <u>34.10) Request for building of RDP and completion of incomplete structures.</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 35								
Community Aspirations by number	35.10) Request for the provision of PTO in Marikana*	35.1) Request for the provision of water borne system (flushing toilets)* 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.	35.11) Request for the provision of High mast light in Marikana*			35.5) Request for the provision of Community Hall and building of the Cllr's office* <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 building of Public Clinic and to operate 24hrs

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	<u>37.16) Processing, relocating and servicing about 450 informal settles within Ward 37 (R Section)</u>	<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> <u>W section</u> <u>R section</u> 37.2) Request for roads to be gravelled and rehabilitation of potholes 37.3) Request for upgrading of sewerage system and stormwater in V Section (X2), U Section (X2) and S (X1) <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> 37.12) Request for the maintenance of water system to curb leakages <u>37.13 Request for stormwater at</u> <u>S section (1000meters)</u> <u>U Section (3000meters)</u> <u>V Section (1000meters)</u> <u>37.14) Request for Provision of household water taps (about 1600 units)</u>	37.5) Request for the effective refuse removal in R Section 37.7) Request for the recreation of parks in the following sections: R, U, V, W <u>37.11) Request for the provision of dustbins</u>	<u>37.6) Request for the Installation of high mast lights (4) in R Section and (1) in U Section</u>			37.8) Request for the construction of Community Hall.	<u>37.9) Request for the building of Clinic in V Section. (and meanwhile a 2 mobile clinics will assit).</u> 37.10) Request for the construction of Sports Facilities in U Section <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>

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		38.1) Request for the construction of paved roads and installation of storm water at the following VDs: • <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> 38.2) Request for waterborne toilets at the following VDs: • <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> <u>38.3) Request the upgrading of infrastructure: water pipes, sewer pipes to curb spillages.</u> <u>38.4) Request the maintenance of potholes in all roads in general and all VDs.</u> 38.5) Request for the eradication of Pit latrines / pit toilets and waterborne toilets.	38.6) Request for the removal all illegal dumping site. at the following VDs: • <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>	38.7) Request for upgrading of power lines. 38.8) Request for the installation and upgrading of High mast lights at the following VDs: • <u>VD: Thato Secondary School</u> • <u>VD: Ditholoana Primary School</u> • <u>VD: Weslyne</u> • <u>VD: Ntumediseng</u>				38.9) Request for the completion and new building of RDP Houses at the following VDs: • <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	39.5) Request for P.T.O's (for Moroka EXT 40, Selahliwe Ratau EXT, Hlambaza Ratau EXT, Moroka EXT 27) <u>39.6) Request for site allocations in all infills</u> 36.7) Request for the allocation of empty stands (all VD's)	39.1) Request for the provision Water and Sanitation (flushing toilets in all VD's, especially Ereskuld, Basil Read EXT.) 39.2) Request for the construction of paved and tarred roads and installation of storm water. <u>39.12) Request for maintenance of water and sewer systems</u> <u>39.13) Request for Reservoir</u> ***** • Provision of toilet at Rutegang VD and Ratau Ext 27 • Vacuuming of toilet****	<u>39.11) request for refuse removal</u>	39.3) Request for the installation of high mast Lights (5+ per VD) 39.4) Request for the provision of electricity (For all Extensions)			<u>39.10) Request for provision of Title deeds</u>	39.8) Request for construction of 1000 houses + for each VD. 39.9) Request for construction of RDP houses that was previously approved but not in good condition. ****Eskom office to be operational and security and clinics***

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	<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>	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.	<u>40.12) Request for assistance with scholar patrol coordination*</u>	40.7) Request for the installation of High mast lights at the following areas: - Moroka ext. (Tshoga) (1) - Flenter (1) - Unit one ext. Ttola (2)			40.8) Request for the provision of title deeds 40.9) Request for the	40.10) Request for the construction of RDP Houses at: 1. Moroka ext. Tshoga)

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								
	<u>40.14 Request for land</u> <u>40.15) Infills for business Selosesha and Selosesha Ext 3 and Unit Ext</u> ***Provision of commonages and Law enforcement to assist with roaming animals***	3 (Sakanyoka) - 4 main roads estimation of all roads that 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. 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) 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) 40.4) Request for the provision of toilets at 1. Moroka ext. (Tshoga) 2. Flenter *****40.5) Request for Water provision in: 1. Selosesha ext. 3 (Sakanyoka)***** 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 <u>40.16) Request for the provision of traffic Robot next Tawana primary school and selosesha Library*</u>	****Refurbishment of vandalised stadium and park***	- Unit one (2) - Ratlou location (2) - Selosesha extension (1) - Selosesha Stands (2) - Selosesha (2) <u>40.) Repairs of streetlights and high mast</u>			construction of Community Hall.	2. Flenter and provision of house numbers 3. Ratlou location. <u>40.13) Request for a clinic*</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 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</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>Mofolo. Other trust are also affected.</u> RA41.13) Request for a proper bridge in Sediba RA41.14 Request for the provision of water in most of the 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 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 Cemetries***	42.4) Request for the Maintenance and Installation of High mast lights			42.8) Request for the construction of Community Hall ****Rehabilita tion 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 <u>sport facilities</u>	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</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</u>	<u>44.12) Request for the repairing of damaged and neglected streetlights and Electric boxes.</u>				44.18) Request that the S1066. provincial ring road running through the area. While it has been referred to

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								
		entire Bayswater are cracked, crumbling and potholes 44.3) Request for the upgrading of Bayswater defective sewerage system. 44.4) Request for the construction of speed humps in Waverley, Olympus, Kenneth Kaunda, Christo Groenewald streets. ets 44.5) Request for the repairing of potholes, road markings, traffic lights. 44.6) Request for the provision of road signs, faded signs and adequate marking. 44.7) Request for the upgrading of old leaking pipes 44.8) Request for the upgrading of clogged storm water drains Maintenance of sewer blockage. 44.9) Request for the repainting of old street markings on road surfaces. **** Repaint of roadmaking's and new traffic signs in Gasconey street. Suburb; Pentagon Park ****Gravel Roads and stormwater refurbishment as follows: Douglas Valley,	Street which is overgrown with 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. 44.11) Request for the maintenance of Canal running alongside Rhyn Avenue is overgrown and unhygienic 44.16) Request for maintaining of Parks and gardens and regular cutting of undergrowth encroaching on road at the bend grass on traffic islands. 44.17) Request for pruning of trees and removal of fallen/broken trees. Open erven should be cleaned. ****The closure and rehabilitation of the northern landfill site.	44.13) Request for the upgrading of Electricity. Infrastructure to avoid constant loss of power. 44.14) Request for the provision of lockable Street Meter to avoid unauthorized access to the meters 44.15 Request for the maintenance of Electricity supply in Ribblesdale to avoid power outages. ***Security to protect Centlec infrastructure or replacement of coper cables or moving cables underground. ****Upgrading of Centlec infrastructure (Sub stations) as follows: Harlem Street, Noordhoek Normandy street, Bayswater				in the previous 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

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</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. <u>45.16) Request for the completion of +- 700 unfinished toilets at Bergman 2</u> <u>45.23) Request for Refurbishment of road between phase 4 and Pieterswart.</u> <u>45.24) Request for the maintenance of natural swamp at 8152 phase 4</u>	<u>45.21) Request for Re-zoning of parks phase 4, phase 9</u> <u>45.22) Request for Removal of Dumping sites</u>	<u>light in phase 4, phase 9, Bergman 2</u>				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	<u>46.1) Request for the Formalisation of new Squatter Camp (Monnahalatwe) and provision of site to registered residents</u>	46.2) Request for the construction of stormwater. <u>46.3) Request for the vacuuming of VIPs (Phase 6)</u> 46.4) Request for the provision of Water and Sanitation (Water borne toilets) Phase 9 & 10 <u>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).</u>	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.			<u>46.7) Request for the provision of Title Deeds to registered beneficiaries</u>	<u>46.8) Request the completion of Houses. (Phase 5 and 6)</u> 46.9) Request to complete the backlog of unfinished houses without plumbing system @ house no 11682,11928 and 11800 <u>46.11) Request for the provision of Police Station and Clinic</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 47								
Community Aspirations by number		47.1) Request for the Maintenance of >Sand du Plessis laan. >Bloekomroad, >Lessing Road. 47.2) Request for the provision of stop signs in Tibbie Visser and Rudolf Greyling an AW Louw Rudolf Greyling 47.3) Request for the upgrading and retarring of the following avenues: >Tibbie Visser >DF Malherbe >Marais >Zaltsman >Clarkson 47.4) Request for the installation of Road signs. 47.5) Request for the repairing of potholes and construction of drainage system. 47.6) Request for the provision of stormwater to eliminate the standing water in the ditch next to the Old Thaba Nchu roads. 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. 47.8) Request to upgrade sewerage infrastructure to avoid spillage at corner Hoofavenue / Carel van Pletzen and NG Church Estoire 47.9) Request to upgrade storm water drains that is hazardous to children	47.11) Request for Operational Landfill Site and <u>Recycling initiatives</u> 47.15) Request for the pruning of trees growing close to Primary Schools. 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) <u>47.17 Request for the upgrading of Cricket Stadium and Clive Solomon.</u>	47.12). Request to upgrade electricity infrastructure (i.e. Poles are broken). 47.13) Request to upgrade electricity supply to >Vaalbankzuid, >Roodewal >Estoire, > Olive Hill Cambleton 47.14) Request for installation of high mast in: Roodewal, Vaalbank, Olivehill, Bloemside Heidedal 4ways stop, and Pine heaven Bloemspruit. ****Upgrading of Centlec infrastructure (Sub stations) Bloemspruit				

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								
		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). ****Gravel Roads and stormwater refurbishment Bloemspruit ****Further upgrading of the Maselspoort water treatment plant.						

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		48.1) Request for gravelling of Bainsvlei & Groenvlei (Reynecke and Venter Avenues) roads and Potholes fixed at Rayton and Hillsboro 48.2) Request for the construction of speed humps in Reynecke Ave in Groenvlei, Kenilworth Street near Bainsvlei Combined School, , Kleynans Road. 48.3 Request for the installation of Street Name Boards in: >Lillyvale, >Shellyvale, >Groenvlei, >Rayton >Hillsboro 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,	48.8) Request for the regular cleaning of sidewalk in Hillsboro, Rayton, Spitskop and Lillyvale. and maintenance of parks 48.15) Refuse removal at Rayton, Shellyville and Hillsboro	48.7) Request for the upgrading of electric infrastructure and pruning of trees that destroys powerlines 48.14) High mass lights must be installed in Piet Odendal street & Vergezocht Street in Bainsvlei to prevent crime.				48.9) Request the fixing of potholes in Bloemendal Road, Kenilworth Road and Frans Kleynans Road. 48.13) Tar the whole Arbrahamskraal Road and build a pavement for the pedestrians on the Arbrahamskraal Road in Bainsvlei.

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								
		<u>>Rayton& >Lillyvale, > 15 Flockeman</u> 48.5) Request for the upgrading of Ednau Laan reservoir in Bainsvlei and upgrading of all the water pipes in Bainsvlei area. 48.6) Request for the installation of Stop sign on T-junction Frans Kleynhans and Kenilworth Street Groenvlei. <u>48.10) Sewer system Shellyville to Woodlands and 7 dammes need urgent interventions</u> <u>48.11) New 3-way robot must be installed at the Reynecke Ave, Ray Champion Road & Frans Kleynans intersection.</u> <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> <u>48.16) Road markings in ward 48 is non-existent and need to be maintained on a frequent basis.</u> <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>						

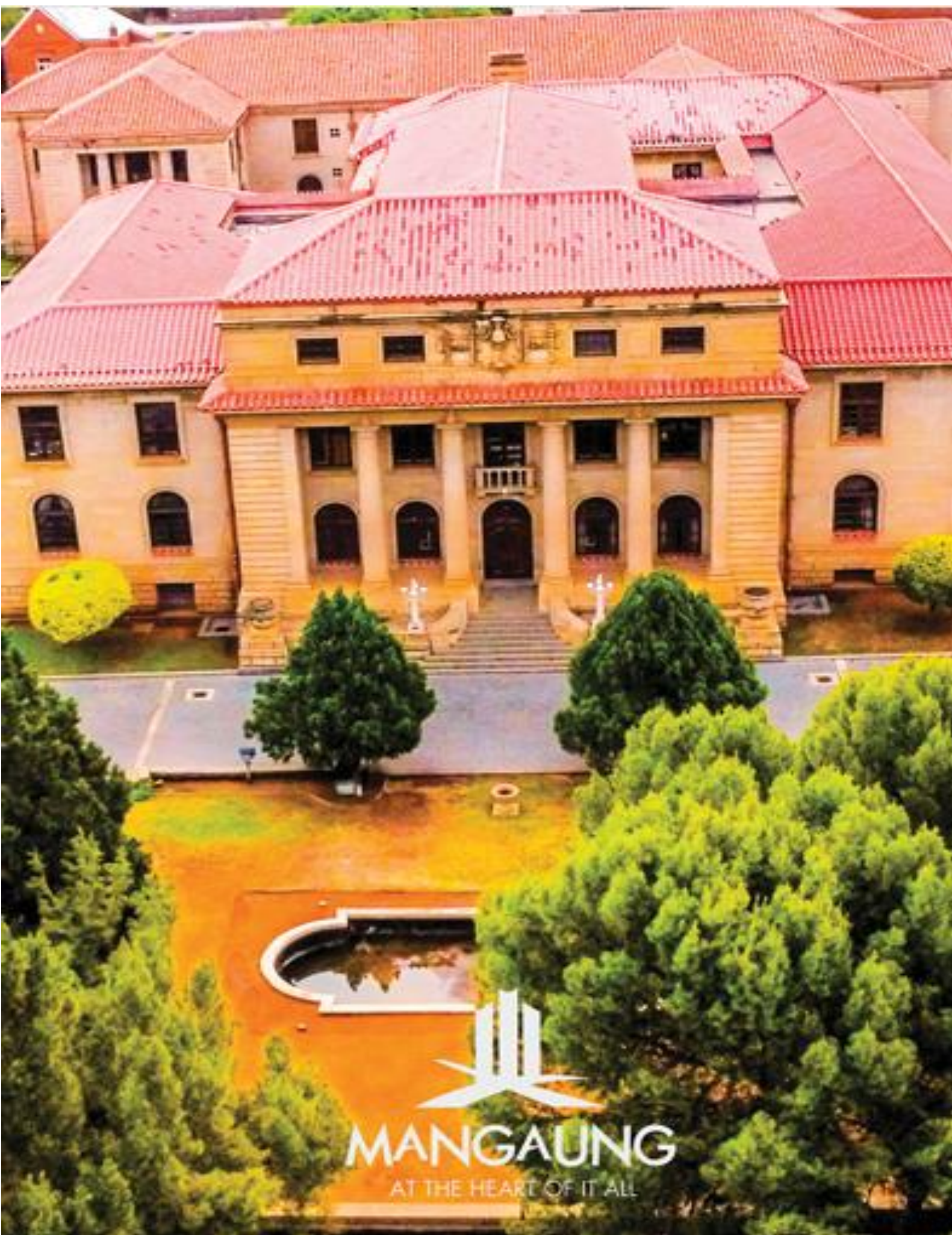
Community Aspirations for 2024/2025								
	Planning ERD Human Settlement	Technical Services	Community Services and Public Safety	Centlec	Finance	OCM	Corporate Services	Provincial Dept.
Ward 49								
Community Aspirations by number	49.5) Request for Sites allocations	49.1) Request for provision of water borne toilets in Zone 3, 4, Mokoena and Mapetsa	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	49.7)

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								
		49.2) Request for construction of Roads and Stormwater in Themba Section Behind R. T Mokgopa School and completion of incomplete 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****					multi-purpose centre	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 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> ****Upgrading of the Wepener boreholes	<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	VS50.1) Request for the formalization of Informal settlement <u>VS50.2) Request for the provision of Commonages and SMME support and cooperatives</u> <u>VS50.10) Request for sites and relocation of churches in residential sites</u>	<u>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</u> VS50.4) Request for the Construction of roads with paving and stormwater <u>with focus in greenfield</u> <u>VS50.5) Request for the maintenance of sewer systems</u>	VS50.6) Request for the completion of incomplete sports stadium in Van Stadensrus	VS50.5) Request for the installation of High Mast Lights <u>VS50.11) Request for the removal of fallen electric poles and upgrading of substation</u>				VS50.7) Request for the upgrading of clinic VS50.8) Request the provision of additional school <u>VS50.9) Request for the construction of RDP houses</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 51								
Community Aspirations by number	51.1) Request for the formalisation of MASAKENG settlements.	51.2) Request for the provision of piped water and waterborne sanitation in Phase 3, 6, 7 Masenkeng, Phomolong, Caleb Mostshabi, Kgotsong and Matlharanthleng. 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. 51.4) Request for Permanent Bridges at phase 3, 6, 7 Masenkeng, Phomolong, Caleb Mostshabi, seven de lan Kgotsong and Matlharanthleng . 51.5) Request for maintenance of Sewerage spillage (Matla School.	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.



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